



LOCAL SAFEGUARDING
CHILDREN BOARD
NORTHAMPTONSHIRE

CONSTITUTION 2010

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CONSTITUTION OF THE LOCAL SAFEGUARDING CHILDREN BOARD NORTHAMPTONSHIRE

1. Introduction & Governance Arrangements

- 1.1 The purpose of this document is to set out how the Local Safeguarding Children Board Northamptonshire (LSCBN) operates, how decisions are to be made and to detail what inter-agency arrangements are in place to make sure that individual agencies effectively safeguard and promote the welfare of children and young people in Northamptonshire.
- 1.2 This document is to be read in conjunction with the detailed guidance regarding the functions on operation of LSCBs and contained within "Working Together (2010)" (Department of Health), This document can be found at www.everychildmatters.gov.uk and it is expected that all partner agencies and each Board representative will be familiar with it.

2. The Role

- 2.1 The role of the Local Safeguarding Children Board is laid out in Working Together (2010) and is:
- 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
- to ensure the effectiveness of what is done by each such person or body for that purpose.
- 2.2 This is to be achieved through:
- developing **policies and procedures** for safeguarding and promoting the welfare of children
 - **communicating** 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
 - **monitoring and evaluating the effectiveness** of what is done to safeguard and promote the welfare of children and advising on ways to improve
 - Produce and publish an annual report on the effectiveness of safeguarding in the local area

- participating in the local **planning and commissioning of services** to ensure that they take safeguarding and promoting welfare of children into account
- Collecting and analysing information and developing procedures to ensure a coordinated response to **unexpected child deaths**
- undertaking **Serious Case Reviews**

2.3 The effective implementation of the LSCBN's objectives will contribute to an overall outcome of ensuring the well being of children and young people, particularly in relation to "Staying Safe".

In addition to this, the LSCBN will:

- Provide leadership and make sure the accountable organisations in Northamptonshire co-operate to safeguard and promote the welfare of children in the area in such a way as to improve the five outcomes for children and young people
- Identify and recommend appropriate resources to carry out safeguarding functions

3. Principles & Values

3.1 In carrying out any work to safeguard and promote the welfare of children, the Northamptonshire Safeguarding Children Board and all managers, employees, professionals, volunteers and carers must ensure that their practice reflects an approach which is:

- **Child centred** - The focus of the practitioner should always be the child. The child should be seen and the child's voice should be heard and taken into account when making decisions. The safety of the child must be paramount at all times and in all circumstances.
- **Rooted in child development** - Plans and actions should be based on a clear assessment of the child's continuing developmental needs, their progress and any difficulties the child may be experiencing as well as their wishes. Plans should be timely and appropriate for the child's age and stage of development.
- **Focused on outcomes for children** - The purpose of all intervention should be to achieve the best possible outcomes for each child following an assessment having regard to his or her individual needs and wishes. Plans should set out

expected outcomes for the child; at all reviews, the recommendations, decisions and desired outcomes should be written down and kept as a record for the child's future as well as a record for the accountability of the agencies involved in the decision making.

- **Holistic** - This means having an understanding of the child within the context of the child's family and friends and of the educational setting, community and culture in which he or she is growing up. At all stages, consideration must be given to issues of diversity so that the impact of cultural and religious expectations and obligations are taken into consideration.
- **Ensures equality of opportunity** - All children must have the opportunity to achieve the best possible development, regardless of their gender, ability, race, ethnicity, sexual orientation, circumstances or age.
- **Involves children and families** - It is important to listen to and understand the child's wishes and feelings. It is also important to develop a cooperative working relationship with parents and carers so that they feel respected and informed, believe that members of staff are being open and honest with them and in turn they are confident about providing vital information about their child, themselves and their circumstances.
- Sharing information about children and their parents should only occur with their Consent unless to do so would place the child at risk of Significant Harm.
- Decisions should be made with the agreement of children and their parents whenever possible, unless to do so would place the child at risk of significant harm, and should be in their best interest.
- **Builds on strengths as well as identifies difficulties** - Identifying both strengths and difficulties within the family and for the child is important. Too often working with families focuses on problematic and negative aspects and crucial areas of strength and success are ignored.
- **Reflects Multi and Inter-agency working** - A variety of agencies are involved with a child throughout his or her life and these agencies should work together in partnership to safeguard and promote a child's welfare. As soon as there are any concerns about the child's welfare the agencies must

communicate with one another, not just when there are questions about possible harm. See Information Sharing Protocol

- **Continually Assesses** - Assessment should continue throughout a period of intervention, and services to the child and family can start at the beginning of any intervention and assessment.
- **Provides and reviews services** - All services should be provided according to the identified needs of the child. The needs may be immediate and practical as well as longer term and more complex. The impact of all service provision on the child's development and circumstances should be reviewed regularly and services should remain responsive to meeting the child's assessed needs
- **Informed by evidence** - Effective practice with children and their families requires sound professional judgement based on research evidence and the practitioner's knowledge and experience.

4. Annual Review

4.1 The LSCBN will review on an annual basis its structure, business processes, staffing and financing arrangements to ensure that they are sufficient to meet their functions and priorities. This review will be for the purpose of:

- confirming the chairing arrangements for the LSCBN, Steering Group and its Committees
- reviewing the terms of reference of the LSCBN, Steering Group and its Committees
- undertaking any relevant business tasks such as budgets and the Business Plan
- reviewing and reporting the effectiveness of the work carried out the previous year
- evaluating the performance of the Children's Trust in safeguarding the welfare of children and young people in Northamptonshire from the previous the year
- agreeing the Annual Safeguarding Report
- determining the success or otherwise of the Board in achieving its functions under the Children Act 2004 and other relevant regulations

- receiving proposals from any of the partners who wish to change the arrangements under this agreement or the manner in which the LSCBN operates
- sharing information & experience
- considering opportunities for development of the LSCBN..

4.2 Where a partner proposes a change to the arrangements contained within this constitution that partner shall notify the other partners of the proposal in writing at least seven days before the meeting at which it is to be discussed. The partners shall then investigate the need for and/or desirability of that change and shall use their best endeavours to come to a consensus within a reasonable time

4.3 No amendment of or variation to this constitution shall take effect unless it is in writing, signed by the authorised representatives of each of the partner agencies.

5. The Performance of the LSCBN and the roles of individual LSCBN Members

5.1 The LSCBN will evaluate its own performance in carrying out its functions. In accordance with paragraphs 3.52, 3.53 and 3.109 of Working Together (2010), if the Independent Chair considers that any LSCBN Board Member needs assistance to fulfil their role the Chair will address this with the member concerned. The following areas are considered to be key for all Board members:

- knowledge of the safeguarding children agenda
- familiarity with the relevant government guidance
- familiarity with the Northamptonshire Children and Young People's Plan
- familiarity with the LSCBN Business Plan
- attendance and contribution at Board meetings
- compliance with safer recruitment requirements
- performance management of the LSCBN responsibilities through existing job description and appraisal arrangements

6. Service Level Agreements

6.1 Each partner agency of the LSCBN will maintain a Service Level Agreement with the LSCBN detailing the following:

- agency commitment and responsibility to the LSCBN, including finances, resources and representation at each appropriate level

- how representatives will be managed and supported within their agency to undertake the role required of them for the LSCBN
- the expected role, responsibility and behaviour of agency representatives within the LSCBN commitment.
- support provided by the LSCBN for partner agencies and individual representatives, including training & development, and induction packs.

7 Role of the LSCBN

7.1 The LSCBN will lead the coordination of work designed to safeguard and protect children across Northamptonshire. The membership, role and function of the Board is described within the Terms of Reference on page 16.

a. The Independent Chair and Vice Chair

In accordance with paragraphs 3.52 & 3.53 Working Together 2010 the LSCBN is chaired by an Independent Chair, recruited specifically for this purpose. The Independent Chair maintains regular contact with the Corporate Director for Children & Young People's Services, the Head of Services to Children & Families and the LSCBN Standards, Research & Development Manager.

b. Decision Making

Members of the LSCBN Board will operate according to the governance arrangements of their organisation. Some decisions that the Board will need to make can be made with the delegated authority that Members hold on behalf of their agencies. Some matters will need to be referred into their agencies decision making frameworks. The decisions of one partner agency cannot bind another agency.

The LSCBN aspires to involve children and young people within their decision making processes and the LSCBN Business Plan 2010-11 includes the requirement to develop their engagement.

Each Member of the LSCBN Board will have one vote and wherever possible decisions will be made by consensus. Where this is not possible decisions of the Board will be taken by a majority vote but in all cases the majority vote must include the consent of the Independent Chair. In the event of a deadlock the Independent Chair, or in his/her absence the Vice Chair, will have a casting vote. This will not be appropriate, however, if the decision relates to an area of operational responsibility for the Vice Chair as this may present a conflict of interest. In these

cases, the decision should be deferred to a future meeting where the Independent Chair is available.

