



Keeping children safe is everyone's responsibility

BRENT LSCB CONSTITUTION (2014)

Review Date: June 2014

The following Brent LSCB partner agencies and organisations have signed up to the Brent LSCB Constitution

Chair of Brent LSCB

Brent CCG

NWLH NHS Trust

Ealing Hospital NHS Trust

CNWL NHS Foundation Trust

Director of Children and Young People

Children and Young People: Education and Early Help

Children and Young People: Social Care

London Ambulance Service

Voluntary and Community Sector (VCS)

Brent Community Safety

Metropolitan Police: Brent Borough Police, Child Abuse Investigation Team

Brent Family Courts

Adult Social Care

Brent Housing Partnership

CAFCASS

Brent Probation

Schools

1. PURPOSE

The Brent Local Safeguarding Children Board was established under section 13 of the Children Act 2004 as the statutory mechanism for agreeing how the relevant organisations within Brent co-operate to safeguard, promote the welfare of children and young people and ensure the effectiveness of the work undertaken by partners in this area.

Brent LSCB is a multi-agency strategic, rather than operational Board.

2. FUNCTIONS OF BRENT LSCB

The functions of an LSCB are set out in section 14 of the Children Act 2004

The core objectives of an LSCB are as follows;

- a) To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority; and
- b) To ensure the effectiveness of what is done by each such person or body for that purpose.

Regulation 5 of the Local Safeguarding Children Board Regulations 2006 sets out that the functions of the LSCB in relation to the above objectives under section 14 of the Children Act 2004 are as follows:

1 (a) 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:

- (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention
- (ii) Training of persons who work with children or in services affecting the safety or welfare of children;
- (iii) Recruitment and supervision of persons who work with children;
- (iv) Investigations of allegations concerning persons who work with children;
- (v) Safety and welfare of children who are privately fostered;
- (vi) Cooperation with neighbouring children's services authorities and their Board partners;

- b) **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.**
- c) **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**
- d) **Participating in the planning of services for children in the area of the authority ;**
- e) **Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.**
- f) **The Board is responsible for monitoring and reviewing all child deaths of children normally resident in Brent; and**
- g) **The Board will engage in any other activity that facilitates or is conducive to, the achievement of it's objectives-**

3. GOVERNANCE and ACCOUNTABILITY

Independence

- a) **Brent LSCB has a unique statutory role in ensuring that partners are co-operating, that effective safeguarding arrangements are in place across the partnership, and assisting with the planning and delivery of services for children and young people. The Board must be able to form a view of the quality of local activity, challenge organisations as necessary and speak with an independent voice.**
- b) **The Board Members represent their agencies and must be of sufficient seniority to do so, but also have a responsibility to ensure effective safeguarding within their agencies and across partner agencies.**
- c) **If there is any possibility of conflict of interest, the Board member should declare their interests and sign the LSCB Conflict of Interest Document.**

Relationship with other strategic Boards

In order to ensure an ongoing and direct relationship with the Brent LSCB and other key strategic Boards and bodies Brent LSCB will have in place protocols to outline its relationship with the Health and Well Being Board, The Safeguarding Adults Board , the Safer Brent Partnership and the Corporate Parenting Group.

- d) **The Chair will present the Board's Annual Report to these Boards on an annual basis. Similarly the chairs or their representative will present their annual reports to the LSCB**
- e) **Brent LSCB Chair will report on the Board's progress against its Business Plan to the relevant strategic Boards and raise any concerns Brent LSCB may have regarding the effectiveness of the arrangements or their members in safeguarding children.**

Accountability

- f) **Brent LSCB is accountable to the Chief Executive of the Council, and Lead Member for Children's Services in respect of its governance. However it will act independently in respect of monitoring safeguarding arrangements and thus it is within its remit to scrutinise the safeguarding arrangements of all responsible organisations within Brent.**
- g) **The Board is accountable to its core funding partners. It will produce an annual report on its progress which will be presented to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Well Being Boards. As good practice the annual report and the business plan will be shared with all the Executive bodies of Partners.**
- h) **It is the responsibility of the Chief Executive Officer and the Lead Member for Children's Service, as well as of partner agencies to ensure that an effective Local Safeguarding Children Board is in place.**

