



Lancashire Children and Young People's Trust

Governance Handbook

Version 2.3

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1. Introduction

Partnership working in Lancashire has always been a real strength and this collaboration can be seen to be making a lasting difference to many families. Where practitioners work together, the outcomes for families are much improved and resources are better used. We are strongly committed to working in this way and must ensure that we have a system that supports this.

An ongoing review of our strategic partnerships in Lancashire has highlighted opportunities to streamline our structures and more coherently focus our priorities and resources. This review, and associated consultation, included Children and Young People's Trust arrangements and the Lancashire Safeguarding Children Board Locality Groups. Subsequently, given the clear consensus across all partners of the need to revise partnership structures, the Lancashire Safeguarding Children Board (LSCB) and the Lancashire Children and Young People's (CYP) Trust Board agreed to disestablish the twelve District CYP Trust Boards and the three Locality Safeguarding Children Groups and, from September 2014, establish five Children's Partnership Boards (CPBs) on the following footprints:

- Fylde, Wyre and Lancaster
- Burnley and Pendle
- Rossendale, Hyndburn and Ribble Valley
- Preston
- Chorley, South Ribble and West Lancashire

These CPBs are sub-groups of the Lancashire Children and Young People's Trust. They provide a means by which local priorities can be influenced by local people and enable local agencies to come together to ensure effective collaboration in the development and delivery of services to children and their families.

The purpose of this guidance is to promote and enable effective collaboration between partners across the Lancashire CYP Trust and the five CPBs. Given current and future challenges, with reducing resources and increasing demand, this will help to ensure that as a partnership we can make the most effective use of those resources and achieve the best possible outcomes for our children and young people.

This guidance sets out the requirements and expectations that we should embed collectively and as individual services and organisations, so that our partnership working arrangements through the Trust and the CPBs are robust, transparent and have a positive impact.

2. Important strategies that underpin and drive our partnership working

There are many strategies that guide and direct our work with children and young people in Lancashire and whether these sit within individual sectors or organisations or cover a cross section of partners they will each provide a part of the context for how we want to improve outcomes. However, as partners working together within our CYP

Trust arrangements, there are several key documents that articulate our aspirations for collaborative working. These are:

Lancashire Children and Young People's Plan (CYPP) 2014-2017 – this details the priorities we have identified and the outcomes we want to achieve for children and young people through working in partnership.

Lancashire Safeguarding Children Board Business Plan – this outlines the LSCB's priorities for the year; these include improving safeguarding for children in specific circumstances and improving provision to prevent CSE and to meet the needs of children missing from home, care and education.

Health and Wellbeing Strategy – this aims to improve the health and wellbeing of all Lancashire's residents and to address the inequalities that exist in health outcomes amongst vulnerable groups within our communities and different areas of the county.

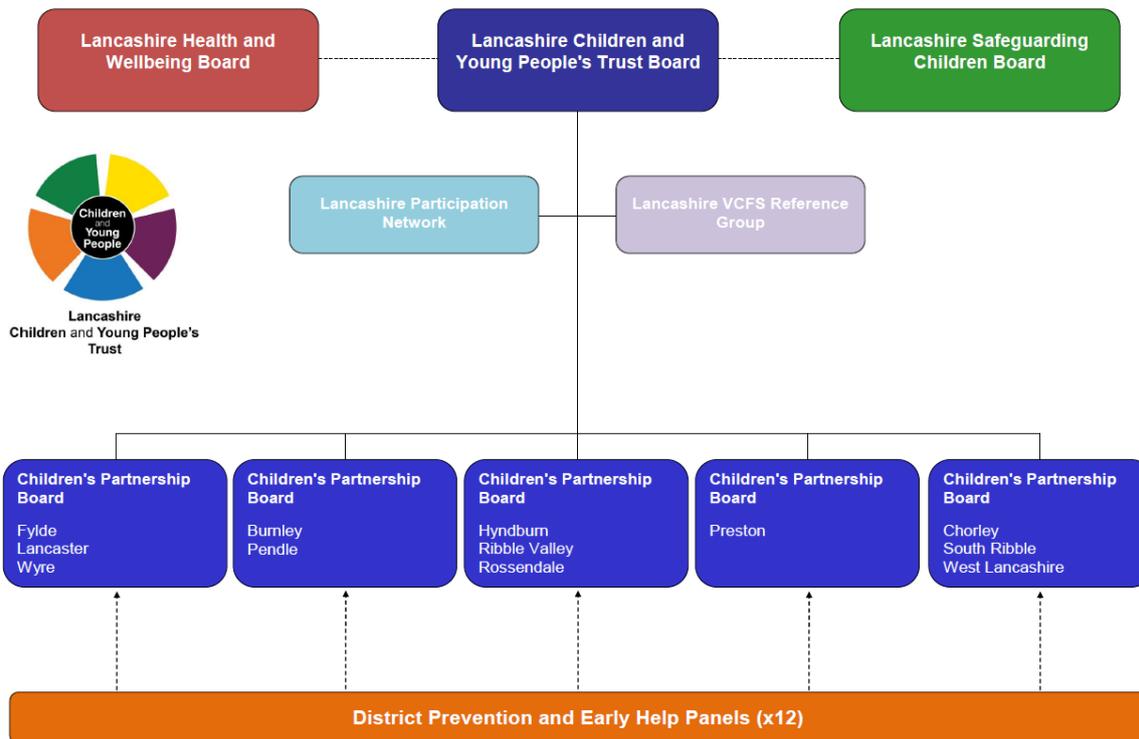
Strategy for Early Support for children, young people and their families – this outlines how we will, through working together, provide the most appropriate services to those with the greatest level of need and at the earliest opportunity, making the best use of the total available resource.