The minutes of the LSCBN Board will include the date on which the decisions taken are due to come into effect ("the implementation date"). The implementation date must give reasonable notice to the partner agencies so they have the opportunity to discuss the issues in their own agencies before the decision is due to be implemented. Decisions will be implemented on the implementation date unless an affected partner agency sends written notice to all Board Members before that date requesting a further meeting of the Board for the matter to be reconsidered and giving the reasons why this is requested. Such notice will operate to suspend implementation of the decision pending a special meeting of the Board.

If a notice requiring reconsideration of a decision is received by the Independent Chair, he/she will give partners agencies 5 working days notice of a special meeting of the LSCBN Board for this matter to be considered. Where the Independent Chair considers the matter requires urgent consideration he/she can determine a shorter time period. Where the Independent Chair considers a further Board meeting is unlikely to reach a resolution of the matter she can refer the issue to the Dispute Resolution Panel (see below) without calling a further LSCBN Board meeting.

If at the further meeting of the LSCBN Board agreement cannot be reached to the satisfaction of the parties, the issue will be referred to a dispute resolution panel for resolution unless the Independent Chair considers it should be adjourned for further consideration.

c. Quorum

The quorum for meetings of the LSCBN Board, Steering Group, and Committees for voting will require that at least half of the full membership is present and requires the presence of Children's Services, the Police and the PCT in any key decisions.

d. Budget

The budget will be set annually (but may be revised throughout the year) at the discretion of the LSCBN Board according to the needs of the LSCBN in order to fulfil its functions. An agreed funding formula for the budget will be established and reviewed on an annual basis.

e. Urgent Matters

The Vice Chair of the LSCBN Board will be able to meet with the Independent Chair of the Board, at short notice, should this be required, particularly in relation to urgent matters such as Serious Case Reviews, media activity, etc.

The Independent Chair of the LSCBN Board or in his/her absence a nominated Vice Chair is authorised to speak on behalf of the Board in relation to all urgent matters after liaison as far as practicable with all other available Board members.

f. Business Plan

The LSCBN Board will ratify a 3 year Business Plan and Annual Delivery Plan prepared by the LSCBN Steering Group. This will detail all work streams required by the LSCBN in order to fulfil its statutory functions, as well as areas for development required as a result of local practice and national developments

7.2 The structure of the LSCBN will support the effective operation and functioning of the board and will be reviewed at least annually. (See Appendix A)

a. LSCBN Steering Group

The LSCBN will establish and maintain a Steering Group to support the work of the LSCBN. This group will consist of senior officers from Children's Services, Health and the Police and will include the Board named safeguarding adviser as well as the Committee Chairs. The group will be able to access to expert advisers whose work will contribute to the Steering Group and the Board. The membership, role and function of the Steering Group is described within the Terms of Reference on page 19.

b. LSCBN Committees

LSCBN Committees will be maintained to operate under direction of the LSCBN and will undertake both statutory and agreed roles and functions in relation to:

- Child Death Review
- Communication & Engagement
- Learning & Development
- Practice & Procedures
- Serious Case Review
- Quality Assurance

The membership, role and function of the individual committees is described within their Terms of Reference on pages 23 to 34.

- c. LSCBN Task & Finish Groups
LSCBN Task and Finish groups will be created in order to undertake a specific, time limited piece of work as directed by the LSCBN Business Plan and its safeguarding priorities. The aim, work plan and chair of these groups will be agreed at the LSCBN Steering Group.
- d. Expert Advisers
LSCBN and its Steering Group and Committees will have access to expert advisers whose expertise is essential to the work of the Board. Expert advisers will be commissioned to be involved in particular pieces of work or Committees as required.
- e. Performance
The Steering Group will evaluate the performance of the Committees and Task & Finish Groups in carrying out their functions. Where the Chair of the Steering Group considers that any Steering Group Member needs assistance to fulfil their role they will discuss this with the LSCBN Standards, Research & Development Manager and agree an appropriate process for providing support. The following areas of performance are considered to be key in this context:
- ability to commission services from own agency
 - ability to commit resources
 - business planning skills
 - accountability to agency and LSCBN
 - ability to ensure agency compliance
 - ability to disseminate information to their agency
 - attendance and contribution at Board meetings
 - compliance with safer recruitment requirements
 - performance management of the LSCBN responsibilities through existing job description and appraisal arrangements

The LSCBN Committees will evaluate their performance in carrying out their functions. Where the Independent Chair considers that any Committee Chair needs assistance to fulfil their role in a key area she will discuss this with the member concerned. Where a chair of an LSCBN Committee considers that any of their members needs assistance to fulfil their role, they will discuss this with the LSCBN Standards, Research & Development Manager and agree an appropriate process for providing support. Dependent on the Committee functions the following areas of knowledge and performance are considered to be key in this context:

- Child Death Procedures
- Serious Case Review Procedures
- Audit skills and experience
- Ability to write policy/procedures
- Knowledge of safeguarding agenda.

7.3 Arrangements for membership of the LSCBN Board, Steering Group and Committees must support the effective operation and functioning of the board in accordance with paragraphs 3.86 to 3.95 of Working Together 2010.

a. Substitute Members

Members are accountable to each other and to the organisation that they represent for the work of the LSCBN, Steering Group and Committees. It is not possible to carry out these roles effectively without attending meetings regularly and therefore this is expected of all representatives

While members of the LSCBN, Steering Group and Committees are expected to attend all meetings on occasions where this is not possible they are responsible for appointing a named deputy of the same or a similar status and authority, to carry out their role. This person should be fully briefed prior to the meeting, with all relevant papers shared with them.

b. Additional Members

Additional participants may become members of the Board, the Steering Group or the Committees at the invitation of the Independent Chair on such terms as the members of the relevant group jointly agree but will not be eligible to be elected Chair or Vice Chair. Other advisors may be invited to attend the Strategic Board, Steering Group or the Committees without membership status with the joint agreement of the members of the relevant group.

c. Dispute Resolution Process

The partner agencies acknowledge that it is their responsibility to resolve any dispute between them promptly and amicably.

All LSCBN partner agencies should have internal dispute resolution procedures and these should be followed where possible, with evidence recorded for each step taken. If this process fails to resolve a dispute, it should then be passed to the Standards Research & Development Manager who will seek to resolve it.

If this is not possible the dispute should be referred, in writing, to the Independent Chair of the LSCBN Board by the accountable

Board member. The Independent Chair will seek to resolve the dispute or refer it to the Board, Steering Group, or Committee for resolution.

If the dispute has been referred to the Steering Group, or Committee and a resolution cannot be achieved at the next meeting of the relevant group, it shall be referred to a Dispute Resolution Panel.

A Dispute Resolution Panel will be convened by the Standards, Research & Development Manager which should be chaired by the Independent Chair of the LSCBN or a Strategic Board member who is not involved with the dispute and who is nominated for this purpose by the Independent Chair of the LSCBN. The Dispute Resolution Panel shall, within 30 days of the notification of the dispute by the Board, seek to resolve the dispute. The Director of Children's Services (or his nominated representative) can determine a shorter time period where, in his/her opinion, the matter requires urgent consideration.

The Dispute Resolution Panel should approach Government office East Midlands (GOEM) for advice if required to help resolve the dispute.

7.4 Arrangements for performance management will support the LSCB governance and operational arrangements laid out in at page of 97 in Working together (2010)

a. Performance Monitoring Framework

The LSCBN partner agencies will develop and implement an agreed Performance Monitoring Framework which will support continual improvement of partnership working to safeguard local children and young people.

b. Relationship between LSCBN and the Children's Trust

Working Together 2010, paragraph 3.55 requires that *'the LSCB should not be subordinate to, or subsumed within, the Children's Trust Board structures in a way that might compromise its separate identity and independent voice.* Additionally, Paragraph 3.56 states *'There must be clear distinction between the roles and responsibilities of the LSCB and the Children's Trust Board.*

Accordingly, LSCB has an agreed protocol between itself and the Children's Trust Board (CYPPB) which is attached at Appendix 2.

c. Relationship between LSCBN and partner agencies

There will be a joint meeting annually between the LSCBN and the Chief Executives of partner agencies to review the effectiveness of arrangements to safeguard children.

The chair of the LSCBN in consultation with the DCS call a special meeting of the Chief Executives of the Partner agencies if there is a need to address urgent safeguarding issues.

