



Brighton & Hove Local Safeguarding Children Board

Members' guide to the LSCB

PART ONE

General Guidance on LSCB purpose, authority and membership

PART TWO

Organisational Arrangements and Rules

March 2011

INDEX

SECTION	PART ONE : General guidance on LSCB purpose, authority and membership	PAGE
1	Introduction	3
2	LSCB Objectives	3
3	Scope	4
4	Functions	4
5	Accountability	5
6	Membership	6
7	Brighton & Hove approach to membership	7
8	Responsibilities of members	7
9	Responsibility of the chair	8
10	Members who do not represent an agency	9
11	Lay members	9
12	School representatives	10
13	Community and Voluntary Sector	10
14	LSCB Executive	10
15	Future developments	10
16	Summary	10
	PART TWO: Organisational issues and rules	12
17	LSCB structure	12
18	LSCB duties and meeting rules	12
19	LSCB Members	12
20	LSCB Advisers	13
21	LSCB Executive duties and meeting rules	13
22	Executive membership	14
23	LSCB sub-groups	15
24	Sub-group member responsibilities	15
25	Funding	16
26	Business Plan	17
	Appendix One	18
	Sub-groups' Terms of Reference	
	Appendix Two	22
	Statement of agreement between the Brighton & Hove Children's Trust Board and the LSCB	

Brighton and Hove LSCB Members' Guide

The purpose of this document is to provide LSCB members with guidance on the role of the LSCB, how it is run and how members should participate in its work. It is quite detailed as members have variable background knowledge when they join. It includes the constitutional elements of the organisation, and is presented as one inter-connected rather than separate documents.

PART ONE

1. Introduction:

The Children Act 2004 requires each local authority to establish an LSCB to ensure the effective coordination on child protection. The LSCB is a key statutory mechanism for agreeing how the relevant organisations in each area will cooperate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

Direct quotes from Working Together to Safeguard Children 2010; which is statutory guidance, are in italics as this will help members be clear on what are statutory requirements. This is important as these requirements are the basis for the LSCB's role and authority.

2. LSCB Objectives:

The functions of an LSCB are set out in primary legislation and regulations. The core objectives of the LSCB are as follows:

- 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; and*
- b. to ensure the effectiveness of what is done by each such person or body for that purpose.*

.....safeguarding and promoting the welfare of children is defined for the purposes of this guidance as:

- protecting children from maltreatment;*
- preventing impairment of children's health or development;*
- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care;*

and undertaking that role so as to enable those children to have optimum life chances and enter adulthood successfully.

The LSCB will therefore ensure that the duty to safeguard and promote the welfare of children is carried out in such a way as to contribute to improving all five Every Child Matters outcomes.

Safeguarding and promoting the welfare of children includes protecting children from harm. Ensuring that work to protect children is properly co-ordinated and effective remains a primary goal of LSCBs. When this core business is secure, however, LSCBs should go beyond it to work to their wider remit, which includes preventative work to avoid harm being suffered. This will help ensure a long-term impact on the safety of children.

3 LSCB Scope:

The scope of the Board is in three areas:

- *activity that affects all children and aims to identify and prevent maltreatment or impairment or of health or development, and ensure children are growing up in circumstances consistent with safe effective care;*
- *proactive work that aims to target particular groups;*
- *responsive work to children who are suffering, or are likely to suffer significant harm.*

4 LSCB Functions:

These are set out in legislation and include:

- *Developing policies and procedures for safeguarding and promoting the welfare of children. This includes issues such as setting out thresholds for intervention interagency procedures, the common assessment framework, training, the recruitment and supervision of persons who work with children, and the investigation of allegations concerning people who work with children, and the safety of children in private fostering.*
- *Communicating the need to safeguard and promote the welfare of children, raising awareness of how this can best be done, and encouraging (it).*
- *Monitoring and evaluating the effectiveness of what is done by the local authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve.*
- *Producing an annual report on the effectiveness of safeguarding in the local area.*
- *Participating in the local planning and commissioning of children's services to ensure they take safeguarding and promoting the welfare of the child into account.*
- *Collecting and analysing information about the deaths of children in their area.*

5 Accountability:

This is a complex issue. The LSCB is not accountable for the operational work of member agencies. Board members retain their own lines of accountability for

safeguarding children, and *the LSCB does not have the power to direct other organisations*. However, the LSCB needs to be seen as ‘independent’.

The chair is now presumed to be independent of member agencies, and is required to secure an independent voice for the LSCB. The LSCB must be able to form a view of the quality of local activity, to challenge organisations as necessary, and to speak with an independent voice.

Despite the members retaining their organisational accountability, the guidance is clear on their duties when acting as LSCB members. *The individual members of LSCBs have a duty as members to contribute to the effective work of the LSCB, for example, in making the LSCB’s assessment of performance as objective as possible, and in recommending or deciding upon the necessary steps to put right any problems. This should take precedence, if necessary, over their role as a representative of their organisation.* This last sentence shows that members must feel free to contribute as they think fit as members, regardless of agency views.

There is a similar ambiguity around the relationship with the Children’s Trust Board. (In Brighton & Hove the Children’s Trust is known as the Children and Young People’s Trust (CYPT) Board). Whilst the local authority has a duty to set up an LSCB, the Director of Children’s Services (DCS) has statutory duties in relation to ensuring the LSCB functions well, and the LSCB annual report is submitted to the CYPT Board. The guidance is clear on the independence of the LSCB.

