



Essex Safeguarding Children Board

Constitution 2016

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1. Introduction

The purpose of this document is to set out how the Essex Safeguarding Children Board (ESCB) operates, how decisions are made and to detail what inter-agency arrangements are in place to help ensure that individual agencies effectively safeguard and promote the welfare of children and young people in Essex. This Constitution will also detail the arrangements by which the Board partners will undertake their roles and responsibilities, as identified within legislation and guidance.

2. Legislative Framework

The Children Act 2004 requires each local authority to establish a local safeguarding children board (LSCB) made up of representatives from the agencies and bodies which have regular contact with children, or have responsibilities for services to them in the local area. The statutory agencies which are required to co-operate in the establishment and operations of the LSCB are set out in Section 13(3) of the Children Act 2004. Sections 13 to 16 of the Children Act 2004 set out the statutory framework for the LSCB.

It follows that the Essex Safeguarding Children Board (ESCB) is established under Section 13 of the Children Act 2004 by Essex County Council as the Children's Services authority for this area. Detailed guidance issued under Section 7 of the Local Authority Social Service Act 1970 is contained within Working Together to Safeguard Children 2015. For the purposes of this document, safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment.
- Preventing the impairment of health or development.
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care.
- Creating opportunities to enable children to have optimum life chances such as they can enter adulthood successfully.

Child protection is the activity that is undertaken to protect specific children who are suffering or are likely to suffer significant harm.

3. Purpose

ESCB is the key statutory mechanism that brings together representatives of each of the main agencies and professionals responsible for promoting the welfare and safety of children and young people. It is an inter-agency forum for agreeing how the different services and professional groups should co-operate to safeguard children throughout Essex (except Southend and Thurrock which have their own local safeguarding children's boards) and for making sure that arrangements work effectively to promote better outcomes for children.

4. Strategic Relationships

The Independent Chair of the ESCB will be a member of the Children's Partnership Board and will attend the Health and Well Being Board. The ESCB has links across other strategic Boards and works to the guidelines as set out in the relationship protocol between the various Boards in Essex.

There is a requirement for the ESCB to publish an annual report on the effectiveness of local safeguarding children arrangements. This report is published on the ESCB website and is submitted to the Chief Executive and Leader of the Council, to the local Police and Crime Commissioner and the Chair of the Essex Health and Wellbeing Board. A copy of the ESCB annual report will also be shared in advance for consultation with Board and Sub-committee members.

5. Governance

The ESCB has a clear strategic responsibility to undertake a scrutiny, quality assurance and challenge role in respect of how agencies individually and collectively promote the welfare and safety of children living in Essex.

The Chief Executive of Essex County Council (ECC) is responsible for holding the ESCB Independent Chair to account for the effective working of the ESCB. The Lead Member for Children's Services is politically accountable for Essex Children Social Care Services. The ESCB Independent Chair works closely with the Executive Director for People Commissioning who has the statutory responsibility for improving outcomes for children and for delivering high quality children social care functions. OFSTED independently inspects the effectiveness of the ESCB as part of the inspection of local authority functions.

The ESCB business plan will be agreed by the Board and made available to all partner members on an annual basis. The role of partner members is to hold their organisation and its offices to account for their contribution to the effective running of the ESCB.

6. The Structure of the ESCB

The main Board will be supported by various sub committee, partner forums and working / task and finish groups. The ESCB structure chart in Appendix 1 demonstrates the structure of the Board and also the roles and relationships of the board within the wider local strategic partnership arrangements.

The ESCB Board Manager (as professional adviser to the Board) supports the ESCB Independent Chair to enable him/her to effectively carry out his/her duties, and is line managed by a senior manager within Essex County Council. The ESCB manager is responsible for providing day to day business support, for implementing the business plan and for the co-ordination, monitoring and evaluation work.

7. Principles

The following principles will underpin the work of the ESCB. The Board will:

- Keep the safeguarding and welfare needs of children at the centre of all its activities.

- Maintain its independence from all agencies and structures to promote an equal partnership.
- Operate a challenge and assurance function to both partner members and external organisations.
- Involve children, families, carers and front line practitioners and managers in its work.
- Develop strong working relationships with strategic partners to promote clear roles, responsibilities and governance arrangements.
- Be open and transparent in the work that it undertakes.
- Commit to continuous improvement by means of a process of on-going learning and development.

8. Objectives of the ESCB

The role of ESCB is primarily to safeguard and promote the welfare of children. The core objectives of the ESCB are set out in Section 14(1) of the Children Act and are defined as:

- 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 those purposes.

9. ESCB Functions

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:

- The action to be taken where there are concerns about a child's safety or welfare including thresholds for intervention.
- Training of persons who work with children or in services effecting the safety and welfare of children.
- Recruitment and supervision of persons who work with children.
- Investigation of allegations concerning persons working with children:
- Safety and welfare of children who are privately fostered.
- Co-operation with neighbouring Children Services Authorities i.e. local authorities and their board partners.
- The production of other policies and procedures.
- Communication to persons and bodies in the area of the Authority of 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 by the Local Authority and Board partners individually and collectively to safeguard and promote the welfare of children and to advise them on ways to improve.
- The production and publication of an annual report on the effectiveness of safeguarding in the local area in accordance with Working Together Participating in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account.
- Collecting and analysing information about all deaths of children in their area with a view to identifying:
 - a. any matters that concern the safety and welfare of children in the area of the Authority including any case giving rise to the need for a serious case review.
 - b. any general public health or safety concerns arising from the deaths of children.
- Putting in place procedures for ensuring that there is a co-ordinated response by the Authority, their Board partners and other relevant persons to an unexpected death of a child.
- Undertaking reviews of cases where abuse or neglect of a child is known or suspected, a child has died or a child has been seriously harmed, and there is cause for concern as to the way in which the Authority, their Board partners or other relevant persons have worked together to safeguard the child.

10. Membership and Appointment of Representatives

In accordance with Working Together 2015 and section 13 Children Act 2004, voting, full membership of ESCB will include senior representatives from the organisation/services below:

- Independent Chair
- Executive Director for People Commissioning (being the designated Director of Children's Services.)
- Executive Director of Family Operations
- Director of Commissioning: Education and Lifelong Learning
- Senior Officer from Essex Adult Social Care
- Chief Executive NHS England
- Chief Operating Officer of a CCG
- NHS Provider representative
- Assistant Chief Constable Essex Police
- CAF/CASS
- Chief Executive Essex Probation Community Rehabilitation Company
- Chief Executive Officer National Probation Service
- One Voluntary sector representative

- Essex YOT
- Four Lay Representatives
- Chief Executive representing District, Borough and City Councils
- Military Corrective Training Centre
- 5 Schools representatives – across primary, secondary, independent and special schools
- Crown Prosecution Service
- A Nomination from the District, Borough and City Councils (being Chair of the District Councils Safeguarding Leads Group)
- Representative of the Office of the Police and Crime Commissioner for Essex.

Each of the partners described above shall appoint representatives to the Board in the number prescribed for it. The identity of a representative is a matter for the Board partner and not the Board. As far as possible organisations should designate particular named people as their representative on the Board so that there is consistency and continuity in the membership of the Board.

11. Chairs & Vice Chairs of Sub-committees

The names and organisations of these are listed in Appendix 2.

12. Roles and responsibilities of Board Members

Membership shall be at a senior level as possible reflecting the Working Together guidance stating that they should hold a strategic position within their organisation with respect to safeguarding and promoting the welfare of children and specifically Board members must be able to:

- Speak for their organisation with authority,
- Hold their organisation to account,
- Commit their organisation on policy and practice,
- Take responsibility for ensuring that arrangements for the funding of the Board [be this in cash or in kind] are addressed within their own agencies and with reference to section 15 of the Children Act 2004,
- Ensure appropriate representation on the ESCB work streams as appropriate to their organisations,
- Prioritise attendance at Board and sub-committee meetings and ensure the attendance of a named and fully briefed deputy for them at meetings where they are unable to attend,
- Ensure that there is an identifiable communication pathway between the ESCB and their own organisation and to be accountable for the effective dissemination of information between the ESCB and their organisations workforce,

- Ensure that key performance indicators in relation to safeguarding within their agency are disseminated to the Performance, Audit and Quality Assurance Sub-committee and that their agency provides detailed information in relation to these performance indicators to this sub-committee as required,
- In the case of a Board member who represents a group of organisations the nominated representative will confer with those organisations to agree the arrangements for dissemination of information in a timely and effective manner.

Four lay members (each covering approximately 3 district council areas) will operate as full members of the ESCB participating in associated activities to:

- a) Support stronger public engagement in local child safety issues and contribute to an improved understanding of the ESCB's child protection work in the wider community.
- b) Challenge ESCB on the accessibility by the public and children and young people of its plans and procedures.
- c) Help to make links between the ESCB and community groups.

13. Associate membership

In addition, the following organisations/representatives have agreed to become associate members of the Board to receive minutes from the ESCB and attend where requested:

- Essex Safeguarding Adults Board
- UK Border Agency
- Essex Fire and Rescue Service
- Armed forces in Essex
- Essex Drug and Alcohol Team
- Leisure Services
- Essex Ambulance Trust
- Housing authorities
- Faith Communities

14. Powers and Accountability

Whilst the ESCB has a role in coordinating and ensuring the effectiveness of local work to safeguard and promote the welfare of children by individuals and organisations, it is not accountable for their operational work. Each ESCB partner retains their existing lines of accountability for this area of work within their own services.

15. Expectations of ESCB Members

Board members will:

- Be the named safeguarding champion for their agency for all matters relating to the Safeguarding Children Board to proactively champion the right of all children to stay safe;
- Take a lead strategic role for safeguarding children within the representing agency / professional grouping and lead on work as required by the Board;
- To provide details to the Board about their own agency's strategic plans in order to inform and promote meaningful outcome related links between partners and the work of the Board;
- Develop a safeguarding accountability framework within their organisation to help ensure that safeguarding underpins all commissioning arrangements and activities relating to children and their families;
- Ensure that Section 10 and 11 of the Children Act 2004 is complied with within their agency and to address any actual or potential failures in the fulfilment of these statutory duties;
- Share the responsibility of ensuring that the ESCB Business Plan is effectively delivered;
- Ensure appropriate representation on the ESCB work streams as appropriate to their organisation;
- Ensure that they have clear lines of reporting and an identifiable communication pathway between ESCB and their organisation to proactively raise awareness of issues relating to the welfare and safety of children and to help ensure that key messages and information are disseminated to frontline staff within their own workforce.

Please note: It is recognised that some members of the ESCB such as the voluntary sector, might not have clear accountability frameworks in place for the groups that they represent. In these circumstances there is an expectation that they will effectively communicate the strategic objectives and work of the Board within their organisational networks.

16. Attendance

It is not possible to carry out these roles effectively without attending meetings regularly and therefore this is expected of all representatives.

Members are expected to attend all quarterly and extraordinary Board meetings or are expected to only send their designated deputy. Non-attendance of the board member or their designated deputy for two consecutive meetings will be highlighted to the ESCB Chair who will consider appropriate actions to be taken.

Member attendance at Board meetings and subgroups will be reported to the Board every 6 months. Where a Board member does not attend two meetings in a rolling 12 month period the ESCB Manager will liaise with the individual within two weeks of

the Board meeting where this is reported to clarify why this is and agree measures to help improve attendance.

Where attendance does not improve the ESCB Chair will liaise directly with the Chief Executive of the relevant agency within two weeks of the Board meeting where this is reported, in order to agree a course of action to ensure adequate representation of that agency on the Board.

17. Decision Making

Members of the 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 however need to be referred in their own agencies decision making framework.

Wherever possible, decisions will be made by partnership 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 ESCB Chair. In the event of a deadlock the ESCB Chair or in their absence the Vice Chair will have a casting vote.

It will not however be appropriate for this process to occur with the ESCB Vice Chair if a decision relates to an area for which they have operational responsibility as this may present a conflict of interest. In these cases the decision should be deferred to a future meeting where the ESCB Chair is available.

