

Leicester Safeguarding Children Board 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 2018 (minor update)	Beverley Czyz	Version 7.5
Revision date:	31 July 2018 (full review)	Beverley Czyz	Version 7.6
Revision date:	18 October 2018 (CBC Review)	Beverley Czyz	Version 7.7

Contents

1 - Introduction	3
2 - Principles for working together and creating culture of challenge.....	3
3 - Functions	4
4 - Membership	5
5 - The Independent Chair	6
6 - The Vice Chair.....	7
7 - Office Support to the Board.....	7
8 - Representation from schools	7
9 - Substitute Members	7
10 - Additional Members	8
11 - Involvement of other agencies and groups	8
12 - Expectations of Board Representatives (Roles and Responsibilities).....	8
13 - Accountability	9
14 - LSCB Member Performance	9
15 - Board Meetings.....	10
16 - Quoracy	11
17 - Urgent Matters	11
18 - Conflicts of interest	11
19 - Decision Making.....	11
20 - Finances	12
21 - Financial Accountability.....	12
22 - Core Budget.....	13
23 - Business Plan.....	13
24 - Performance Monitoring Framework	13
25 - Annual Report.....	13
26 - Dispute Resolution Process	14
27 - Complaints Procedure.....	14
28 - Alterations to the constitution.....	14
29 - Dissolution of the Board.....	15
30 - Notices and other communication with Members	15
31 - Connectivity between the LSCB and other Partnerships.....	15
32 - Relationship between the LSCB, LSAB, Children’s Trust Board and Health and Well-Being Board	16
33 - Relationship between the LSCB and the Leicestershire Police & Crime Commissioner	16
34 - Relationship between the LSCB and the CSE Missing and Trafficked Executive	16
35 - Relationship between the Leicester Safeguarding Children Board and the Young Offender Management Board	17
36 - Relationship between the Leicester Safeguarding Children Board and Young Consultants and other youth organisations.	17
37 - Relationship between the Leicester Safeguarding Children Board and other specified organisations and individuals.....	17
38 - Leicester Safeguarding Children Board and Joint Working Arrangements	17
Appendices.....	19

1 - Introduction

- 1.1 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.
- 1.2 The revised statutory guidance, *Working Together to Safeguard Children (2018)* and *Working Together: transitional guidance* was published on 5th July 2018. All agencies should familiarise themselves with these documents which can be found at: <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>
- 1.3 These documents confirm that LSCBs must continue to carry out all of their statutory functions, including commissioning SCRs where the criteria are met, until the point at which safeguarding partner arrangements begin to operate in a local area. They must also continue to ensure that the review of each death of a child normally resident in the LSCB area, is undertaken by the established child death overview panel (CDOP), until the point at which new child death review partner arrangements are in place.
- 1.4 As such the LSCBs should continue to operate and refer to *Working Together 2015*: chapter 3; chapter 4 (disregarding redundant references to notifiable incidents and the former national panel of independent experts on SCRs); and chapter 5. At the latest the new safeguarding and child death review arrangements must be in place by 29 September 2019. The LSCB will only cease to operate once the new safeguarding partnership arrangements have been published and implemented.
- 1.5 At the same time, all agencies need to refer to *chapter 1* and *chapter 2* of *Working Together to Safeguard Children (2018)* regarding *assessing need and providing help* as well as *organisational responsibilities* and the importance of *contextual safeguarding*. This document does not include the detailed guidance in “*Working Together to Safeguard Children*” (2018) and all agencies should access the document through the link above.
- 1.6 The LSCB work contributes to the wider goals of other statutory partnerships in improving the wellbeing of all children as set out in the partnership protocol. The LSCB has a separate identity and independent voice within the wider governance arrangements and the LSCB Independent chair is a member of Leicester Children’s Trust. However, in order to provide effective scrutiny, the LSCB should be independent. Therefore, while it has strong links with other statutory partnerships the LSCB should not be subordinate to, nor subsumed within, other local structures.

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:
 - Fairness
 - Consistency
 - Respect
 - Acceptance
 - Honesty
 - Integrity

- Trustworthiness
- Reliability
- Empathy
- Understanding

3 - Functions

3.1 The objective of the Board as provided for by section 14 of the Children Act 2004 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:

The action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention.

