



LEEDS SAFEGUARDING CHILDREN BOARD GOVERNANCE DOCUMENT

Approved by Leeds Safeguarding Children Board	
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Document Owner	Interim DCS/Children's Trust Development Team, LSCB Manager, Director of Children's Services Unit

1. Context

- 1.1 The Children Act 2004 requires Children's Services Authorities to establish Local Safeguarding Children Boards (LSCB).
- 1.2 The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in the locality and for ensuring the effectiveness of what they do.

2. Objectives and Legislative Basis

- 2.1 The functions of an LSCB are set out in primary legislation and regulations. The core objectives of the Board (S14 CA 2004) are 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 Leeds and

- ensure the effectiveness of that work.

2.2 Safeguarding and promoting the welfare of children is defined in the latest statutory guidance on Working Together to Safeguard Children (published March 2010) 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 to enter adulthood successfully.

2.3 The scope of the Board's role includes safeguarding and promoting the welfare of children in three broad areas of activity:

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

Further detail is provided in Appendix i.

2.4 Section 11 (CA 2004) places a duty on key individuals and bodies to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. The application of this duty will vary according to the nature of each agency and its function.

3. Functions

3.1 The core functions of the LSCB are set out in primary legislation and regulations:

- a) Developing policies and procedures for safeguarding and promoting the welfare of children in Leeds. These include:-
- Actions to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention
 - Training of persons who work with children or in services affecting the safety and welfare of children
 - Recruitment and supervision of persons who work with children
 - Investigation of allegations concerning persons working with

children

- Safety and welfare of children who are privately fostered
 - Co-operation with neighbouring Children's Services Authorities and their Board partners
- b) Communicating to people and bodies in Leeds the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so
- c) Monitoring and evaluating the effectiveness of what is done by LSCB partners individually and collectively to safeguard and promote the welfare of children, and advising them on ways to improve
- d) Participating in the local planning and commissioning of children's services to ensure they take into account safeguarding and promoting the welfare of children
- e) Undertaking reviews of cases where a child has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected and advising on lessons that can be learned (Serious Case Reviews)
- f) Developing procedures for ensuring that there is a co-ordinated response by Board partners and other relevant persons to the unexpected death of a child and collecting and analysing information about all child deaths (Child Death Reviews) with a view to identifying:-
- Any matters of concern affecting the safety and welfare of children in Leeds (including any case giving rise to a Serious Case Review) and
 - any general public health or safety concerns arising from such deaths.
- g) producing and publishing an annual report on the effectiveness of safeguarding in the local area, recognising achievements and progress being made as well as providing a realistic assessment of challenges remaining

3.2 LSCB may also engage in other activities that contribute to the achievement of its objectives. Any further activities should be discussed and agreed as part of wider Children's Trust planning and the preparation of the Children and Young People's Plan.

- 3.3 The LSCB will not in general be an operational body or one which delivers services to children, young people and their families. Its role is co-ordinating and ensuring the effectiveness of what its member organisations do and contributing to broader planning, commissioning and delivery.

4. Corporate Governance

- 4.1 In line with Audit Commission advice on good practice, the Council adopted (and earlier in 2010 updated) a Significant Partnership Framework as a tool to support effective partnership working and good governance arrangements. This was taken account of when this governance document was drawn up. It will also be used to support the Council and its partners to build on strong foundations of partnership working as the revised elements of the Safeguarding Board arrangements take shape.

5. Governance and Accountability

- 5.1 The Leeds Safeguarding Children Board will have a reporting relationship to the Leeds Children's Trust Board and Leeds Initiative. It is, however, not an operational sub committee subordinate to the Children's Trust Board.

It will report its progress to the Leeds Initiative and Leeds Children's Trust Board as required including the production and presentation of an annual report on safeguarding effectiveness.

- 5.2 The Director of Children's Services will be held to account for the effective working of the LSCB by the Local Authority's Chief Executive and challenged where appropriate by the Lead Executive Member for Children's Services.
- 5.3 The Chair of LSCB is accountable to the DCS for their work as Chair and for the effectiveness of the LSCB.
- 5.4 The LSCB Chair will be a member of the Leeds Children's Trust Board and report on all relevant safeguarding matters.
- 5.5 The LSCB Chair will meet regularly with the Chair of the Children's Trust Board, the DCS and the Executive Lead Member. A written record of these meetings will be kept.
- 5.4 LSCB members will take responsibility for sharing LSCB minutes with relevant personnel in their agencies/organisations.

- 5.7 The minutes of LSCB will be published on the LSCB website within one month after each meeting.
- 5.8 The minutes are assumed to be open unless otherwise specified i.e. they relate to specific children and families or matters identifying individual professionals.
- 5.9 The Lead Executive Member should brief the Children's Services Scrutiny Board in relation to issues arising from LSCB. When requested, the LSCB Chair, the DCS and LSCB Manager should attend Children's Services Scrutiny Board to discuss safeguarding matters.
- 5.10 The Board will develop a three year Business Plan which meets the requirements of Chapter 3 of Working Together statutory guidance. It will be consistent with the framework of priorities set out in the CYPP. The Business Plan, which will be a public document, will be presented to LSCB for approval no later than 31 March each year.
- 5.11 Progress against the objectives of the LSCB Business Plan should be monitored by the LSCB Manager, with exception reporting to LSCB.
- 5.12 An Annual Report of the work of LSCB and its sub-groups should be produced by the LSCB Manager and agreed by LSCB before being presented to the Leeds Children's Trust Board and Leeds Initiative as required. This should incorporate relevant management information on activity in the course of the previous year and a review of LSCB's progress (including progress against objectives) in the previous year. This should take account of annual report requirements outlined in the latest statutory guidance on Working Together to Safeguard Children.