All decisions must be recorded in the minutes.

The minutes of the Board will include the date on which decisions taken should come into effect (the implementation date). The implementation date must give reasonable notice to the partner agencies so that they have the opportunity to discuss the issues in their own agencies before the decision is due to be implemented.

18. Interests

If at any time a Board Member has a personal interest in any matter being considered by the Board they shall declare the existence and nature of it to their agency and to the Chair of the Board. Declarations of interest will be recorded.

Where an interest is potentially prejudicial, steps will be taken to ensure that the individual concerned has no involvement in decision making in relation to the matter in question.

19. Quoracy

The quorum for meetings of the Board is at least five full members representing at least four separate statutory agencies. No decisions can be made unless the meeting is quorate.

The quorum for a sub-committee is four full members representing at least three statutory agencies and no decisions can be made without the meeting being quorate.

20. Urgent matters

The ESCB Chair or in their absence the ESCB Vice Chair is authorised to speak on behalf of the ESCB in relation to all urgent matters after liaison as far as practicable with all other available ESCB members. In all cases this would include liaison with the Executive Director for People Commissioning, the Director of Safeguarding, the ESCB Vice Chair and wherever practicable the ESCB Manager.

21. Other procedures

The ESCB Board meeting will take place at least four times per year in order to conduct its business and for two further meetings designated as development days for the Board.

The ESCB Chair may also convene an urgent or special meeting of the Board as required such as in the case of the adoption of serious case review.

The full Board will be chaired by the ESCB Chair who will agree the agenda.

The minutes of ESCB meetings along with any meetings held on its behalf will be entered as a permanent record and submitted for approval at the next meeting.

The meeting of the ESCB will not be held in public. Bulletins containing information about the activities of the ESCB will be posted on the ESCB at regular intervals.

Where the ESCB has authorised the signature of a document the Chair or Vice Chair shall be authorised to sign that document on behalf of the Board.

In all matters pertaining to the receipt and expenditure of money by or on behalf of the Board, the Board and those authorised to act on its behalf shall conform to the standing orders of Essex County Council and subordinate documentation issued pursuant to those standing orders including in particular the procurement standards and guidelines.

Changes to the Constitution will be approved by the Board. However the Board delegates to the Board Manager, acting on the advice of the legal adviser the power to make amendments to the Constitution in order to give effect to

- Changes in title of Board Members or Sub Committee Members
- Changes to names of participating agencies
- Or other changes of a minor nature necessary to ensure that the Constitution document is kept up to date

provided that any such changes are notified to the Board at the next meeting in the Board Manager's Report for formal approval.

22. Role of Chair

The Chair shall be appointed or removed by the Local Authority Chief Executive following consultation with a panel of Board Members in accordance with paragraphs 13 and 14 Chapter 3 Working Together 2015.

The Chair shall be independent either as a voluntary or paid position under contract.

The Chief Executive of the Local Authority will hold the Chair to account for the effective working of the Board drawing upon other partners and where appropriate the Lead Member. This includes also an annual performance appraisal of the Chair.

The Board will agree objectives for the chair in consultation with the Chair aligned to the business plan. The Chair will liaise with and brief the Director of Children's Services and the Lead Member on a quarterly basis.

The Chair is responsible for chairing all main ESCB meetings. The Chair will agree the agenda and the minutes. The Chair will represent the Board at formal meetings with Ofsted and other scrutiny bodies.

Board members will be consulted on the appointment of the Chair and in conjunction with the DCS review the appointment at least every three years to consider how effective the current arrangements are and whether the objectives of the Board are being met under the current Chair. The result of that review will be a report supplied to the Chief Executive of the Local Authority.

There will be a clear role description for the Chair to include the requirement to challenge partner agencies at a senior level where there are concerns about safeguarding performance or systems. This can be found in Appendix 4.

The Chair will be supported by the ESCB Business Manager in an advisory capacity. Practical support and administration will be provided by the Business Manager's team and the legal adviser to the Board.

Board Members shall elect a Vice Chair from amongst their members.

Role of the Chair is outlined in Appendix 5.

23. Role of the Vice Chair

Board Members shall elect a Vice Chair from amongst their number. The Vice Chair will chair a meeting in the absence of the Chair.

The process for election of a Vice Chair shall be the circulation of a request for nominees for the position of Vice Chair in time for a future meeting of the Board. This will be followed by an election in a show of hands/written ballot during the Board meeting identified for the purpose.

24. Professional advisers

The Board will be advised by professional advisers who will either be employed by the Board or provided by members of the Board as part of their in-kind contribution or engaged by the Board as independent contractors when their services are required. These will include:

- The senior local authority child protection adviser
- A Designated Doctor
- A Designated Nurse
- Essex County Council Legal Advisor
- The Board Business Manager
- Detective Chief Inspector – Essex Police CAIT.

25. Essex Safeguarding Leadership Forum

The Essex Safeguarding Leadership Forum has the following membership:

- NHS Lead Chief Executive for Safeguarding
- Essex County Council (DCS, DAS) – Acting Chief Executive of Essex County Council
- National Probation Service
- Deputy Chief Constable - Essex Police
- ESAB – Vice Chair
- Safeguarding Lead Officer - Essex District, Borough and City Councils
- Community Rehabilitation Company
- Chair – Essex Domestic Abuse Strategy Group (Essex Police and Crime Commissioner)
- Chair – Safer Essex.

The ESCB will be offered strategic guidance by the Essex Safeguarding Leadership forum which will perform a similar function for the Essex Safeguarding Adults Board. In this way, key risks, cross cutting issues and themes can be identified and brought to both Boards for discussion.

26. Sub-committees

The ESCB sub-committees are as follows:

- Business Management Group
- Serious Case Review
- Child Death Overview Panel
- Learning and Development
- Performance, Audit and QA
- Policy, Procedures and Practice Development
- Child Sexual Exploitation and Missing
- Communications.

Sub-committees will be led by a Chair who will normally be a key senior manager sponsored and supported by the chief officer of their agency. Each sub-committee will have clear terms of reference which are set out in Appendix 3 of this document. The terms of reference will be reviewed annually and any proposed significant changes reported to the next Board meeting for formal approval.

The role of Sub-committees chairs is also set out in Appendix 4. The sub-committees will report progress on their respective work plans to the Business Management Group.

The Board may agree additional task and finish or working groups to address particular priorities or national initiatives.

A copy of the structure of the Board appears in Appendix 1.

In addition, the Board will be advised by four Stay Safe Groups and partnership leads representing geographical areas of Essex County Council in order to strengthen the Board's capacity to understand and support the particular safeguarding needs of the localities they represent.

27. Risk Register

The ESCB main strategic Board has a risk register that is managed by the ESCB Business Manager and brought to all quarterly board meetings for discussion.

This register is owned and monitored by the ESCB and lists significant factors that could affect the Board in achieving its objectives as outlined in the ESCB Business Plan and associated Sub-Committee action plans.

The ownership and management of the risk remains the responsibility of the reporting Board partner.

28. Dispute resolution

All partner agencies have a responsibility to resolve any dispute between them promptly and amicably as outlined in the SET procedures. Disputes that cannot be resolved between Board members in this manner will initially be resolved by discussion at a meeting of a Board. If no agreement can be reached the matter will be referred to an appropriate dispute resolution mechanism determined by the Board taking account of:

- Type of complaint,
- The knowledge, expertise and seniority required in resolving the matter.

Where a dispute remains unresolved despite the above arrangements it shall be referred to an independent professional adviser.

29. Data protection/confidentiality and Freedom of Information

Members of the Board shall ensure that their own organisation's Data Protection Registration where appropriate, covers their involvement in the Board's activities.

All members will adhere to the provisions of the Data Protection Act 1998 and maintain confidentiality at all times, other than where a specific exemption under that Act arises: this principle will apply during a member's participation in the Board, and will continue after the individual is no longer a member of the Board, or following the Board's dissolution.

If any member who has access to confidential information or data knowingly breaches the law relating to particularly (but not limited to) the unauthorised

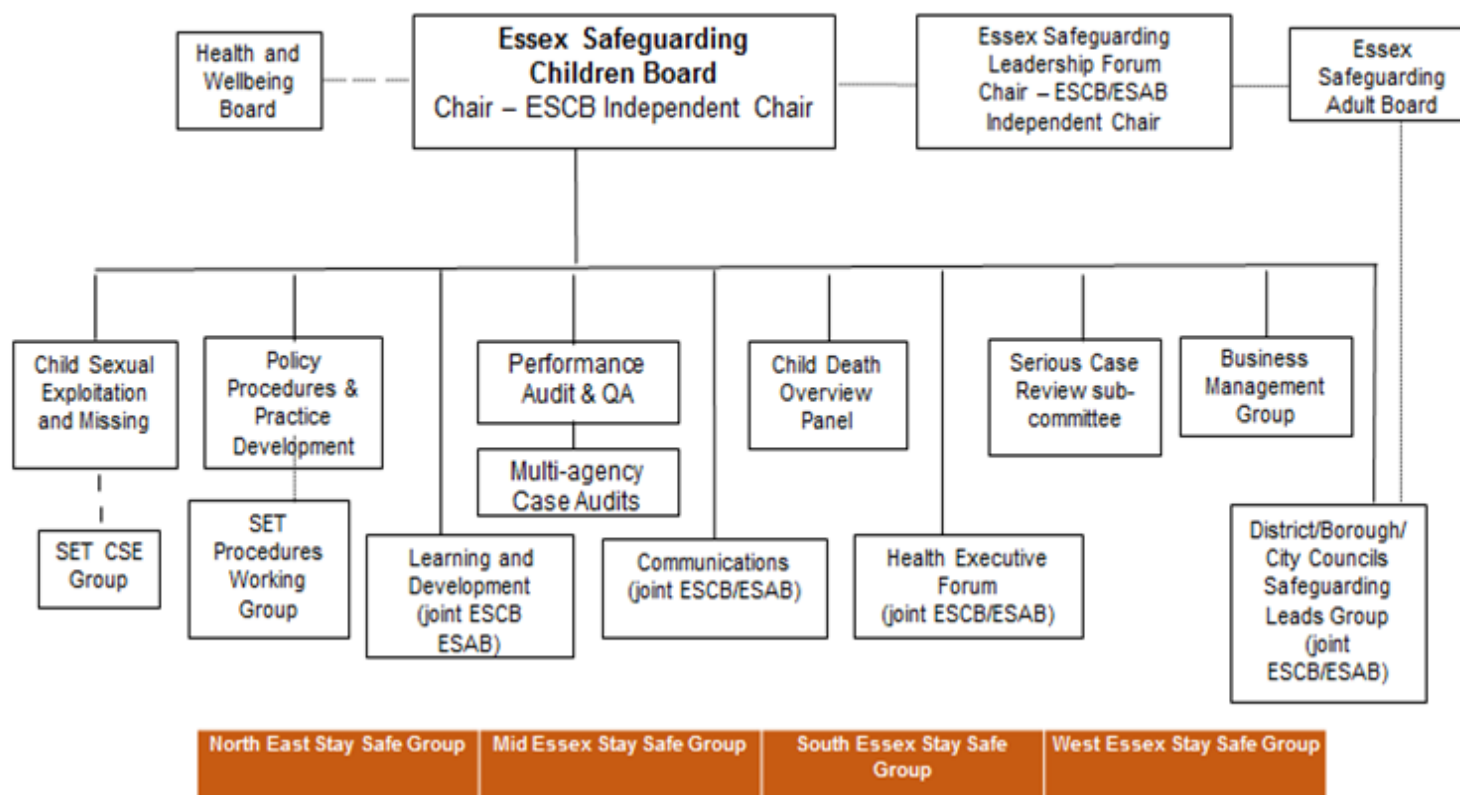
disclosure of confidential information, they may be personally liable. The ESCB as a partnership body is not the subject to the requirements of the Freedom of Information Act 2000 however acknowledges that public authorities represented on our partnership board are. It is therefore the responsibility of individual partners of the Board to make appropriate arrangements to ensure that the provisions of the Act are properly complied with.