 - i) Training of persons who work with children or in services affecting the safety and welfare of children.
 - ii) Recruitment and supervision of persons who work with children.
 - iii) Investigation of allegations concerning persons who work with children.
 - iv) Safety and welfare of children who are privately fostered.
 - v) Co-operation with neighbouring children's services authorities and their Board partners.
- b) Communicating and raising awareness of 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.

4 - Membership

4.1 The Board will have an independently appointed Chair and in accordance with Section 13, Children Act 2004 and the LSCB Regulations, the following organisations within Leicester are statutory members of the Board:

- a) The Local Authority (including the statutory role of Director of Children's Services which is held by the Strategic Director Social Care & Education)
- b) Leicestershire Police
- c) Derby Nottingham Leicestershire and Rutland National Probation Service
- d) Derby Nottingham Leicester and Rutland Community Rehabilitation Companies
- e) Leicester Youth Offending Service
- f) Leicestershire Partnership NHS Trust
- g) Leicester City Clinical Commissioning Group (LCCCG)
- h) NHS England (responsibility delegated to LCCCG)
- i) University Hospitals Leicester NHS Trust
- j) The Children and Family Court Advisory and Support Service (CAFCASS)

The membership [includes provision for two Lay Members representing the local community who are appointed as full Members of the LSCB, with a three-year renewable tenure subject to performance].

In addition, the Lead Member for Children's Services sits on the Board as a "participant observer" (non-voting).

The Board has also exercised its discretion under Section 13, Children 2014 to include within its membership relevant agencies exercising functions or engaged in activities relating to children within its local authority area.

The membership of the LSCB is therefore 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 (delegated to LCCCG)
- 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
- 1 Voluntary Sector representative
- 2 Head Teacher representatives (1 each from Primary and Secondary)
- Further Education College
- Maintained Schools. Academies, Independent Provision

The Voluntary Community Sector (VCS) representative on the LSCB is there in the capacity as a representative of the LLR VCS Reference Group and not as representatives of their individual organisation.

Advisors to the Board:

- LSCB Manager
- LCC Legal Services
- Young Consultants

Participant Observer:

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

- 4.4 Each individual partner agency is responsible for ensuring that their Board Members has a current (i.e. not more than 3 years old) DBS check or be 'vetted' to a higher level by their own organisation according to their role and requirements of the DBS Eligibility Criteria.

5 - The Independent Chair

- 4.1 The Independent Chair is appointed specifically for this purpose and chairs the Board, the Core Business and Chairs Executive and is a member of the Serious Incident Review Group.
- 4.2 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 Strategic Director Social Care and Education, Assistant Director Children's Social Care and Early Help and the LSCB Manager.
- 4.3 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 other day-to-day role they may hold.
- 4.4 The Independent Chair will be appointed for a period of two years, renewable up to a whole tenure of five years.
- 4.5 In the event of the post of Independent Chair not being filled, a member of an LSCB partner organisation may act as interim chair with the agreement of the Board for a time limited period and must be able to demonstrate suitable independence and the ability to hold all agencies to account.

- 4.6 The Independent Chair shall be responsible for ensuring that the Board meets its statutory obligations. They 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 statutory role of Director of Children's Services (which is held by the Strategic Director Social Care & Education).

6 - The Vice Chair

- 6.1 The Vice Chair is Strategic Director Social Care & Education in their role as Director of Children's Services for Leicester City Council. The Vice Chair is there to chair only in exceptional circumstances when the Independent Chair is immediately unavailable.

7 - Office Support to the Board

- 7.1 In accordance with Working Together, 2015 (Chapter 3, para 20 the Independent Chair should have an LSCB business manager and other discrete support as is necessary for them, and the LSCB, to perform effectively. As such, 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 including the Board's Legal Adviser, but shall have no voting rights.

8 - Representation from schools

- 8.1 The LSCB membership will include the Director of Learning and Improvement, Education, Further Education Colleges and two Head teachers on the 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 such as the Leicester Education Partnership and Designated Safeguarding Leads Forum 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 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.