The Role of Elected Members and Non-Executive Directors

- i) **The Lead Member for Children's Services is politically accountable for ensuring the local authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and should provide the political leadership needed for the effective co-ordination of work with other agencies with safeguarding responsibilities and thus should be a 'participant observer' member of Brent LSCB. As such, the Lead Member will attend meetings as an observer, receive all written reports, engage in discussions, ask questions and seek clarity, but will not be part of the decision-making process and thus will have the independence to challenge when necessary from a well-informed position.**
- j) **The Lead Member for Children's Services in the Local Authority will pay particular attention to how the local authority is fulfilling its responsibilities to safeguard and promote the welfare of children, and will hold the Director of Children's Services to account.**

- k) Other Local Authority elected members and non-executive directors of other Board partners cannot be members of the Brent LSCB.**
- l) The Lead Member for Children's Services can ask to speak to the Chair in order to seek the Chair's view on the Board's effectiveness and whether partners are fulfilling their responsibilities. The Lead Member will meet with the Chair quarterly to ensure the Lead Member is kept informed of current issues. The Lead Member should inform the Director of Children's Services of their intention to do so. The Chair may also contact the Lead Member and should likewise inform the Director of Children's Services.***

The Function of Challenge

- m) One of the primary functions of Brent LSCB is to set in place quality assurance mechanisms to monitor the effectiveness of work carried out by the partners to safeguard and promote the well-being of children; this covers not just the quality of the joint work that goes on between partner agencies, but also the quality of the work within individual agencies.**
- n) Brent LSCB will receive and scrutinise regular quality-assurance reports by individual agencies to identify good practice and highlight any shortcomings within those agencies. If shortcomings are identified, Brent LSCB and the agency in question will agree a remedial action plan. The implementation and resulting impact of the action plan will be reviewed by Brent LSCB**
- o) If a Board partner is found not to be performing effectively in safeguarding and promoting the welfare of children, and Brent LSCB is not convinced of the adequacy of the planned action to improve practice, the Brent LSCB Chair, in consultation with the Director of Children's Services, will explain these concerns to those individuals and organisations concerned, and seek to provide support and ensure adequate action is taken to improve practice.**
- p) Whilst Brent LSCB has a role in coordinating and ensuring the effectiveness of work being done by local individuals and organisations in relation to safeguarding and promoting the welfare of children, it is not accountable for their operational work. Each Board partner has their own existing lines of accountability for safeguarding and promoting the welfare of children by their services. Brent LSCB does not have the power to direct other organisations.**

Dispute Resolution between Board Partners

- q) If there is a dispute between Brent LSCB partners, dispute resolution procedures will be followed. Within 28 days of the Board determining that a dispute exists, the Brent LSCB Chair, in consultation with the Director of Children’s Services (DCS), will convene a joint meeting of the parties in dispute. This should take place as soon as is reasonably practicable, but within three months. In most cases the Chair of Brent LSCB will chair the meeting. The agenda will be agreed jointly by the Chair and the parties in dispute. The aim of this meeting is for both parties to agree a formula for resolving the dispute, or agree the issues that separate them and possible ways forward.**
- r) Where there is no agreement, either party may suggest to the Chair that an independent mediator be appointed to resolve the dispute; this course of action requires the agreement of the partners. If they cannot agree this within 28 days, the Brent LSCB Chair, in consultation and agreement with the Director of Children’s Services may refer the dispute to a Chartered Institute for Arbitrators to be resolved.**
- s) If there is a dispute between a Brent LSCB partner and the Chair similar dispute resolution procedures will be followed. The DCS will convene a joint meeting of the parties in dispute within the same timescales and with the same aims as (q) above. Where there is no agreement either party may suggest to the DCS that an independent mediator be appointed. If the partners cannot agree this within 28 days the DCS, in consultation with the Chief Executive, may refer the dispute to the Chartered Institute for Arbitrators to be resolved.**

4. ROLE OF THE CHAIR OF BRENT LSCB

- a) The Chair is appointed by the CEO and a panel, they are responsible for chairing all main Brent LSCB meetings. The Chair will agree the agenda and correct and agree the minutes. The Chair will represent the Board at formal meetings with Ofsted and other scrutiny bodies.**
- b) The Chair will present an annual report of the Brent LSCB’s activities, including an assessment of the effectiveness of the local safeguarding arrangements and the challenges for the next year to relevant statutory bodies.**
- c) The Chair is also responsible for raising safeguarding issues with relevant statutory bodies as the representative of Brent LSCB and challenging the Board and its members if these are not addressed appropriately.**