30. Equal opportunities/discrimination/human rights

All members of the Board will adhere to equal opportunities principles and adopt and maintain anti-discriminatory practices in the Board's functions. All members of the Board will also adhere to the provisions of the Human Rights Act 1998.

Appendix 1

ESCB Structure Chart



Appendix 2

Chairs and Vice Chairs of Sub committees

Business Management Group

Chair – Alison Cutler, ESCB Business Manager

Vice Chair (interim) – Maria Barnett, Lead for Safeguarding, ECC

Strategic Child Death Overview Panel

Chair Mike Gogarty, Director for Commissioning: Public Health and Wellbeing, ECC.

Vice Chair TBC

Audit, Performance & QA Sub Committee

Chair – Paul Secker, Director of Safeguarding, ECC

Vice Chair – Russel Breyer, Lead for Child Protection, ECC

SCR Sub- Committee

Chair – Paul Secker, Director of Safeguarding, ECC

Vice Chair – Tracey Hawkins, Essex Police

Communications Sub-Committee

Chair (interim) - Maria Barnett, Lead for Safeguarding, ECC

Vice Chair TBC

Learning & Development Sub Committee

Chair – Ann Workman, Director for Local Delivery, ECC

Vice Chair – Clare Corrigan, Lead for Partnership Delivery, ECC

Policy, Procedures and Practice Development Sub Committee

Chair – Maria Barnett, Lead for Safeguarding, ECC

Vice Chair – NELFT

CSE & Missing Children Sub Committee

Chair - Tanya Gillet, Head of Youth Offending, ECC

Vice Chair – Tom Simons, Essex Police

Chairs of Partner Forums

Health Executive Forum

Chair - Ian Stidston

Vice Chair - Lyn Hinton

City, District and Borough Councils Leadership Group

Chair – Julie Chandler, Epping DC

Vice Chair – Chris Selby, Harlow DC

Appendix 3 – Terms of Reference of Sub Committees



Terms of Reference: Local Child Death Overview Panels

Review: These terms of reference will be subject to review by the Strategic Child Death Overview Panel in February 2016.

1. Purpose

Through a comprehensive and multi-agency review of deaths of Essex resident children the Child Death Review Panels for Southend, Essex and Thurrock aim to better understand how and why children in the locality die and use these findings to:

- identify the presence of modifiable or notable factors to be fed up into the national data collection,
- identify lessons learnt and issues of concern or note,
- consider in all reviews whether appropriate recommendations can be formulated,
- provide feedback to the child's parents on occasions when this is considered appropriate,
- review the follow-up plans for the family.

2. Statutory Basis

In carrying out activities to pursue this purpose, the Panels will meet the functions set out in paragraph 5 of *Working Together to Safeguard Children 2013* in relation to the deaths of any children normally resident in Southend, Essex and Thurrock. Namely, collecting and analysing information about each death with a view to identifying:

- (i) any case giving rise to the need for a Serious Case Review,
- (ii) any matters of concern affecting the safety and welfare of children in these areas,
- (iii) any wider public health or safety concerns arising from a particular

death or from a pattern of deaths in these areas.

The requirement on LSCBs to carry out this activity is contained in Regulation 6 of the LSCB Regulations 2005 and the Children Act 2004.

3. Structure

In Essex (incorporating the local authority areas of Southend, Essex and Thurrock) there are five local child death review panels (LCDRPs) covering the CCG areas of:

North East Essex, Mid Essex, West Essex, Castle Point & Rayleigh, Basildon & Brentwood, Southend and Thurrock.

There is one Strategic Child Death Overview Panel (SCDOP).

The Strategic Child Death Overview Panel is a formal sub-committee of the LSCBs for Essex, Southend and Thurrock.

4. Scope

The Panels will assess data on the deaths of all children and young people from birth (excluding both those babies who are stillborn and planned terminations of pregnancy carried out within the law) up to the age of 18 years, who are normally resident in Southend, Essex and Thurrock. This includes neonatal, expected and unexpected deaths of known and unknown causes.

Where a child normally resident in another area dies within Southend, Essex or Thurrock, that death shall be notified to the Board for the child's area of residence following a rapid response being commenced to the death in Essex. It is an expectation that, when a child normally resident in Southend, Essex and Thurrock dies outside of these areas, the Southend, Essex and Thurrock Boards should be notified following a rapid response being undertaken by the area in which the child has died. In both cases an agreement should be made as to which Review Panel will take the lead on reviewing the child's death and how they will report on it but in most circumstances the review will be undertaken in the area in which the child was resident.

The length of time allocated to the review of each case will vary depending on the circumstances.

Neonatal deaths

Neonatal deaths classified as expected will be reviewed by the Chair prior to the panel meeting. The Chair will complete the Form C – Analysis Pro-forma if no factors or issues are identified. The Form C will then be presented to the panel who will have the opportunity ask questions if required prior to sign off. It is not expected that there will be detailed discussion. If in completing the Form C the Chair identifies any factors or issues that would benefit from multi-agency discussion they will table this case for discussion in the normal manner.

5. Functions

- Review the Form B, Form G, Form F or Form H and additional information completed by the rapid response teams on unexpected deaths of children.
- Review Form B and additional information compiled on expected deaths of

children.

- Reach through this review an agreed decision for each death on the cause of death, identify factors and agree the relevance of the identified factors.
- Determine for each death through the use of agreed classification systems, ways in which the death may be considered preventable through the identification of modifiable factors.
- Evaluate for each death whether there are lessons to be learnt, with a particular focus on effective inter-agency working and public health issues.
- Identify from the review of deaths in the locality any matters of concern affecting the safety and welfare of children in Essex or any wider public health and safety concerns.
- Make, where required, recommendations for improving and developing practice based on the lessons learnt / issues identified from each case (with a strategic and local focus as appropriate).
- Consider for each review whether feedback to the parents is appropriate and which professional should be requested to provide this.
- Review the arrangements that have been put in place for the on-going care of the family, including Care of the Next Infant processes, and refer concerns to local agencies if gaps or issues are identified.
- Consider in relation to any death not already referred for serious case review the need to make a referral and make referrals as necessary.
- Refer to social care services any child protection concerns arising from the review of the death, where these have not previously been referred and with particular reference to concerns for surviving siblings.
- Monitor the appropriateness of the response of professionals to each death, including the support and assessment services offered to families, and provide feedback to agencies where problems / issues are identified.
- Ensure appropriate arrangements have been put in place to support professionals who have been involved with the child both before and after their death.
- Feed lessons learnt / recommendations made in relation to each death to relevant local strategic partnerships for their consideration.
- Provide a copy of the Form C analysis pro-forma to the relevant Coroner.
- Ensure the police, coroner and social care services are made aware of any information arising during the course a review into a death that may influence their enquiries.
- Ensure relevant information on the work of the panel is provided to the CDR Officer to be fed up to the Strategic Overview Panel and into the LSCB.

NB:

Where there is an ongoing criminal investigation into a death the Police must be consulted as to what it is appropriate for the panel to be considering and what actions it might take in order not to prejudice any criminal.

6. Anonymisation / Confidentiality

Information discussed at the local review panel meetings will be anonymised prior to the meetings. All members adhere to strict guidelines on confidentiality and information sharing. Information is being shared in the public interest for the purposes set out in Working Together to Safeguard Children and is bound by legislation on data protection.

All Panel members, including ad-hoc or co-opted members, will be required to sign a confidentiality agreement before participating in the review panel.

Any reports, minutes and recommendations arising from the panel meetings will be fully anonymised and steps taken to ensure that no personal information can be identified.

Panel members are expected to identify to the CDR Officer a secure method of information transfer for the receipt of panel papers. This will ideally be an nhs.net, gsi, pnn GCSx or cjsm email account. The security of these systems has been approved by Essex County Council Information Sharing and Security.

Documents taken to Local Child Death Review Panel meetings will be collected by the CDR Manager and disposed of. Guidance on the retention and storage of documents relating to the CDR panel is contained within Appendix C of the SET Procedure for Responding to Deaths in Childhood.

7. Membership

7.1 Core Membership

The following represents the core membership of panel. Membership should be drawn from the area in which the panel is held.

- The area's Designated Paediatrician for Unexpected Deaths in Childhood
- A senior acute nursing representative
- A senior representative of public health
- A senior representative of children's social care for each local authority area covered by the panel*
- A senior representative of the Police Child Abuse Investigation Unit
- A Designated nurse or representative from the CCG with responsibility for commissioning services

*social care representatives should be able to link into other sections of the local authority children services including education services

The appropriate level of seniority of the representatives should be determined by the relevant organisation. However the Chair may raise concerns with the organisation should the nominated representative not demonstrate the professional expertise and decision making authority required to effectively contribute to the Panel.

7.2 Additional membership

Additional members may be invited to attend panels on a standing or ad hoc members' basis. Additional members may include:

Health

- A and E medical / nursing staff
- Primary care representatives, GPs and health visitors
- Other paediatric input, either hospital or community based, or relevant paediatric sub-specialities
- Other nursing input, either hospital or community based, or relevant paediatric sub-specialities
- School nurses
- Obstetric staff
- Midwifery representative
- Paediatric pathologists
- Surgeons
- Paramedics
- Radiographers
- CAMHS representatives
- Adult Services representatives / Adult mental health services
- Designated and or named doctors / nurses for safeguarding

Others

- Other Police representatives, including accident investigators
- Road Safety Officers
- Fire services
- Social services legal representatives
- Registrars of births, deaths and marriages
- Education
- Voluntary agency representatives, e.g. FSID, Child Bereavement Trust, NSPCC

- Youth Offending Officers
- Connexions Officers
- Housing Officers
- Leisure Services Officers
- Environmental Health Officers
- Planners
- Health and Safety Executive
- Hospice representatives

7.3 Chairing

Each panel will be chaired by the Designated Paediatrician for Deaths in Childhood for each CCG area. A Vice Chair must be appointed from the membership of the Panel who will chair meetings in the Chair's absence.

7.4 Quoracy

Panel meetings will be quorate if the following panel members are present:

1. Chair or Vice Chair
2. A Paediatrician
3. A senior Acute Nursing Representative
4. A senior representative of the Police Child Abuse Investigation Unit
5. A senior representative of children's social care (irrespective of which local authority they are from)
6. A Designated Nurse or commissioning representative from the CCG.

If a meeting is inquorate it may proceed, however the meeting will be unable to make any final decisions regarding the preventability of cases or the contributory factors. Decisions will need to be deferred to the next panel meeting.

7.5 Substitutes

Where a member is unable to attend a meeting it is an expectation that they should arrange for a substitute from the same professional background to attend in their place. The substitute should be of equivalent seniority or where this is not possible of an appropriate seniority as determined by the organisation.

Panel members should seek to identify in advance other professionals who could substitute for them in the event of their unavailability. The Panel member should ensure their substitute has received sufficient briefing to undertake the task and are in receipt of the relevant paperwork. The substitute should also ideally have attended a child death review panel training event.

If a member required to make a meeting quorate, is not present but they have provided an appropriate substitute the meeting shall be deemed quorate.

8. Accountability

Each Review Panel Chair will be accountable for their panel's work to the Chair of the Strategic Child Death Overview Panel. The Strategic Overview Panel will monitor the work of the LCDRPs and will raise concerns with performance as required.

9. Frequency of meetings

The local child death review panels will be scheduled to be held quarterly. Additional meetings may be arranged by agreement of the panel depending on the work load of the panel. The meeting frequency will be reviewed on a yearly basis.

10. Administration

The administration of meetings – to include arrangement of meeting dates / venues, collation of agendas and meeting paperwork and minute taking will be undertaken by the LSCB Child Death Review Manager and their administrative support.

11. Classification system / tools

The Local Child Death Review panels will use the national data collection and analysis forms as supplied by the DCSF and additional forms developed on a local basis to guide their case discussions. A 'Form C' analysis tool will be completed for each case reviewed.