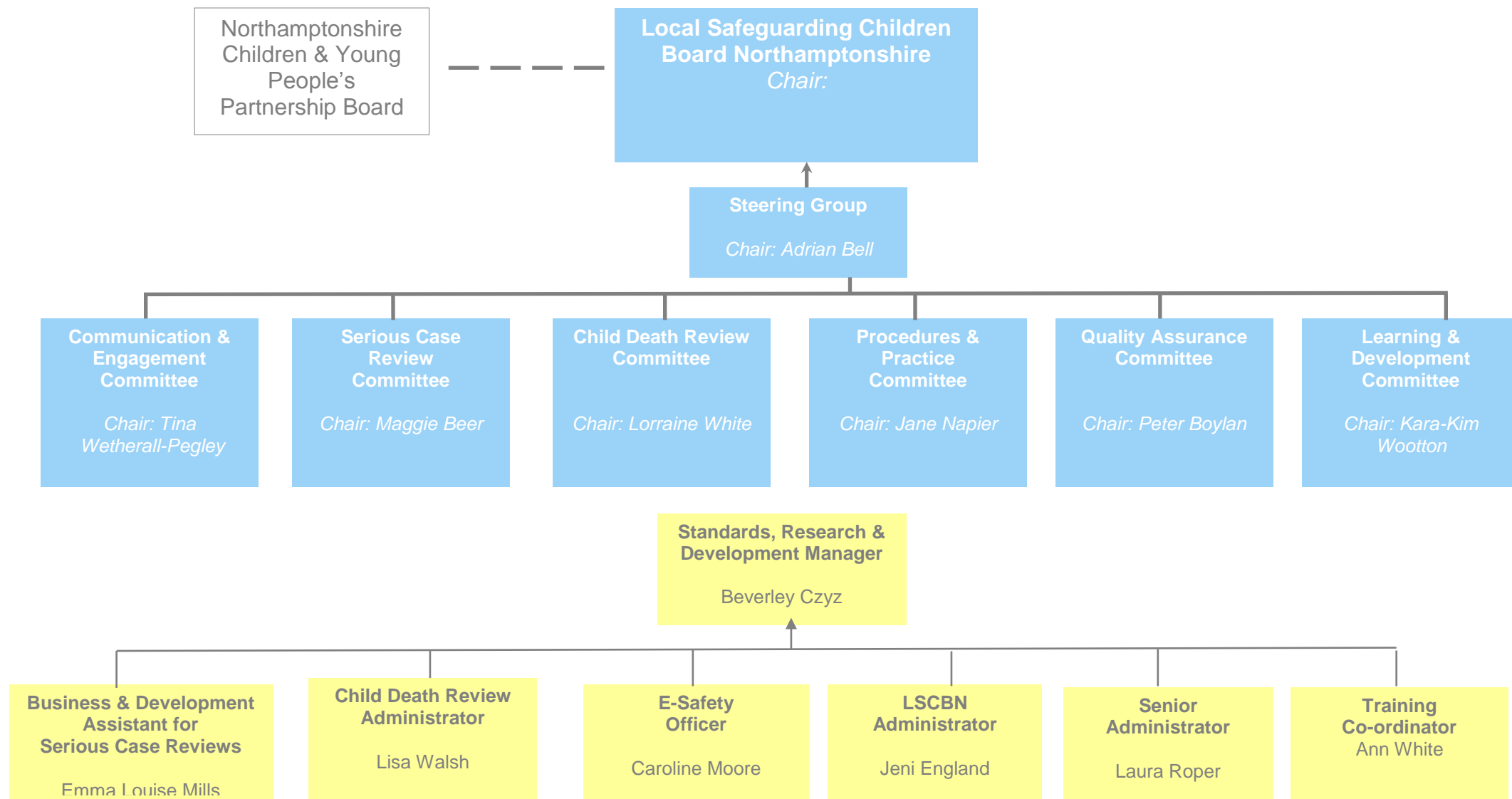
As detailed in section 1.5, in accordance with Working Together 2010, paragraph 3.33 d) the LSCBN will produce and publish an annual report on the effectiveness of safeguarding in the local area.

Each agency will provide to LSCBN an annual report which provides a self evaluation of the safeguarding arrangements in place and their effectiveness. This will identify areas of good practice, key issues arising, themes for development and will set out the agency's priorities for the coming year.

The LSCBN will then compile and present a formal report at least annually to the CYPPB on local developments and issues with a specific focus on safeguarding children and young people. The report will also be presented to the NCC Scrutiny Committee as part of the LSCBN governance arrangements.



LSCBN Structure



TERMS OF REFERENCE LOCAL SAFEGUARDING CHILDREN BOARD NORTHAMPTONSHIRE

Statement of purpose

The Local Safeguarding Children Board Northamptonshire (LSCBN) is the key statutory mechanism for agreeing how the relevant organisations in the county will co-operate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do.

The core objectives of the LSCB are set out in s14 (1) of the *Children Act 2004* as follows:

- 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 children¹ in the area of the authority
- to ensure the effectiveness of what is done by each such person or body for that purpose.

Functions

The functions of an LSCB are set out in the *Local Safeguarding Children Boards Regulations 2006* as:

1. Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - a. The action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - b. Training of persons working with children or in services affecting the safety and welfare of children;
 - c. Recruitment and supervision of persons who work with children;
 - d. Safety and welfare of children who are privately fostered;
 - e. Cooperation with neighbouring children's services authorities and their Board partners.
2. Communicating to persons and bodies in the area of the authority 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.
3. Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children, and advising them on ways to improve.

¹ The term *children* refers to all children and young people up to the age of 18.

4. Participating in the planning of services for children in the area of the local authority.
5. Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.
6. Any other activity that facilitates, or is conducive to, the achievement of its objective.

Working Together to Safeguard Children (2010) gives further details on what is required, as well as examples of how these functions can be carried out.

The Board is responsible for setting the strategic direction of the LSCBN through its Business Plan; for maintaining effectiveness of safeguarding activity in the county and the LSCBN own performance and for setting its annual budget.

In all its activities the LSCBN will take account of the need to promote equality of opportunity and to meet the diverse needs of children.

Membership

Board members of the LSCBN are senior representatives of the Board's partner agencies. These representatives are able to commit resources, commission services and ensure compliance with safeguarding requirements. The Board is chaired by an Independent Chair.

Chief Executive, Connexions (Vice Chair)
 Corporate Director of Children's Services, NCC
 Head of Services to Children, Young People & Families, CYPD, NCC
 Safeguarding & Corporate Parenting Manager, CYPD, NCC
 Monitoring Manager, CYPD, NCC
 Service Manager Youth Offending, CYPD, NCC
 Head of Youth Offending Services, Rainsbrook STC
 Lead for Vulnerable Children, East Midlands Strategic Health Authority
 Director for Safeguarding, NHS Northamptonshire
 Director of Nursing, NGH
 Director of Nursing, KGH
 Associate Director for Nursing, NHT
 Designated Doctor, NHS Northamptonshire
 Designated Nurse Safeguarding Children, NHS Northamptonshire
 Head of Public Protection, Northamptonshire Police
 Chief Fire Officer, Northamptonshire Fire and Rescue Service
 Children Services Manager, NSPCC
 Service Manager, CAF/CASS
 Deputy Director Northamptonshire Probation Service
 Manager of Children's Rights Service, CYPD, NCC
 Business Manager for NorDAF, NCC
 Senior Solicitor, NCC Legal Services
 Safeguarding Lead, East Midlands Ambulance Service
 Representative, Special School Heads Consultative Forum

Representative, Primary School Heads Consultative Forum
Representative, Secondary School Heads Consultative Forum
Standards, Research, and Development Manager, LSCBN
Representative, St Andrew's Healthcare

The NCC Cabinet Member for Children and Young People will attend the Board as a participating observer.

An open invitation to attend Board meetings is extended to the Government Office East Midlands Children's Services Advisor and the Chair of the Northamptonshire Safeguarding Adults Board who may also attend as participating observers

Representatives from other agencies and professional experts, may be co-opted to contribute to the work of the Board as required. The Board will also develop the concept of Associate Members whose contribution is essential to the work of safeguarding children but who could not reasonably be expected to attend LSCBN Board meetings e.g. the Crown Prosecution Service (CPS).

Arrangements are being developed to secure representation on the Board of the District & Borough Councils.

Arrangements will also be made for including independent lay representatives within the Board membership once statutory guidance on this is issued by the Department for Children, Schools and Families.

The role of members

The individual members of the LSCBN have a duty as a member to contribute to the effective work of the LSCBN as described in Working Together paragraph 3.85. The detailed expectations for both the Independent Chair and Board Member roles are described within the LSCBN Induction Guidance Pack.

Frequency of meetings

The Board will normally meet bi-monthly. Additional extra-ordinary meetings may be called where necessary for the Board to exercise its functions.

TERMS OF REFERENCE LSCBN STEERING GROUP

Statement of purpose

The purpose of the Steering Group is to support the Chair and Board in setting the strategic direction for the work of the LSCBN and its Committees and to oversee the performance management of the LSCBN Business Plan.

Function

1. To oversee the development of the LSCBN Business Plan and Budget for ratification by the Board, including agreement of a mechanism for procurement and commissioning goods and services.
2. To oversee production of the LSCBN Annual Report.
3. To advise the Chair on development of the agenda for the Board.
4. To work with the Chair to co-ordinate and performance manage LSCBN committees and other sub-groups.
5. To monitor delivery of key milestones within the Business Plan.
6. To advise the Board on progress on the LSCBN Scorecard and Business Plan and make recommendations about future priorities for action.
7. To advise the Board on matters of resourcing which may impact upon delivery of the Business Plan.
8. To assure the Corporate Director for Children and Young People that the Board is purposefully pursuing its Business Plan and its core functions and to advise the Corporate Director of any actions that s/he may need to take to support the LSCBN in delivering its key objectives.
9. To monitor key risks to the delivery of strategic objectives and advise on actions required to mitigate those risks.