6. Membership

- 6.1 The LSCB will operate in accordance with its Code of Conduct (Appendix ii).
- 6.2 Places on the LSCB will be made available to:
- i) Statutory Members (All Full Board Members)
 - Independent Chair
 - Director of Children's Services, Leeds City Council
 - Health sector representatives for: NHS Leeds, Leeds Teaching Hospitals Trust, Leeds Partnerships NHS Foundation Trust and Leeds Community Healthcare
 - West Yorkshire Police

- Youth Offending Service
 - West Yorkshire Probation
 - CAFCASS
 - HM Young Offenders Institute Wetherby
 - East Moor Secure Unit
 - Schools – two representatives
- ii) Other Members
- Chief Officer, Children and Young People’s Social Care, Leeds City Council (Full Board Member)
 - NSPCC – one representative (Full Board Member)
 - Lay Members – two representatives (Full Board Members)
 - Third sector – one representative (Full Board Member)
 - Adult Safeguarding Board – one representative (Full Board Member)
 - Safer Leeds Partnership – one representative (Full Board Member)
- Executive Lead Member for Children’s Services, Leeds City Council (Participating Observer)
- iii) Professional Advisors to the Board
- Designated Doctor
 - Designated Nurse
 - Legal Advisor
 - Leeds Safeguarding Children Board Manager

The Board will consider whether it needs to co-opt any additional members as well as requesting others to attend as required to allow the Board to carry out its business effectively.

- 6.3 Each agency will ensure that its nominated representative attends Board meetings. Deputies, with the prior agreement with the LSCB Chair, can attend in exceptional circumstances. Attendance will be monitored and reported in the LSCB Annual Review.
- 6.4 The secretariat will be provided by the Leeds Safeguarding Children Board Manager and Support Team.
- 6.5 The Lead Executive Member and professional advisors to the Board will be non-voting members of the LSCB.
- 6.6 The Chairs of LSCB Sub Groups will be non voting members of LSCB unless they are LSCB members in their own right.
- 6.7 Other agencies and organisations may become non-statutory members as

agreed by LSCB.

- 6.8 Members and deputies should hold a strategic role in relation to safeguarding and promoting welfare of children within their own 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.
- 6.9 Each nominated representative and deputy shall undergo an enhanced CRB check prior to taking up the position, unless the nominated representative has been granted equivalent clearance by the internal operations of the member organisation they represent. The CRB checks should be updated every three years. The LSCB Manager will maintain a list of CRB checks.
- 6.10 Members and deputies should fulfil LSCB's person specification (Appendix iii) and operate in accordance with LSCB's role specification (Appendix iv).
- 6.11 Any member resigning from LSCB should inform the Chair in writing, advising on their replacement and any interim cover arrangements. Agencies should avoid having a period without senior level representation on the Board.
- 6.12 The LSCB Manager will ensure that all Board members receive induction prior to attending their first meeting.
- 6.13 Observers wishing to attend the Board should write to the LSCB Chair (setting out the purpose) to seek prior agreement.

7. Chairing Arrangements

- 7.1 The Chair of the Board shall be an Independent appointment, recruited by the Local Authority after consultation with LSCB partners. The appointment will be for three years with an annual review and appraisal undertaken by the Director of Children's Services (DCS).
- 7.2 The Chair should fulfil LSCB's person specification (Appendix iv) and operate in accordance with LSCB's role specification (Appendix v).
- 7.3 The functions of the Chair of the Board are as follows:-
 - a) To provide a strong and independent voice for the LSCB
 - b) To chair meetings of the Board and to ensure they are conducted in

accordance with agreed governance arrangements

- c) To ensure that an agenda and supporting documentation are available one week in advance of each meeting
- d) To undertake duties specified in legislation, regulations and guidance
- e) To ensure the effectiveness of the Board
- f) To liaise with senior officers/managers of all member agencies when necessary.
- g) To represent the Board at other partnerships meetings including the Children's Trust Board as required.

7.4 The Board may wish to appoint a vice chair and review this annually.

7.5 Membership will be reviewed annually and attendance at Board meetings will be monitored. Any organisation with less than 75% attendance or two consecutive absences will be contacted by the LSCB Manager to ascertain the reason for non-attendance and to seek to identify another representative if required.

8. Promoting Equalities

8.1 As with all public bodies, the LSCB is bound by the three general duties to promote disability, ethnicity and gender equality. This applies across all policies and functions. An equality impact assessment will be undertaken and reported to the Board within 12 months of its operation, and then undertaken annually.

9. Relationship with the Leeds Children's Trust Board (LCTB)

9.1 The CTB and LSCB have important but distinctive roles in keeping children safe. The CTB is specifically accountable for overseeing the development and delivery of the CYPP. The LSCB is responsible in turn for challenging the CTB on their success in keeping children and young people safe.

The two Boards will need an ongoing and direct relationship with regular communications, ensuring there is no duplication of activity and no unhelpful gaps in strategic or operational gaps in policies, protocols, services or practice.

9.2 The LSCB has a separate identity and independent voice from the Children's Trust; it is not subordinate to or subsumed within the CTB.

9.3 As part of its role in developing the CYPP, the LCTB will need to engage closely with the LSCB in all stages of the CYPP, from development to review.