The fact that the government has now removed the requirement to have a Children’s Trust Board further complicates matters, but in B & H the CYPT Board is continuing, and until further guidance the LSCB will continue to relate to the CYPT Board.

An LSCB is not an operational sub-committee of the Children’s Trust Board. Whilst the work of the LSCB contributes to the wider goals of improving the wellbeing of all children, it has a narrower focus on safeguarding and promoting welfare.

- *The LSCB should not be subordinate to nor subsumed within the Children’s Trust Board structures in a way that might compromise its separate identity and independent voice.*

There must be a clear distinction between the roles and responsibilities of the LSCB and the Children’s Trust Board. There should be:

- *agreed local protocols between the LSCB and the Children’s Trust Board in place to ensure that the LSCB is able to challenge.*

The LSCB has a duty to assess the effectiveness of the CYPT Board, and to refer onwards if local discussions do not lead to improvement, and the CYPT Board and the LSCB have to work together on a strategic understanding of needs, understanding the effectiveness of current services, ensuring that priorities for change are implemented in practice, and approaches to

understanding the impact of specialist services on outcomes - and challenging any lack of progress

6 Membership:

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; and hold their organisation to account. The following are statutory members (not all of which apply in Brighton & Hove):

- *District Councils in local government areas which have them;*
- *the Chief Officer of Police for a police area any part of which falls within the area of the local authority;*
- *the Local Probation Trust for an area any part of which falls within the area of the local authority;*
- *the Youth Offending Team for an area any part of which falls within the area of the local authority;*
- *Strategic Health Authorities (SHAs) and Primary Care Trusts (PCTs) for an area or any part of which falls within the area of the local authority;*
- *NHS Trusts and NHS Foundation Trusts all or most of whose hospitals;*
- *establishments and facilities are situated in the local authority area;*
- *the Connexions Service providing services in any part of the area of the local authority;*
- *Cafcass (Children and Family Courts Advisory and Support Service);*
- *the Governor or Director of any Secure Training Centre in the area of the local authority; and*
- *the Governor or Director of any prison in the local authority area which ordinarily detains children.*

In addition guidance also requires the following:

- *representation of those responsible for adult social services;*
- *two lay members;*
- *representation from schools;*
- *the NSPCC;*
- *other relevant national and local organisations;*
- *others as necessary.*

The list of where 'involvement should be secured' is not practical if followed fully. The guidance says: *At a minimum, local organisations should include faith groups, children's centres, GPs, independent healthcare organisations, and voluntary and community sector organisations including bodies providing specialist care to children with severe disabilities and complex health needs. In areas where they have significant local activity, the armed forces (in relation both to the families of service men and women and those personnel that are under the age of 18), should also be included. In areas where there is an airport or seaport, an asylum screening unit or a number of asylum seeking families or*

unaccompanied asylum seeking children or a number of migrants with children, arrangements should be made to include the UK Border Agency and to ensure that the issues are dealt with in a strategic way as well as at the level of individual cases.

In addition the guidance says *that there will be other organisations and processes which the LSCB need to link with, either through inviting them to join the LSCB, or through some other mechanism.* It lists 18 further organisations or services, such as the coroner, drug action and alcohol teams, service users, and the Crown Prosecution Service.

7 Brighton & Hove LSCB approach to Membership:

In late 2010, the LSCB agreed to proposals which clarified membership arrangements. The formal LSCB members would normally be the chief officer of each organisation, but this will often be delegated to an appropriate deputy. Other than multi-faceted organisations, like the Brighton and Hove Council, each member agency has one member who, if it ever came to it would have voting rights. However, the LSCB wants there to be a rich debate at the Board with attendees who have first hand experience of services and there are a significant number of 'advisers' who also attend; such as designated professionals, some named professionals and council and police safeguarding advisers. Chief Officers of the main organisations (or senior deputies only) make up the LSCB Executive. Further details on membership and sub-groups are in Part 2 below.

8 Responsibilities of Members:

This is a locally prepared list of duties of board members, based on national guidance, and based on Brent LSCB's job description. There are specific sections later to cover the different circumstances of lay members, school representatives and voluntary sector representatives.

Members must be able to:

- *speak for their organisation with authority;*
- *commit their organisation on policy and practice matters;*
- *hold their organisation to account;*
- the Board member must have sufficient authority within their own agency to be able to represent their agency's view to the Board;
- the Board member must be able to (or be given the authority to) commit their agency to support the work of the LSCB;
- the Board member must ensure that the LSCB is informed of all relevant professional and practice issues that will impact on the ability of the agencies represented on the Board to work together to safeguard and promote the welfare of children;
- the Board member must be able to influence the strategic planning for safeguarding children within their agency;
- the Board member must be able to secure appropriate information from their agency to support the work of the Board;

- the Board member must represent the position of the LSCB within their own agency, whether this is in conflict with their agency or not; Also, the member must be able to give an open account of safeguarding issues in their own organisation to the LSCB;
- although the LSCB cannot direct agencies, the Board member should endeavour to ensure that decisions of the Board are taken forward within their own agency, and any impediments or delays to their implementation are reported to the Board;
- the Board member must ensure that the work of the Board, its policies and decisions, is communicated effectively within their agency;
- the Board member must be able to confirm their agency's commitment to the Budget of the Board;
- the Board Member must be able to commit to the work of the board by both undertaking allocated tasks themselves, and sourcing people from their own agency (if appropriate) to undertake work e.g. membership and tasks related to sub groups or task and finish work groups.