Membership

The Steering Group will be made up of the following representatives:

The Vice Chair of the LSCBN (Chair)
All Chairs of LSCBN Committees
The Corporate Director Children's Services
The Independent Chair of the LSCBN
The LSCBN Standards, Research and Development Manager

The Steering Group may also co-opt specialist members as required. The terms of office and tenure of the Chair of the Steering Group will be reviewed three yearly.

Frequency of meetings

To meet on a bi-monthly basis on the alternate months in between LSCBN Board meetings' in order to report on progress in a timely manner for between one and two hours.

Governance

The Steering Group will report to and be accountable to the Board of the LSCBN. The Steering Group will only have authority to take decisions in those areas for which the Board has specifically delegated authority.

The minutes of preceding Steering Group meetings and a record of all action undertaken by the Steering Group will be presented to the LSCBN at each meeting of the Board by the Chair of the Steering Group.

TERMS OF REFERENCE LSCBN COMMITTEES

Statement of purpose

The Local Safeguarding Children Board Northamptonshire (LSCBN) is the key statutory mechanism for agreeing how the relevant organisations in the county will co-operate to safeguard and promote the welfare of children, and for ensuring the effectiveness of what they do.

The core objectives of the LSCB are set out in s14(1) of the *Children Act 2004* as follows:

- 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^[1] in the area of the authority
- to ensure the effectiveness of what is done by each such person or body for that purpose.

In accordance with Working Together, paragraph 3.71, all Committees are established by the LSCBN and work to agreed terms of reference, with explicit lines of reporting, communication and accountability

Function

The function of an LSCBN Committee is to commission and oversee work in relation to the Business Plan developed by the LSCBN. This work should be commissioned in accordance with the procurement arrangements described within the LSCBN Constitution. Work may be undertaken by either directly by the Committee or by a working group as described in Working Together, paragraph 3.68. The Committee will provide a report on its activities directly linked to the Business Plan objectives to the LSCBN at each of its meetings.

Expectations and Accountability of Committee Chairs

Committee Chairs will:

- oversee the processes necessary to ensure the smooth and effective management and development of the LSCBN Committee for which they are responsible.
- Chair at least six-pre-scheduled meetings per year, agreeing with the Business Office, in consultation with Committee Members the agendas for the meetings.
- Ensure arrangements are in place to ascertain the feeling and wishes of children and young people
- Be accountable to the LSCBN and will report to the LSCB Steering Group via their minutes, action plans and by verbal report.

^[1] The term *children* refers to all children and young people up to the age of 18.

- Present reports to the Board drawn from across the partner agencies that are presented in a clear consistent manner using the LSCBN report template.

Expectations and Accountability of Committee Members

The detailed expectations for Committee Members are described within the LSCBN Induction Guidance Pack and include the expectation that Committee Members will:

- Undertake the necessary tasks relating to the Business Plan objectives on behalf of the LSCBN to agreed timescales and within the specified action completion dates
- Attend a minimum of 80% of Committee meetings
- Feedback relevant information to colleagues on behalf of the LSCBN

Confidentiality

Members should ensure the highest standard of confidentiality is maintained in respect of private and personal information received in their role as a member of a Committee of the Local Safeguarding Board Northamptonshire.

TERMS OF REFERENCE

LSCBN CHILD DEATH REVIEW COMMITTEE

Statement of purpose

The Child Death Review Committee is responsible for implementing procedures and protocols in line with the guidance in Working Together to Safeguard children (2006) by collating and reviewing information on all child deaths within Northamptonshire, according to a nationally agreed data set and work with relevant professionals and organisations in a co-ordinated way to ensure that any lessons learnt contribute to safeguarding and promoting the welfare of children in the future.

Function

Collect and collate an agreed minimum data set and where relevant seek information from professionals and family members.

Make recommendations to the LSCBN for any additional data to be collected locally.

Evaluate the routinely collected data on the deaths of all children and evaluate specific cases in depth to ensure a thorough consideration of how such deaths might be prevented in the future.

Review reports produced in connection with the response arrangements for each unexpected death of a child, making a full record of this discussion and provide the professionals with feedback on their work. Where there is an ongoing criminal investigation the Crown Prosecution Service and Senior Investigating Officer must be consulted as to what is appropriate for the panel to be considering and what actions it might take in order not to prejudice any criminal proceedings.

Identify lessons to be learnt or issues of concern, with a particular focus on effective inter-agency working to safeguard and promote the welfare of children.

Identify wider safety and public health concerns arising from a particular death or pattern of deaths.

Provide relevant information to professionals involved with the child's family, so that they can convey this information in a sensitive and timely manner to the family.

Refer to the chair of the LSCBN any deaths where the panel considers there may be grounds to undertake further enquiries, investigations or conduct a Serious Case Review and explore why this had not previously been recognised.

Refer to the chair of the LSCBN any identified safety or public health issues for consideration, with the Director of Public Health or any other relevant agency, of how best to address these and their implications for the provision of services and training.

Inform the chair of the LSCBN where specific new information should be passed to HM Coroner or other appropriate authorities.

Monitor the support and assessment services offered to families of children who have died.

Monitor the appropriateness of the response of professionals to unexpected deaths of children.

Monitor and advise the LSCBN on the resources and training required to ensure an effective inter-agency response to child deaths.

Organise and monitor the collection of data for the nationally agreed minimum data set and the arrangements for providing data to bodies commissioned by the DCSF.

Cooperate with regional and national initiatives to identify lessons on the prevention of unexpected child deaths.

Prepare an annual report to the LSCBN on the work of the committee.

Membership

The Committee will be made up of the following agencies representatives:

Northamptonshire County Council - Head of Safeguarding and Corporate Parenting (Chair)

Northamptonshire Teaching PCT - Lead Paediatrician for Child Deaths

Northamptonshire Teaching PCT - Consultant in Public Health

Northamptonshire Teaching PCT - Designated Doctor for Child Protection

Kettering General Hospital – Lead Nurse, Accident & Emergency department

Northampton General Hospital - Consultant Paediatrician

Police - Head of Child Abuse Investigation Unit (Detective Inspector)

Police - SIO Homicide & Major Crime Department (Detective Chief Inspector)

East Midlands Ambulance Service - Service Improvement Manager

Northamptonshire Fire and Rescue Service - Head of Response

LSCBN Child Death Review Administrator

Other professionals with particular expertise may be invited to contribute to the work of the committee meetings on a case-by-case basis.

Frequency of meetings

The Child Death Review Committee will meet a minimum of six times per year.

TERMS OF REFERENCE LSCBN COMMUNICATIONS AND ENGAGEMENT COMMITTEE

Statement of purpose

The aim of this Committee is to raise the profile of the board, its safeguarding objectives and to coordinate both the board and partner response at critical times to maintain public confidence in safeguarding in the county.

Function

- 1 To raise the profile of the Local Safeguarding Children's Board, its objectives within partner agencies and with the public.
- 2 To coordinate campaigns at identified groups, either professionals or wider communities, to progress the priorities identified within the LSCBN Business Plan.
- 3 To manage and coordinate partner agency press offices responses at critical times, for example publication of child death or serious case reviews.
- 4 To ensure engagement with children and young people.
- 5 To manage and coordinate where required, press office responses at major incidents where children or young people may be impacted.

Membership

The committee will be made up of the following agencies representatives:

Police Head of the Public Protection – Chair
Police Communications rep
NCC Communications rep
NHS Northamptonshire Communications rep
NHS Northamptonshire Designated Nurse Safeguarding Children
CYP Directorate - Safeguarding and Corporate Parenting Manager
LSCBN Business Office
NSPCC
Children's Rights – Young Person's representative

Representatives from other agencies may be co-opted to work on this committee on a case-by-case basis.

Frequency of meetings

To meet bi-monthly, the week prior to the Local Safeguarding Board meetings in order to report on progress in a timely manner.

TERMS OF REFERENCE LSCBN LEARNING AND DEVELOPMENT COMMITTEE

Statement of purpose

The Learning and Development committee is responsible for ensuring that single agency and inter agency training on safeguarding and promoting welfare is provided for people who work with children in Northamptonshire or in services affecting the safety and welfare of children. This includes both training provided by single agencies to their own staff, and inter agency training where staff from more than one agency train together. The Learning and Development committee is responsible for prioritising and quality assuring child protection training in the local area and is responsible for planning and delivering an inter agency programme of training and development to meet identified learning needs. The Learning and Development Committee is responsible for ensuring that their activity is coordinated with work conducted under the Northamptonshire Children's Workforce Development Strategy. A coordinated and comprehensive approach is achieved through direct links between the LSCBN and the Children and Young People's Partnership Board's training coordinators.

Function

- To commission and oversee work in relation to the business plan developed by the LSCBN.
- Work may be undertaken directly by the group; there may be occasions where working groups undertake work on behalf of the committee.
- To provide reports to the LSCBN.
- To meet a minimum of six times a year.

