



**LONDON BOROUGH OF REDBRIDGE**

**INTER-BOARD GOVERNANCE PROTOCOL**

**2014**

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**April 2014**

## **1. Introduction**

- 1.1 The aim of this protocol is to define how the key partnership boards and the relevant senior managers within the London Borough of Redbridge work together in the pursuit of safeguarding and promoting the health and wellbeing of children, young people and adults.
- 1.2 This protocol sets out the principles underpinning how the Boards work across their defined remits, the specific function of each Board, how communication and engagement will be secured across the Boards and the practical means by which effective co-ordination and coherence between the Boards will be secured. The protocol also clarifies the respective roles of the Chief Executive, The Director of Children's Services, and the Chair of the Safeguarding Board.

## **2. Principles**

- 2.1 This protocol does not seek to dilute the discrete responsibilities of each Board. Its focus is on ensuring that the following principles underpin how the four Boards will operate.

**Safeguarding is the business of all Boards**

**It will enhance the work of each Board if members know and understand the business of the other Boards.**

**A culture of scrutiny and constructive challenge will exist across the Boards.**

**The Boards will work together to avoid duplication and ensure consistency**

## **3. Board Functions**

### **3.1 Redbridge Health and Wellbeing Board**

- 3.1.1 Health and Wellbeing Boards were established by the Health and Social Care Act 2012. They are a top level forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities.
- 3.1.2 The Board sets the overall commissioning framework and priorities for Children and Adults in the area. It aims to ensure patients and the public experience more joined-up services from the NHS and the local council.

- 3.1.3 The Board helps to give communities a greater say in understanding and addressing their local health and social care needs. The boards are expected to ensure that the needs of local people as a whole are taken into account in their work
- 3.1.4 The Redbridge Health and Wellbeing Board brings together the Clinical Commissioning Groups, Redbridge Council, NHS England and the local Healthwatch to develop a shared understanding of the health and wellbeing needs of the community.
- 3.1.5 The Board takes overall responsibility for assessing local need through the undertaking and maintaining the Joint Strategic Needs Assessment (JSNA) and for the development and implementation of a Health and Wellbeing Strategy that reflects priorities identified within the JSNA and from local engagement and consultation.
- 3.1.6 Further information about the work of the RHWB can be found at:  
[http://www2.redbridge.gov.uk/cms/the\\_council/public\\_meetings/health\\_wellbeing\\_board.aspx](http://www2.redbridge.gov.uk/cms/the_council/public_meetings/health_wellbeing_board.aspx)

## **3.2 Redbridge Children's Trust Partnership**

- 3.2.1 The CTPB sits at the level below the HWB. It both translates the broad commissioning strategies of the HWB into more detailed commissioning plans for children and young people, and feeds its more detailed understanding of children's needs, gaps in services, priority areas where outcomes need to be improved into the work of the HWB to make sure that the broad commissioning strategies approved by the HWB are fully informed by the CTPB's view of priorities for children.
- 3.2.2 Children's Trust Partnerships were established in accordance with the statutory guidance: "Children's Trusts: Statutory Guidance on Co-operation Arrangements, including the Children's Trust Board and the Children and Young People's Plan" (DCFS, March 2010) but are no longer a statutory requirement of local authorities.
- 3.2.3 The Trust has a specific duty to draw up and review The Children and Young People's Plan.
- 3.2.4 The CTPB provides a strategic framework within which partners may commission services in a co-ordinated way within the overall framework set out by the HWB. It promotes co-operation in all areas relating to its remit of 'giving people the skills and opportunities to make the most of their lives'. The CTPB is also the mechanism for the governance of the Early Intervention strategy.

### **3.3 Redbridge Community Safety Partnership**

- 3.3.1 Also at the level below the HWB sits the Community Safety Partnership. Community Safety Partnerships are made up of representatives from the police, local authorities, fire and rescue authorities, probation service and health.
- 3.3.2 The CSP ensures agencies work together to protect their local communities from crime and to help people feel safer. They work out how to respond to local issues such as antisocial behaviour, drug or alcohol misuse and re-offending. The CSP annually assesses local crime priorities and consults partners and the local community about how to deal with them.
- 3.3.3 The CSP will prepare, implement and performance manage an evidence-led annual strategic assessment and three-yearly partnership plan for the reduction of crime and disorder in the area
- 3.3.4 The CSP consults the community on the levels and patterns of crime, disorder and substance misuse and on matters that need to be prioritised by the partnership