- d) **The Chair should be independent, either as a voluntary or paid position under contract. The Chair does not report to the CEO or the Lead Member, but should liaise with them and brief them on a quarterly basis. The chair is however accountable for the effectiveness of their work as the Brent LSCB chair and this will be appraised by the CEO.**
- e) **Board members will be consulted on the appointment of the Chair and with the DCS review the appointment at least every two years to consider how effective the current arrangements are and whether the objectives of the Board are being met under the current Chair.**
- f) **There will be a clear role description for the Chair. The Chair's role will include the requirement to challenge partner agencies at a senior level where there are concerns about safeguarding performance or systems.**
- g) **The Chair will be supported by the Head of Safeguarding in the Council, in an advisory capacity. Practical support and administration will be provided by the Brent LSCB Business Manager and Brent LSCB Business Support Officer.**

5. STRUCTURE

Brent Local Safeguarding Children Board

- a) **The full board will meet at least six times per year.**
- b) **The full board will be chaired by the Independent Chair, who will agree the agenda.**
- c) **The LSCB will elect a vice chair who will chair the meeting on occasions that the Independent Chair is unable to do so.**
- d) **Membership should be from all key agencies or major service areas represented, and at as senior level as possible. They should hold a strategic position within their Organisation with respect to safeguarding and promoting the welfare of children. Board members must be able to:**
 - **Speak with authority within their organisation**
 - **Hold their organisation to account**
 - **Commit their organisation on policy and practice**
- e) **As far as possible, organisations should designate particular, named people as their representative on the Brent LSCB so that there is consistency and continuity in the membership of Brent LSCB**

- f) **Two lay members will operate as full members of Brent LSCB, participating in associated activities to:**
- **Support stronger public engagement in local child safety issues and contribute to an improved understanding of Brent LSCB's child protection work in the wider community.**
 - **Challenge Brent LSCB on the accessibility by the public and children and young people of its plans and procedures.**
 - **Help to make links between Brent LSCB and community groups.**
- g) **Brent LSCB will include one senior representative from the organisations/services below:**
- **Lead Member for Children's Services (as a participant observer)**
 - **Director of Children's Services**
 - **Brent Children and Young People Department,**
 - **Brent Children and young People Department, Children's Social Care**
 - **Schools (Primary, Secondary and Special)**
 - **Brent Clinical Commissioning Group- Commissioner**
 - **Ealing Hospital NHS Trust - Provider**
 - **Central and North West London NHS Foundation Trust**
 - **North West London Hospital Trust**
 - **Designated health professionals**
 - **Metropolitan Police**
 - **CAFCASS**
 - **Faith Sector Representative**
 - **Brent Probation**
 - **Voluntary sector representative(s)**
 - **Youth Offending Service**
 - **Two lay representatives, resident in Brent**
 - **Brent Family Panel**
 - **Brent Adult Social Services Division**
 - **Brent Regeneration and Major Projects Department**
- h) **Attendance will be monitored and reported as part of the Brent LSCB annual report and any issues regarding attendance of agencies will be raised with the agency concerned.**
- i) **Quoracy - A meeting of the Brent LSCB requires at least eight members, representing at least four separate agencies, to be quorate. No decisions can be made without the meeting being quorate.**
- j) **Records - The minutes of Brent LSCB meetings, will be entered as a permanent record and submitted for approval at the next meeting.**

- k) The meetings of the Brent LSCB will not be held in public, although the minutes of the Board will, subject to issues of confidentiality and legal considerations, be a public document and posted on the Brent LSCB website.

Brent LSCB Executive group

Purpose of the Group

- The membership of this group will be senior operational managers from key agencies: Children & Families - Children's Social Care, NHS Brent, Ealing ICO, CNWL, Police, Probation and Schools
- The purpose of this group will be to ensure that the LSCB is effectively progressing business and has clear governance arrangements in place for the LSCB, CDOP, HWBB, SAB, SBP.
- The Executive Group will report to the Board areas of improved business performance and any areas of the business in need of development
- The Executive group will ensure that newly developed requirements are implemented as they are rolled out from central Government, e.g. Government Action plans, inspection reports, new indicators for LSCB's
- To distil information coming to the Board and refine decision making in the main Board