The LSCB will be required to produce an annual report on the effectiveness of safeguarding, highlighting challenges to overcome and, where needed, challenge the CTB to take the strategic action required across services to help keep children safe. The LSCB will present its annual report to the CTB and in turn the CTB will respond through the CYPP.

9.4 Each Board will include the Chair of the other Board on it to support close communication and a good working relationship. Agendas for each meeting will routinely provide an opportunity for updates on key matters discussed at the other Board meeting.

9.5 The Chairs of the two Boards should meet periodically to discuss the issues arising from meetings and to support close working between the two Boards. The Director of Children's Services will facilitate these meetings.

10. Meetings- Frequency and Conduct

10.1 The Board shall meet on no fewer than four occasions in each calendar year. Extraordinary meetings may be convened at the discretion of the Chair of the Board.

10.2 The dates for the ordinary meetings shall be agreed on an annual basis and circulated to members. Members shall receive 10 working days notice of any extraordinary meetings.

10.3 Members are expected to attend 75% of Board meetings. Attendance will be monitored and reported in the Board's Annual Review.

10.4 A meeting shall be quorate if the Chair or Vice Chair and ten representatives are present from at least two statutory member agencies.

10.5 Each Board member (unless otherwise specified) is entitled to vote on behalf of the agency being represented at meetings of the Board. Where the nominated representative is unable to attend meetings, their nominated deputy can vote on their behalf. By nominating a representative, the member organisation confirms that the nominated person has sufficient authority to speak, and make decisions, on behalf of the organisation.

10.6 It is the aim of the Board that business shall be conducted by agreement wherever possible. Where agreement is not possible, a decision shall be reached by the majority of those members present and voting at the meeting. Each member shall have one vote. In the event of an equality of votes, the

Chair shall have a second and casting vote.

- 10.7 The agenda of meetings shall be agreed by the Chair in advance of the meetings.

The LSCB Manager should receive reports for the Board not later than ten working days before the date of the Board meeting. This is to enable papers to be distributed in time and for the chair to be briefed.

The agenda and papers should be sent out to all members at least one week in advance of meetings. Exceptionally, tabled reports or additional information may be presented at meetings with the discretion of the Chair.

- 10.8 Draft minutes will be circulated to Board members within 10 working days of each meeting with 5 working days for comments. Once approved, public minutes will be placed on the LSCB website. Any exempt information will form part of a confidential annex for the Board only.

- 10.9 Those wishing to observe a meeting of the Board should contact the LSCB Manager (setting out the purpose and providing CRB check details) to seek prior agreement.

- 10.10 Agendas, papers and minutes of the meetings and further details about major decisions and consultations will be published on the LSCB website. It is recognised that on occasions the Board may need to consider exempt, sensitive or confidential information which will not be published. This, however, will be kept to a minimum.

11. Role of Representatives and Partners

- 11.1 The LSCB will promote individual, professional and organisational accountability for safeguarding children, including the adoption of safe recruitment practices.

- 11.2 The LSCB will facilitate an annual multi-agency training programme which will enable staff to undertake their duties in respect of safeguarding and promoting the welfare of children.

- 11.3 Constituent agencies of LSCB are responsible jointly for the work of the Board and should ensure engagement in the development and ownership of policies, procedures and decisions of LSCB.

- 11.4 Individual members of 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.

- 11.5 Individual members of LSCB have a duty to disseminate decisions of, and information about, LSCB within their own organisations and to report back to LSCB on that activity.
- 11.6 If it is found that a LSCB member is failing to act in accordance with the Constitution, LSCB role specification and/or breaching the Code of Conduct, the member and partner agency will be informed in writing by the LSCB Chair. The Board partner will notify the LSCB Chair, in writing, of the planned action to improve performance. If the planned action does not address the identified concerns, the LSCB Chair will inform the DCS who will take any necessary action.
- 11.7 Whilst LSCB has a role in co-ordinating and ensuring the effectiveness of agencies' work to safeguard and promote the welfare of children, it is not accountable for their operational work. Each LSCB partner retains its own existing lines of accountability for safeguarding and promoting the welfare of children by, and within, their services. Whilst LSCB does not have the power to direct other organisations it will seek to influence partner organisations in relation to safeguarding issues.
- 11.8 The Board will monitor and challenge, as a critical partner, all Board members' work to safeguard and promote the welfare of children.
- 11.9 The Board will consider the findings of inspections of any statutory partners and will seek to identify and agree any necessary action to be taken by the Board arising out of the findings.

12. Management and Staffing Arrangements

- 12.1 The Board should be staffed so that it has sufficient capacity to:-
- Progress the day to day business of the Board in achieving its objectives, including its co-ordination and monitoring/evaluating work
 - Take forward all training and staff development work carried out by the Board in the context of the local workforce strategy
 - Provide administrative and organisational support for the Board and its Sub Groups, and those involved in policy development and training.
- 12.2 The LSCB Manager will be responsible for the day to day business of the Board and manage relevant LSCB staff. The LSCB Manager will be accountable to the Board and directly responsible to the Deputy Director of

Children's Services.

- 12.3 The LSCB Manager (in consultation with the Chair) will manage the Board's budget.
- 12.4 The LSCB Manager will be responsible for advising the LSCB Chair, the DCS and/or Lead Executive Member of any relevant safeguarding issues as and when necessary.
- 12.5 The LSCB Training Manager will be responsible for the delivery of the Board's training strategy and the co-ordination of all training activity. The Training Manager will be accountable to the Learning and Development Sub Group of the Board and directly responsible to the Board Manager.
- 12.6 The Board Administrators will support the LSCB Manager, the Board and its Sub Groups, with particular reference to developing and maintaining performance management systems.