### **3.4 Redbridge Local Safeguarding Children's Board**

- 3.4.1 The Children Act 2004 requires each local authority (LA) to establish an LSCB, with the following core objectives:
- to co-ordinate what is done by each person or body represented on the LSCB for the purpose of safeguarding and promoting the welfare of children in the area of the LA
  - to ensure the effectiveness of what is done by each such person or body for that purpose.
- 3.4.2 The Redbridge Local Safeguarding Children's Board provides the statutory arrangements under which organisations co-operate to safeguard and promote the welfare of children and young people in Redbridge.
- 3.4.3 The Board produces and publishes an Annual Report on the effectiveness of safeguarding arrangements within Redbridge, which is reported to the Children's Trust Partnership Board and the Health and Wellbeing Board. The report includes:
- an analysis of the activities of the Board in keeping children safe and evidence of the impact of the Board's work.
  - the learning from the previous year drawn from Serious Case Reviews, other practice reviews and routine audits.
  - priorities for the forthcoming year in line with the learning gained.
- 3.4.4 The Board takes responsibility for monitoring action taken by agencies to improve safeguarding, highlighting areas of underperformance and advising on ways to improve outcomes

- 3.4.5 The Board scrutinises the activities of the Children's Trust Partnership Board and the implementation of the local authority's Children and Young People's Plan.
- 3.4.6 The Board develops and promotes policy and procedures for safeguarding children and young people, making them widely available and publishing them on the LSCB website.
- 3.4.7 The Board considers the arrangements relating to:
- The action to be taken where there are concerns about a child's safety or welfare including thresholds for intervention.
  - Requirements for recruitment, training and supervision of people who work with children.
  - Investigation of allegations concerning people who work with children.
  - Safety and welfare of children who are privately fostered.
  - Co-operation with neighbouring Children's Services Authorities and their board partners.
  - Arrangements for sharing information
- 3.4.8 Further details about the functions of the LSCB can be found at:

[http://www2.redbridge.gov.uk/cms/care\\_and\\_health/children\\_and\\_families/protecting\\_and\\_safeguarding/safeguarding\\_children\\_board/structure\\_and\\_membership.aspx](http://www2.redbridge.gov.uk/cms/care_and_health/children_and_families/protecting_and_safeguarding/safeguarding_children_board/structure_and_membership.aspx)

### **3.5 Redbridge Adult Safeguarding Board**

- 3.5.1 The role of the Adult Safeguarding Board is to lead the strategic development of safeguarding adults work in the borough of Redbridge and to ensure best practice is consistently employed to improve outcomes for vulnerable adults. Specifically it:
- 3.5.2 Agrees and reviews Redbridge's safeguarding adults policy and multi-agency procedure for protecting vulnerable adults, taking into account statutory requirements, national guidance and London regional policies
- 3.5.3 Maintains an annual business plan, setting priorities for preventing and addressing abuse of vulnerable adults, and produces and disseminates an annual report.
- 3.5.4 Monitors incidents of abuse and neglect, reviews trends and acts where appropriate to improve services and support to vulnerable adults.

- 3.5.5 Regularly evaluates how agencies and providers safeguard vulnerable adults, by introducing rigorous quality assurance and scrutiny systems across partner agencies.
- 3.5.6 Agrees a Serious Case Review Protocol and reviews and learns from situations where safeguarding arrangements may have been inadequate.
- 3.5.7 Maintains a programme of training and development on safeguarding vulnerable adults for staff across agencies in the statutory, independent provider and voluntary sectors
- 3.5.8 Develops and promotes arrangements for vulnerable adults and carers to be well-informed about safeguarding arrangements and provide opportunities for service users and carers to influence and feedback on their effectiveness
- 3.5.9 Promotes public awareness of safeguarding as an issue for all citizens and engage the wider community in helping to prevent abuse and neglect and to report where they have concerns
- 3.5.10

## 4. Communication and Engagement

- 4.1 All organisations and professionals have a responsibility for safeguarding.
- 4.2 As such, all key strategic plans whether they be formulated by individual agencies or by partnership forums should include safeguarding as a cross-cutting theme to ensure that existing strategies and service delivery, as well as emerging plans for change and improvement include effective safeguarding arrangements that ensure that all people in Redbridge are safe and their wellbeing is protected.
- 4.3 **The Health and Wellbeing Strategy** (HWS) for the London Borough of Redbridge is the key commissioning strategy for the delivery of services to children and adults in the borough. It is based on the Joint Strategic Needs Assessment together with feedback from the Safeguarding Boards about safeguarding priorities, gaps in service, areas for improvement etc.
- 4.4 The Community Safety Partnership produces an annual strategic assessment on community safety to inform the **Community Safety Service Area Plan**. This document allows the CSP to make informed decisions about partnership priorities and target setting.
- 4.5 **The Children and Young People's Plan** is a partnership plan which includes the contributions of the main agencies within the borough and is agreed by CTPB.. It sets out in detail how agencies will co-operate to improve outcomes for local children and young people. It translates the broad HWS into more detailed plans for children and young people.