12. Legal Advice

Advice from a Legal Advisor from Essex County Council will be available to the panels on occasions where this is considered a requirement. It is expected that advice will be sought when there is uncertainty amongst panel members about assessments being made on deaths particularly in relation to preventability and on the appropriate communication of panel findings back to family members.

Panel members should seek the advice of legal advice from their own agency where they are concerned about the information that should be supplied for the child death review process and the implications of this.

13. Venues

Where possible panel meetings will be held in the local offices of agencies represented on the membership.

14. Expectations of Panel Members

14.1 Expectations of Panel Chairs

- To Chair meetings of the panel and if unavailable to do so to arrange a substitute chair of appropriate professional background and seniority to do so.
- To provide the CDR Manager with a secure email address to send panel documentation to.
- To manage panel meetings to ensure the effective fulfilment of panel functions through agreed processes and procedures.
- To monitor and ensure the completion of actions agreed by Panel meetings.
- To refer issues as agreed at the Panel meetings to the Strategic Child Death Overview Panel, appropriate Boards, other agencies and organisations.
- To liaise with the CDR Manager to ensure the effective administration of meetings.
- To be available to the CDR Manager to assist with the resolution of problems / issues in connection with the administration of panels.
- To monitor the contribution made by agencies to review panel meetings and raise concerns to the SCODP / LSCBs where problems are identified with this.
- To enforce confidentiality requirements as necessary.
- To sign off minutes of meetings within an agreed timescale.
- To make required reports the SCODP, LSCBs and other strategic organisations as agreed.
- To attend and contribute to meetings for the SCODP as a representative for the area.
- To complete the Form C for neonatal deaths in which no factors or issues have been identified.

14.2 Expectations of Panel Members

- To attend meetings and where unable to do so to arrange a substitute of appropriate professional background and seniority to attend in their place.
- To provide the CDR Manager with a secure email address to send documents for the LCDRP.
- To develop and maintain, within their professional sphere, an effective level of knowledge and experience relevant to deaths in childhood so as to enable an effective contribution to the meeting.
- To read meeting paperwork prior to attendance and attend meetings with an in depth knowledge of the information provided.
- To contribute fully to the work of the panel.
- Within the member's own agency, to coordinate work to address agreed actions.
- To feedback relevant information to colleagues as requested.
- To uphold confidentiality and data protection requirements.



Terms of Reference: Strategic Child Death Overview Panel

Review: These terms of reference will be subject to review in February 2016

1. Purpose

Through a comprehensive and multi-agency review of deaths of Essex resident children the Child Death Review Panels for Southend, Essex and Thurrock aim to better understand how and why children in the locality die and use these findings to:

- identify the presence of modifiable or notable factors to be fed up into the national data collection,
- identify lessons learnt and issues of concern or note,
- consider in all reviews whether appropriate recommendations can be formulated,
- provide feedback to the child's parents on occasions when this is considered appropriate,
- review the follow up plans for the family.

2. Statutory Basis

In carrying out activities to pursue this purpose, the Panels will meet the functions set out in paragraph 5 of *Working Together to Safeguard Children 2013* in relation to the deaths of any children normally resident in Southend, Essex and Thurrock. Namely, collecting and analysing information about each death with a view to identifying:

- i. cases requiring referral for Serious Case Review (where not previously identified)
- ii. any matters of concern affecting the safety and welfare of children in these areas
- iii. any wider public health or safety concerns arising from a particular death or from a pattern of deaths in these areas.

The requirement on Local Safeguarding Children Boards (LSCBs) to carry out this activity is contained in Regulation 6 of the LSCB Regulations 2005 and the Children Act 2004.

3. Structure

In Essex (incorporating the local authority areas of Southend, Essex and Thurrock) there are five local child death review panels (LCDRPs) covering the CCG areas of: North East Essex, Mid Essex, West Essex, Castle Point & Rayleigh, Basildon & Brentwood, Southend and Thurrock.

There is one Strategic Child Death Overview Panel (SCDOP).

The Strategic Child Death Overview Panel is a formal sub-committee of the LSCBs for Southend, Essex and Thurrock.

4. Scope

The Panels will assess data on the deaths of all children and young people from birth (excluding both those babies who are stillborn and planned terminations of pregnancy carried out within the law) up to the age of 18 years, who are normally resident in Southend, Essex and Thurrock. This includes neonatal, expected and unexpected deaths of known and unknown causes.

Where a child normally resident in another area dies within Southend, Essex or Thurrock, that death shall be notified to the Board for the child's area of residence following a rapid response being commenced to the death in Essex. It is an expectation that, when a child normally resident in Southend, Essex and Thurrock dies outside of these areas, the Southend, Essex and Thurrock Boards should be notified following a rapid response being undertaken by the area in which the child has died. In both cases an agreement should be made as to which Review Panel will take the lead on reviewing the child's death and how they will report on it but in most circumstances the review will be undertaken in the area in which the child was resident.

The length of time allocated to the review of each case will vary depending on the circumstances.

Neonatal deaths

Neonatal deaths classified as expected will be reviewed by the Chair prior to the panel meeting. The Chair will complete the Form C – Analysis Pro-forma if no factors or issues are identified. The Form C will then be presented to the panel who will have the opportunity ask questions if required prior to sign off. It is not expected that there will be detailed discussion. If in completing the Form C the Chair identifies any factors or issues that would benefit from multi-agency discussion they will table this case for discussion in the normal manner.

5. Relationship between the Strategic and Local Panels and LSCBs

The Local Child Death Review panels will review anonymised data on individual deaths to identify issues connected to each death, case by case. The Strategic Child Death Overview Panel will review anonymised data on all deaths to identify strategic themes and trends.

It is the role of the local review panels to identify whether the cases reviewed indicate that there are changes that could be made in / by agencies which would prevent similar deaths occurring in the future. Where this is identified to be the case

local panels are expected to formulate specific recommendations for the changes that need to be brought about. These can be directed to individual agencies, multi-agency forums – including the Safeguarding Boards – and others such as national organisations.

The recommendations made by local panels will be provided to the Strategic Child Death Overview Panel who will be responsible for endorsing the recommendations and presenting them for adoption at the relevant LSCBs. Following their adoption the recommendations will be communicated by the SCDOP to the relevant agencies / organisations. This will be the mechanism through which recommendations made at the local level will reach a wider audience.

If they accept the recommendations made by local panels or if recommendations are urgent in nature, local agencies should begin work to implement these immediately and should not wait for them to be endorsed and formally communicated to them via their Safeguarding Boards.

It is the role Strategic Overview Panel to monitor the activity of the Local Child Death Review Panels. The work of the SCDOP is monitored by the relevant Local Safeguarding Children Boards.

6. Functions

The Strategic Child Death Overview Panel will:

- Oversee and monitor the implementation of the SET protocol on deaths in childhood in line with guidance in Chapter 5 of *Working Together*.
- Evaluate the effectiveness of the child death review and rapid response process in Essex and make recommendations for improvements.
- Monitor and advise the LSCBs on the resources and training required to ensure effective implementation of the protocol.
- Ensure appropriate liaison is occurring between the child death review and serious case review processes for the three Safeguarding Boards.
- Make recommendations regarding the development of the data collection in relation to each death.
- Ensure the accurate identification of and uniform, consistent reporting of the cause and manner of every child death.
- Review aggregated data on deaths occurring in Essex and analyse this information to identify trends and patterns related to the safety and welfare of children and wider public health and safety concerns.
- Consider, with the Directors of Public Health how best to address any public health and safety matters identified through the course of review panel activity.
- Consider recommendations developed by Local Review Panels and develop recommendations for improving practice based on the findings of local review panels and from their own investigations.
- Report recommendations to the LSCBs for their endorsement and monitor the

implementation of recommendations by Boards and their member agencies.

- Undertake / commission – as appropriate – work in response to recommendations / lessons learnt.
- Inform county wide strategic planning in the area by feeding in information to the Children and Young People’s Strategic Partnerships / Children’s Trusts and other bodies as appropriate.
- Make national representations regarding the need for changes in legislation, policy and practice to promote child health and safety and prevent child deaths.
- Cooperate with regional or national initiatives on childhood deaths as requested.
- Develop a yearly work plan.
- Provide yearly reports to the LSCBs, Children’s Trust (or equivalent) and other appropriate agencies on child death review and rapid response activity in Essex which include the aggregated death data.

7. Accountability

The Chair of the Strategic Overview Panel is accountable for its work to the Chairs of the Local Safeguarding Children Boards for Southend, Essex and Thurrock. The Chair shall provide reports on the work of the Panels to the Board according to an agreed timetable and format.

8. Frequency of meetings

The Panel will meet quarterly with the required frequency of meetings being reviewed yearly.

9. Administration

Support for the panel will be supplied by the Child Death Review Manager and the Essex Safeguarding Children Board Business Manager. Business Managers for Southend and Thurrock LSCBs will also be included on the membership and may attend meetings.

Agendas will be circulated one week before the meeting and minutes will be circulated within one month of the meeting. Any member may suggest items for the agenda by contact with the CDR Manager – these will be subject to the agreement of the Chair.

10. Anonymisation / Confidentiality

The information dealt with by the Strategic Overview Panel will be anonymised. Should a need arise to discuss non-anonymised information the same guidance as that for local child death review panels is applicable. Members of the Strategic Panel will be requested to sign a confidentiality agreement on an annual basis.

11. Membership

11.1 Core membership

Membership will be drawn from across Essex. There is only a requirement for one person to be nominated for each of these required positions. It is therefore expected that health agencies will jointly nominate one nursing representative, one children's service commissioner etc. Appropriate arrangements should be established to ensure this representative feeds information appropriately to other trusts/colleagues.

Required core membership for the Panel is as follows:

- A Director of Public Health
- A senior acute nursing representative
- 5 x Designated Paediatricians for Deaths in Childhood
- A CCG Children's Services Commissioner
- A senior representative from local authority children's services – Head of Safeguarding or an equivalent role*
- A senior representative from the Police
- A Coroner or their representative
- A representative from the East of England Ambulance Service

*it is at the discretion of the three local authorities covered by the Strategic Panel to agree whether to establish an arrangement whereby one representative will attend on behalf of the three areas or whether they will all send representatives in their own right.

The appropriate level of seniority of the representatives should be determined by the relevant organisation. However the Chair may raise concerns with the organisation should the nominated representative not demonstrate the professional expertise and decision making authority required to effectively contribute to the Panel.

There is not a requirement to have in the membership of the panel a specific representative from each relevant Children's Trust or equivalent however the Panel should ensure that amongst the membership someone is able, either by membership of the organisations or through a reporting arrangement, to feed information from the SCDOP into each of the three Trusts or equivalent.

11.2 Additional membership

The core membership may be added to by agreement of the Panel on a standing or ad hoc basis. Additional members may include:

Health

- A and E medical / nursing staff
- Primary care representatives, GPs and health visitors

- Other paediatric input, either hospital or community based, or relevant paediatric sub-specialities
- Other nursing input, either hospital or community based, or relevant paediatric sub-specialities
- School nurses
- Obstetric staff
- Midwifery representative
- Ambulance / paramedic services
- Paediatric pathologists
- Surgeons
- Paramedics
- Radiographers
- CAMHS representatives
- Adult Services representatives / Adult mental health services

Others

- Other Police representatives, including accident investigators
- Road Safety Officers
- Fire services
- Social services legal representatives
- Registrars of births, deaths and marriages
- Education
- Voluntary agency representatives, e.g. FSID, Child Bereavement Trust, NSPCC
- Youth Offending Officers
- Connexions Officers
- Housing Officers
- Leisure Services Officers
- Environmental Health Officers
- Planners
- Health and Safety Executive

11.3 Chairing

Chapter 5 of Working Together to Safeguard Children directs that the Panel Chair should be a member of the relevant LSCBs and that they 'should not be involved in providing direct services to children and families in the area' (5.3).