13. LSCB Structure

- 13.1 Each Sub Group shall meet on no fewer than four occasions in each calendar year with dates being agreed on an annual basis.
- 13.2 Members are expected to attend 75% of Sub Group meetings. Attendance will be monitored and reported in the Board's Annual review.
- 13.3 Any member resigning from LSCB Sub Groups should inform the Chair in writing, advising on their replacement and any interim cover arrangements.
- 13.4 All Sub Groups will work to agreed Terms of Reference and will be accountable to the Board.
- 13.5 The Terms of Reference will be reviewed annually by LSCB. Amendments to the Terms of Reference can be made at any other time with the agreement of LSCB.
- 13.6 All Sub Groups will produce minutes of their meetings, in a consistent format, which will be presented to LSCB. The main issues will be reported in writing by the Chairs, using an agreed format.
- 13.7 Each Sub Group will formulate an annual Work Plan, which will be presented

to LSCB, and will measure its progress against agreed objectives.

- 13.8 Each Sub Group will contribute to LSCB's Annual Review and Business Plan.
- 13.9 Additional working groups or sub groups, on a task or a standing basis, may be established with the agreement of LSCB.

14. Funding

- 14.1 The LSCB budget should be agreed no later than January preceding the financial year in question. The budget should enable the Board to undertake all its core functions effectively and to employ staff to progress its business. The number of organisations' shared responsibility for the discharge of the Board's functions includes shared responsibility for determining how the necessary resources are to be provided to support it.
- 14.2 The level of contributions from constituent agencies will be reviewed annually. The core contributions will be provided by the Local Authority, Health and the Police and it is the responsibility of each constituent agency to contribute in line with their resources and local circumstances.

15. Procedures

- 15.1 The Board will ensure that inter-agency procedures for child protection work in Leeds are compliant with Working Together to Safeguard Children (latest version produced March 2010). Each constituent agency of the Board will produce single agency child protection procedures which are consistent with the LSCB procedures.
- 15.2 The procedures should be accessible to all staff within constituent agencies and to all others in Leeds whose work brings them into direct contact with children and families.
- 15.3 The procedures will be available on the LSCB website to ensure they are accessible to the widest possible audience, including members of the public.
- 15.4 The procedures will be reviewed annually and developed in response to legislation, guidance and local experience by the Policy and Procedures Sub Group. Procedural changes may also be agreed by that Sub Group between annual reviews.
- 15.5 The Board will ensure regular and focussed consultation with children,

families and the wider community to raise the profile of safeguarding and to share information about keeping children safe. Through consultation views will be obtained about the quality of services and procedures and will be taken account of in future planning.

16. Complaints

- 16.1 The LSCB Chair will refer any complaints about the operation of the published Leeds (West Yorkshire) Child Protection Procedures to the Performance Management Sub Group.
- 16.2 Constituent agencies will respond as appropriate to complaints about the conduct of individual staff involved in implementing the procedures.
- 16.3 Any complaint about any aspect of the LSCB's work shall be referred in the first instance to the Chair who shall endeavour to resolve it within 15 days; if no resolution is possible within that period the complaint shall be referred to the Director of Children's Services who shall endeavour to resolve the complaint within 28 days. If the complaint is about the Director of Children's Services the matter will be referred to the Local Authority's Chief Executive.
- 16.4 If the complaint is about an individual Board Member, the complaint shall be referred in the first instance to the Chair who shall endeavour to resolve it within 15 days; if no resolution is possible within that period the complaint shall be referred to the relevant agency to be dealt with under their agreed Complaints Procedure & Policy

17. Changes to the Governance Document

- 17.1 Subject to the following provisions, the Governance Document and appendices may be altered in any meeting of the Board, with the agreement of members.
- 17.2 No amendment may be made which would conflict with any legislation, regulations or standing orders of partners.
- 17.3 The governance document will be reviewed annually as part of the Annual Report carried out by the Board. In particular the Board will review its membership and attendance, recognising that this should remain flexible to encompass effectively the Board's developing agenda and any organisational requirements arising from new or amended legislation.

18. Conflicts of Interest

18.1 Members must declare any conflict of interest in a matter being considered by the Board, which:

- (a) arises from their personal circumstances, or
- (b) arises in respect of the Partner which they represent.

Any member who declares an interest may, at the discretion of the Chair,

- (a) be required to leave the meeting while the matter is discussed; or
- (b) remain in the room but not participate in the discussion; and/or
- (c) participate in the discussion but not vote on the matter.

19. Dispute Resolution

19.1 Any dispute shall be referred in the first instance to the Chair who shall endeavour to resolve it within 28 days; if no resolution is possible within that period the dispute shall be referred to the Director of Children's Services who shall endeavour to resolve the dispute within 28 days. If the Director of Children's Services is involved in the dispute the matter will be referred to the Local Authority's Chief Executive.

20. Exit Provisions

20.1 If legislation changes and the LSCB is no longer required or is required to significantly change its form, the Board will consider options for future governance requirements. Where feasible this will include wider consultation with stakeholders and partners involved in safeguarding activity in Leeds.