Functions of the group

- To agree and monitor the delivery against the LSCB Business plan
- To ensure that business is being carried out by the appropriate sub groups
- To agree with the Chair, the main LSCB agenda items prior to each meeting
- To consider all information for the Board and make recommendations for discussion or decisions at main Board level
- To review, monitor and make recommendations regarding the LSCB budget including contributions
- To consider any significant agency issues that affect Brent LSCB

Frequency

The Executive committee will meet monthly in the first three months, thereafter every 2 months, two weeks prior to the main Board, with further meetings being called as required

Brent LSCB Sub Groups

The Brent LSCB sub groups are as follows:

- **Quality Audit and Outcomes** (monitoring the effectiveness of what is done to safeguard and promote the welfare of children, that audits take place in services, audits of multi-agency practice, examination of data from individual agencies, and on a multi-agency basis, monitoring of progress against action plans)
- **Vulnerable Groups** (addressing the specific needs of vulnerable groups which have emerged as a result of either national or local data/intelligence or specific risk factors e.g Missing from Care or Home, Disabled Children, Looked After children, children at Risk of Sexual Exploitation)
- **The Voice of the Child** (ensuring the work of the Board is informed by consulting with and listening to, the Voice of the Child through the range of established fora for consulting with Children and Young people across partners)
- **Child Death Overview Panel** to undertake reviews of child deaths in line with processes set out in Ch5, Working Together 2013
- **Developing a Learning Culture** (responsible for raising awareness of safeguarding, the profile of Brent LSCB, maintenance of an effective website, communication with the public and with parents and children, developing Brent LSCB publications and promotion as required and responsible for producing the training strategy and monitoring its effectiveness)
- **Policy and Procedures** (developing and reviewing effective inter-agency policy and procedures and making available to all relevant staff.
- **Serious Case Review** (responsible for reviewing cases referred for consideration and agreeing the most appropriate means of review, recommending to the chair when Serious Case Reviews (SCRs) and Individual Management Reviews should take place, for selecting the independent chair and authors for SCRs, for proposing the terms of reference for each serious case review, and the membership of panels for specific SCRs)

Each sub-group will have a chair and vice-chair, and clear terms of reference reviewed annually. Sub-groups will report to the Executive in the first instance. There may be additional task and finish, or working groups to address particular priorities in the business plan or to address national initiatives.

6. PARTICIPATION

It is vital that children and young people, parents and all the communities, including black and minority ethnic, and faith groups in Brent are aware of the importance of safeguarding children, and that this is everybody's business. Brent LSCB will seek to involve these communities/groups in the work of the Board, where appropriate and relevant.

To promote this Brent LSCB will engage with LSCB reference groups linking in with existing groups where possible.

7. DECISION-MAKING

Any matter requiring a decision to be made by Brent LSCB between meetings and which does not, in the opinion of the Chairperson, require a special meeting to be convened, will be decided by the Executive group or in emergency situations through Chair's action. Any decision made should be reported and ratified at the next full Brent LSCB.

8. BUSINESS PLAN

Brent LSCB will produce a Business Plan. The Business Plan will be developed in consultation with Board members along with other stakeholders. The Brent LSCB Executive group will be responsible for co-ordinating the development of the Plan and its presentation to Brent LSCB

Individual partners are expected to use their own internal governance arrangements to seek wider endorsement of and contribution to the plan.

The Executive group will co-ordinate the production of an annual report, identifying the progress of the plan. The annual report will include reports from each sub-group in respect of progress within their areas of responsibility.

The Brent LSCB Business Plan and Annual Report will be public documents and will be posted on the Brent LSCB website.

12. FUNDING

The Brent LSCB constituent agencies will contribute annually, at an agreed payment level or, where previously agreed, through services in kind to the funding required to meet the responsibilities, duties and objectives of Brent LSCB.

The financial year will run from the 1 April to the 31 March the following year, with contributing agencies being invoiced by the 1 October each year.

A budget report will be provided to Brent LSCB, as part of the report from the Executive Group, and an annual statement will be produced in the Annual Report.

13. REVIEW

The Constitution will be reviewed annually.