Membership

The committee will be made up of the following agency representatives:

Learning Advisor, LASI, NCC

Operational Director, St Andrews, Health

Senior Education Welfare Officer (Safeguarding), CYPD, NCC

LSCBN Standards Research & Business Manager

University of Northampton Representative (two)

Named Nurse, Northamptonshire PCT (Provider Services)

Northamptonshire Childminding Association Representative

LSCBN Training Coordinator

CAIU Representative, Northamptonshire Police

Learning and Development Advisor, CYPD, NCC

Early Years Workforce Advisor, CYPD, NCC

Northamptonshire Police Training Representative

Northamptonshire Probation Representative

Workforce Development Manager, CYPPB

Associate Member Safeguarding Nurse, Northamptonshire PCT (Provider Services)

Frequency of meetings

To meet bi-monthly, prior to the Local Safeguarding Board meetings in order to report on progress in a timely manner.

TERMS OF REFERENCE LSCBN PRACTICE AND PROCEDURES COMMITTEE

Statement of purpose

To develop, review and update policies and procedures for safeguarding and promoting the welfare of children in the area covered by the LSCB

Function

As described Working Together (2006) paragraph 3.19 policies and guidance may cover:

The action to be taken where there are concerns about a child's safety or welfare, setting out thresholds and processes for robust multiagency assessment of children in need, and agreeing interagency procedures for section 47 enquiries.

Developing local protocols on key issues of concern.

Guidance on safeguarding and promoting the welfare of children who may be particularly vulnerable

Membership

The committee will be made up of the following agencies representatives:

Northamptonshire County Council - Children and Young People Directorate (to include Northamptonshire Review & Conference Service)
Northamptonshire Police
Northamptonshire Probation service
Northamptonshire Fire and Rescue Service
Northamptonshire Teaching PCT
NHS Northamptonshire Provider Services
Kettering General Hospital
Northamptonshire Healthcare Trust
Northampton general Hospital
Local Safeguarding Children Board Northamptonshire

Frequency of meetings

The committee will meet bi-monthly

TERMS OF REFERENCE SERIOUS CASE REVIEW COMMITTEE

Purpose

The Serious Case Review Committee undertakes reviews of cases where abuse or neglect of a child is known or suspected, a child has died or been seriously harmed, and there is cause for concern as to the way in which the Board partners and other relevant people and bodies have worked together to safeguard the child. Such reviews are referred to as Serious Case Reviews or a Multi-agency Case audit as defined in Working Together, Chapter 8, DoH (2006)

Function

To ensure that, at a strategic level on behalf of the LSCB, organisational lessons are learnt, and where necessary changes are implemented, from the recommendations of reviews into serious cases of child abuse, neglect or death, in order to prevent future incidents of serious child abuse or death, which are associated with failure to comply with local and national procedures.

The Committee will:

- 1 Consider whether or not individual cases meet the criteria for holding a serious case review as set out in 'Working Together' and to make recommendations to the LSCBN Chair, who has makes the final decision as to whether or not it is met;
- 2 Where the criteria are not met, to consider whether a multi-agency case audit or other process should be carried out as appropriate;
- 3 Direct the process where a decision is made to undertake such a review or multi-agency case audit in accordance with Section 13 of Northamptonshire's inter-agency child protection procedures;
- 4 Develop the serious case review and multi-agency case audit process including communication with practitioners, guidance and training for participants in the review process;
- 5 Monitor and develop the quality and standard of overview reports;
- 6 Develop inter-agency action plans resulting from serious case reviews and multi-agency case audits;
- 7 To monitor the progress of recommendations arising from serious case reviews and multi-agency case audits. Providing assurance to the LSCB, OfSTED and the Strategic Health Authority that recommendations arising from Serious Case Reviews have been actioned;

- 8 Review its own processes, practice and terms of reference, to ensure that recommendations arising from Serious Case Reviews have been appropriately actioned.
- 9 Form close and robust links with the Quality Assurance Committee particularly in relation to the Action Plan process for Serious Case Reviews to ensure timely manner of action plans.

Membership

The committee will be made up of representatives from the following agencies:

Head of Services to Children Young People and Families
Service Manager, Safeguarding, Quality and Reviewing Officer (Chair)
Head of the Child Abuse & Investigation Unit Police – Northamptonshire Police
Designated Doctor or Designated Nurse Safeguarding
A representative from Legal Services – Northamptonshire County Council
LSCBN Training Co-ordinator
A representative from the NSPCC
A representative from Rainsbrook STC
LSCBN Business and Development Assistant for Serious Case Reviews
LSCBN Standards Research & Development Manager
Lead for Vulnerable Children – SHA (Vice – Chair)

Members should have sufficient experience and authority within their own organisations to be able to:

- Offer an objective expert opinion to the committee;
- Make recommendations on behalf of their agency;
- Inform the development of an action plan on behalf of their agency.

Chair

The chairperson will initially be elected by the members of the Serious Case Review Committee and agreed by the LSCB. Subsequently the Vice-Chair, who will also be elected in this way, will automatically become the Chair. The Chairperson automatically becomes a member of the LSCB.

Quoracy

Meetings will be regarded as quorate when a minimum of 4 agencies are present. This must include either the Chair or their designated deputy

External links

LSCBN, The LSCBN Child Death Review Committee, Other LSCBN committees, GOEM, DCSF, OfSTED

Frequency of meetings

The Committee will meet monthly. Meetings will be scheduled to coordinate the necessary links to the functions of the Quality Assurance Committee and occur prior to the main Local Safeguarding Children Board Northamptonshire meetings in order to report on progress in a timely manner.

TERMS OF REFERENCE LSCBN QUALITY ASSURANCE COMMITTEE

Statement of purpose

To 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 on ways to improve.

Function

The purpose of the Quality Assurance Committee is firstly to put in place effective systems and processes for the monitoring of safeguarding activity in Northamptonshire. Secondly, to provide summary information and report to the Board so that it can comply with its statutory functions and oversee achievement of the Staying Safe outcomes. The QAC fulfils an advisory capacity to the Board.

This will be done by ensuring that:

- Key LSCB functions are being carried out effectively via monitoring of key elements of the Business Plan
- There are demonstrable outcomes and learning from Serious Case Reviews (SCRs)
- Training, development and SCR recommendations are monitored and audited to identify effective implementation and areas for further improvement.
- Reports are provided to the Board in order to inform its monitoring, decision-making and planning.
- Reporting is against an annual programme and reporting cycle which will be agreed at the April Board.

Membership

The committee will be made up of the following agencies representatives:

Director of Safeguarding - NHS Northamptonshire (Chair)
Performance Manager - Northamptonshire County Council
Head of Child Abuse & Investigation Unit - Northamptonshire Police
Department for Service Improvement representative - Northamptonshire Police
Designated Doctor
Named representative from each health provider
Head of Northamptonshire Review & Conference Service
Head of Learning, Achievement & School Improvement
LSCBN Training Co-ordinator
LSCBN Standards, Research & Development Manager

Frequency of meetings

To meet at least bi-monthly, in a logical sequence with the Serious Case Review Committee and prior to the Local Safeguarding Board meetings in order to report on progress in a timely manner.

PROTOCOL BETWEEN THE CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP BOARD AND LOCAL SAFEGUARDING CHILDREN BOARD NORTHAMPTONSHIRE.

1. Introduction

- 1.1 This protocol sets out the links between the Children and Young People's Partnership Board (CYPPB) arrangements in Northamptonshire and the Local Safeguarding Children Board Northamptonshire (LSCBN). Safeguarding children and young people can only be effective if it is undertaken within the general context of promoting the wellbeing of children and young people, and equally the CYPPB arrangements must take account of the work of the LSCBN to safeguard children and young people.

2. Legislative Background

- 2.1 Section 10 of the Children Act (2004) requires local authorities and 'relevant partners' to co-operate to improve the wellbeing of children and young people (wellbeing is defined in terms of five outcomes). The local authority must take the lead in making arrangements to promote co-operation between local agencies in this regard. Government Guidance (*Statutory Guidance on inter-agency co-operation to improve the wellbeing of children: Children and Young People's Partnership Boards, DfES,2005*) refers to these arrangements as the Children's Trust (known in Northamptonshire as the CYPPB).
- 2.2 The Children Act 2004 (Sections 13,14,15,16) also requires local authorities to establish and operate a Local Safeguarding Children Board as the statutory successor to the Area Child Protection committee. The core objectives of the LSCBN as set out in the Children Act 2004 are to co-ordinate what each person or agency represented on the LSCBN does to safeguard and promote the welfare of children and young people, and to ensure the effectiveness of what is done for that purpose. The role and function of the LSCBN are set out in *Working Together to Safeguard Children: a guide to interagency working to safeguard and promote the welfare of children (HM Government 2006)*
- 2.3 The work of LSCBN fits within the wider context of the CYPPB, and whilst it contributes to the overall goal of improving the wellbeing (five outcomes) of all children and young people, it has particular focus on the 'stay safe' outcome.