9 Responsibility of the Chair:

The Brighton & Hove LSCB agreed, following national guidance, that the chair should be independent. Board members are consulted on the appointment of the chair. *The chair will have a crucial role in making certain that the Board operates effectively and secures an independent voice for the LSCB. He or she should be of sufficient standing and expertise to command the respect and support of all partners. The chair should act objectively and distinguish their role as LSCB chair from any day-to-day role.* The appointment is for a three year period.

The core purpose of the role is to:

- Chair board meetings (and the Executive sub-group).
- Provide an independent and objective voice for the LSCB and provide effective and productive challenge ensuring the delivery of the LSCBs duties as described in Working Together.
- To promote a collaborative approach to ensure partner agencies cooperate and effectively safeguard and promote the welfare of children and young people.

The chair is expected to work closely with the DCS, and the Lead Member for Children's services, given their roles and statutory responsibilities in relation to safeguarding. There is a mutual scrutiny between the chair and the DCS with both having duties to ensure the other is fulfilling duties in relation to safeguarding. There is a protocol describing the LSCB-CYPT Board relationship, which is at appendix 2. The LSCB chair is a participant observer at the CYPT Board, whose chair is a participant observer at the LSCB.

The chair has a statutory duty in relation to determining whether or not a Serious Case Review needs to be held within Brighton & Hove.

10 Members who do not represent one agency:

The next section describes the role of those who do not represent a particular agency, where the role or the member's source of authority may be less clear.

11 Lay Members:

The Apprenticeships, Skills, Children and Learning Act 2009 introduced the requirement for LSCBs to have two lay members. Their role should in particular relate to:

- *supporting stronger public engagement in local child safety issues and contributing to an improved understanding of the LSCB's child protection work in the wider community;*
- *challenging the LSCB on the accessibility by the public and children and young people of its plans and procedures; and*
- *helping to make links between the LSCB and community groups.*

Lay members are full members, sitting on the Board and if required on sub committees, and share the accountability for the Board's work and decisions. They must feel able to scrutinise and challenge the work of the LSCB and its member agencies, from the public perspective or informed by any skills the member may possess. This requirement has yet to be implemented in Brighton & Hove.

12 School Representatives:

From 1 April 2010 local authorities must take all reasonable steps to ensure schools are represented on the LSCB. This means taking steps to ensure that the following are represented: the governing body of a maintained school; the proprietor of a non-maintained special school; the proprietor of a city technology college, a city college for the technology of the arts or an Academy; and the governing body of a further education institution the main site of which is situated in the authority's area. The local authority should also include independent schools as appropriate. It would clearly be impractical for every school to attend the LSCB so a robust and fair system of representation needs to be identified to enable all schools to receive information and feed back comments to their representatives on the LSCB.

Each LSCB should establish with the schools in its area a system that takes account of local circumstances, and the diverse range of schools should be represented. Where appropriate the LSCB should build on existing arrangements and avoid duplication. It would also need to consider the relationship with the school representatives who sit on the Children's Trust Board. School representatives need to speak for, and on behalf of, the body of schools they represent. This will require an efficient and effective means to communicate with all schools both to seek their views on issues and to feed information back.

In Brighton & Hove it has been decided that three representatives would be reasonable. It is acknowledged that school representatives, from organisations

independent of each other, cannot have the same role for schools as can a member representing their own, single agency. The expectation is for the representatives to bring the school perspective and to help with communications to and from schools.

13 Community & Voluntary Sector:

Each voluntary agency cannot be separately represented and so Brighton & Hove LSCB has a member chosen by the Community and Voluntary Sector Forum to represent third sector agencies. This conforms with guidance.

It is accepted that while this member can “represent” third sector colleagues, the representative does not have ‘authority’, in the same way that a single agency representative can within their own agency. All members share a responsibility to watch over how things are in Brighton & Hove, to recommend changes and do what we can to implement them, and the third sector representative shares in this. What is most important is that the representative brings the third sector perspective to the table, and prevents the LSCB being too consumed with the mainstream organisations and their ways of thinking.

14 LSCB Executive:

The LSCB has an Executive which comprises largely of chief officers following a decision to have a smaller very senior group which will offer mutual scrutiny and be able to make clear authoritative decisions on priority and action. See Part Two for its specific remit.

15 Future developments:

This guidance for members will need revision when the changes to health and social care structures set out in the Health and Social Care Bill are implemented. NHS structures are changing, and local government based Health and Wellbeing Boards may well have a statutory role in relation to child protection.

16 Summary:

The LSCB has a statutory duty to oversee and help improve the quality of work in Brighton & Hove on child protection. Members of the Board have a dual responsibility – to represent their own agency and to act as a conduit for LSCB decisions and view, but also as LSCB members to act independently of their organisation in forming an assessment as to how well things are working or on what change is needed. This check and balance is designed to promote the safety and well being of local children within Brighton & Hove.

PART TWO

Part Two looks at organisational arrangements and rules, to complement the principles and statutory guidance in Part One.

17 LSCB Structure:

The LSCB has two main decision making bodies – the LSCB itself which has the statutory responsibilities detailed in Part One, and an Executive. The respective responsibilities of the two meetings are as below.