The Chair of the Panel shall be a member of the Essex Safeguarding Children Board and shall ensure that arrangements are established for regular reports to be made to the Safeguarding Boards for Southend and Thurrock.

A Vice-Chair of the panel should be appointed who should fulfil the responsibilities of the Chair should they be unavailable.

11.4 Quoracy

Panel meetings will be quorate if the following representatives are present (irrespective of the geographical area they represent):

1. The Chair or Vice Chair
2. A Designated Paediatrician
3. An Acute Nursing Representative
4. A representative of the Police
5. A representative of Children's Services
6. A Children's Services Commissioner or someone involved in the commissioning of services via membership of a Children's Trust (or equivalent).

If a meeting is inquorate it may proceed however the meeting will be unable to make any binding decisions. Decisions will need to be deferred to the next panel meeting or, if urgent and it happens sooner, to the next meeting of the relevant LSCBs.

11.5 Substitutes

Where a member is unable to attend a meeting it is an expectation that they should arrange for a substitute from the same professional background to attend in their place. The substitute should be of equivalent seniority or where this is not possible of an appropriate seniority as determined by the organisation.

If a member required to attend a meeting quorate is not present but they have provided an appropriate substitute the meeting shall be deemed quorate.

12. Expectations of Panel Members

12.1 Expectations of Panel Chair

- To Chair meetings of the panel and if unavailable to do so to arrange a substitute chair of appropriate professional background and seniority to do so (in most cases this will be the Vice Chair).
- To manage panel meetings to ensure the effective fulfilment of panel functions through agreed processes and procedures.
- To monitor and ensure the completion of actions agreed by Panel meetings.
- Where required, to refer issues as agreed at the Panel meetings to appropriate Boards, other agencies and organisations.

- To liaise with the CDR Manager to ensure the effective administration of meetings.
- To be available to the Child Death Review Manager to assist with the resolution of problems / issues in connection with the administration of panels.
- To monitor the contribution made by agencies to review panel meetings and raise concerns to the LSCBs where problems are identified with this.
- To enforce confidentiality requirements as necessary.
- To sign off minutes of meetings within an agreed timescale.
- To make required reports the LSCBs and other strategic organisations as agreed.

12.2 Expectations of Panel Members

- To attend meetings and where unable to do so to arrange a substitute of appropriate professional background and seniority to attend in their place.
- To develop and maintain, within their professional sphere, an effective level of knowledge and experience relevant to deaths in childhood so as to enable effective contribution to the meeting.
- To read meeting paperwork prior to attendance and attend meetings with an in depth knowledge of the information provided.
- To contribute fully to the work of the panel.
- Within the member's own agency, to coordinate work to address agreed actions.
- To feedback relevant information to colleagues as requested.
- To uphold confidentiality and data protection requirements.



Terms of Reference: Performance, Audit & Quality Assurance Sub-committee

Document Owner: Essex Safeguarding Children Board (ESCB)

Authorised by: Performance, Audit & Quality Assurance Sub-committee (PAQA)

Review date: October 2017

Introduction

A key role of the PAQA is to coordinate a multi-agency approach to evaluating progress on the implementation and impact of the five 'Improvement Priorities' as set out in the ESCB Business Plan 2015-17:

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse.
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety.
3. Effective arrangements are in place to respond to early signs of need including neglect.
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community.
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning.

1. Purpose of PAQA Sub-committee

- To coordinate a multi-agency approach to evaluating progress on the implementation and impact of the five 'Improvement Priorities' as set out in the ESCB's 2015 Business Plan.
- To work proactively with agencies to identify trends and cohorts of children and young people at risk or in need of safeguarding.

- Identify and resolve any inter-agency issues which raise barriers to an effective multi-agency safeguarding service for children and young people.
- To ensure agencies understand their responsibilities regarding sharing information / intelligence in relation to safeguarding.
- To share information and data that helps the ESCB understand the quality of safeguarding for children and young people in Essex and hotspots.
- Agree the annual multi-agency audit programme.
- Oversee the audit component of the multi-agency case audits (MACAs) and Serious Case Review action plans.
- Identification of reasons for data not submitted by agencies and escalate if appropriate.

2. How will the PAQA fulfil its purpose

- The PAQA will meet on the second Thursday every two months in the morning for 2.5 hours.
- The meetings will take place in Chelmsford to ensure representatives from as many partner agencies as possible can attend.
- Partner agencies will send a representative from their agency where quality assurance, practice standards and audit are part of their role.
- Each partner agency will provide data sets as requested by the PAQA.
- Each partner agency will provide their annual single agency audit programme and key findings to PAQA.
- Each partner agency will undertake multi-agency audits as part of the PAQA's multi-agency audit programme.
- The findings from auditing activity will be used to make sure that safeguarding services in Essex are continuously improving.
- PAQA members will make sure that learning from audits is used to improve the effectiveness and efficiency of the safeguarding service provided by their agency.
- Reports informed by the findings from single and multi-agency auditing will be provided to the Essex Safeguarding Children Board, to support the ESCB in meeting the Five Outcome Priorities.

3. Information sharing between agencies

- All partner agencies represented at PAQA agree to share information as requested with full recognition and adherence to confidentiality policies and the Data Protection Act 1998.
- All partner agencies represented at PAQA agree to share the findings from single agency and multi-agency audits.

- The PAQA to share concerns regarding agencies with regards to standards and excellence.
- To link with the appropriate operational functions and teams to provide feedback which supports continuous improvement.

4. Risks

- There are risks of potential breaches of confidentiality with inter-agency information sharing which require careful management.
- It is essential that data and service user information is shared at the PAQA so that service quality is meaningfully evaluated.
- All agencies will be responsible for secure storage and sharing of confidential information.

5. Accountability

The Performance, Audit & Quality Assurance Sub-committee will be accountable to the Chair of the ESCB and Board.

6. Membership and responsibilities

The following agencies are core members of the PAQA sub-committee and must send a representative (ideally the same representative) to each meeting. The representative should be responsible for practice standards and quality assurance within their agency:

Agency/Provider	Named Representative	Key Responsibilities
Quality Assurance & Safeguarding Service. Essex County Council Family Operations.	Paul Secker; Director of Safeguarding	Chair
Quality Assurance & Safeguarding Service. Essex County Council Family Operations.	Russel Breyer – Lead for Child Protection	Vice Chair
Information and Business Partner Child Performance. Essex County Council.		
The Essex Safeguarding Children Board		
Essex Police Constabulary		

Involvement Team, Family Operations. Essex County Council Family Operations		
Professional Standards & Audit Service. Essex County Council Family Operations.		
Health		.
School Safeguarding		
National Probation Service		
Essex Community Rehabilitation Company		



Terms of Reference: Business Management Sub-committee

Document Owner: Essex Safeguarding Children Board (ESCB)

Authorised by: Business Management Sub-committee

Review date: October 2017

Introduction:

A key role of the Business Management Sub committee is to oversee progress towards the five 'Improvement Priorities' as set out in the ESCB Business Plan 2015-17:

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse.
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety.
3. Effective arrangements are in place to respond to early signs of need including neglect.
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community.
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning.

1. Purpose of Business Management Sub-committee

- To provide scrutiny and oversight to the achievement of the ESCB Business Plan.
- To monitor the ESCB budget.
- To ensure that all administrative functions to support the ESCB are in place.
- To highlight any risks to progress against the Business plan to the ESCB.

- To receive reports from the sub committees quarterly to assess progress against the Business Plan.
- To receive requests for general business papers to go to the ESCB and produce draft agendas for agreement by the Independent Chair.
- To oversee the compilation of the annual report.

2. How will the Business Management Group fulfil its purpose

- The Sub-committee will meet quarterly, for 2 hours, in between ESCB meetings.
- The meetings will take place in Chelmsford to ensure representatives from as many partner agencies as possible can attend
- Partner agencies will send a representative from their agency to each meeting.

3. Information sharing between agencies

All members will link with the appropriate operational functions and teams to provide feedback which supports continuous improvement.

4. Risks

All agencies will be responsible for secure storage and sharing of confidential information.

5. Accountability

The Business Management Sub-committee will be accountable to the Chair of the ESCB and Board.

6. Membership and responsibilities

The following agencies are core members of the Business Management sub-committee and must send a representative (ideally the same representative) to each meeting. The sub-committee Sponsor is the Independent Chair of the ESCB.

Agency/Provider	Named Representative	Key Responsibilities
ESCB Business Manager	Alison Cutler	Chair
ECC Safeguarding Lead	Maria Barnett	Vice Chair (interim)
ECC Head of Policy and Strategy		

ECC Finance		
SCR Chair		
Policy and Procedures Chair		
Performance and Quality Assurance Chair		
Learning and Development Chair		
Health Executive Forum Chair		
City District and Borough Chair		
CSE and Missing Chair		
Legal Advisor		
Lay member		



City, District and Borough Safeguarding Leads Group Terms of Reference

Document Owner: Essex Safeguarding Children Board (ESCB), Essex Safeguarding Adult Board (ESAB)

Authorised by: CDB Group members

Author: Alison Cutler in conjunction with CDB Chair

Review date: October 2017

Introduction:

A key role of the City, District and Borough Safeguarding Leads Group is to support key safeguarding priorities as set out in the ESCB Business Plan 2015-17 and ESAB Strategic Plan 2015-17:

ESCB

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety
3. Effective arrangements are in place to respond to early signs of need including neglect
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning

ESAB

Strategic Priority 1: ESAB can gain assurance that adults in Essex are experiencing safe, high quality social care provision.

Strategic Priority 2: Adults in Essex have access to safe, high quality health service provision in Essex

Strategic Priority 3: Minimise impact of deprivation of liberty changes resulting from the Cheshire West supreme court judgement

Strategic Priority 4: ESAB are assured that areas of hidden harm in Essex is being given sufficient priority within its partner agencies and that there are adequate systems in place to measure risk around Honour Based Abuse, forced marriage, female genital mutilation, preventing radicalisation of adults and modern slavery in Essex

Strategic Priority 5: ESAB is able to assure itself that safeguarding information sharing procedures are established and being used effectively at an operational level

Strategic Priority 6: ESAB is an effective strategic board fulfilling its statutory objective to help and protect adults who have needs for care and support, who are experiencing or at risk of abuse or neglect

1. Purpose of the Group:

- To drive forward best practice in safeguarding across City, District and Borough councils in Essex.
- To ensure that policies processes and systems in City, District and Borough councils in Essex are in line with statutory requirements and national developments.
- To maximize opportunities to share good practice and learning from SCR's, Adult Case Reviews, DHR's and general safeguarding issues
- To ensure that City, District and Borough councils in Essex have robust training and workforce development strategies in place.

2. How will the Group fulfil its purpose:

- By having a clear, two-way communication channel with the ESAB and ESCB
- By taking a strategic lead for safeguarding in its broadest context within the work of the City, District and Borough councils (CDB's)
- By ensuring that all CDB councils are supported in developing robust

safeguarding arrangements.

- By ensuring that CDB's in Essex are aware of Safeguarding Adult Review and Serious Case Review activity happening across Essex and that recommendations from these relating to councils are put into action and audited, where appropriate via collective action
- By supporting the performance management role of ESAB and ESCB within the context of CDB's
- By agreeing and committing to CDB's representation at ESAB and ESCB
- By reviewing the ESAB and ESCB Business Plans and agreeing how actions should be taken forward by CDB's in Essex
- By providing the forum via which new joint policies and procedures for CDB's in Essex are consulted on, agreed and distributed

The Group will meet on a quarterly basis for 2 hours in Chelmsford, to ensure representatives from as many areas as possible can attend

3. Information sharing between agencies:

- All CDB's represented at the forum will share safeguarding information from their organisation, where deemed appropriate and in the interests of support
- All CDB's will communicate with the appropriate operational functions and teams, to ensure that agreed messages reach the right people

4. Risks:

- All CDB's will be responsible for secure data storage and sharing of confidential information

5. Accountability

The CDB Group will be accountable to the Chair of the ESCB and ESAB, and the Essex Safeguarding Boards.