3. Functions and Independence of the LSCBN

- 3.1 The CYPPB is the lead partnership board for children, young people and families in Northamptonshire, and operates within the context of the Local Area Agreement and its Public Service Board. The main function of the CYPPB is to promote and enable co-operation between agencies with a view to improving the well-being, (as defined by the five Every Child Matters outcomes) of children and young people in Northamptonshire.

3.2 There are three main aims of the LSCBN are to:

- Improve the effectiveness of work to safeguard children and young people;
- Promote the welfare of children and young people by co-ordinating the work of partner agencies and ensuring its effectiveness;
- Co-ordinate wider safeguarding activity in Northamptonshire

Inevitably this work will operate within the context of the CYPPB arrangements, given the broad overarching remit of the CYPPB.

3.3 In order to ensure that the safeguarding activity of the professional network is effective, the LSCBN will monitor the quality of that activity through peer review, self evaluation, performance indicators and joint audit. The LSCBN will be able to challenge organisations as necessary and communicate with the CYPPB with an independent voice. The CYPPB governance arrangements recognise that the LSCBN has a distinct identity within the CYPPB governance.

4. Accountability of the LSCB

4.1 Whilst LSCBN has a role in co-ordinating and ensuring the effectiveness of agencies' work to safeguard and promote the welfare of children and young people, it is not accountable for their operational work. Each Board partner retains its own existing lines of accountability. LSCBN does not have the power to direct other organisations.

4.2 The independent chair of the LSCBN is accountable to the Director for Children and Young People's Services for the effectiveness of the work of the LSCBN.

4.3 The local authority will scrutinise the operation of the LSCBN as part of its scrutiny arrangements and through regular reports to the CYPPB

4.4 The effectiveness of the work of the LSCBN will form part of the judgement of the Inspectorates particularly through the Joint Area Review

5. Scrutiny Function of the LSCB

5.1 Where there are issues around the performance of individual agencies with respect to safeguarding children and young people, the relevant LSCBN member for that agency will take the lead in the resolution process. Where no resolution has been possible, the Chair of the LSCBN will write to the lead member or accountable person for that agency, copying the letter to the Director for Children and Young People's Services.

5.2 Where the LSCBN is not convinced that any planned action to improve performance will be adequate, the Chair of LSCBN (or designated person) will explain the concerns

to senior individuals in the partner organisation, or the relevant inspectorate, which may advise further steps to be taken if necessary.

6. Key Functions and how both LSCB and CYPPB work together

- 6.1 The CYPPB operates within the strategic performance and financial framework set out for the Local Area Agreement arrangements and the Public Services Board.
- 6.2.1 The local authority works with its partners to produce and agree the priorities for the Children and Young People's Plan. The CYPPB will set the priorities for the Children and Young People's Plan.
- 6.2.2 The LSCBN will contribute to local planning and commissioning, for example by contributing to the development of the Children and Young People's Plan. The LSCBN will be a formal consultee on the development of the Children and Young People's Plan.
- 6.4 The LSCBN will set out in an annual work plan the priorities for the year. The work plan will be informed by the Children and Young People's Plan and other key strategic plans. The draft work plan will be shared with the CYPPB and groups reporting into the Partnership Board for consultation. The final work plan will be shared with the CYPPB.
- 6.5 The LSCBN will lead on the dissemination of local safeguarding procedures for all of the professional network. The LSCBN will, as necessary, develop further procedures relevant to safeguarding children and young people. The CYPPB will be kept informed of the development of policies and procedures. The CYPPB may identify specific safeguarding issues that the LSCBN should develop local procedures to address.
- 6.6 The LSCBN will develop a strong working relationship with the wider strategic partnership through involvement groups supporting the CYPPB.
- 6.7 The CYPPB and LSCBN will have oversight of child protection training across the partner agencies in Northamptonshire, but responsibility for providing this training rests with individual agencies. LSCBN staff will quality assure the contents of single agency training. The LSCBN will lead on the provision of multi-agency safeguarding training for staff working with children, young people and their families and staff who have safeguarding responsibilities.
- 6.8 The LSCBN will lead in setting high standards in safeguarding and promoting the welfare of children and young people. The monitoring function will occur by peer review, joint audits and evaluation of the quality of practice, and identifying lessons to be learned in relation to multi-agency and multi disciplinary practice and to individual agency effectiveness.

- 6.9 The LSCBN will advise the CYPPB on ways to improve safeguarding work. This will occur through helping agencies to develop new procedures, promoting best practice, supporting capacity building, training or making specific recommendations to the Children and Young People's Partnership Board.
- 6.10 The LSCBN has a responsibility to undertake a Serious Case Review under certain criteria. The outcomes of the Serious Case reviews will be shared with the CYPPB. In addition the LSCBN is responsible for undertaking the child death review functions specified in the Local Safeguarding Children Board Regulations, 2006, and reporting on matters of concern affecting the safety and welfare of children and young people in the County including any public health and safety concerns. These will also be shared with the CYPPB.
- 6.11 The LSCBN will present a formal report at least annually to the CYPPB on local developments and issues with a specific focus on safeguarding children and young people.
- 6.12 The CYPPB will receive a copy of the LSCBN Annual Report.

Chris Few, Independent Chair of the LSCBN

Adrian Bell, Chair of the CYPPB

Paul Burnett, Director for Children and Young People

**SERVICE LEVEL AGREEMENT
BETWEEN
NORTHAMPTONSHIRE COUNTY COUNCIL
AND
LOCAL SAFEGUARDING CHILDREN BOARD NORTHAMPTONSHIRE**

1. Context:

This agreement relates to the functions of the business office which underpins the work of the Local Safeguarding Children Board Northamptonshire (LSCBN), and which is hosted within Northamptonshire County Council's Children and Young People's Directorate. This agreement is intended to ensure that expectations of the LSCBN and of Northamptonshire County Council in relation the business office are clearly understood and met. It also establishes clear mechanisms for addressing and resolving issues as they arise and for ensuring that the business office develops to keep pace with the LSCBN's developing agenda through annual review.

2. Northamptonshire County Council (NCC) undertakes to:

- a) To employ LSCBN business office staff on NCC terms and conditions and to review those terms and conditions from time to time in line with current practice for all county council employees. Business office staff will therefore be expected to adhere to all requisite NCC policies and practices relevant to their post.
- b) To provide office accommodation, office equipment and ICT equipment to NCC's current standards to support the business of the board.
- c) To provide to the business office all NCC corporate services which provide the infrastructure for operational services within the Council. These include but are not exclusively: -
 - Finance
 - ICT
 - HR
 - Legal advice
 - Performance information
- d) To ensure that all staff within the business office are managed and appraised against the competencies for their role.
- e) To provide the standards, research and development manager (business manager), who leads the business office, with management at an appropriate level within the directorate.

- f) To locate the business office, within the directorate structure, wherever is deemed to be the best fit within the prevailing structure. This may change from time to time and any changes will be subject to consultation with the Chair of the LSCBN as a minimum, and with the LSCBN as a whole where major changes may be contemplated.
- g) To ensure that all staff within the business office have opportunities for professional development which includes:
 - Ensuring that they have access to an appropriate peer group
 - Ensuring that they are able to access NCC organisational development activities
 - Ensuring that they have appropriate training for their role
 - Ensuring that professional development needs are included and addressed through management supervision and in their annual appraisal in accordance with NCC performance appraisal and development programme (PADP).
- h) To provide administrative support within the business office, managed through the Integrated Support Service (ISS).
- i) For all areas of agreement outlined above, NCC will seek to ensure that its internal policies recognise the statutory duties and promote the smooth running of the LSCBN's business. Where any potential conflict arises, or is at risk of arising, discussions between the Independent Chair and the DCYPS will be used to resolve them.

3. Role and function of the business office

The business office will ensure that LSCBN is supported to fulfil its statutory functions. This includes: -

- Providing a single point of contact for LSCBN, filtering and directing to board members and others as required.
- Administering all meetings of the board, its steering group and designated subgroups. This includes development and coordination of agendas, production and distribution of minutes and establishing effective business processes for doing so.
- Overseeing the board's business planning cycle, ensuring that the workflow throughout the year meets statutory and local deadlines for production of reports, and actions within the business plan.
- Coordinating the production of the business plan, ensuring that board members' contributions are integrated seamlessly into a single document to be endorsed annually and kept under review by the board.
- Under the guidance of the chair and NCC management, coordinating the production of the annual report of safeguarding, collating member agencies' contributions through their individual Section 11 audits and providing a draft report from which the chair is able to add their own perspective and contribution before their final approval.
- Ensuring that the independent chair of the safeguarding board is supported to conduct their duties through timely management of correspondence and liaison with other agencies and authorities on behalf of the chair as necessary.
- Ensuring that LSCBN's training requirements are effectively coordinated and delivered.
- Ensuring effective and efficient administration of serious case reviews.

- Ensuring that LSCBN policies and procedures are kept up to date and regularly reviewed, ensuring that relevant sub-groups contribute accordingly.
- Ensuring effective communications between the board and its members with the consequence that board members are well informed and supported to contribute effectively to the work of the board.
- Ensuring that the board communicates effectively with the Children's' Trust, Government Office, and other LSCBs as necessary.
- Managing the LSCBN pooled budget on behalf of the board.