APPENDIX 1:

JOB DESCRIPTION AND PERSONAL SPECIFICATION OF THE INDEPENDENT CHAIR

Job Title:	Independent Chair - Safeguarding Children Board.	Grade:	Sessional – to be negotiated
Department:	Children & Families	Post no.	
Directorate:	Children's Services	Location:	

Role reports to:	Director of Children and Families
Direct Reports:	None

PURPOSE OF ROLE:

- To chair the Local Safeguarding Children Board meetings
- To ensure the LSCB has an independent, objective and authoritative identity
- To promote the LSCB's ability to independently fulfil it's statutory responsibilities as set down in the Children Act 2004 and related guidance
- To make appropriate challenge to bodies, agencies and individuals for the purposes of safeguarding and promoting the welfare of children and young people
- To contribute to the implementation of recommendations arising from the Munro review of Child Protection

KEY ACCOUNTABILITIES:

- To ensure that the LSCB complies with Government guidance and regulation
- To ensure the LSCB works collaboratively and effectively in its remit to safeguard and promote the welfare of children and young people in Brent
- To provide direction and ensure the LSCB's ability to independently fulfil it's statutory objectives of co-ordinating and monitoring effectiveness of interagency work, ensuring effective collaboration and integration challenging where appropriate.
- To contribute to and provide a lead on inter-agency co-operation in child protection work

- To manage all aspects of the BSCB meetings, including:
 - Setting the agenda in consultation with the Director of Children’s Services, the LSCB executive and other relevant agencies
 - Effective chairing of meetings
 - Agreeing minutes, ensuring accuracy and prompt distribution
 - Following up on decisions as required
 - Maintaining liaison with arrangements throughout the LSCB structure, including contacts with all sub groups
 - Liaising with the Chair of the Child Death Overview Panel and partner agencies where appropriate
- To ensure that, in conjunction with senior managers and the BSCB Development Manager, key local issues and national developments are considered by the BSCB and its sub-groups, proactively representing safeguarding in Brent
- To prepare for and chair meetings of the BSCB standing serious case review panel
- To oversee the annual business planning process for the work of the Board, including multi-agency funding arrangements and ensure implementation
- To contribute to the regulation, inspection and corporate assessment processes across all agencies, as required, in relation to safeguarding
- To contribute to the strategic planning and development of safeguarding practices across all LSCB member service areas and areas of influence in line with changes in need and legislation
- To provide an annual report on the work of the BSCB demonstrating positive outcomes and areas for improvement
- To ensure the work of the LSCB is represented at Brent Children’s Partnership Board providing advice and challenge in regard to safeguarding
- To ensure that membership of the BSCB and its sub-groups is appropriate, representative of the local community, is well attended and effective, ensuring that performance issues within the Board are addressed with the individual or organisation;
- To ensure that the voices of children, young people and their families are represented in the work of the BSCB;
- To promote, and if required to challenge for, effective inspectorial and auditing systems within BSCB partner organisations in respect of the core functions of the BSCB

- To ensure effective arbitration on conflicts of interests and complaints about the safeguarding of children as required by procedure
- To work closely with the BSCB Business Manager and Business Support Officer to ensure the smooth running of the BSCB
- To work with Brent's Communication and Legal Services to develop and agree a strategy/protocol for communicating with the media on a case by case basis, and where relevant respond to media enquiries on behalf of BSCB

The post holder must at all times carry her/his duties with due regard to the Council's Customer Care & Equal Opportunities Policies,

PERSONAL SPECIFICATION

ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES:

EXPERIENCE

- Substantial experience at a senior level of management with a clear ability to analyse performance and implement strategies for improvement.
- Sufficient experience of working within the public or voluntary sector at a senior level to command respect within a multi agency committee of senior agency representatives
- Substantial experience at Board level in complex organisations
- Substantial successful experience of effective chairing of multi-agency meetings
- Substantial successful previous experience of working across agency boundaries.
- Substantial experience of working in the field of Child Protection at both operational and strategic levels
- Recent experience of conducting/leading and/or authoring Serious Case Reviews.

PROFESSIONAL/TECHNICAL KNOWLEDGE

- Knowledge of regulation and guidance on working together to safeguard the welfare and promote the well being of children and young people;
- Knowledge of recent and proposed changes in Child Protection and safeguarding practice and law, including the implications arising from the Munro Review and government initiatives and developments.
- Sound knowledge of child protection practice, law, guidance, policies and London Child Protection procedures.
- Knowledge and understanding of the inspection frameworks for LSCB partners
- Knowledge of Health and Safety regulation and guidance
- Knowledge and understanding of working within a diverse population
- Awareness of governance issues within the LSCB and across partner agencies.
- Inspirational Leadership; ability to lead, motivate and regulate a multi-agency partnership in order to effectively safeguard Brent's children and young people.
- An ability to set a strategic vision for children and young people's safeguarding that motivates BSCB partners to meet the key priorities.
- Convincing and articulate; able to build relationships, effectively consult and negotiate with key partners and inspire confidence from all parts of the BSCB
- Ability to provide a constructive challenge to performance in order to enhance outcomes for children and young people.
- High level analytical skills and ability to manage risk
- Understanding of change processes and an ability to champion change
- Ability to manage the political interface
- Managing external relationships, including when necessary the media