- 4.5 It is critical that in drawing up, delivering and evaluating these plans and strategies there is effective dialogue between the RHWB, the CTPB and the CSP with the two Safeguarding Boards so that the strategies are reflected in the Business Plans of both Safeguarding Boards and, in turn, are informed by information from the Safeguarding Boards about the effectiveness of local Safeguarding arrangements.
- 4.6 Specifically there need to be formal interfaces with the Safeguarding Boards at key points including:
- The needs analyses which drive the formulation of the annual Health and Wellbeing Strategy, the CSP Strategy, the CYPF and the Safeguarding Boards' Business Plans. This needs to be reciprocal in nature ensuring that the Safeguarding Boards' needs analyses are fed into the Joint Strategic Needs Assessment (JSNA) and strategic assessment for the CSP and that the outcomes of the JSNA and CSP strategic assessment are fed back into Safeguarding Boards' planning;
  - Ensuring each Board is updated six monthly on progress made in the implementation of the other Boards' Plans and are given the opportunity to carry out mutual scrutiny and constructive challenge;
  - Annually reporting evaluations of performance against plans to provide further opportunity for reciprocal scrutiny and challenge and to enable all Boards to feed any improvement and development needs into the planning process for future years' strategies and plans.
- 4.7 The opportunities presented by a formal working relationship between the RHWB, the CSP, the CTPB, the LSCB and the RSAB can be summarised as follows:
- Securing an integrated approach to the JSNA and CSP strategic analysis, ensuring comprehensive safeguarding data is included in both (consistent with the statutory guidance contained within *Working Together 2013*)
  - Aligning the work of the LSCB and RSAB business plans with the HWB, the CTPB and the CSP strategies and related priority setting.
  - Ensuring safeguarding is everyone's responsibility, reflected in the public health agenda and related determinant of health strategies; together with community safety priorities and the short, medium and long term objectives of the CSP and the CTPB.
  - Identifying a coordinated approach to communication, learning and improvement, performance management and change and commissioning
  - Cross Board scrutiny and challenge and "holding to account": the RHWB, the CTPB and CSP for embedding safeguarding, and the Safeguarding Boards for overall performance and contribution to the other Boards' strategies.

## 5. Practical Arrangements to Secure Co-ordination

- 5.1 The following arrangements detail the effective co-ordination and coherence in the work of the three Boards.
- 5.2 **Between September and November** each year, the Independent Chairs of the two Safeguarding Boards will present to the Health & Wellbeing Board, the Community Safety Partnership Board and the Children's Trust Partnership Board their Annual Reports outlining performance against Business Plan objectives in the previous financial year.
- 5.3 This will be supplemented by a position statement on the Boards' performance in the current financial year.
- 5.4 This will provide the opportunity for the Health and Wellbeing Board, the Children's Trust Partnership Board and the Community Safety Partnership to scrutinise and challenge the performance of the Safeguarding Boards and to draw across data to be included in the JSNA and SCP strategic analysis and to reflect on key issues that may need to be incorporated in the refresh of the Health and Wellbeing Strategy and Community Safety Service Area Plan as well as the Children and Young People's Plan.
- 5.5 **Between October and February**, the Health & Wellbeing Board, the Community Safety Partnership will present to both the Safeguarding Boards the review of their respective strategies including the refreshed JSNA, CYPP and CSP analysis and the proposed priorities and objectives for each. The Children's Trust Partnership Board will present its strategy to the Local Safeguarding Children's Board. This will enable the Safeguarding Boards to scrutinise and challenge performance and to ensure that the refreshed Safeguarding business plans appropriately reflect relevant priorities set by the RHWB CTP and the CSP.
- 5.7 **In April / May** the Boards will share their refreshed plans for the coming financial year to ensure co-ordination and coherence.

## 6. Relationships between the Safeguarding Boards

- 6.1 There should be equally effective co-ordination and coherence between the two safeguarding boards. This will be achieved in part by the arrangements set out above but it is critical that there are processes in place to ensure effective cross-working, scrutiny and challenge between the Safeguarding Boards and the sub-groups. This will be achieved in two ways:
- Sharing annual plans during the formulation stages to enable co-ordination and coherence where there are overlaps in business.
  - Ensuring that there is cross-Board representation to secure on-going communication.