Membership

The following are core members the forum and must send a representative (ideally the same representative) to each meeting.

Agency/Provider	Named Representative	Key Responsibilities
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Andrew Harley	Colchester Borough Council	
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Christine Holmes	Tendring District Council
Christine Selby	Harlow Council
Roz Millership	Uttlesford District Council
Julie Chandler (Chair)	Epping Forest District Council
Marcus Hotten	Rochford District
Kim Anderson	Brentwood Borough Council
Lynn Maidment	Epping Forest District Council
Mel Harris	Castle Point Borough Council
Paula Mason	Basildon Borough Council
Richard Holmes	Maldon District Council
Tracey Parry	Braintree District Council
Paul Brookes	Chelmsford City Council



Terms of Reference: Communications Sub-committee

Document Owner: Essex Safeguarding Children Board (ESCB)

Authorised by: Communications Sub-committee

Review date: October 2017

Introduction:

A key role of the Communications Sub-committee is to raise awareness of the Boards, promote key safeguarding priorities and impact of the five 'Improvement Priorities' as set out in the ESCB Business Plan 2015-17 and ESAB Strategic Plan 2015-17:

ESCB

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse.
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety.
3. Effective arrangements are in place to respond to early signs of need including neglect.
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community.
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning.

ESAB

Strategic Priority 1: ESAB can gain assurance that adults in Essex are experiencing safe, high quality social care provision.

Strategic Priority 2: Adults in Essex have access to safe, high quality health service provision in Essex.

Strategic Priority 3: Minimise impact of deprivation of liberty changes resulting

from the Cheshire West supreme court judgement.

Strategic Priority 4: ESAB are assured that areas of hidden harm in Essex is being given sufficient priority within its partner agencies and that there are adequate systems in place to measure risk around Honour Based Abuse, forced marriage, female genital mutilation, preventing radicalisation of adults and modern slavery in Essex.

Strategic Priority 5: ESAB is able to assure itself that safeguarding information sharing procedures are established and being used effectively at an operational level.

Strategic Priority 6: ESAB is an effective strategic board fulfilling its statutory objective to help and protect adults who have needs for care and support, who are experiencing or at risk of abuse or neglect.

1. Purpose of Communications Sub-committee

- Coordinate multi-agency communication strategy for SCRs and SARs including approach to the review and other high profile cases.
- Agree media plan for promotion of safeguarding (consider specific themes).
- Consider means of developing a consistent way of delivering safeguarding messages to front-line practitioners.
- Consider how to raise awareness among the general public and promote the ESCB website.
- Assessing Impact of communications and campaigns to include referral rates, rise in need and demand for training etc.

2. How will the Communications Sub-committee fulfil its purpose

- The sub-committee will meet quarterly for 2 hours.
- The meetings will take place in Chelmsford to ensure representatives from as many partner agencies as possible can attend.
- Partner agencies will send a representative from their agency where communications and/or safeguarding are part of their role.
- Arrange public awareness initiatives or campaigns focussed on safeguarding.
- Respond and give direction to media approaches to specific local or national issues or incidents, including SCR/SAR.
- Actively promote good practice throughout Essex.
- Support communications activities for the ESCB/ESAB and other sub-committees.
- To be accountable for over-seeing public, partner and stakeholder communication and engagement.

3. Information sharing between agencies

- All partner agencies represented at the Communications Sub-committee agree to share safeguarding information from their organisation.
- To link with the appropriate operational functions and teams to ensure the agreed messages reach the right people.

4. Risks

All agencies will be responsible for secure storage and sharing of confidential information.

5. Accountability

The Communications Sub-committee will be accountable to the Chair of the ESCB and ESAB and the safeguarding Boards.

6. Membership and responsibilities

The following agencies are core members of the Communication sub-committee and must send a representative (ideally the same representative) to each meeting. An appropriate representative should be sent in place if a member cannot attend this meeting.

Agency/Provider	Named Representative	Key Responsibilities
ECC Lead for Safeguarding, Children Services	Maria Barnett	Interim Chair
ESCB Board Manager		
ESAB Board Manager		
ECC		
ECC		
Schools		
Health		
Police		
Voluntary		
Districts		



Terms of Reference: Child Sexual Exploitation (CSE) & Missing Sub-committee

Document Owner: Essex Safeguarding Children Board (ESCB)

Authorised by: CSE & Missing Sub-committee

Review date: 25 July 2016 (the ToR will be reviewed on a six monthly basis)

Introduction

A key role of the CSE & Missing Sub-committee is to provide a means to oversee action and review statutory functions of agencies and drive work around CSE and missing within Essex County.

The statutory responsibilities are outlined within the 2009 Supplementary Guidance on CSE and are clarified, along with a range of commitments, within the 2011 National Action Plan, and statutory guidance on children who run away and go missing from home and care, 2014. Including:

- CSE is assumed to be present, and is prioritised if believed to be a significant issue.
- Preventative activity should be in place to help those being exploited and target perpetrators.
- Ensure problem profiling and amend interventions to reflect the local picture.
- Ensuring robust training, including warning signs, how to report concerns, how to safeguard and prevent, and advice on gathering evidence.
- Ensuring awareness raising campaigns aimed at young people, and general public.
- LSCB Sub-groups to be established to lead on CSE and links to other groups.

The CSE & Missing Sub-committee will contribute to outcomes of the five 'Improvement Priorities' as set out in the ESCB Business Plan 2015-17:

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse.
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety.
3. Effective arrangements are in place to respond to early signs of need including neglect.
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community.
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning.

1. Purpose of CSE & Missing Sub-committee

The sub-committee aims to ensure that practitioners, young people and the general public, are supported through the implementation of robust CSE approaches so that vulnerable populations and victims of CSE are identified early and supported through and past their abusive experiences; that perpetrators of CSE are disrupted, where possible convictions secured and effective joint approaches implemented to reduce the incidence of CSE through collaborative action. The sub-committee will do this by evaluating the agreed data set, listen to the views of practitioners to hear issues of risk and best practice, hear what young people and families tell us about tackling CSE and supporting and protecting those children who go missing.

2. Goals & Outcomes

- To agree and provide a 'Data Set' which will capture and analyse data to enable an understanding of what CSE and Missing looks like across Essex, these will form part of a problem profile to ensure targeted strategies for prevention, awareness raising, protection, prosecution and support.
- To agree an 'Essex Multi-Agency Action Plan' and ensure mechanism for reporting back on the implementation and impact of the plan
- To agree and review key priorities 'work streams' from the Action Plan to drive focussed work across Essex in respect of the 7 key strategic strands from the Southend, Essex, and Thurrock CSE Strategy.
- Ensure that the analysis of prevalence supports commissioning of services around CSE.

3. How will the CSE & Missing Sub-committee fulfil its purpose

- The CSE & Missing Sub-committee will meet bi-monthly for 2 hours, it is anticipated that the meeting will progress to quarterly as it becomes functioning and embedded.

- The meetings will take place in Chelmsford to ensure representatives from as many partner agencies as possible can attend.
- Membership is outlined below and partner agencies will send a representative from their agency where tackling child sexual exploitation and/or missing is part of their role.

4. Information sharing between agencies

- To link with the appropriate operational functions and teams to provide feedback which supports continuous improvement.

5. Risks

- All agencies will be responsible for secure storage and sharing of confidential information.

6. Accountability

The CSE & Missing Sub-committee will be accountable to the Chair of the ESCB and Board. Updates will be provided as requested with a minimum of twice yearly reporting. The Sub-committee will utilise and feed into other ESCB sub-committee as required which are equally accountable to the LSCB; for example, Policies & Procedures and, Audit, Performance & QA Sub-committees.

The Southend Essex and Thurrock CSE Strategy will form the strategy for this ESCB CSE & Missing Sub-committee. Updates will be provided to the SET CSE Strategic Group as requested with a minimum of an annual report.

Quadrant Missing and Child Exploitation (MACE) Groups are accountable to the CSE & Missing Sub-committee. The ESCB Child Sexual Exploitation Project Manager attends quadrant MACE groups to provide expertise and oversight and will feed learning/understanding to the CSE & Missing Sub-committee. Chairs from the MACE groups provide 4 reports a year to the Sub-committee. These reports will be utilised to measure the impact of CSE & Missing arrangements and to evaluate the effectiveness of localised arrangements.

7. Membership and responsibilities

The following agencies are core members of the CSE & Missing Sub-committee and must send a representative (ideally the same representative) to each meeting.

Agency/Provider	Named Representative	Key Responsibilities
Youth Offending Service	Tanya Gillett	Chair
Police	DCI Tom Simons	Vice Chair

Family Operations		
Family Operations		
Essex Safeguarding Children Board		
Education		
Health		
NELFT		
PROVIDE		
PROVIDE		
Community Safety Partnerships and District Councils		
Commissioning		
Community Rehabilitation Company		
National Probation Service		
Voluntary Sector		
Children's Society		
Family Operations		
Adult Services		
Office of the Police and Crime Commissioner for Essex		



Health Executive Forum

Terms of Reference

Document Owner: Essex Safeguarding Children Board (ESCB) / Essex Safeguarding Adult Board (ESAB)

Authorised by: Health Executive Forum

Author: Alison Cutler in conjunction with HEF chair and members

Review date: October 2017

Introduction:

A key role of the HEF is to contribute to the outcomes of the five 'Improvement Priorities' as set out in the ESCB Business Plan 2015-17 and the priorities set out in the ESAB Strategic Plan 2015-17:

ESCB

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse.
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety.
3. Effective arrangements are in place to respond to early signs of need including neglect.
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community.
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning.

ESAB

Strategic Priority 1: ESAB can gain assurance that adults in Essex are experiencing safe, high quality social care provision.

Strategic Priority 2: Adults in Essex have access to safe, high quality health service provision in Essex.

Strategic Priority 3: Minimise impact of deprivation of liberty changes resulting from the Cheshire West supreme court judgement.

Strategic Priority 4: ESAB are assured that areas of hidden harm in Essex is being given sufficient priority within its partner agencies and that there are adequate systems in place to measure risk around Honour Based Abuse, forced marriage, female genital mutilation, preventing radicalisation of adults and modern slavery in Essex.

Strategic Priority 5: ESAB is able to assure itself that safeguarding information sharing procedures are established and being used effectively at an operational level.

Strategic Priority 6: ESAB is an effective strategic board fulfilling its statutory objective to help and protect adults who have needs for care and support, who are experiencing or at risk of abuse or neglect.

6. Purpose of HEF Sub-committee

- To act as the leadership forum for safeguarding for the NHS on behalf of the Essex Safeguarding Children Board and Essex Safeguarding Adults Board.
- To act as a conduit to / from the main board to ensure that all items relevant to health services have appropriate input from the NHS and that the wider business of the safeguarding boards is disseminated into the NHS.
- To take forward any projects or actions collaboratively as required by the main board.

7. How will the HEF will fulfil its purpose

- The HEF will meet bi-monthly for 3 hours.
- The meetings will take place in Chelmsford to ensure representatives from health agencies – providers and commissioners - can attend.
- Health agencies will send a representative from their agency.
- To provide assurance to and be accountable to the Essex Safeguarding Boards and to ensure that appropriate information is shared with the Board.
- Maintain a clear communication pathway for health representatives with the ESCB and ESAB and to be a conduit between the board and partners.
- To be the strategic lead for co-ordination within the Health Service for safeguarding adults and children in its broadest context.