18 LSCB Duties and Meeting rules:

Statutory duties as described in Working Together 2010 (see Part One) and in particular:

- Agree standards and interagency procedures, and members will ensure they are followed in their organisations. This will include referral processes and thresholds.
- Ensure safeguarding work is coordinated and effective (and when this core business is secure, go beyond this to preventative work to avoid harm).
- Advise on the safeguarding element of the CYP Plan.
- Agree the LSCB Business Plan.
- Communicate what is expected around safeguarding.
- Ensure at the Board or through sub-groups that any challenges to required standards are reported and that action is taken.
- Collecting and analysing information about child deaths.
- Commissioning and acting on lessons from SCRs (Commissioning SCRs is through the Executive. See p12).
- Review the structure and mandate to the Executive.

The final point is important as the full Board needs to delegate certain tasks to the Executive.

The LSCB will meet four times each year. It does not meet in public. Minutes, subject to issues of confidentiality and legal considerations may be made public. Minutes must be approved by the subsequent meeting.

Attendance will be reported in annual reports. At least 8 members from 4 agencies including the council are be required to be quorate.

19 LSCB Members:

The following is the current member organisations. Formerly the member is the chief officer but this is often delegated to a senior colleague or safeguarding lead.

- The Chair (the DCS is the deputy)

- *Brighton and Hove Council*: The DCS (who also represents the CEO) and representatives from Children and Families, education, adult services, community safety. The Lead Member for Children is a participant observer
- *NHS Trusts*: Brighton and Sussex University Hospitals NHS Trust, Sussex Partnership NHS Foundation Trust, Sussex Community NHS Trust, SE Coast Ambulance Service NHS Foundation Trust
- *NHS Brighton and Hove (The PCT)*
- *General Practice* A representative from the local shadow Consortia would be welcome. Currently GPs are represented by the named GP (see advisers)
- *Sussex Police*
- *Surrey and Sussex Probation Trust*
- *East Sussex Fire and Rescue Services*
- *Schools*: Three head teachers representing a range of schooling
- *Voluntary Sector*: CVSF representative
- *Domestic Violence Forum Chair*
- *Cafcass (Children and Family Courts Advisory and Support Service)*
- *Community Safety Team*
- *Two Lay Members* (not appointed as at 1.3.11)

20 LSCB Advisers:

The LSCB has a very important group of advisers who support the LSCB and its Executive.

The following sit with the LSCB. * indicates they also sit with the Executive

- LSCB Business Manager*
- LSCB Legal Adviser (from Brighton & Hove City Council)*
- Head of Children's Safeguarding Brighton & Hove City Council*
- Designated Nurse*
- Designated Doctor*
- Police Safeguarding Adviser*
- Named doctors and nurses: at least one from each NHS body welcome (although it would be impractical if all attended). Agency discretion
- Others by invitation

21 LSCB Executive Duties and Meeting Rules:

The purpose of the new, Executive is to ensure that there is a process by which those responsible for organisations hold themselves and each other to account for the effectiveness of safeguarding children in Brighton & Hove, to take the strategic decisions about actions and priorities, and ensuring the LSCB fulfils its statutory duties. Its terms of reference (agreed by the LSCB) are to:

- Agree the TOR of the whole Board's structure and governance and that it is consistent with statutory requirements and local need.

- Agree the annual work LSCB work plan.
- Be satisfied that the governance arrangements around safeguarding in Brighton and Hove are effective.
- Receive and review agency Section 11 audit reports (Chief Officers to present).
- Receive major audit results and determine priority action.
- Review the overall effectiveness of safeguarding in Brighton and Hove, and determine the degree of priority to be given to improvement work.
- Identify a resolution process for any major interagency problem on safeguarding that is not being concluded through normal process.
- Ensure that a proper response is being made across Brighton and Hove to recommendations by any Serious Case Review.
- Consider recommendations from the full LSCB for decisions or actions that require top management decision.
- Commissioning work from the full Board/sub-groups or elsewhere.
- Ensure that there are coordinated responses and actions following any national changes of policy or structure which impact particularly on safeguarding.
- Ensure proper preparation for and response to any regulatory inspections of safeguarding in Brighton and Hove.
- Agree the annual LSCB Budget.

The Executive will meet at least three times a year. It is chaired by the LSCB chair with the DCS as deputy. It meets in private and submits its minutes to the LSCB.

22 Executive Membership:

The membership comprises chief officers of the main agencies. Deputies are restricted to formal deputies or Board level safeguarding leads. It is recognised that Pan-Sussex organisations might be less able to field chief officers. The membership is:

- *Brighton and Hove Council: CE, DCS, Head of Children and Families, and Lead Member for Children's Services (participant observer)*
- *NHS Brighton and Hove:*
- *Brighton and Sussex University Hospital NHS Trust*
- *Sussex Partnership NHS Foundation Trust*
- *Sussex Community NHS Trust*
- *Sussex Police*
- *Surrey and Sussex Probation Trust*
- *Voluntary Sector (via CVSF)*

The LSCB advisers marked * above also sit with the Executive

23 LSCB Sub-groups:

In addition to the Executive, the LSCB has a number of other sub-groups. These are:

- *Child Death Overview Panel*: Shared with E Sussex LSCB, fulfilling statutory requirements to see what can be learned from unexpected deaths.
- *Child Protection Liaison Group*: Looks at operational effectiveness.
- *Education Safeguarding*: Focussing on good practice in schools, and working relationships with other agencies.
- *Monitoring and Evaluation*: Ensuring that audits take place in services, audits of multi-agency practice, examination of data from individual agencies, and on a multi-agency basis, monitoring of progress against action plans.
- *Pan Sussex Procedures*: Jointly with E. and W. Sussex LSCBs, ensuring that effective inter-agency policy and associated procedures are in place and available to all relevant staff.
- *Staying Safe*: Focussing on preventive work and the promotion of safety (under review at March 2011).
- *Serious Case Review Panel*: A dedicated panel would be created to manage any new SCR. The previous Executive used to sit as the SCR. Under the new Executive format either the Executive (if a meeting is timely) or a subset of the Executive specially convened will work with the chair on deciding if an SCR is necessary. A standing panel, which will be a subset of the Executive plus others if necessary, will monitor progress on action plans.
- *Training*: Responsible for producing the training strategy and monitoring its effectiveness, focussing on multi-agency training.