21. Scrutiny, Audit and Inspection

- 21.1
- The Board and its Secretariat should co-operate with any relevant Scrutiny inquiry as requested
 - Auditors representing the Council and partner organisations should be granted access to documents on request
 - Any accounts for the LSCB should be made available for audit as required by the audit arrangements for the host organisation for those accounts

22. Whistle-Blowing Policy

22.1 As a Board member there may be a time when an issue causes you to have serious concerns about something happening within the Partnership. However, you may be reluctant to express your concerns because you feel that speaking up would be disloyal to colleagues or to the Board. You may also fear harassment or victimisation and think it may be easier to ignore the

concern rather than report it.

- 22.2 The Board is committed to the highest standards of openness, probity and accountability. In line with that commitment, we encourage Board members, who have serious concerns about any aspect of the Board's work, to come forward and voice those concerns.

By signing this Governance Document signatories are declaring that they have read “Statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004” (HM Government 2007) and that they understand and accept their responsibilities with which they agree to comply.

Signatures

Statutory Partners under Section 11 Children Act 2004

NameDate.....

[NAME] [ORGANISATION]

NameDate.....

NameDate.....

NameDate.....

NameDate.....

NameDate.....

Non Statutory Partners under Section 11 Children Act 2004

NameDate.....

NameDate.....

NameDate.....

NameDate.....

Appendix i – Scope of the Role of Local Safeguarding Children Boards

1.1 The scope of LSCBs' role includes safeguarding and promoting the welfare of children in three broad areas of activity.

First, activity that affects all children and aims to identify and prevent maltreatment, or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care. For example:

- mechanisms to identify abuse and neglect wherever they may occur
- work to increase understanding of safeguarding children issues in the professional and wider community, promoting the message that safeguarding is everybody's responsibility
- work to ensure that organisations working or in contact with children operate recruitment and human resources practices that take account of the need to safeguard and promote the welfare of children
- monitoring the effectiveness of organisations' implementation of their duties under s11 Children Act 2004
- ensuring that children know who they can contact when they have concerns about their own or others' safety and welfare
- ensuring that adults (including those who are harming children) know who they can contact about a child or young person.

1.2 The second area of activity is proactive work that aims to target particular groups. For example:

- developing/evaluating thresholds and procedures for work with children and families where a child has been identified as 'in need' under the Children Act 1989 but where the child is not suffering, or at risk of suffering, significant harm
- work to safeguard and promote the welfare of groups of children who are potentially more vulnerable than the general population – e.g. children living away from home, children who have run away from home, children in custody, or disabled children.

1.3 The third area is responsive work to protect children who are suffering, or at risk of suffering harm including:

- children abused and neglected within families, including those harmed:
 - in the context of domestic violence
 - as a consequence of the impact of substance misuse
- children abused outside families by adults known to them
- children abused and neglected by professional carers, within institutional settings, or anywhere else where children are cared for away from home

- children abused by strangers
- children abused by other young people
- young perpetrators of abuse
- children abused through prostitution.

1.4 Where particular children are the subject of interventions, then that safeguarding work should aim to help them to achieve all five “Every Child Matters” outcomes,¹ to have optimum life chances. It is within the remit of LSCBs to check the extent to which this has been achieved as part of their monitoring and evaluation work.

¹ Stay Safe, Be Healthy, Enjoy and Achieve, Make a Positive Contribution and Achieve Economic well-being

Appendix ii – Code of Conduct

1. Introduction

- 1.1 Public service values are and must be at the heart of the Leeds Safeguarding Children Board (LSCB). LSCB therefore commits itself and its members to ethical, professional and lawful conduct, including proper use of authority and appropriate decorum when acting as LSCB members.
- 1.2 The code applies to all LSCB members and is supplemented by professional, agency and Directorate/Service requirements or guidance regarding standards of conduct in particular areas of work.
- 1.3 The code should be read alongside the LSCB Constitution.
- 1.4 In agreeing to the code LSCB members agree to:
 - apply the Nolan principles of public life (See Section 3)
 - uphold the law and act responsibly on behalf of their organisations and/or the people they represent
 - fulfil their responsibilities as outlined in the LSCB Member Role Specification
 - demonstrate high standards of behaviour, declaring any personal interests they have in matters under discussion.

2. Breach of Code

- 2.1 This code forms part of the LSCB Constitution and any breach of this code constitutes a breach of the Constitution.
- 2.2 Failure to observe the standards set out in this code will be regarded as serious. Should concern arise that any member has breached the code or any other part of the Constitution, the LSCB Chair will make representation to the relevant agency at Chief Executive level or equivalent.
- 2.3 Where the LSCB Chair fails to comply with the code or any other part of the Constitution, the Director of Children's Services shall take appropriate action.

3. Standards in Public Life

- 3.1 All persons covered by this code must observe the following Principles of Standards in Public Life as set out by the Nolan Committee:

a) Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

b) Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

c) Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for awards or benefits holders of public office should make choices on merit.

d) Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

e) Openness

Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

f) Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

g) Leadership

Holders of public office should promote and support these principles by leadership and example.

4. Member Responsibilities

4.1 LSCB members will take steps to co-operate with the Board and with the Chair in relation to their responsibilities under the Code of Conduct in order to secure the achievement of the objectives, and facilitate the performance of the functions, of LSCB.

4.2 Members will:

- treat each other with respect, dignity and equality of esteem
- be open with information about their performance insofar as it relates to their functions and role in LSCB and provide LSCB with early information about relevant problems
- co-operate to agree projects, protocols or arrangements as may be required.