4. LSCBN board members will:

- a) Ensure that the business office is fully funded to meet the above requirements. Where there is a genuine capacity shortfall, the impact will be discussed and addressed in the first instance within the LSCBN steering group for an early resolution. The matter will be raised to full board only if resolution is not possible at steering group.
- b) Contribute to the annual review of the business office within the annual review of safeguarding and the work of the board.
- c) Provide constructive feedback to the business office with regard to its business processes to support continuous improvement.
- d) Contribute to the development of new business processes as required from time to time.
- e) Agree that staff within their agencies, where requested to do so, may contribute to the 360° appraisal of business office staff with whom they have a working relationship.
- f) Recognise NCCs contribution to the on costs of the business office as part of their contribution to the overall work of the board.
- g) The Independent Chair will liaise with the Corporate Director Children and Young People Services and resolve any issues arising from internal NCC policies or procedures which might affect the smooth running of the business office.

5. Resources within the business office:

Appendix 1 contains details of the current staffing (roles and responsibilities) within the business office. Responsibility of management of the business manager sits with the Service Manager, Conference, Review and Quality Assurance within NCC.

Appendix 2 contains details of the costs of the business office, including NCC on costs.

6. Signatories to this service level agreement:

Paul Burnett
Corporate Director of Children and Young People's Services
On behalf of Northamptonshire County Council

Date: 20th June 2010

Chris Few
Independent Chair of LSCBN on behalf of the board

Date: 20th June 2010



Business Plan 2010 – 2011

I am pleased to introduce to you the refreshed Local Safeguarding Children Board Northamptonshire (LSCBN) Business Plan for the next year. Following a review of progress of the Business Plan agreed by LSCBN last May this plan has been developed under the auspices of the LSCBN Steering Group.

The Local Safeguarding Children Board Northamptonshire (LSCBN) is the key statutory mechanism for agreeing how the relevant organisations in Northamptonshire cooperate to safeguard and promote the welfare of children and young people. The LSCBN has a strategic role in challenging the overall safeguarding work of the Children's Trust Board and for ensuring continuous improvement in practice. Working closely with the Children's Trust Board the LSCBN takes lead responsibility for:

- Co-ordinating the safeguarding work of Children's Trust partners
- Monitoring the quality and consistency of safeguarding practice and training across all partner agencies in the Children's Trust.

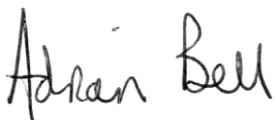
The LSCBN is not an operational body or one that delivers services to children, young people or their families. Its role is co-ordinating and ensuring the effectiveness of what its member organisations do, and contributing to broader planning, commissioning and delivery. To take forward its co-ordinating and monitoring roles, LSCBN is responsible for the following functions:

- Monitoring how well statutory agencies are carrying out their responsibility under section 11 of the Children Act 2004 to safeguard and promote the welfare of children, including their safe staffing arrangements.
- Setting up and running a programme of multi-agency safeguarding training
- Drawing up and monitoring the implementation of LSCBN inter-agency procedures
- Undertaking a Serious Case Review (SCR) when a child dies, and abuse or neglect is known or suspected to be a factor in the death; the purpose of SCRs is to establish the lessons to be learned from the case and how they will be acted upon, and as a consequence, improve inter-agency safeguarding of children
- Taking an overview of all child deaths (under 18 years) in the area, identifying any potentially contributory recurrent themes, circumstances, or possible limitations in service provision by one or more agencies.

The LSCBN Business Plan has been refreshed to ensure the priorities agreed in 2009 are relevant in driving the work of the LSCBN over the next year. The priorities have therefore been revised and streamlined into the following to 4 key priorities:

1. The LSCB has effective structure, processes and resources in place to secure better outcomes and carry out its functions
2. Staff Recruitment, Training and Support arrangements meet or exceed the national standards for safeguarding children and young people
3. The LSCBN engages communities and organisations in safeguarding children & young people
4. All children and young people are safeguarded through universal, proactive targeted and responsive protective services

The following pages outline the objectives within these priorities and how the Board, its committees and professional staff will work with others to deliver them. It is intended to refresh the objectives again at the start of the new Business Year in April 2011 in order to build upon those that have been achieved and ensure that the work of the Board remains focused on delivering the best outcomes for our children and young people into 2011/12.



Adrian Bell
Steering Group Chair and Vice Chair of the Board

	Objective	Impact Measure	Milestones (where applicable)	Completion Date	Owner(s)	Progress BRAG Rating
1 The LSCB has effective structure, processes and resources in place to secure better outcomes and carry out its functions						
1.1	Improve the LSCB's monitoring of the Children's Trust's performance on Safeguarding through the performance framework scorecard	Improve the safeguarding of all children and young people in Northants LSCBN meets requirements of Working Together Chapter 3 and is 'fit for purpose'	Carry out review of all current indicators used in scorecard to improve relevance in measures used	September 2010	Chair Quality Assurance Committee	BLUE
			Ensure performance framework scorecard represents multi-agency metrics contributing to the desired outcome	November 2010	Chair Quality Assurance Committee	BLUE
			Establish systems and processes to provide robust challenge to Children's Trust Board and its partners.	December 2010	Steering Group	BLUE
			Provide an Annual Report for the Children's Trust that focuses on the effectiveness of safeguarding in Northants	February 2011	Steering Group	BLUE
			Re-launch the performance framework scorecard to the LSCB Board	January 2011	Chair Quality Assurance Committee	BLUE
			Provide regular reports on performance to the LSCB Board via Steering Group	March 2011	Chair Quality Assurance Committee	BLUE
1.2	Review the JD and person specification for the independent chair to reflect the latest statutory guidance and appoint a new independent chair of the board for a 3 year fixed term.	Effective leadership of the board secured for further developments and performance improvement in safeguarding.	Recruitment and selection process with timeline for appointment by end July	July 2010	Business Office	GREEN
1.3	Review and evaluate the LSCBN structure to ensure that structures and process deliver the most effective scrutiny of safeguarding, are efficient and cost effective.		Board away day October 21 st 2010 to review effectiveness of current arrangements and agree changes/developments. Ensure Terms of Reference are reviewed annually Ensure all members have clarity about roles, responsibilities and expectations	October 2010	Independent Chair and Steering Group	BLUE

	Objective	Impact Measure	Milestones (where applicable)	Completion Date	Owner(s)	Progress BRAG Rating
1.4	The LSCB and its partner agencies are all compliant with the requirements for Working Together 2010 and section 11 requirements of Children Act 2004	Establish a baseline of current arrangements for safeguarding using a S11 audit tool	A Section 11 audit toolkit designed and implemented and all partners are supported to complete the S11 tool	October 2010	Chair Steering Group	BLUE
			Inter-agency procedures fully reflect requirements of Working Together 2010	July 2010 onwards	Chair Steering Group	BLUE
			Annual Audit of Agency compliance in place in relation to policies, procedures and front-line practice	March 2011	Chair Steering Group	BLUE
1.5	The work of the LSCB is co-ordinated with the work of the Children and Young People's Partnership Board	The protocol between the LSCB and CYPPB is supported by appropriate business processes and operating effectively Coordinated engagement between boards	Protocols established for joint working between LSCBN and CYPPB	July 2010 onwards	Independent Chair LSCBN & DCS	BLUE
			Work with the Media officer for the CYPB to ensure coordinated media strategies and a shared understanding of issues of interest relevant to safeguarding	September 2010	Communications & Engagement Committee	BLUE
2 Staff Recruitment, Training and Support arrangements meet or exceed the national standards for safeguarding children and young people						
2.1	Professionals are provided with appropriate, good quality and accessible training on safeguarding and promoting the welfare of children	A Learning and Development Programme that is responsive to the needs of the workforce and in line with statute requirements	Implement a Quality Assurance Framework for safeguarding training, single agency and multi agency, that includes needs analysis, quality monitoring and evaluation of impact	November 2010	Chair Learning & Development Committee	BLUE
			Annual L&D programme revised as a result of TNA, SCR and legislation requirements	March 2011	Chair Learning & Development Committee	BLUE
			Quarterly analysis of training uptake by each agency reported to LSCBN	September 2010	Chair Learning & Development Committee	BLUE
2.2	Safe recruitment practices in Northamptonshire are effective and compliant with national requirements	All agencies have effective policies and procedures in place based on national guidance for checking the suitability of people applying to work with children and young people	Agree indicators to measure safe staffing practices across all agencies	September 2010	Chair Quality Assurance Committee	BLUE

