



LEEDS SAFEGUARDING CHILDREN BOARD GOVERNANCE DOCUMENT

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Document Owner	Interim DCS/Children's Trust Development Team, LSCB Manager, Director of Children's Services Unit

1.0 Context

- 1.1 The core duty of the LSCB is to ensure that there are adequate arrangements in place across agencies to protect children from harm. Though the LSCB provides leadership in ensuring that children are protected and their welfare is promoted, safeguarding children is the responsibility of all those working with or coming into contact with children.
- 1.2 The Children Act 2004 requires Children's Services Authorities to establish Local Safeguarding Children Boards (LSCB).
- 1.3 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.

2.0 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.

3.0 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 The 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.

4.0 **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 into account 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.

5.0 **Governance and Accountability**

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

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

5.3 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.

5.4 The Chair of LSCB is accountable to the DCS for their work as Chair and for the effectiveness of the LSCB. The chair has a crucial role in making certain that the LSCB operates effectively and secures an independent voice.

5.5 The LSCB Chair will be a member of the Leeds Children's Trust Board and report on all relevant safeguarding matters.

5.6 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.

5.7 LSCB members will take responsibility for sharing LSCB minutes with relevant personnel in their agencies/organisations.

- 5.8 The minutes of LSCB will be published on the LSCB website within one month after each meeting.
- 5.9 The minutes are assumed to be open unless otherwise specified i.e. they relate to specific children and families or matters identifying individual professionals.
- 5.10 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.
- 5.11 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.
- 5.12 Progress against the objectives of the LSCB Business Plan should be monitored by the LSCB Manager, with exception reporting to LSCB.
- 5.13 An Annual Report on 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.

6.0 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
 - 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
 - Schools – two representatives
- ii) Other Members
- Chief Officer, Children and Young People’s Social Care, Leeds City Council
 - NSPCC – one representative
 - Lay Members – two representatives
 - Third sector – one representative
 - Adult Safeguarding Board – one representative
 - Safer Leeds Partnership – one representative
- 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

Please see appendix (iii) for details of the current membership of the LSCB

- 6.3 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.
- 6.4 Each agency will ensure that its designated, named representative attends Board meetings. Deputies, with the prior agreement of the LSCB Chair, can attend in exceptional circumstances. Attendance will be monitored and reported in the LSCB Annual Review. The over-arching aim is consistency and continuity. Members must speak for their organisation with authority, commit their organisation on policy and practice matters, and hold their organisation to account.
- 6.5 The secretariat will be provided by the Leeds Safeguarding Children Board Manager and Support Team.
- 6.6 The Lead Executive Member and professional advisors to the Board will be non-voting members of the LSCB.
- 6.7 The Chairs of LSCB Sub Groups must be LSCB members.

- 6.8 Each nominated representative 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.
- 6.9 Members should fulfil the requirements of, and operate in accordance with, the LSCB Member role specification (appendix iv).
- 6.10 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.
- 6.11 The LSCB Manager will ensure that all Board members receive induction prior to attending their first meeting.
- 6.12 Observers wishing to attend the Board should write to the LSCB Chair (setting out the purpose) to seek prior agreement.

7.0 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 the LSCB Chair person specification and operate in accordance with LSCB Chair 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. The vice-chair must undertake to feed back any business discussed whilst operating as the deputy chair.

7.5 Membership will be reviewed annually and attendance at Board meetings will be monitored. Any organisation with 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.

8.0 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.

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

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

9.2 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.

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

9.4 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.

9.5 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.

9.6 The membership of each Board will include the Chair of the other Board 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.

9.7 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.

10.0 Meetings- Frequency and Conduct

10.1 The Board shall meet every two months, in alternate months to the meetings of the Leeds Children's Trust Board. 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, where possible.

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 The Board will not exceed its powers and Board Members will always seek to achieve consensus through discussion. Subject to clause 17 (in relation to proposals to alter or amend the Governance Document), any vote will be a simple majority of those Board Members in attendance who are eligible to vote (i.e. Board members, not advisers or the lead member; please refer to point 6.2 above).

10.6 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.

10.7 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 at the discretion of the Chair.

- 10.8 Draft minutes will be circulated to Board members within 10 working days of each meeting, allowing 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.