## **7. Key roles and responsibilities**

### **7.1 Director of Children's Services (DCS)**

- 7.1.2 Section 18 of the Children Act 2004 requires every top tier Local Authority to appoint a Director of Children's Services.
- 7.1.3 Responsible to the Chief Executive (Head of Paid Service), the DCS has professional responsibility for the leadership, strategy and effectiveness of local authority children's services.
- 7.1.4 The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers.
- 7.1.5 The DCS is expected to work with a wide range of local partners to deliver the local authority functions relating to both Social Care and Education.
- 7.1.6 The DCS is responsible for commissioned services as well as those directly provided by the local authority.

### **7.2 Lead Member for Children's Services (LMCS)**

- 7.2.1 Section 19 of the Children Act 2004 requires every top tier local authority to designate one of its elected members as Lead Member for Children's Services.
- 7.2.2 Accountable both to the Council Leader and to the local community, the LMCS is a local Councillor who is a member of the Council Executive.
- 7.2.3 The LMCS has political responsibility for the leadership, strategy and effectiveness of local authority children's services.
- 7.2.4 As a politician it is not expected that the LMCS will get drawn into the day to day operational management of children's services. They should, however, provide strong strategic leadership, support and challenge to the DCS and relevant members of their senior team as appropriate.
- 7.2.5 The LMCS should be a "participating observer" of the LSCB, engaging in the discussions but not being involved in the decision making processes, as the LMCS will have separate political processes through which to challenge the DCS and others.

### **7.3 Chair of the Children's Safeguarding Board**

- 7.3.1 According to Working Together 2013 every LSCB should have an independent chair who can hold agencies to account.
- 7.3.2 The LSCB chair is accountable to the Chief Executive who has the power to appoint (or remove) the LSCB chair with the agreement of a panel including LSCB partners and lay members.

- 7.3.3 The LSCB chair is responsible for the effective working of the LSCB. The effectiveness of the LSCB will be judged through examination and challenge of the Annual Business Plan and through appraisal of the chair's effectiveness in the role. The full framework of accountability against which performance is judged is included at appendix 1.
- 7.3.4 The LSCB chair should work closely with all LSCB partners and particularly with the DCS who has responsibilities under the Children Act 2004, for improving outcomes for children, local authority social care functions and local co-operation arrangements for children's services.
- 7.3.5 The LSCB chair is a member of the Redbridge Children's Trust Partnership Board and exercises an independent voice within the Trust
- 7.3.5 The LSCB chair acts as the public face of multi-agency safeguarding in cases of media interest.

#### **7.4 Chief Executive (Head of Paid Service)**

- 7.4.1 The Chief Executive has ultimate responsibility for the Corporate leadership of the Council.
- 7.4.2 The Chief Executive has the responsibility to ensure that the effectiveness of steps taken and capacity to improve outcomes for all children and young people is reflected across the full range of the Council's business.
- 7.4.3 The Chief Executive is accountable to Elected Members for the performance of its chief officers including the DCS
- 7.4.4 Under Working Together 2013, Chapter 3, Paragraph 14 the Chief Executive has the responsibility to appoint or remove the LSCB chair with the agreement of a panel including LSCB partners and lay members.
- 7.4.5 The WT guidance further states that the Chief Executive, drawing on other LSCB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the LSCB. The draft framework for the appraisal is included at appendix 1

### **8. Arrangements Protocol between Chief Executive, Cabinet Member for Children's Services, Director of Children's Services and Chair of the Local Safeguarding Board**

- 8.1 The Chief Executive will meet with the Chair of the LSCB at least three times per year. There will be an expectation of mutual challenge and accountability. The agenda will cover:
- progress against priorities;

- Any issues of concern in relation to the LSCB, including attendance of members, contribution to work plan and priorities;
- Any issues of concern about safeguarding arrangements which should be reported to the Health and Wellbeing Board and/or Children's Trust, including the contribution of individual agencies;

One of the meetings will comprise a formal appraisal of LSCB chair and his/her role in promoting the effectiveness of the LSCB and its delivery of the work programme.

- 8.2 The DCS will meet with the Chair of the LSCB at least every two months. There will be a similar expectation of mutual challenge and accountability. The agenda will cover:
- Progress of the LSCB against priorities
  - Any issues of concern in relation to the LSCB, including attendance of members, contribution to work plan and priorities;
  - Any issues which need to be raised with the Chief Executive.
- 8.3 The DCS and the Cabinet Member meet at least every month. There will be a similar expectation of challenge and accountability. There will be a wide ranging agenda involving the routine interplay between political policies and their implementation by paid officers. The DCS will ensure that the Cabinet Member is appraised of key strategic, financial, staffing and case issues and any other matters that require the Cabinet Member to be aware of or for which her agreement may be required
- 8.4 There is no separate dispute resolution process. It is expected that, within an atmosphere of mutual challenge and accountability, disputes should be identified early. Determined and creative attempts should be made to resolve them. If these are not successful the dispute should be escalated without delay to more senior managers, and if necessary, to the Chief Executives of the relevant organization (the Leader of the Council in the case of political matters).