QUALITIES

- Resilient and able to remain positive in the face of significant challenges and persistent expectations of high standards
- A self-starter, able to work on own initiative
- Strong inter personal skills
- Excellent judgement and demonstrable track record of senior management decision-making
- An ability to maintain a high degree of professional independence in order to mediate and challenge effectively.
- An excellent communicator
- Able to demonstrate a consistent passion for delivering improved services for children
- Flexible – able to respond to the changing agenda for children.

OTHER REQUIREMENTS

- Good attendance record.
- Ability to plan and chair the quarterly meetings of the ESCB, undertake duties as specified above and attend other meetings as required.

ESSENTIAL QUALIFICATIONS:

- Relevant social work or other professional qualification
- Relevant professional degree or equivalent
- Evidence of continuous professional development

APPENDIX 2:**ROLE DESCRIPTION FOR BRENT LSCB BOARD MEMBERS**

As far as possible organisations should designate particular named people as their representatives so that there is consistency and continuity in the membership of the LSCB

- 1. The Board Member shall proactively and enthusiastically lead on the safeguarding agenda both in terms of partnership arrangements and in individual partner agencies.**
- 2. The Board Member shall attend all meetings and sub meetings as agreed at Board level or send an identified deputy who is authorised to the appropriate level of responsibility and to actively contribute to all meetings.**
- 3. The Board Member must be able to (or be given the authority to) commit the resources of their agency to support the work of the Safeguarding Board.**
- 4. Lay members of the Board should have an understanding of the wider safeguarding agenda and child protection**
- 5. The Board Member shall actively contribute to the Annual Report and Business Plan and reach a collective agreement on the safeguarding priorities for Brent children and young people and ensuring partner agencies contribute to the implementation of that Business Plan**
- 6. The Board member must ensure that the Board is informed of all relevant professional and practice issues that will impact on the ability of the agencies represented on the Board to work together to safeguard and promote the welfare of children in the Borough.**
- 7. The Board member must be able to influence the strategic planning for safeguarding children within their agency.**
- 8. The Board member must be able to secure appropriate information from their agency to support the work of the Board.**
- 9. The Board member must represent the position of the Board within their own agency, whether this is in conflict with their agency or not.**
- 10. The Board member must ensure that decisions of the Board are taken forward within their own agency, and any impediments or delays to their implementation are reported to the Board.**

11. The Board member must ensure that the work of the Board, its policies and decisions, is communicated effectively within their agency and shall communicate the safeguarding message that Safeguarding is everyone's responsibility effectively and enthusiastically within their own agency.
12. The Board member must be able to confirm their agency's commitment to the Budget of the Board.

Skills and Experience required

The follow is a guide to agencies to assist agencies in the identification of appropriate Board Members.

Representing own agency

- Political Intelligence
- Analytical Skill
- Understand Capacity of own organisation
- Understanding of legislation
- Leadership Skills
- Strategic skills that can be related to safeguarding issues

Independent Role representing the LSCB

- Negotiation skills
- Assertiveness
- Intimate knowledge of own agency
- Understanding of the legislation relating to the welfare of children and their safeguarding.

Knowledge and Experience

- Experience at managing at a senior level
- In-depth knowledge of their own agency and strategic duties and responsibility
- Ability to link own agencies responsibility to local safeguarding agenda
- Experience of working strategically at senior level on multi agency boards and groups
- Experience of influencing and persuading own agency to accept their recommendations
- General awareness of issues of national and local issues effecting vulnerable children and their families
- Experience of priority and monitoring of business planning

Communications

- **Ability to communicate and interpret policies and procedures**
- **Required to have role on the Board recognised by own hierarchy**
- **Ability to establish communication links to executive level and to practitioners**
- **Ability to communicate in a clear reporting structure**

Lay Members

- **Understanding of working with children and young people (professional qualification not necessarily required)**
- **Ability to communicate effectively and challenge constructively**
- **A commitment to improving the outcomes for children and young people and keeping them safe**
- **A commitment to equality and diversity**
- **Some experience or knowledge in respect of child protection or safeguarding issues is desirable.**

APPENDIX 3:

TERMS OF REFERENCE ELEMENTS COMMON TO ALL SUB-GROUPS

The following elements form part of the Terms of Reference of all sub-groups and are detailed here, rather than repeated in each individual sub-group's Terms of Reference. Each sub-group will review their Terms of Reference on an annual basis.