11.0 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 Partner agencies will contribute to the undertaking of serious case reviews and the implementation of resultant action plans for improvements in line with LSCB policies, processes and timescales.
- 11.5 Individual members of the LSCB have a duty to contribute to the effective work of the Board. This should take precedence, if necessary, over their role as a representative of their organisation.
- 11.6 Individual members of the LSCB have a duty to disseminate decisions of, and information about, the LSCB within their own organisations and to report back to LSCB on that activity.
- 11.7 If it is found that an 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.

- 11.8 Whilst the 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.
- 11.9 The Board will monitor and challenge, as a critical partner, all Board members' work to safeguard and promote the welfare of children.
- 11.10 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.

12.0 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 Leeds City Council will employ an LSCB Manager who 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. Arrangements for this will be reviewed as part of the annual review of the Board's work to ensure that the Board is effectively supported and links are made with the work of the Leeds Children's Trust Board and other key strategic partnerships in the Leeds Initiative.
- 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.

13.0 LSCB Structure

- 13.1 The Board will agree a structure to support its effectiveness and carry out its statutory functions. This will be reviewed annually.
- 13.2 An appendix (vi) to this document will be developed and regularly updated to outline any groups that are accountable to the LSCB, including functions, the name of the chair and lead officer for the group and how the accountability will work in practice (e.g. reports/recommendations to be received from group, LSCB member to be represented on group).
- 13.3 Chairs of sub-groups must be LSCB members
- 13.4 Each Sub Group shall meet on no fewer than four occasions in each calendar year with dates being agreed on an annual basis.
- 13.5 Members are expected to attend 75% of Sub Group meetings. Attendance will be monitored and reported in the Board's Annual review.
- 13.6 Any member resigning from LSCB Sub Groups should inform the Chair in writing, advising on their replacement and any interim cover arrangements.
- 13.7 All Sub Groups will work to agreed Terms of Reference and will be accountable to the Board.
- 13.8 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.
- 13.9 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.

- 13.10 Each Sub Group will formulate an annual Work Plan, which will be presented to LSCB, and will measure its progress against agreed objectives.
- 13.11 Each Sub Group will contribute to LSCB's Annual Review and Business Plan.
- 13.12 Additional working groups or sub groups, on a task or a standing basis, may be established with the agreement of LSCB.

14.0 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. Partner 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.

15.0 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.

16.0 Changes to the Governance Document

16.1 Subject to the following provisions, the Governance Document and appendices may be altered in any meeting of the Board, with the agreement of members.

16.2 No amendment may be made which would conflict with any legislation, regulations or standing orders of partners.

16.3 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.

17.0 Conflicts of Interest

17.1 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; or
- (c) participate in the discussion but not vote on the matter; or
- (d) participate in the discussion and vote on the matter

18.0 Complaints Procedure / Dispute Resolution

18.1 Any complaint / dispute involving the Leeds Safeguarding Children Board or an individual Board member shall be referred in the first instance to the Chair who shall endeavour to resolve it within one month; if no resolution is possible within that period the issue shall be referred to the relevant agency to be dealt with under their Complaints/Dispute Resolution Procedure. If the issue is about an Elected Member or Director of Children's Services the matter will be referred to the Local Authority's Chief Executive.

19.0 Exit Provisions

- 19.1 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, with advice from the local authority. Where feasible this will include wider consultation with stakeholders and partners involved in safeguarding activity in Leeds.

20.0 Scrutiny, Audit and Inspection

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

21.0 Data Management

- 21.1 The LSCB will adhere to the Leeds Interagency Protocol for Sharing Information (appendix vii), which includes principles from the Data Protection Act (1998) and the Caldicott Principles (1997).

Background Documents

- Children Act 2004
- Lord Laming's report 'The Protection of Children in England: A Progress Report', Mar 2009
- Guidance on Children's Trusts, DSCF, March 2010
- LSCB Review Jan 2010
- City Council Governance Framework for Significant Partnerships, updated Jan 2010
- Updated Safeguarding Guidance 'Working Together to Safeguard Children', DSCF, March 2010
- New Children's Trust Arrangements for Leeds from April 2010 – Outline of Proposals and Opportunity to Comment, Mar 2010

- April 2010 Executive Board Report: Proposed Children's Trust Arrangements for Leeds