There was also a Health Advisory Group, but that has been transferred to NHS Brighton and Hove to fit with its overview role on safeguarding in health.

The terms of reference are at appendix one

24 Sub-group Member Responsibilities:

The LSCB has agreed a protocol for sub-group members, as below:

Member agencies in Brighton&Hove are required to nominate appropriate representatives to sit on respective LSCB sub-groups. Named representatives will normally serve a minimum of one year. Agencies should facilitate full attendance by their representative.

Under Working Together 2010 (3.91), the nominated chairperson of respective sub-groups will need to be a member of the LSCB, and take responsibility for reporting the work of the sub-group to the Board. Sub-group members do not have to sit on the B&H LSCB, but will be selected on the basis of their skills and knowledge. They must be named by their agency and attend consistently. In

addition, sub-group chairs can invite representatives from other agencies to attend for specific issues.

In some cases, nomination will be of a specifically designated post. However, when an agency is anticipating change, it is most important that they give consideration to ensuring continuity of representation of that post in the sub-group.

The nominated member of the sub-group should:

- respond to communications and act as a channel of communication between their own agency and the Board;
- promote the aims of the sub-group in their own agency;
- be the named safeguarding 'champion' for their agency in all matters relating to the sub-group;
- take a lead role for safeguarding children within their agency/professional group and lead on work as required by the sub-group;
- contribute to the development of the sub-group as an effective, efficient and inclusive team;
- raise concerns with the chair as necessary;
- share responsibility with partners for ensuring delivery of the sub group business plan;
- be responsible and accountable for agreeing their respective Terms of Reference and delivering the sub-group's objectives through it's work plan;
- participate in meetings both as a member of the sub-group and as a representative of their agency;
- contribute to and examine regular updates, data and analysis on individual agency and joint agency safeguarding children performance indicators as requested by the chair;
- respect shared information as confidential unless agreed otherwise
- prepare for meetings and read papers in advance;
- If possible identify a suitable deputy if unable to attend.

25 LSCB Funding:

The LSCB constituent agencies will contribute annually, at an agreed payment level or, where previously agreed, through services in kind to the funding required to meet the responsibilities, duties and objectives of the LSCB. The financial year will run from the 1st April to the 31st March each year, with contributing agencies being invoiced by the 1st October each year.

Brighton & Hove Council, on behalf of the LSCB, will administer the pooled budget with the LSCB Business Manager as budget holder. Agreement of the funding agencies will be sought on how any under spend is managed. Similarly the funding agencies will need to agree as to how any projected overspend should be managed. The Executive will lead on budget decisions.

A budget report will be provided at least twice yearly to the LSCB, and an

annual statement will be produced in the Annual Report. Periodic independent audits of the budget will be reported to the LSCB.

26 Business Plan:

The LSCB will produce an annual business plan. The business plan will be developed in consultation with Board members and the CYPT Board, and agreed by the Executive. Members' agreement to the plan will imply commitment to its implementation by their agencies.

Each sub-group will develop more detailed plans for those areas of the business plan that fall within their area of responsibility, and sub-group chairs will take responsibility for ensuring their sub-group delivers its part of the Plan

The LSCB business plan and annual reports will be public documents and will be posted on the LSCB website.

SUB-GROUPS' TERMS OF REFERENCE:

1. CHILD DEATH OVERVIEW PANEL (CDOP):

Purpose: The CDOP is an inter-agency forum that meets every two months to review the deaths of all children normally resident in East Sussex and Brighton and Hove. It is a sub-group of the Brighton & Hove and the East Sussex LSCBs.

Aims:

- To collect and collate an agreed minimum data set on each death, having a mechanism to evaluate specific cases in depth where necessary;
- To review information on all child deaths in East Sussex and Brighton and Hove in a timely manner;
- To collect and collate an agreed minimum data set on each death, having a mechanism to evaluate specific cases in depth where necessary;
- To review information on all child deaths in East Sussex and Brighton and Hove in a timely manner;
- To seek a more detailed data set for unexpected and unexplained deaths;
- To review the appropriateness of professionals' responses; identify any lessons to be learned or issues of concern with particular focus on effective inter agency working to safeguard and promote the welfare of children;
- To monitor the assessment and support services offered to families of children who have died;
- To review relevant environmental, social, health and cultural aspects of each death;
- To identify any patterns or trends in local child deaths;
- To identify any public health issues and consider with the Director of Public Health how to address these;
- To increase awareness of safeguarding in the widest sense and to put forward recommendations to help prevent avoidable child deaths in the future;
- To refer to the LSCB Chair if it is thought criteria for Serious Case Review are met or there may be grounds to undertake further enquiries or investigations and explore why this had not been previously recognised;
- To refer to Police and social care if it is thought surviving children may be at risk
- To monitor and advise the LSCB on the resources and training required locally to ensure effective inter agency response to child deaths;
- To make recommendations for any additional data to be collected locally;
- To hold a larger annual meeting to identify and discuss trends and issues; and to draw on national comparisons;
- To co-operate with regional and national initiatives to identify lessons on the prevention of avoidable child deaths;
- To prepare an annual report for consideration by the two LSCBs.