Brent LSCB sub-groups will be sensitive to, and address in their work issues around working in a multi-cultural society as appropriate.

Membership

All Brent LSCB sub-groups will have multi-agency representation including, where appropriate and relevant, voluntary and community organisations, and faith representation. Other members can be co-opted as required to bring a perspective to sub-group work.

In the cases of the Child Death Overview Panel and the Serious Case Review sub-Group, the membership is as detailed in Working Together 2013, and is therefore included in their individual Terms of Reference in the following pages.

Quoracy

For sub-group meetings to be considered quorate there should be the chair, or vice chair, plus two other agencies represented. In such circumstances where communication with all sub-group members is necessary to progress the work, this can be by email.

Frequency of Meetings

Sub-groups will generally meet two-monthly. In the case of the serious case review sub-group, there may be the need for meetings to be arranged at short-notice if a case has been referred for serious case review consideration.

Reporting Arrangements

Sub-groups will report to the Executive group. The sub-group report should, ideally, have been shared with sub-group members before being presented to the Executive group.

Working Groups

Sub-groups may form working groups/task & finish groups to progress specific pieces of work. In such cases the working group/task & finish group will report directly to the relevant sub-group.

Expectations of Sub-Groups

All sub-groups will:

1. Take forward the Brent LSCB business plan priorities that are identified as the responsibility of the sub-group.
2. Provide reports as required to Brent LSCB Executive Group on the progress against the Business Plan, highlighting any barriers to achieving the objectives within the agreed timescales.
3. Provide an annual report on the work of the sub group for inclusion in the Brent LSCB Annual Report, highlighting achievements and areas for improvement
4. Review their terms of reference annually and propose any changes required for agreement by Brent LSCB

Sub-Group/Working Group Members' Roles and Responsibilities

Expectations of Sub-Group/Working Group members:

1. To be mandated to act on behalf of their organisation and act as the point of reference, communication and dissemination of information for their agency
2. To read papers in advance of meetings.
3. To bring a copy of meeting papers as distributed.
4. To attend meetings, and when unable to, to send apologies in advance and supply an appropriate deputy. Agencies must ensure 100% attendance
5. To arrange for an appropriate representative to attend when the identified member is unable to attend a meeting. This should not occur in more than 20% of each year's scheduled meetings.
6. To respond to communications and act as a channel of communication between their own agency and the Board.
7. To participate in meetings both as a member of the Group and as a representative of their agency.
8. To promote the aims of the Group in their own agency.

9. To contribute to the development of the Group as an effective, efficient and inclusive team.
10. To raise concerns with the Chair as necessary.
11. To share responsibility with partners for ensuring delivery of the business plan.
12. To be responsible and accountable for agreeing their respective Terms of Reference and delivering the Group's objectives.
13. To be the named safeguarding 'champion' for their agency in all matters relating to the Group.
14. To take a lead role for safeguarding children within their agency/professional group and lead on work as required by the Group.
15. To contribute to and examine regular updates, data and analysis on individual agency and joint agency safeguarding children performance indicators as requested by the Chair.

Sub-Group Members Terms and Conditions

Sub-group members do not have to sit on the Brent LSCB, but will be selected on the basis of their skills and knowledge. They must be named by their organisations and attend consistently. In addition, Sub-Group Chairs can invite representatives from other agencies to attend for specific issues.

Each member is required to give priority to attendance at meetings and to any additional activities that may be required to fulfil the Board's objectives.

It is expected that named representatives will normally serve a minimum of one year on a sub-group. This should be considered by agencies when nominating their representative.

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

No fees will be paid by Brent LSCB for agency time or for representatives' expenses, except where a member attends and represents the Board on a conference, etc, at the Board's request.

Terms of Reference for specific Sub groups to be identified by group and added to this document once compiled and agreed.