4.3 All members have individual responsibility and are personally liable for their own conduct and compliance. In this regard, members must:

- a) Observe the Seven Principles of Standards in Public Life (See paragraph 3.1)
- b) Comply with this code and all other parts of the LSCB Constitution
- c) Act in good faith and in the overall interest of LSCB and in a way that preserves public confidence in LSCB
- d) Not use their position with LSCB to promote improperly or inappropriately their private interests (including business, area, sectorial or other interest) or to confer on or secure an advantage or disadvantage for connected persons, firms, businesses or other organisations
- e) Not misuse information gained in the course of their role as LSCB member
- f) Not disclose information given to them in confidence without the consent of the person authorised to give it, or unless they are required

by law to do so

- g) Always ensure that confidential material, including material about individuals, is handled in accordance with the law.

5. Conduct of Meetings

- 5.1 All meetings will follow an agenda agreed with the LSCB Chair and circulated one week in advance. Meetings will be conducted by the LSCB Chair with remarks being directed through the Chair and in line with the principles of good conduct outlined below.

Good Conduct at Meetings

- 5.2 All members agree to respect each other by:

- giving colleagues space to think or express opinions
- listening actively to each other
- exploring actively each other's ideas
- contributing ideas
- challenging issues, not individuals
- taking confidentiality seriously
- respecting timetables
- being mutually supportive of colleagues
- respecting and supporting majority decisions of LSCB
- recognising the authority vested in LSCB
- using inclusive language and refraining from discriminatory behaviour or remarks which would offend anyone present or not present
- ensuring attendance at meetings, tendering apologies or sending their nominated deputy as appropriate
- using plain English
- not using mobile telephones or electronic communications equipment in meetings.²

6. Conduct of Business

- 6.1 The Board and its sub groups are responsible for the conduct of LSCB business. In particular, the Board is responsible for the overall conduct and oversight of LSCB business.

- 6.2 Members agree to:

- prepare for meetings, ensuring that all minutes and associated papers are read prior to meetings and subsequent comments or contributions are informed to maximise the opportunities for resolution or actions within LSCB meetings

² In exceptional circumstances (e.g. when on call) agreement should be reached with the Chair regarding acceptable usage.

- progress any actions agreed at previous meetings within timescales determined by LSCB
- accept shared responsibility for the satisfactory completion and implementation of the LSCB business plan.

7. Conflicts of Interest

7.1 Neither the Chair nor any member shall put themselves in a position whereby their duty and responsibility to LSCB conflict with private interests. Any member identifying such a conflict will declare an interest. The LSCB Chair will then consider whether they should be excluded from participating in the item concerned.

7.2 Members are required to provide information about personal involvement in any organisation which may be in conflict with the interests of LSCB.

[INSERT LSCB LOGO]

LSCB CODE OF CONDUCT

DATE

MEMBERS AGREEMENT TO ABIDE BY THE LSCB CONSTITUTION AND CODE OF CONDUCT

- 1 I declare that I have read the LSCB Constitution and Code of Conduct.**
- 2 I have declared any current, relevant interests and I will identify any future interests to the LSCB Chair if and when they arise.**
- 3 As a member of LSCB I acknowledge and agree to adopt and abide by, the LSCB Constitution and Code of Conduct.**

Signed:

Name:

Date:

Data Protection Act 1998: The information submitted will be held by LSCB for personnel or other reasons specified on this form. This information may be held in both manual and computer form and may include data covered by Section 2 of the Data Protection Act 1998.

Return to:

LSCB Manager

Address

E-mail

Phone

Appendix iii – Person Specification of LSCB Members

LSCB members should hold a strategic role in relation to safeguarding and promoting the welfare of children within their own agency/organisation.

REQUIREMENTS

LSCB members should have the authority within their agency/organisation to:

- hold their agency/organisation to account
- speak for, make decisions and commit resources on behalf of that organisation
- agree proposals for the commitment of resources, including personnel, in support of the work of LSCB and its sub-groups
- commit their agency/organisation on policy and practice matters
- promote and enhance effective working relationships within their agency/organisation, the LSCB as a corporate body and agency representatives on the LSCB
- influence and advocate change within their own agency/organisation and LSCB.

All LSCB members must possess a valid and up-to-date enhanced CRB Disclosure (i.e. within the past 3 years).

LSCB MEMBERS SHOULD:-

ACCOUNTABILITY

- 1 Provide statutory inter-agency leadership and governance at a strategic and operational level.
- 2 Have the strategic lead or local responsibility for safeguarding issues within their agency/organisation and be the identifiable individual whom the LSCB holds accountable for their agency/organisation's safeguarding arrangements.
- 3 Communicate decisions of, and issues arising from the work of, LSCB back to their agency/organisation for this to impact on the work of their Agency/organisation.

ORGANISATIONAL

- 4 Be able to represent their entire agency/organisation and not just the part they may have direct managerial control over or for which they have clinical/professional responsibility.
- 5 Be of sufficient seniority to have access to officers of sufficient seniority to ensure appropriate resources are provided for safeguarding work in their agencies.
- 6 Be in a position to ensure implementation of policies and priorities agreed by LSCB within their own agency/organisation.
- 7 Have the ability to influence policy and priority setting within their agency/organisation.
- 8 Have the ability to commit their time and appropriate agency/organisation

resources to the work of LSCB.