Membership: Designated Health Professionals for Child Protection, Sussex Police, Children's Services Department, Public Health, Primary Care Trusts, NSPCC, Ambulance Service, Education Welfare Service, consideration given to representation from bereaved families' organisations.

The larger annual CDOP meeting would also include: Coroner's Service, Health and Safety Representative, Midwifery, CAMHS Services, District and Borough Council, Registrars, Youth Services, Schools and Further Education establishments, Foundation for the Study of Infant Deaths, GP representatives, and Voluntary Organisations.

2. CHILD PROTECTION LIAISON GROUP (CPLG):

Purpose: The CPLG operates as an inter-agency forum that meets regularly to review and improve joint working practice in respect of inter-agency child protection processes. This includes analysis of examples of operational practice within the context of child protection enquiries and investigations. It will challenge practice and, where necessary, bring matters to the attention of relevant managers and agencies and raise issues for the LSCB. The group will also sustain a link with the MAPPA process to ensure relevant cases and practice issues are given appropriate attention.

Aims:

- Improve joint working practice in the protection of children;
- Promote good working relationships between the member agencies;
- Enhance effective communication and to contribute to conflict resolution where appropriate;
- Ensure that Policy, Procedure and Practice are fully integrated;
- Act as an additional quality assurance and audit mechanism on behalf of the LSCB and key agencies – linking in with the monitoring and evaluation sub group as necessary;
- Promote the learning and understanding of Child Protection practice within professionals across all agencies;
- Sustain a commitment to good practice in accordance with national guidelines including Working Together 2010 and with local policies and procedures;
- Feedback to the relevant professionals and agencies its findings and recommendations where appropriate.

Membership: Chaired by the Head of Safeguarding, the membership consists of Brighton & Hove Council Children Services, including independent reviewers, each NHS Trust, the PCT, GP representative, Sussex Police and witness support.

3. EDUCATION SAFEGUARDING STRATEGY GROUP

Purpose: The Education sub-group purpose is to implement a clear plan of action for Child Protection for all education and school based staff within BHCC Children's Services, to ensure all procedures and good practice are in place. (This will be subject to review to strengthen links with schools).

Aims:

- To ensure that all education and school services are clear of responsibilities and follow all agreed procedures;
- To provide support for all central and school based staff involved in Child Protection procedures;
- To ensure that all training is in place for education and school staff;
- To monitor all education and school Child Protection procedures and practice, and provide support and challenge as necessary;
- To report to the Local Safeguarding Board any areas of concern and development.

Membership: Membership is of education and social work managers within Brighton and Hove City Council, with relevant schools and LAC advisers/teachers. This will be extended to include health staff working with education.

4. MONITORING AND EVALUATION:

Purpose: This sub group will assist the LSCB to monitor and evaluate the effectiveness of the work that is done, individually and collectively, to safeguard and promote the welfare of children in Brighton and Hove. The LSCB should have a particular focus on ensuring that key people and organisations under S.11 of the Children Act 2004 or S.175 or S.157 of the Education Act 2002 are fulfilling their statutory obligations about safeguarding and promoting the welfare of children.

Aims:

- To initiate, undertake or commission both multi-agency and single agency audits and reviews of safeguarding activities on a regular basis on behalf of the LSCB to ensure compliance to the child protection and safeguarding procedures;
- Ensure that the audit/review methodology is sound and relevant to the Board's safeguarding activities;
- Where appropriate, to include the views of children, young people and their parents who are receiving a service, in the reports to the Board;
- To report findings from audit activity, by this sub group and other member agencies to the Board on a regular basis and make recommendations for change to support improved practice and promote a learning culture. This may include recommendations for additional training; seminars or other media to disseminate good practice;
- To assist in the monitoring and interpretation of performance data and management information that is required by the LSCB to inform members of the effectiveness of interventions and activities;
- To initiate and co-ordinate the delivery of an annual thematic audit or review as determined by the annual work programme of the LSCB;
- To assist the LSCB in coordinating a response of individual member agencies to national safeguarding audits and enquiries in order to identify any issues for multi-agency learning;
- To assist the LSCB in monitoring the delivery of action plans arising out of a Serious Case Review or Individual Management Review.

Membership: Chaired by the head of safeguarding, the group includes the LSCB Business Manager, Senior Reviewing Officer, Detective Inspector Sussex Police CPT, Designated Nurse, Principle Education Welfare Officer, and the Data Performance Analyst (Safeguarding).

5. PAN - SUSSEX PROCEDURES SUB GROUP:

Purpose: Reporting to all three LSCBs, as a joint group to act as a steering group for the development and publication of procedural guidance regarding safeguarding for all staff within the Brighton & Hove, East Sussex and West Sussex LSCB's.

Aims:

- To update and review the Sussex child protection and safeguarding procedures regularly to ensure that they meet the requirements of Working Together 2010 and any subsequent guidance issued by national government;
- To develop new procedures and guidance in response to requests from other sub-groups within the three LSCB's and in particular in response to specific issues raised by Serious Case Reviews or other auditing and practice review systems;
- To organise the distribution of any new procedural guidance and in conjunction with the relevant training sub-groups within the three LSCB's organise appropriate briefings for staff on new guidance when issued.