10 - Additional Members

- 10.1 Any change to the membership of the Board and Groups will be agreed at the Board, Core Business and Chair Executive or individual Groups respectively. Membership of Task and Finish groups will be agreed at the relevant meetings. Any changes will be carefully considered to ensure there is an appropriate balance between the need to engage relevant agencies and ensuring 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 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 LSCB Business Plan and other relevant local strategies.
 - Attend and contribute fully at Board meetings.
 - Respond quickly and efficiently to requests for information and reports.
 - To promote and champion safeguarding work within own organisation.
 - To hold their own organisation to account for the quality of safeguarding work.
 - To raise safeguarding issues requiring inter-agency discussion with the Core Business and Chairs Executive 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 individual audit reports as required.
 - To address concerns raised within audits and ensure these are acted on promptly within their own agency, providing appropriate assurance of impact.
 - 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 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.

13 - Accountability

- 13.1 The LSCB has an Independent Chair to hold all agencies to account. As highlighted within para 5.2 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 Services. The Director of Children's 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.

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.
- 14.3 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 Board.
- 14.4 Outside of this arrangement, there will be an annual review of the effectiveness of partner agency contribution to the LSCB Business Plan. (Does this below with the paragraph above?)
- 14.5 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.
- 14.6 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 it appears it will not be appropriately resolved, the Independent Chair will liaise directly with the Leicester City Council Chief Operating Officer or equivalent within the Member's organisation.

15 - Board Meetings

- 15.1 The Board will meet at least four times per year for a duration not exceeding three hours and will be determined according to the business requirements and take a thematic approach.
- 15.2 An annual development meeting on which decisions are made to inform the development of the business plan for the following year will also be held.
- 15.3 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 also make a written request for an extra-ordinary meeting to the Independent Chair, who will decide whether to hold such a meeting. The request should be supported by at least two voting Members. Such extraordinary meetings will be held within 20 working days of the request being received and agreed by the Independent Chair.
- 15.4 All Board meetings will be minuted and the minutes submitted for approval to the next meeting. The agenda will be agreed by the Core Business and Chairs Executive and any documents which are required in relation to a meeting must be sent to the LSCB Business Manager at least ten working days before a meeting.
- 15.5 The business of each meeting will be planned so that the annual reporting back on work managed within the Core Business and Chairs Executive is spread throughout the year and fits with the budget cycles of Members.
- 15.6 The activities of the Board will be directly supported and have its work co-ordinated by the LSCB Business Manager and the Business Office, who will produce reports of activity, including a business plan in consultation with partners.
- 15.7 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 Core Business and Chairs Executive.
 - ii. Receiving reports on safeguarding work not led by the work of the Core Business and Chairs Executive.
 - iii. Overseeing the LSCB 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-assessments 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, monitoring the attendance of Board members and their substitutes.

16 - Quoracy

- 16.1 The quorum at a meeting of the Board, the Core Business and Chairs Executive or a Sub-group shall be 50% of the voting Members and must include Leicester City Council, Leicestershire Police and Leicester Clinical Commissioning Group. 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 the meeting goes ahead, any other statutory partners who are absent 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 the LSCB Manager as appropriate. The Independent Chair may call an extraordinary meeting of the Board or other Group where urgency demands it. 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.

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. Any conflict declared should be noted in the minutes.

19 - Decision Making

- 19.1 Members of the Board will operate according to the governance arrangements of their organisation. Some decisions that the Board need to make can be made with the delegated authority that Members hold on behalf of their agencies. It is recognised that on rare occasions 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, in matters relating to policy, procedure and practices of the LSCB, decisions will be made by consensus. Where this is not possible decisions of the Board will be taken by a majority vote but in all cases the majority vote must include the consent of the Independent Chair.
- 19.4 In the event of a deadlock the Independent Chair, or in their 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.
- 19.5 The minutes of the Board will include the date on which the decisions taken should come into effect as agreed by the Board and who is responsible for taking the decision and resulting action forward.
- 19.6 If a written notice, requesting reconsideration of a decision made at Board, is received by the Independent Chair, they will consider whether an extraordinary meeting of the LSCB should be held for that purpose.
- 19.7 In the event that consensus cannot be achieved in any decision required to be made at Board the Independent Chair will seek to mediate the issue first and then consult with the Association of Independent LSCB Chairs for peer advice if the issue remains unresolved.
- 19.7 The LSCB will make clear recommendations with the purpose of providing leadership and guidance to participating agencies. In accordance with Working Together 2015, While LSCBs do not have the power to direct other organisations they do have a role in making clear where improvement is needed.
- 19.8 In matters relating to financial contributions of individual agencies decisions must be reached by consensus of the key funding partners.