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## Appendix 1 Framework for the effectiveness of the LSCB

	<b>Outcome</b>	<b>Evidence</b>
1	Effective functioning of the LSCB	<ul style="list-style-type: none"> <li>• The LMCS and the Leader of the Council have confidence in the performance of the LSCB and this confidence is shared by statutory LSCB partner agencies.</li> <li>• Inspections confirm that there are no “inadequate” services in relation to safeguarding.</li> <li>• Governance arrangements are in place and support LSCB activity.</li> <li>• LSCB have focused visions with clear aims and objectives</li> <li>• Annual Business Plans are in place</li> <li>• Forward plan identifies key strategic issues for children and young people and vulnerable adults</li> <li>• All action plans approved and up-to-date.</li> </ul>
2	LSCB has in place effective monitoring and reporting systems for sub groups and partner agencies	<ul style="list-style-type: none"> <li>• All sub groups have appropriate Membership, Terms of Reference, and leadership</li> <li>• Each sub group has delivered the objectives set for it</li> <li>• Datasets and performance information in place to monitor the safety of children are secure and available to the appropriate people.</li> <li>• All partner agencies have safer recruitment arrangements in place</li> <li>• Corporate performance framework with focus on safeguarding is in place and regularly monitored by the LSCB</li> <li>• Chair has dialogue with Chief Executive /Director of key partner agencies about their work and any important issues at least once a year</li> </ul>
3	All SCRs carried out to a high standard	<ul style="list-style-type: none"> <li>• Operational flow chart in place and followed for each Serious Case Review.</li> </ul>

		<ul style="list-style-type: none"> <li>• Preferred list of overview writers set up</li> <li>• Internal arrangements in place to ensure high quality of Independent Management Reviews</li> <li>• Action plan in place and monitored for each SCR</li> <li>• Learning from SCRs feeds through into the LSCB development plans.</li> <li>• Media interest in individual cases is effectively handled</li> <li>• Decision-making over whether to carry out an SCR or whether to publish the report is well handled.</li> </ul>
4	All partner organisations involved to appropriate level in work of LSCB and their sub groups.	<ul style="list-style-type: none"> <li>• Clear targets set for attendance at LSCB and sub groups meetings with meetings with details of achievement published in the annual report</li> <li>• LSCB Chair carries out an annual review of membership and presents recommendations for change in discussion with the CE, Lead Member and DCS (and other agency chief officers as appropriate)</li> <li>• LSCB Chair addresses concerns about agency representatives, attendance etc, with each agency chief officer (or appointed person) as required</li> </ul>
5	LSCB Chair participates fully in local governance arrangements	<ul style="list-style-type: none"> <li>• LSCB Chair is a member of the Redbridge Children &amp; Families Trust, and other local bodies as required/relevant, with the brief to both champion and challenge on matters related to safeguarding</li> <li>• LSCB Chair provides annual report on work of the LSCB to all partners through the local strategic partnership, and executive board</li> <li>• LSCB is effective at holding other agencies to account for the quality of their Safeguarding work</li> </ul>
6	Chair is up to date on, and takes steps to ensure the LSCB is informed on, all guidance, regulation and research	<ul style="list-style-type: none"> <li>• All relevant, new and revised guidance presented to LSCB for discussion</li> <li>• Quality and Improvement tools in place. (Quality Assurance Framework)</li> <li>• Child death review process operating effectively and reporting to LSCB</li> </ul>

7	Chair and LSCB are active at a London and National level,	<ul style="list-style-type: none"> <li>• Chair contributes at regional and national level to promote the work of the LSCB and brings back learning in order to raise Board profiles and contribute ideas to help the LSCB function more effectively</li> <li>• Opportunities to raise the profile of the Board are taken – e.g. conferences Task Force visits etc</li> <li>• Minutes of LSCB and sub groups demonstrate that the Chairman has brought appropriate ideas and learning back from regional and national groups.</li> </ul>
8	LSCB Chair initiates work to hear the views of children and young People.	<ul style="list-style-type: none"> <li>• Mapping of existing methods of capturing the views of young people and reviewing whether further work needs to be commissioned.</li> <li>• LSCB minutes demonstrate that the views of children and young people and lay members form part of the Board's decision making.</li> </ul>