Membership: 3 Heads of Safeguarding, 3 LSCB Business Managers, 3 Designated Nurses and the Sussex Police Child Protection and Safeguarding Manager.

6. TRAINING

Purpose: In accordance with Working Together 2010, the LSCB Training & Development sub-group is responsible for ensuring that single agency and multi-agency training on safeguarding and promoting welfare for children and young people is provided at a number of different levels in order to meet local needs. The group will assist the LSCB Training Manager in the identification, planning, delivery and evaluation of multi-agency training to ensure all those coming into contact/working with children are competent and up to date with current legislation.

Aims:

- identify local training needs and priorities in order to help inform planning and commissioning of training;
- contribute to, and work within, the framework of the local Children's Workforce Strategy (People Development Strategy 2009-12);
- to evaluate single and multi-agency training to ensure it is meeting local needs
- monitor and evaluate the LSCB's multi-agency training programme and ensure it reflects LSCB policy, procedure and practice;
- commission multi-agency training which reflects priorities of the LSCB business plan and which complements the training provided by each agency to their own staff;
- to be responsive to new initiatives, research and local need as expressed by member agencies including recommendations from Serious Case Reviews
- ensure best value of the available resources allocated to training;
- be steered by priorities of the LSCB and provide guidance to the LSCB as necessary;
- to develop and promote the multi-agency training programme and encourage agencies/teams to access training opportunities.

Membership: Members need to reflect the necessary skills, expertise and knowledge to enable them to make informed contributions to the development and evaluation of a training strategy and multi-agency training programme.

7. HEALTH ADVISORY GROUP:

From 2011 this group will be under the PCT (NHS Brighton and Hove) as a single agency group.

STATEMENT OF AGREEMENT BETWEEN BRIGHTON AND HOVE CHILDREN'S TRUST BOARD AND THE LOCAL SAFEGUARDING CHILDREN BOARD

Purpose of agreement:

This agreement sets out the accountability arrangements and working relationship between Brighton and Hove's Children's Trust Board (CTB) and Brighton and Hove's Local Safeguarding Children Board (LSCB). It covers their respective roles and functions and mutual accountability arrangements. This agreement is about the relationship with the CTB and not the joint services.

The CTB and LSCB have formally agreed to the arrangements set out in this document, which will be subject to review annually (from the date of initial agreement).

Role of Local Safeguarding Children Board (LSCB):

The LSCB is a statutory partnership with responsibility for agreeing how relevant local organisations will co-operate to safeguard and promote the welfare of children. The LSCB's role is to monitor and evaluate the effectiveness of local arrangements to safeguard all children.

The LSCB's key responsibilities include the following:

- To participate in local planning and commissioning of children's services (through contributing to the Children's and Young People's Plan) – to ensure that safeguarding and promoting welfare is taken into account, or to initiate activities which investigate and improve practice in relation to safeguarding.
- Develop and promote policy and procedure for safeguarding children and young people. This includes training people who work with children, ensuring safe recruitment and working practice, and investigating allegations and concerns.
- Monitor and evaluate the effectiveness of what is done by the local authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve
- Communicate and raise awareness of the need to safeguard and promote the welfare of children to those who work with children, including volunteers, and members of the public.
- Collect and analyse information about child deaths, with a view to learning from experience and safeguarding and promoting the welfare of all children.
- Undertake Serious Case Reviews where abuse or neglect is known or suspected to be a factor in a child's death or serious injury – especially where there is cause for concern about the way professionals or agencies have worked together.
- Lead on or contribute to specific safeguarding initiatives, e.g. e-safety, missing children, safer workforce, and sexual exploitation.
- Produce and publish an annual report on the effectiveness of safeguarding in Brighton and Hove

LSCBs are now expected to have an independent chair so that the LSCB can exercise its local challenge function effectively. There is a statutory list of member agencies and recent guidance has added lay members and school representatives to the list.

Role of Children's Trust Board

The CTB provides the interagency governance of cooperation arrangements to promote children's well being in Brighton & Hove. These cooperation arrangements are made pursuant to Section 10 of the Children Act 2004, whereby arrangements are to be made

with a view to improving the well-being of children in the authority's area. . The CTB is responsible for developing a local strategy for improving children's lives by delivering better services – including their health and wellbeing. In particular the CTB promotes strong joint planning and commissioning of services and is responsible for ensuring services deliver improved outcomes for children and young people.

The key responsibilities of the Children Trust Board are as follows:

- Undertaking a joint strategic needs assessment to identify and agree local priority outcomes and setting out these priorities in a Children and Young People's Plan.
- These include identifying vulnerable children and intervening early to ensure they are safe and thriving, narrowing the gap between vulnerable children and others who are not in areas such as educational attainment, and reducing child poverty.
- The CTB will do this by listening to the views of children, young people, and their parents and carers; by promoting joint working, by ensuring effective commissioning of services, by using resources effectively and creatively, by aligning or pooling budgets, and by overcoming unnecessary barriers to sharing and communication.

The relationship between the LSCB and the CTB:

The LSCB is responsible for monitoring and evaluating local safeguarding arrangements whereas the CTB is responsible for bringing together, and monitoring, a common strategy for improving the well-being of children in the authority's area through the Children and Young People's Plan.