	Objective	Impact Measure	Milestones (where applicable)	Completion Date	Owner(s)	Progress BRAG Rating
			Include performance indicators in the performance framework scorecard	November 2010	Chair Quality Assurance Committee	BLUE
			Request assurance from all agencies on the agreed indicators	November 2010	Chair Quality Assurance Committee	BLUE
			Receive assurance statements from all agencies on all relevant indicators	February 2011	Chair Quality Assurance Committee	BLUE
			Provide report to the LSCB Board on multi-agency assurance and repeat annually	February 2011	Chair Quality Assurance Committee	BLUE
2.3	Arrangements are in place for sharing good practice between agency professionals and for promoting collaborative inter-agency working	Evidence of tangible improvements in safeguarding practice and inter-agency collaboration The training pool is highly skilled ensuring the workforce is trained to at least national standards.	Ensure that all safeguarding training is informed by LSCBN committee's and their work and available to LSCBN partners	November 2010	Chair Learning & Development Committee	BLUE
			Develop a glossary of terms to promote shared understanding and a common language	March 2011	Chair Learning & Development Committee	BLUE
			Programme evaluated and report submitted to Steering Group	April 2011	Chair Learning & Development Committee	BLUE
3 The LSCBN engages communities and organisations in safeguarding children & young people						
3.1	The LSCBN promotes and publicises the message that safeguarding children is everybody's business	Arrangements to measure the awareness of the public and professionals of the LSCB work and their responsibility for safeguarding children is included in LSCB Performance Framework The LSCBN promotes and publicises the message that safeguarding children is everybody's business	Manage communications of any business plan to partners and key stakeholders	September 2010	Chair Communication & Engagement Committee	BLUE
			Continue to develop a rolling programme to enhance awareness in order to develop safeguarding knowledge	September 2010	Chair Communication & Engagement Committee	BLUE

	Objective	Impact Measure	Milestones (where applicable)	Completion Date	Owner(s)	Progress BRAG Rating
			To work alongside the SCR committee to manage publicity arising from any SCR or IMR involving professionals or victims linked to Northamptonshire	July 2010 onwards	Chair Communication & Engagement Committee	BLUE
			To ensure lessons learnt are conveyed to professionals and accessible to all via the website	July 2010 onwards	Chair Communication & Engagement Committee	BLUE
			To investigate opportunities arising from social media to publicise the work of the LSCB	November 2010 onwards	Chair Communication & Engagement Committee	BLUE
			To manage the website contents in support of LSCB business	July 2010 onwards	Chair Communication & Engagement Committee	BLUE
3.2	Minority and faith groups within the community are effectively engaged in safeguarding and promoting the welfare of children	Evidence that minority and faith groups are effectively engaged and represented in the LSCBN's work	Strategies are in place LSCBN receives reports via the Communications & Engagement Committee	March 2011	Chair Communication & Engagement Committee	BLUE
3.3	Children and young people are engaged in the work of the LSCB	Evidence that the views of children and young people are heard and represented in the LSCBN's work	Children and Young People's Shadow Board has a designated Safeguarding Member Children and young people are represented in the LSCBN	March 2011	Chair Communication & Engagement Committee	BLUE
4 All children and young people are safeguarded through universal, proactive targeted and responsive protective services						
4.1	Basic child protection practice is effective	Ensure that thresholds for access to services and other relevant policies are clear, appropriate, well understood and applied consistently.	Regularly review all points of referral where concerns about a child's safety are received to ensure they are sound in terms of the quality of risk assessments, decision making, onward referrals and multi agency working	March 2011	Chair Steering Group	BLUE

	Objective	Impact Measure	Milestones (where applicable)	Completion Date	Owner(s)	Progress BRAG Rating
			Review and revise eligibility and threshold guidance Evaluate the role of key designated child protection leads across agencies.	March 2011	Chair Steering Group	BLUE
			Evaluate the effectiveness of supervision across agencies Improve multi agency engagement and attendance at CP Conferences and Core Groups	March 2011	Chair Steering Group	BLUE
4.2	Basic safeguarding practice for vulnerable groups of children & young people is effective	Improve the interface between specialist, targeted and universal services. Through the S11 audit in October 2010, deficits in safeguarding practice for vulnerable groups is identified and addressed by the respective agencies, reporting on actions to the board.	Develop and implement guidance for use with assessments (CAF, Initial Assessment , Core Assessment)	March 2011	Chair Steering Group	BLUE
			Ensure workers across agencies understand the importance of family history and have effective processes in place to gather, record and review family history including use of chronologies	March 2011	Chair Steering Group	BLUE
			Review policy on children who go missing from home and care and ensure this is disseminated across all agencies	March 2011	Chair Steering Group	BLUE
			Ensure the LSCBN maintains an overview of any work to safeguard children who are privately fostered	March 2011	Chair Steering Group	BLUE
			All services working with looked after children ensure that their welfare is adequately safeguarding and that deficits are addressed.	March 2011	Chair Steering group	BLUE
			All services working with looked after children ensure that their welfare is adequately safeguarding and that deficits are addressed.	March 2011	Chair of Steering Group	BLUE

	Objective	Impact Measure	Milestones (where applicable)	Completion Date	Owner(s)	Progress BRAG Rating
4.3	Robust processes are in place to conduct effective Serious Case Reviews	The grading of all Serious Case Reviews is at least good.	Robust business processes are in place to ensure that all SCR's meet the requirements of Chapter 8 of Working Together to Safeguard Children (2010)	September 2010	Chair Serious Case Review Committee	BLUE
		Evidence available of timely learning from SCR recommendations	The final recommendations of SCR's are translated into actions that are SMART and include arrangements for monitoring.	July 2010 onwards	Chair Serious Case Review Committee	BLUE
			The methods of disseminating learning from SCR's and evaluating the effectiveness and impact of the different approaches are broadened	October	Chair Serious Case Review Committee	BLUE
4.4	All learning is identified and recommendations from Serious Case Reviews are fully implemented	Evidence of good practice reported in audit of cases	Recommendations of SCR are evident in briefing sheets, sessions and learning and development programmes	From July 2010 onwards	Chair Serious Case Review Committee	BLUE
			Action plans updated bi-monthly, action evidenced and signed off by SCR Committee	From July 2010 onwards	Chair Serious Case Review Committee	BLUE
			Quality assurance mechanism in place with regular audit in place	March 2011	Chair Serious Case Review Committee	BLUE
4.5	Children are better safeguarded through implementation of a multi-agency Children in Need Framework which improves the quality and quantity of initial and core assessments and child protection plans.	Qualitative and quantitative data relating to: - <ul style="list-style-type: none"> • Number of IA and CAs • Percentage in timescale • Percentage resulting in S47 enquiries • Rate of children subject to CP plans 	Neglect Assessment tool is in use across all agencies The Audit of conversion rates in place Multi-agency audit evidences qualitative improvements Guidance on thresholds is in place Performance improves to meet targets	March 2011	Chair Practice & Procedures Committee & Chair Quality Assurance Committee	BLUE

	Objective	Impact Measure	Milestones (where applicable)	Completion Date	Owner(s)	Progress BRAG Rating
4.6	Safeguarding children is a priority within all service provision to adults by organisations in Northamptonshire	Ensure there are strong links between adult and children's safeguarding at all levels	Develop reciprocal arrangements and representation between LSCBN and Adult Safeguarding Board	March 2011	Independent Chair LSCBN & DCS	BLUE
			Monitor training to ensure that all relevant adult practitioners receive safeguarding training	March 2011	Independent Chair LSCBN & DCS	BLUE
		Improve response to known parental and family risks for safeguarding children, addressing issues relating to mental health, learning disability, substance misuse and domestic violence	Use LSCBN Communication channels to promote policies, procedures and strategies across adult services	March 2011	Independent Chair LSCBN & DCS	BLUE
			Improve the recognition across agencies of the risks to children when an adult carer/parent is exposed to domestic violence, is engaged in substance misuse or has a learning disability and/or mental health. In particular improve the assessment of the impact of this on parenting capacity	March 2011	Independent Chair LSCBN & DCS	BLUE
4.7	The Northamptonshire Child Death Review Service is effective; bereaved families are supported and learning from reviews embedded in procedures and practice	Ensure mechanisms for the collection of Child Death data are robust and sustainable. Ensure the findings and recommendations from child death overview panel are reported and disseminated.	Produce an Annual Report that details activity, identifies common themes and makes recommendations for improvements.	March 2011	Chair Child Death Review Committee	BLUE
			Complete the DCSF audit for CDOP.	March 2011	Chair Child Death Review Committee	BLUE

Business Plan 2010

BRAG RATING

<u>BLUE</u> =	NOT YET STARTED
<u>RED</u> =	WILL NOT BE ACHIEVED
<u>AMBER</u> =	IN PROGRESS BUT AT RISK OF NOT BEING ACHIEVED
<u>GREEN</u> =	ACHIEVED OR WILL BE ACHIEVED WITHIN TIMESCALES

GLOSSARY OF TERMS

LSCBN = Local Safeguarding Children Board Northamptonshire

SG= Steering Group

CDR = Child Death Review Committee

C&E = Communications and Engagement Committee

L&D = Learning and Development Committee

QA = Quality Assurance Committee

P&P = Procedures and Practice Committee

SCR = Serious Case Review Committee

DCS = Director of Children's Services

CYPD = Children and Young People's Directorate

CYPPB = Children and Young People's Partnership Board (Children's Trust)

NCC= Northamptonshire County Council