- Ensure providers & commissioners are supported in developing robust safeguarding arrangements.
- Review standards of practice in safeguarding in the Health Service across Essex “Ensure via audit and other means that safeguarding across the NHS in Essex is compliant with the Care Act and associated statutory guidance, Working Together, safeguarding board policies and practice guidance as well as guidance issued by NHS England”.
- Ensure there is awareness across health services of Case Review (SCR and SAR) and Serious Incident activity across Essex. The forum will also ensure that health recommendations from reviews are actioned and audited, where appropriate via collective action.
- Ensure that the safeguarding boards are sighted on key and emerging safeguarding risks in health services and develop appropriate early warning mechanisms for emergent risks.
- Provide assurance to the Safeguarding Boards through the monitoring of health data.
- Agree and provide health representation for the Essex Safeguarding Boards beyond standing roles.
- Review the safeguarding board business plans and agree and support actions being driven forward by health organisations.
- Be a forum for discussion concerning potential policy change within health prior to recommendation to the safeguarding boards.
- Facilitate multi-agency working with other partners on the safeguarding boards.
- Maintain an overview of the wider supporting governance arrangements for safeguarding within individual organisations, localities and the wider NHS.
- To be the forum via which new joint policies and procedures for health agencies are consulted on, agreed and distributed.

NB: In relation to the last bullet point it is the responsibility of the agency representative on this committee to ensure that any draft policy and / or procedure received is subject to appropriate consultation across their organisation and on receipt of an agreed policy and / or procedure that action is taken to ensure ratification, dissemination and implementation.

8. Information sharing between agencies

- Assure that the correct processes for information sharing are in place to safeguard children and adults.

9. Risks

- All agencies will be responsible for secure storage and sharing of confidential information.

10. Accountability

- The HEF Sub-committee will be accountable to the Chair of the ESCB and ESAB Board.

11. Membership and responsibilities

- The following agencies are core members of the HEF sub-committee and must send a representative (ideally the same representative) to each meeting. The representative should have the authority to make decisions on behalf of their agency.
- Other interested parties can be invited to the meeting as required.
- Southend and Thurrock representatives are also invited to the meeting.

Agency/Provider	Named Representative	Key Responsibilities
Castle Point and Rochford CCG	Ian Stidston	Chair
MEHT	Lyn Hinton	Vice Chair
CCG Executive Nurses/Director of Nursing (West Essex, Mid Essex, North East Essex, Basildon and Brentwood, and Castle Point & Rochford)		
Provider Executive Nurses/Directors of Nursing (PAH, MEHT, CHUFT, BTUH, community and mental health providers SEPT, NEPT, NELFT, ACE and PROVIDE and EoE Ambulance service)		
Designated Doctor –Essex –		Advisor to Board
Named GP – SCCN		Advisor to Board
Nurse for Children’s Safeguarding and LAC – SCCN		Advisor to Board
Director of Nursing and Quality, NHS England Essex Local Area Team		
NHS England – Primary care		
ECC Commissioning – School Nurses/Health Visitors		
Public Health ECC		
Domestic Abuse Lead – Health Partners wider Essex - Castle Point & Rochford CCG		
Adult safeguarding Lead		Advisor to Board



Learning and Development Sub-committee

Terms of Reference

Document Owner: Essex Safeguarding Children Board (ESCB) and Essex Safeguarding Adults Board (ESAB)

Authorised by: Learning and Development Sub-committee

Review date: October 2017

Introduction:

A key role of the Learning and Development Sub-committee is to contribute to the outcomes of the 'Improvement Priorities' as set out in the ESCB Business Plan 2015-17 and ESAB Strategic Plan 2015-17:

ESCB

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety
3. Effective arrangements are in place to respond to early signs of need including neglect
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning

ESAB

Strategic Priority 1: ESAB can gain assurance that adults in Essex are experiencing safe, high quality social care provision.

Strategic Priority 2: Adults in Essex have access to safe, high quality health service provision in Essex

Strategic Priority 3: Minimise impact of deprivation of liberty changes resulting from the Cheshire West supreme court judgement

Strategic Priority 4: ESAB are assured that areas of hidden harm in Essex is being given sufficient priority within its partner agencies and that there are adequate systems in place to measure risk around Honour Based Abuse, forced marriage, female genital mutilation, preventing radicalisation of adults and modern slavery in Essex

Strategic Priority 5: ESAB is able to assure itself that safeguarding information sharing procedures are established and being used effectively at an operational level

Strategic Priority 6: ESAB is an effective strategic board fulfilling its statutory objective to help and protect adults who have needs for care and support, who are experiencing or at risk of abuse or neglect

1. Purpose of the Learning and Development Sub-committee:

- Develop and deliver multi-agency learning and development programmes that arise from ESCB and ESAB Business Plan priorities, reviews and national and local priorities
- Monitoring and evaluation of the scope, reach and impact of safeguarding training across all agencies.
- Monitor and evaluate the impact and effectiveness of the ESCB and ESAB multi-agency learning and development programme.
- Ensure the ESCB and ESAB learning and development programme is flexible, makes use of innovative learning methods and is updated in response to local and national developments and feedback.
- Identify and act upon any gaps in safeguarding learning provision as appropriate

2. How will the Learning and Development Sub-committee fulfil its purpose:

- The meetings (minimum quarterly) will take place in a venue to ensure representatives from as many partner agencies as possible can attend. Members may have the opportunity to participate virtually.
- Development of a multi-agency learning and development programme that reflects the aggregated learning from Serious Case Reviews (SCR), Safeguarding Adult Reviews (SAR), Domestic Homicide Reviews (DHR) and other reviews in Essex and nationally
- To produce multi-agency quality standards for learning and development

- To promote a culture of continuous learning and improvement in line with the learning and improvement framework
- Develop and implement robust methods of learning evaluation including impact on practice
- Ensure effective use of resources to provide a multi-agency learning programme including cross cutting training initiatives where possible
- To plan and deliver an annual ESCB conference and ESAB conference in conjunction with the communications sub committee

3. Information sharing between agencies:

- To link with the appropriate operational functions and teams to provide feedback which supports continuous improvement
- All agendas, reports, other documents and all proceedings of the sub-committee shall be treated as confidential unless or until they are published or are authorised to be communicated.

4. Risks:

- All agencies will be responsible for secure storage and sharing of confidential information

5. Accountability

The Learning and Development Sub-committee will be accountable to the Chair of the ESCB and ESAB and Safeguarding Boards.

6. Membership and responsibilities

The following agencies are core members of the Learning and Development sub-committee and must send a representative (ideally the same representative) to each meeting.

Ad-hoc or co-opted panel members will be required to adhere to the above points

Role and Agency/Provider	Named representative	Key Responsibilities
ECC, Director of Local Delivery, Adults	Ann Workman	Chair (adults)
ECC, Lead for Partnership Delivery	Clare Corrigan	Vice chair (Children)
ECC, Schools Safeguarding Adviser	Jo Barclay	Children
ECC, Early Years and Childcare Commissioner for Workforce Development & Training	Trudi Bishop	Children
North East London Foundation Trust, Head of Children's Services	Sandra Bryan	Children

Basildon and Brentwood		
Anglian Community Enterprise, Sexual Health Facilitator	Anita Claridge Lawrence	Adults
North East London Foundation Trust, Clinical Lead	Chelle Farnan	Adults
NELFT Named Nurse Safeguarding Children in Essex	Graeme Gail-McAndrew	Children
ECC, Head of Operational Support and Development	Giles Goodeve	Adults
Essex and Kent Police	Zoe Hack	Both
Health services	Jane Herriott	Children
Estuary Housing, Assistant Director of Human Resources and Organisational Development	Linda Hollingworth	Adults
National Probation Service, Senior Probation Officer	Frances Mason	Both
ECC, Head of Family Operations Workforce Development	Mandy Nightingale	Children
Essex Education Services, Schools HR Manager (Advisory Services)	Stephen Nunn	Children
Essex Community Rehabilitation Company	Angie Osborne	Both
Basildon and Thurrock University Hospital, Head of Safeguarding	Sarah Pope – Louise Bell attending in place of	Adults
Essex Cares, Safeguarding Lead	Julia Prestney	Adults
Basildon and Brentwood Clinical Commissioning Group, Associate Designate Nurse	Jacquie Pridie	Children
Essex Education Services, Head of Education Services (Regional & Overseas)	Keren Prior	Children
ECC, Essex Social Care Academy, Senior Workforce Development Officer	Geraldine Rolls	Children
Independent Living Advocacy, Director	Moira Rowland	Adults
Essex Police Training College	Sam Smith	Both
Essex Independent Carers Association	Rachel Vanstaveren	Adults
NHS NE Essex Clinical Commissioning Group	Jane Whittington	Adults
ECC, Essex DA coordinator	Michelle Williams	Both

ESCB and ESAB support team in attendance

Role	Name		ESCB/ESAB member
Project Officer	Glykeria Anyfanti		ESCB
Business manager	Paul Bedwell		ESAB
Business Manager	Alison Cutler		ESCB
Practice Development Manager	Karen Hammett		ESCB
Training and development Manager	Paula Ward		ESCB



Terms of Reference: Policies, Procedures & Practice Development Sub-committee

Document Owner: Essex Safeguarding Children Board (ESCB)

Authorised by: PPPD Sub-committee

Review date: October 2017

Introduction:

A key role of the PPPD is to contribute to the outcomes of the five 'Improvement Priorities' as set out in the ESCB Business Plan 2015-17:

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse.
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety.
3. Effective arrangements are in place to respond to early signs of need including neglect.
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community.
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning.

1. Purpose of PPPD Sub-committee

- Ensure that all safeguarding policies and procedures are current and compliant with statutory guidance and relevant to practice development

2. How will the PPPD fulfil its purpose:

- The PPPD will meet quarterly for 2 hours.

- The meetings will take place in Chelmsford to ensure representatives from as many partner agencies as possible can attend.
- Develop inter-agency protocols on specific safeguarding areas, including those that may not fall within SET Procedures.
- Provide a link to SET arrangements and make arrangements for local implementation.
- Respond to all changes in national and local policy.
- Identify gaps in safeguarding practices and procedures and implementing appropriate strategies.
- Identify how new policies and procedures should best be communicated to frontline staff and managers usually via liaison with the Communications sub-committee.
- Ensure that changes to policy and procedures influence practice development through monitoring and evaluation.
- Work with SCR sub-committee to undertake 'lessons learnt' reviews, following the completion of every SCR, to identify required amendments to policy and procedure.
- Ratify any other policies and procedures which may be developed by sub-stream workgroups, prior to presentation and approval by ESCB.
- Agree the performance monitoring arrangements in respect of new ESCB / SET policy and procedure (including how compliance will be reviewed) and to undertake performance monitoring of policy and procedure in accordance with these agreements.

3. Information sharing between agencies

- To link with the appropriate operational functions and teams to provide feedback which supports continuous improvement

4. Risks

- There are risks of potential breaches of confidentiality with inter-agency information sharing which require careful management
- All agencies will be responsible for secure storage and sharing of confidential information

5. Accountability

The PPPD Sub-committee will be accountable to the Chair of the ESCB and Board.

6. Membership and responsibilities

The following agencies are core members of the PPPD sub-committee and must send a representative (ideally the same representative) to each meeting.

Agency/Provider	Named Representative	Key Responsibilities
ECC – Family Operations	Maria Barnett	Chair
Health	Tbc	Vice chair
ECC-Education		
ECC-ESCA		
ECC-Family Operations, Partnership		
ECC- Head of Commissioning Education and Lifelong Learning		
ECVYS		
Health		
Police		
Essex Community Rehabilitation Company		
District/Borough Council		



Terms of Reference: Serious Case Review (SCR) Sub-committee

Document Owner: Essex Safeguarding Children Board (ESCB)

Authorised by: SCR Sub-committee

Review date: October 2017

Introduction:

A role of the SCR Sub-committee is to contribute to the outcomes of the five 'Improvement Priorities' as set out in the ESCB Business Plan 2015-17.

1. Essex has effective arrangements for delivering and monitoring strategies for tackling Domestic Abuse, Female Genital Mutilation, adult mental health and substance misuse
2. Robust partnership arrangements are in place to support the prevention and management of risk to young people. To include gangs, sexual exploitation, missing children, self-harm and online safety
3. Effective arrangements are in place to respond to early signs of need including neglect
4. ESCB is visible and influential through effective engagement with other agencies, partnerships, practitioners, voluntary and community sector, children, young people and their families and the wider community
5. Essex has an effective LSCB which meets its statutory responsibilities and promotes a culture of challenge, accountability and shared learning.