- The LSCB should be consulted on issues that affect how children and young people are safeguarded and how their welfare is promoted and to be a formal consultee during the development of the CYPP.
- The LSCB has the authority to call all agencies represented on the CTB to account for their safeguarding activity but is not accountable for the operational work of individual agencies or the CTB.
- The LSCB should provide robust, independent challenge to the safeguarding work of the CTB and its partners.
- The LSCB should provide an annual report to the CTB setting out an assessment of local safeguarding arrangements and its key findings from the monitoring and evaluation of local safeguarding arrangements during the year, and recommendations of areas of safeguarding which should be included in the CYPP.

Roles and responsibilities:

The roles of the LSCB and CTB must have a clear distinction. The LSCB is not an operational subcommittee of the CTB, and should not relate to the CTB in a way that might compromise its separate identity and independent voice. The LSCB must be able to form a view on the quality of local activity to challenge organisations as necessary, and speak with that independent voice

The Independent Chair (IC) of the LSCB is accountable to the Local Authority (LA) locally by virtue of the fact that the LA is responsible for establishing the LSCB. The IC is accountable through the Director of Children's Services (DCS) and/or Council Chief Executive, for the delivery of effective partnership arrangements to safeguard children and for ensuring that the LSCB delivers its statutory functions effectively.

Members of LSCBs retain their own existing lines of accountability for safeguarding and promoting the welfare of children by their services as well as being responsible for contributing to effective arrangements for how agencies work together to safeguard

children. However statutory guidance requires members to give precedence to their role as LSCB members when recommending or deciding upon the necessary steps to put something right. Members of LSCBs are responsible for:

- Ensuring, including through a programme of monitoring and evaluation, that their agency discharges its responsibilities to safeguard children effectively and taking appropriate action when required, including taking action internally and alerting the LSCB when shortfalls in arrangements are identified.
- Ensuring, including through participating in a programme of multi-agency monitoring and evaluation activity, that all agencies are working together effectively to safeguard children.

Members of CTB are required to contribute to the planning and delivery of services to children and young people in accordance with the CYPP and to specify their contribution to the joint strategy, including, as appropriate, local representatives of the private and third sectors.

Specific statutory responsibilities of LSCB members include:

- The DCS and Lead Member, working with the Chief Executive of the local Primary Care Trust, play a key part in developing effective joint leadership and clear local accountability arrangements.

The DCS and the Lead Member lead and facilitate local partnership arrangements, including the co-operation arrangements that underpin the local Children's Trust, the Children and Young People's Plan, information sharing databases, the Local Safeguarding Children Board and any section 75 arrangements relating to children's health. These responsibilities are the key to uniting partners and integrating services to make each local area the best possible place for children to grow up.

The DCS has responsibility for the safety and welfare of all children, especially looked after children, across all agencies; this includes:

- statutory responsibility for ensuring that an effective LSCB is in place on behalf of the Local Authority
- being a member of the LSCB and working closely to support the Independent Chair to ensure it functions effectively
- contributing to monitoring the extent to which other Board members act in accordance with the CYPP, and hold them to account through the CTB
- ensuring that children, young people, parents and carers are at the heart of consultation in the strategic planning of services and are able to feed back on their experience of the quality of service.
- considering data on child protection and information emerging from the LSCB and regularly reviewing all points of referral where concerns about a child's safety or welfare are received, to ensure that they are sound in terms of the quality of assessments of any risks of harm to the child, decision-making, onward referral and multi agency working.
- Supporting, advising the LSCB Chair, and monitoring progress

The Lead Member, as an elected representative, should be proactive in developing the local vision and driving improvements for local people, including through the CTB (and CYPP) and the LSCB. The LM should:

- Chair the CTB;
- be a participant observer of the LSCB;

- provide the political leadership needed for the effective co-ordination of work with other relevant agencies with safeguarding responsibilities;
- take steps to assure themselves that effective quality assurance systems for safeguarding are in place and functioning across service areas and levels of need.

The LSCB chair has a crucial role in making certain that the LSCB operates effectively and has an independent voice. The Chair should:

- Not be a member of the CTB but be able to be a participant observer;
- Provide leadership to the LSCB so it fulfils its functions;
- Provide when necessary an independent public voice on behalf of the LSCB;
- Promote partnership and mutual scrutiny.

5 Operational arrangements;

In order to deliver local services effectively the LSCB and CTB will:

- Have an ongoing and direct relationship, communicating regularly through identified lead individuals. The DCS and LSCB chair will meet at least quarterly, and the Lead Member will meet with both at least twice per annum
- Work together to ensure action taken by one body does not duplicate that taken by another;
- Ensure they are committed to working together to ensure there are no unhelpful strategic or operational gaps in policies, protocols, services or practice.

This means that:

- The LSCB will undertake safeguarding audits and feedback the results to the CTB, advising on ways to improve, highlighting areas of underperformance and highlighting gaps in service for the CT to consider as part of its joint commissioning process
- The CTB will consult the LSCB on issues, policies and strategies which affect how children are safeguarded and their welfare promoted, for example; the LSCB has in particular a statutory duty on developing threshold so this will be subject of consultations
- The CTB will take note of recommendations and identified areas for improvement made by the LSCB and report back to the LSCB on subsequent progress
- The CTB will ensure the LSCB is formally consulted during the development of the CYPP
- The CTB will ensure that those issues raised in the LSCB's annual report into the effectiveness of safeguarding arrangements are responded to as part of the development of the CYPP
- The CTB will ensure that messages and information provided by the LSCB are appropriately disseminated within CTB member organisations
- The CTB will take an overview of the LSCB's activities as part of its monitoring arrangements, as the work of the LSCB falls within the framework of the CYPP.

Signed by LSCB Chair, CT Chair and DCS.