PROFESSIONAL

- 9 Have knowledge and experience of safeguarding issues within their agency/organisation.
- 10 Have knowledge of the work of partner agencies.
- 11 Have knowledge of appropriate legislation.
- 12 Maintain up-to-date knowledge of safeguarding issues, undertaking personal training/development as required.
- 13 Have knowledge and experience of committee work to enable them to contribute successfully to the work of LSCB.
- 14 Be able to bring independence to the role and challenge organisations (including their own) when necessary.

Agencies/organisations should only nominate individuals who can meet the above requirements. Representation, and changes to representation, from LSCB member agencies must be agreed by the LSCB Chair.

PERSONAL QUALITIES

Members should possess the following personal qualities:-

- 1 Credibility
- 2 Communication skills
- 3 Negotiation skills
- 4 Leadership qualities
- 5 Commitment to service development and improvement
- 6 Commitment to challenging oppression and discrimination and a respect for diversity

Appendix iv – Role Specification of LSCB Members

This role description outlines Leeds Safeguarding Children Board (LSCB) member commitments, roles and responsibilities, in relation to their contributions in the delivery of LSCB functions and in achieving defined objectives. Further detail on the functions and responsibilities of LSCB can be found in its Constitution (2008).

PURPOSE

To share responsibility with other LSCB members, working together as an inter-agency partnership, to safeguard and promote the welfare of children in accordance with the Children Act 2004.

COMMITMENTS

LSCB MEMBERS TO COMMIT TO:-

- 1 Participating actively in LSCB meetings attending a minimum of 75% of Board meetings and any special meetings as required.
- 2 Adhering to the conditions as set out in the LSCB Constitution.
- 3 Holding managers within their agency/organisation to account for that agency/organisation's contribution to safeguarding.³
- 4 Making decisions and commitments on behalf of their agency/organisation and ensuring such decisions/commitments are enacted effectively.
- 5 Respecting shared information as confidential.
- 6 Ensuring the effective dissemination of all information, decisions and communications on behalf of LSCB within their agency/organisation.
- 7 Being the conduit by which their agency/organisation is consulted on particular issues.
- 8 Participating in the approval of the annual LSCB Business Plan and ensuring their agency/organisation provides an annual report in relation to safeguarding children.
- 9 Requesting their agency/organisations agreement to commit resources i.e.:-
 - to provide staff, goods, services, accommodation or other resources for purposes connected with LSCB
 - to ensure that services aimed at safeguarding are adequately resourced.
- 10 Leading work areas at the request of LSCB e.g. chairing a sub-group or working group and ensuring that the group achieves the objectives in its work plan.
- 11 Act as safeguarding champion within their agency/organisation.

RESPONSIBILITIES

It is each member's responsibility and duty to contribute to steering the strategic direction of LSCB and to ensure implementation of Working Together to Safeguard Children (2006).

³ As specified in S11 Children Act 2004 and S175 and 157 Education Act 2002 (for schools).

Members should support and engage in LSCB initiatives including attendance at a range of meetings.

LSCB members are accountable to the LSCB Chair.

INDIVIDUAL MEMBER ROLES AND RESPONSIBILITIES INCLUDE:-

- 1 (Where applicable) being responsible for agency budget contributions and ensuring that allocated agency resources, both financial and human, are utilised to meet LSCB objectives, and that any shortfalls are brought to the attention of LSCB and the agency/organisation concerned. It is acknowledged that members may have to consult with their agency/organisation before confirming significant commitments.
- 2 Ensuring their agency/organisation commits sufficient resources to support LSCB core business including:
 - ensuring that representatives from their agency/organisation attend and contribute to sub-groups and/or working groups as required
 - the Serious Case Review process - including nominating representatives for the Serious Case Review Panel and Overview Panels and the provision of their agency/organisation's Individual Management Review
 - the Leeds Child Death Overview Panel
 - policy/procedure development work
 - development and delivery of the LSCB learning and development programme
 - performance management/quality assurance
 - allegations management.
- 3 Representing their agency/organisation's views and reporting any key strategic or operational developments/issues directly to LSCB where there are implications for the effective delivery of children's services.
- 4 Ensuring that the work of LSCB impacts on the strategic and operational planning, decision making and activity of their agency/organisation.
- 5 Representing the view of their profession where applicable.
- 6 Making objective assessments and offering constructive challenge in relation to the effectiveness of safeguarding activity of LSCB partners, including their own.
- 7 Ensuring robust single and inter-agency child protection/safeguarding procedures are developed and maintained.⁴
- 8 Monitoring and evaluating the implementation of single and inter-agency child protection/safeguarding procedures within their agency/organisation.
- 9 Holding their agency/organisation to account in terms of its safeguarding performance and to oversee any necessary changes in practice.
- 10 Ensuring their agency/organisation's compliance with S11 Children Act 2004

⁴ South Yorkshire Child Protection Procedures

and S175 and 157 Education Act 2002 (for schools) including:

- all staff are trained in child protection and safeguarding to an appropriate level
- their agency/organisation is aware of and complies with the Leeds Information Sharing Protocol
- their agency/organisation operates safe recruitment procedures.

11 Supporting any audit undertaken of:

- the effectiveness of LSCB as a body
- safeguarding practice (single agency and inter-agency).

12 Having an overview of performance management and quality assurance regarding safeguarding within their agency/organisation and providing information on activity as required.

13 Identifying any safeguarding learning and development needs within their agency and drawing these to the attention of LSCB.