Purpose of SCR Sub-committee

- Provide oversight to the commissioning and on-going management of all Serious Case Reviews commissioned by the Board
- Manage the SCR process and provide in-depth scrutiny of the quality of Serious Case Review reports, Partnership Learning Review reports and other significant reviews.

- Review and make recommendations to the ESCB Chair on whether referred cases meet the criteria for a Serious Case Review and where cases do not meet the criteria, make recommendations in appropriate alternative action
- Determine the scope and Terms of Reference for each Serious Case Review in line with the local framework
- Oversee the learning from Serious Case Reviews aspect of the learning and improvement framework for Essex LSCB
- Oversee the liaison with the National Panel regarding specific Serious Case Reviews commissioned by the LSCB
- Oversee the combined learning from Multi-Agency Audits and Multi-Agency Case Reviews where these are commissioned by the SCR sub-committee

How will the SCR sub-committee fulfil its purpose

- The SCR Sub-committee will meet quarterly for 3 hours.
- The meetings will take place in Chelmsford to ensure representatives from as many partner agencies as possible can attend
- The reviews will be conducted regularly, not only on cases which reach statutory criteria, but also on other cases which can provide useful insights into the way organisations are working together to safeguard and protect children
- The reviews will look at what happened in a case, why and what action will be taken to learn from the review findings
- As a result of any review, to action results in lasting improvements to services which safeguard and promote the welfare of children and help protect them from harm
- There is transparency about the issues arising from individual cases and the actions which organisations are taking in response to them, including sharing the final reports of Serious Case Reviews with the public

Information sharing between agencies

- To link with the appropriate operational functions and teams to provide feedback which supports continuous improvement

Risks

- All agencies will be responsible for secure storage and sharing of confidential information

Accountability

- The SCR Sub-committee will be accountable to the Chair of the ESCB and Board

Membership and responsibilities

The following agencies are core members of the SCR sub-committee and must send the most appropriate representative (ideally the same representative) to each meeting.

Where appropriate, non-members may be invited to contribute to discussions at quarterly meetings.

Agency/Provider	Named Representative	Key Responsibilities
Family Operations, ECC	Paul Secker	Chair
Essex CRC	Martin Lucas	
Health, Designated Nurse	Sandra Garner	
Health, Designate Dr	Geetha Kugan	
National Probation Service	David Messam	
Health Provider Organisation	Gill Parker	
Essex Police	Tracy Hawkings	
Education	Cathryn Adams	
Lay Member	Kate Evans	
Family Operations, ECC	Janine Dawson	
City, Districts and Borough Councils	Fiona Gardiner	

Quoracy

The quorum for the SCR sub-committee is four full members representing at least three statutory agencies and no decisions can be made without the meeting being quorate. An appropriate representative should be in attendance where a core member is unable to attend a meeting.

Appendix 4 – ROLES AND RESPONSIBILITIES OF CHAIRS OF ESCB SUB-COMMITTEES

ROLE PROFILE		CHAIR OF SUB-COMMITTEE	
KEY PURPOSE:		To ensure the sub-committee functions and performs as a formally constituted arm of the Essex Safeguarding Children Board and fully achieves the core aims and membership requirements of the sub-committee as set out in the ESCB Constitution / Terms of Reference.	
Key accountabilities	Achieved through	Evidenced by	
Produce an annual schedule of meetings for the sub-committee	Working with the ESCB manager/officer to establish a schedule of meetings that meets the requirements of Board meetings, the annual Business Plan and any other relevant local requirements.	Schedule of meetings in place and published.	
Produce an agenda for meetings two weeks in advance of each meeting and approve minutes of meetings within two weeks of meetings taking place.	<p>Working with the ESCB manager/officer to ensure that agenda items are appropriate and relevant for the sub-committee and that members have agendas in advance of meeting dates.</p> <p>Working with the Vice Chair and any other relevant manager/officer to ensure that minutes are accurate, that they fully reflect discussion; and that actions are clearly identified, with accountable owners and dates for completion.</p>	<ul style="list-style-type: none"> · Agendas are in place and published. · Actions and accountabilities recorded. · Approved minutes published and circulated to sub-committee members. 	
Hold individual Sub-committee members to account for the completion of actions that result from Serious Case Reviews, Learning Reviews or other ESCB activity attributable to their agency.	<p>Working with the ESCB Manager to regularly identify any outstanding serious case review, learning review, Business Plan recommendations or activity relating to their organisation.</p> <p>Ensuring committee members are aware of their individual responsibility in contributing to the completion of actions attributable to their agency.</p> <p>Ensuring committee members are aware of the need for their agency to provide relevant and suitable evidence of actions</p>	<ul style="list-style-type: none"> · Agendas · Minutes of the sub-committee · Completion of actions · Evidence of completion of actions 	

	<p>completed and submitting this to the ESCB Manager.</p> <p>Feeding back to the ESCB Manager on any issues or concerns that have been raised in the sub-committee that could result in actions not being completed appropriately or on time.</p>	
Maintain the Business Plan Sub-committee requirements.	<p>Ensure that the Sub-committee has a work plan that links to the ESCB Business Plan and recommendations and actions are being actively progressed and completed within the stated timescales.</p> <p>Ensure all sub-committee activities are recorded.</p> <p>Ensure any areas of high risk are brought to the attention of the Board as exceptions for review and agreed action.</p>	<ul style="list-style-type: none"> · Minutes of progress / exception reports to Board meetings. · Minutes of sub-committee meetings Quarterly summary to the Business Management Sub-committee outlining. · Progress of each sub-committee against the work plan (incl. attendance).
Attend the ESCB Board as required.	<p>Making an active contribution towards the effective working of the ESCB and achievement of sub-committee core aims and objectives.</p> <p>Report back on the activities of the sub-committee.</p> <p>Report back on attendance at conferences and events.</p>	<ul style="list-style-type: none"> · Willingly supporting and encouraging colleagues to work together. · Actions clearly focused on the business and responsibilities of the appropriate sub-committee.
Monitoring the Terms of Reference of the Sub-committee.	<p>Annually review the sub-committees terms of reference and put forward any proposals for improvement for discussion and agreement by the relevant sub-committee members.</p> <p>Any significant changes that may impact on the current governance constitution arrangements would need to be endorsed by the ESCB via the Business Management Group.</p>	<ul style="list-style-type: none"> · Revised Terms of reference agreed by relevant Sub-committee and if required endorsed by the ESCB. · Annual QA of all sub-committee ToRs undertaken by the Business Management Group.

Appendix 5 – Independent Chair Role Profile

Essex Safeguarding Children & Adult Board Independent Chair

Job Purpose

1. To Chair Local Safeguarding Children and Adult Board meetings and a range of public events including Conferences and Partnership Events.
2. To provide a strong independent voice, leadership and strategic vision for the Safeguarding Boards.
3. To ensure that the Boards operate effectively in promoting the safeguarding, wellbeing and interests of children/young people and adults in Essex.
4. To liaise with the Essex Health & Wellbeing Board as safeguarding champion, identifying issues that need to be addressed by the board.
5. To make decisions regarding the undertaking of Serious Case Reviews and regarding the commissioning and publication of Serious Case Review reports.
6. To participate in external reviews of the Safeguarding Boards and be accountable for any resulting improvement plans.
7. To drive forward continuous learning, improvement and development of the Essex Safeguarding Children & Adult Boards and ensure that performance by all agencies is rigorously reviewed and monitored.
8. To ensure that the voices of service users are represented in the work of the Safeguarding Boards keeping outcomes for them at the centre of the work.

Key Accountabilities

1. To chair and provide leadership to the Boards to ensure that:
 - Mechanisms are in place to lead, monitor, review and evaluate all safeguarding practices within Essex.
 - All agencies within Essex offering services to children and adults are adhering to safeguarding guidance and that their performance is rigorously reviewed.
 - Mechanisms are in place to raise issues of poor performance with the Safeguarding Boards agencies and to ensure corrective, timely action is taken.
 - Safeguarding outcomes are a priority within partner agencies' wider agenda.
 - Safeguarding Boards allocated resources, financial and human, are utilised to meet both Board's objectives and any shortfalls are brought to the attention of funding partners.
 - The Boards fulfils their terms of reference.
 - The Safeguarding Boards Business Plans and Training Strategy reflect and support the purposes of the Boards.

- The Boards works collaboratively and effectively in their functions to safeguard and promote the welfare of children/young people and vulnerable adults in Essex.

(This will include any additional board meetings convened as a response to specific circumstances.)

2. In conjunction with relevant statutory officers, to ensure that the Safeguarding Boards is meeting its statutory responsibilities and objectives.
3. To facilitate the smooth running of the Safeguarding Boards by ensuring appropriate preparation of board agendas and papers with designated officers and by reading the papers and clarifying any points as necessary.
4. To agree the minutes and ensure speedy and appropriate distribution.
5. To follow up decisions as required (including items for “Chair’s Action”).
6. To respond to correspondence sent to the Chair with support from the Safeguarding Boards Business Support staff.
7. To provide professional advice and support to the Safeguarding Boards Business Manager’s as required.
8. When required, to offer leadership to the implementation of the Serious Case Review process, participating in decision making on individual case issues as set out in the SET procedures and supplementary guidance.
9. To ensure the effective operation of both the Child Death Overview Panel and any Case Reviews, the dissemination of lessons learnt and the implementation of the proposed recommendations.
10. To oversee the production of the Safeguarding Boards annual report and business plan in conjunction with the Business Managers, ensure its publication and follow up agreed programme of work.
11. To facilitate discussion on the Boards budget and negotiate contributions from the partner agencies.
12. To continually review the Safeguarding Boards and sub-committee membership to ensure they are effective and representative.
13. To ensure good working relationships between agencies and individual members of the Safeguarding Boards.
14. To provide independent arbitration as necessary when conflicts of interest arise within the Board.
15. To respect confidentiality of sensitive information provided by the constituent agencies of the Board and to adhere to confidentiality guidelines and ensure that Safeguarding Boards business documents are kept safe and secure at all times.
16. With relevant statutory officers and bodies, to ensure that key safeguarding issues and national developments are brought to the attention of and considered by the Safeguarding Boards and their various sub-committees.
17. To ensure, with others, that the voices of children, young people and their families are well represented in the work of the LSCB.

18. With the DCS/DASS, the Chair may be required to give a public response on behalf of the Safeguarding Boards in certain situations, such as following a Serious Case Review.
19. To represent the Safeguarding Boards on other strategic bodies as required and at national and regional meeting.
20. To ensure that the Chair's work is carried out without discrimination by using an anti-discriminatory diversity inclusive framework.
21. To implement the Chair's duties in an impartial and equitable manner, without favour to any of Safeguarding Boards agencies.

These are the key tasks as currently defined. They are not listed in priority order and post holders should not place emphasis on the location of the task within the job description. From time to time, the key tasks may be varied and the post holder will be expected to take on variations within the constraints of the role.

Accountability

The Chair shall be appointed or removed by the Local Authority Chief Executive following consultation with a panel of Board Members in accordance with paragraphs 13 and 14 Chapter 3 Working Together 2015.

The Chief Executive of the Local Authority will hold the Chair to account for the effective working of the Boards drawing upon other partners and where appropriate the Lead Member. This includes also an annual performance appraisal of the Chair.

The Board will agree objectives for the chair in consultation with the Chair aligned to the business plan.

Decision Making

The ESCB/SAB Independent Chair holds the ultimate authority for both Essex Safeguarding Boards and for any decisions that it makes. He/she can sign off policies, action plans and other documents on their behalf if required. In particular, it is the role of the Chair to provide challenge to partner agencies, to make the final decision whether or not Serious Case Reviews are to be held and to take ownership of the ESCB/SAB safeguarding agenda.