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. As the hosting agency, Leicester City Council (LCC) 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	Responsible as the 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 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 Core Business and Chairs Executive. 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 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 and City Mayor, the

Children's Trust, the local Police and Crime Commissioner and the Chair of 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.

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

These procedures should be read in conjunction with each agency's own organisational 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 Leicester Safeguarding Children Board will consider the findings and recommendations made by the Performance Analysis and Assurance Group (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 such as those under the Children and Social Work Act 2017.

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, Leicester Safeguarding Adults Board, 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.

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 which details the type of partnership and the leads for each group.

BOARD/FORUM	BOARD/FORUM CHAIR
Leicester Adults Safeguarding Board	Robert Lake – Independent Chair
Leicestershire and Rutland SCB	Simon Westwood - Independent Chair
Health & Well Being Board	Cllr Adam Clarke
Children's Trust <ul style="list-style-type: none"> • Early Help 	Steven Forbes
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

BOARD/FORUM	BOARD/FORUM CHAIR
Young Offender Management Board	Steven Forbes
Youth Council (Young Consultants)	Bernadette Killeen

32 - Relationship between the LSCB, LSAB, Children’s Trust Board and Health and Well-Being Board

- 32.1 The LSCB and Leicester Children’s Trust Board (LCTB) link through the Independent Chair of the LSCB, who is a standing member of the LCTB. The Lead Member chairs LCTB and is a member of the LSCB and will provide a quarterly update to the LSCB on the work of Leicester Children’s Trust Board.
- 32.2 Similarly, the LSCB Independent Chair (representing the LSCB) reports quarterly to the LCTB on the work of the LSCB. As a standing member of the LCTB, the LSCB Independent Chair should both influence and monitor progress against the priorities of the LCTB.
- 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 Children’s Trust Boards (CTB) 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 LCTB 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.
- 32.5 The LSCB and Leicester Safeguarding Adults Board (LSAB) link through shared arrangements that include joint workstreams and attendance at relevant meetings. The LSCB and LSAB also share learning against cross cutting themes to support a holistic approach to safeguarding across children, families and vulnerable adults.

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 Missing and Trafficked Executive

- 34.1 The CSE, Missing and Trafficked Executive Group is 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 two LLR LSCBs for 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 Young Consultants and other youth organisations.

- 36.1 Leicester LSCB is committed to developing a safeguarding system that supports children and young people to be engaged participants in their own lives. The LSCB has as an overarching principle that participation is a right rather than an option and seek to understand the lived experience of children through the voices of children and young people in Leicester. As such we have an agreed *Engagement And Participation Strategy For Children And Young People* which can be found on the LSCB website as follows: <http://www.lcitylscb.org/media/1216/c-yp-final-engagement-and-participation-strategy-v1.pdf>

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

- 37.1 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.