14 Promoting and supporting participation in the LSCB learning and development programme.

APPENDIX (V) ROLE SPECIFICATION OF LSCB CHAIR

FUNCTION OF ROLE

- 1 To provide leadership to Leeds Safeguarding Children Board (LSCB), ensuring that it discharges its functions effectively in accordance with its constitution, legislation, regulations and guidance.
- 2 To ensure that LSCB co-ordinates and monitors the effectiveness of services for children across the Partnership
- 3 To ensure that LSCB provides appropriate challenge to Trust partners, through the Trust Board, on their success in ensuring children and young people are kept safe

ACCOUNTABILITY

- 1 The LSCB Chair is accountable to the Local Authority via the Director of Children's Services for the effectiveness of his/her work as chair.
- 2 The LSCB Chair will:-
 - discharge any power delegated to the Chair from the Board
 - provide a strong and independent voice for the LSCB
 - ensure LSCB fulfils its statutory obligations as set out in the Children Act 2004, Apprenticeships, Skills, Children and Learning Act 2009, the Local Safeguarding Children Board Regulations 2006 and Working Together 2006/2010
 - meet with the Director of Children's Services (DCS), the Executive (Lead) Member and the Children's Services Advsor (Government Office) at least quarterly
 - bring any areas of concern to the Director of Children's Services, Executive (Lead) member or Leeds City Council Chief Executive as appropriate.

MAIN AREAS OF RESPONSIBILITY

- 1 To chair meetings of LSCB ensuring that they are conducted in accordance with the constitution and to:
 - agree LSCB meeting agendas, the preparation of any associated papers, ensuring distribution one week in advance of each meeting
 - agree the minutes of chaired meetings and ensure distribution to LSCB members⁵ and other parties as specified within the Constitution
 - ensure that decisions and actions from LSCB meetings are progressed as required.
- 2 To ensure that Serious Case Reviews are undertaken in accordance with regulations and guidance within agreed timescales and that lessons are disseminated effectively.

⁵ Within 14 days of each meeting

- 3 To ensure that Childhood Deaths are reviewed in accordance with regulations and guidance
- 5 To be a member of the Children's Trust Board, advising on safeguarding matters and identifying issues that need to be addressed by the Children's Trust Board.
- 6 To ensure that LSCB contributes effectively to the Children and Young People's Plan
- 7 To ensure the voices and experiences of children, young people and their families inform the work of LSCB.
- 8 To facilitate a resolution and response to complaints in relation to any aspect of the Board's work and to provide independent arbitration as necessary when conflicts of interest arise within LSCB.
- 9 To refer any complaints about the operation of the published Leeds (West Yorkshire) Child Protection Procedures to the Performance Management Sub Group.
- 10 To review the membership of the Board and its various sub-groups to ensure that members are representative of the community and that members work in accordance with the Role Specification of LSCB Members.
- 11 To ensure the production of the LSCB Annual Report on the effectiveness of safeguarding in Leeds and LSCB Business Plan, ensuring publication and monitoring of objectives
- 12 To ensure the implementation of an effective performance management framework
- 13 To be responsible, in conjunction with the LSCB Manager, for the management of the LSCB budget, including securing contributions from partner agencies; overseeing the allocation of LSCB resources (financial and human) and ensuring they are utilised to meet LSCB's objectives.
- 14 To ensure LSCB partners and members act in accordance with the Constitution and Code of Conduct and to ensure they are held to account with regard to their agency/organisations' safeguarding arrangements.
- 15 To ensure the development of LSCB sub-groups/working group work plans and scrutinise delivery against agreed objectives.
- 16 To contribute, when required, to LSCB events and to represent LSCB at national and regional meetings.
- 17 To represent LSCB in public statements and in interviews with the media, as appropriate.

Appendix (vi) PERSON SPECIFICATION OF LSCB CHAIR

PROFESSIONAL – SKILLS, KNOWLEDGE AND EXPERIENCE

- 1 Working knowledge and experience of safeguarding legislation (Children Acts 1989 and 2004) Apprenticeships, Skills, Children and Learning Act 2009, regulations (including The Local Safeguarding Children Boards Regulations 2006) and government guidance relevant to this role (including Working Together to Safeguard Children 2006/2010).
- 2 Knowledge and experience of policy, practice and research and its application within the Every Child Matters framework.
- 3 Excellent written and verbal communication skills, including the ability to speak in public and represent LSCB effectively at national or local fora and at media events.
- 4 Experience of effective chairing of complex professional multi-agency meetings at a senior level.
- 5 Ability and willingness to identify and challenge constructively unsatisfactory performance at individual and organisational level
- 6 Ability to think objectively at a strategic level.
- 7 Skills in negotiating, sufficient to assist in resolving conflict between agencies.
- 8 Experience at a senior level in the field of child protection in the public or voluntary sector
- 9 Recognised professional qualification in social care, health, education or legal discipline of a standard to command professional respect.

PERSONAL QUALITIES

- 1 Organisational abilities which ensure the smooth operation of LSCB, including appropriate delegation to LSCB members and the staff team.
- 2 Positive, assertive leadership style which commands professional respect.
- 3 Self-motivated and able to work independently.
- 4 Commitment to high standards of integrity and confidentiality.
- 5 Commitment to service development and improvement.
- 6 Commitment to challenging oppression and discrimination and a respect for diversity.
- 7 Commitment to improving outcomes for children, demonstrable through previous or current professional or voluntary activities.

OTHER

- 1 Willingness to travel outside Leeds in order to attend meetings, conferences etc
- 2 An appropriate level of ICT skills.