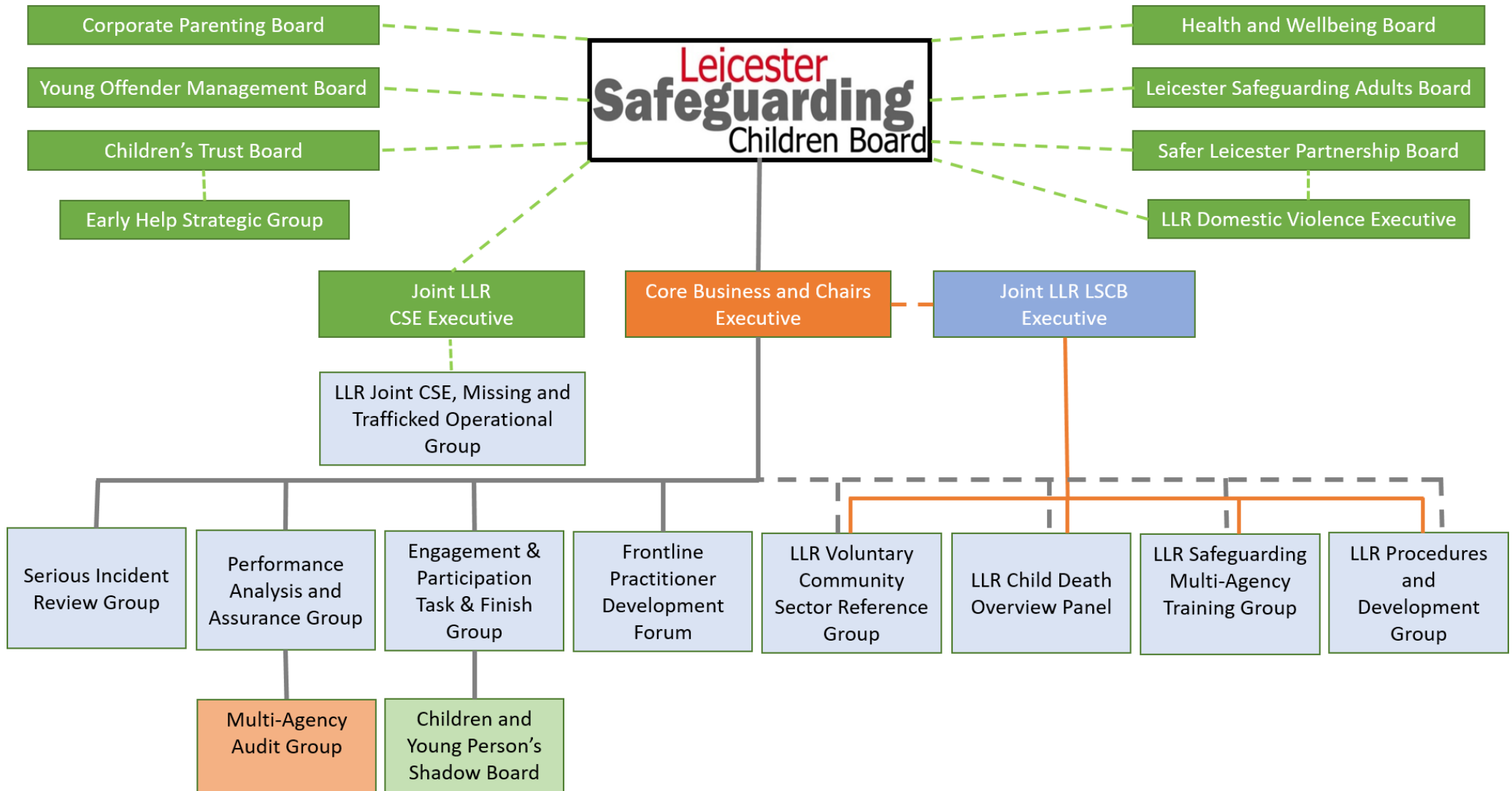
38 - Leicester Safeguarding Children Board and Joint Working Arrangements

- 38.1 The work of both the Leicester Local Safeguarding Children Board (LSCB) and the Leicestershire & Rutland Safeguarding Children Board (LRLSCB) features common areas of priority and work across several agencies across Leicester, Leicestershire and Rutland (LLR) including many that operate in the geographical areas of both Boards.
- 38.2 Therefore, the two LSCBs are able to agree a range of joint arrangements and subgroups managed through the LLR Joint Executive Group. This group has formal

Terms of Reference and a shared agenda and work plan meets every quarter to ensure effective governance, scrutiny, assurance and challenge across the shared LLR agenda and activities.

- 38.2 The Leicester City and the Leicestershire and Rutland LSCBs (LLR) continue to work closely on policy, procedures, training and development and other work that affect services and practice across the three authorities and the children's workforce. The LLR LSCB partnership is responsible for maintaining and developing the multi-agency safeguarding procedures, as well as agreeing and delivering the training strategy and a shared multi-agency audit programme through the LLR Joint Executive Group.

Appendices
- 1) LSCB Structure Diagram



2) Terms of Reference of LSCB Sub-groups

LSCB Sub-groups

The LSCB sub-groups (see the structure chart on previous page) 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 Core Business and Chairs Executive or directly to the Board.

The LSCB sub-groups Terms of Reference can be found on the LSCB website at: <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.

4) 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 results in improved 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 SEND; unborn babies and vulnerable infants
- Child sexual abuse including child sexual exploitation(CSE), 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.

The LSCB Business Plan 2018-2020 can be found on the LSCB website at:

<http://www.lcitylscb.org/media/1556/lscb-business-plan-2018-2019-v161.pdf>