3. Expectations

It is important to recognise some consistency of approach in the way, as individuals, we collaborate to work in partnership through our CYP Trust and CPB arrangements. To support an understanding of this approach all partners need to recognise and apply the following expectations:

- Act in the interests of Lancashire's children, young people and families at all times.
- Bring knowledge and experience about their own organisation/sector and develop experience and knowledge about partner organisations/sectors.
- Ensure that information and decisions taken by the Trust are shared and acted upon within their organisation/sector.
- Ensure that children and young people have the opportunity to inform and shape our priorities, plans and services.
- Work collaboratively to make Lancashire a safe place for children and young people.
- Ensure support and resources from within their organisation/sector to enable the delivery of the CYPP.
- Contribute to the development of robust and effective monitoring and performance arrangements.
- Ensure appropriate representation at meetings and working groups.
- Read all the documents prior to meetings and consult on the content and actions within their organisation/sector as appropriate.
- Be mindful of the sensitivity and/or confidentiality of information shared (eg inspection reports, audits, case reviews), as appropriate.
- Be available for consultation and response on Trust and CPB business between meetings.

4. Lancashire Children and Young People's Trust Structure



April 2015

5. Purposes and accountabilities

Lancashire CYP Trust Board

What is the Board's purpose?

To be responsible for determining the strategic direction for how we work in partnership in Lancashire and co-ordinate delivery to achieve the best outcomes for our children and young people.

What are the Board's key functions?

- To develop and approve the Children and Young People's Plan and ensure partners work collaboratively to deliver its priorities.
- To ensure that the priorities in the CYPP are delivered.
- To ensure the work of the Lancashire CYP Trust is driven through the principles of shared information, shared locations, shared pathways, shared ownership and shared delivery/commissioning.
- To co-ordinate the preparation of a strategic needs assessment.
- To conduct high level monitoring of overall performance.
- To review progress of key strategies, policies and initiatives to ensure that they are contributing to positive outcomes for children and young people.

- To provide a strategic response that can address gaps in delivery identified through data, information and intelligence both at a county and local level.
- To be responsible for ensuring that all relevant partners are actively engaged in the design and delivery of high quality services.
- To be responsible for ensuring that the Trust promotes effective cooperation through integrated working.
- To ensure the participation of children, young people and their families in the design and delivery of services.
- To ensure agencies promote safeguarding.
- To hold each other to account for our commitment to joint working and for the quality of services we provide.
- To provide governance of the five CPBs and enable effective support and challenge between the Lancashire CYP Trust and CPBs.
- In collaboration with the LSCB, to commit to the ongoing review and refinement of children's partnership arrangements and to strengthening links with Health and Wellbeing, Community Safety and Adult Safeguarding structures.
- To provide multi-agency governance of the Troubled Families programme in Lancashire, which will include:
 - performance monitoring;
 - effective support, challenge and action;
 - engagement and communication, influenced and shared by partners, including the voluntary sector.

Children's Partnership Boards

What is the CPBs' purpose?

To drive and deliver effective multi agency working that safeguards and promotes the wellbeing of children and young people and improves outcomes for families.

What are the CPBs' key functions?

- To set a shared vision for children and young people in the area.
- To ensure the delivery of the Children and Young People's Plan and develop local targets and local work plans.
- To ensure and enable the effectiveness of prevention and early help arrangements and the local offer for families.
- To implement findings and areas for improvement identified by serious case reviews and inspections, including Multi Agency Safeguarding Practice Inspections (MASPIs).
- To ensure effective and collaborative practice that safeguards children.

What will the CPBs do?

- Identify and agree local priorities and develop a locality action plan.
- Monitor and review progress.
- Understand levels of need and resources.
- Report progress and risks.
- Enable the participation of children and young people.
- Promote the development of integrated working.
- Enable local influence of county wide priorities.

- Respond to direction from the CYP Trust and challenge from the LSCB.
- Share information and learning.
- Embed learning from reviews, inspection activity and audits of local practice.
- Provide local perspective on needs and intelligence, and support and challenge to the delivery of the Troubled Families programme.

What will this achieve?

- Improved outcomes for children, young people and families.
- Multi agency policy and practice that safeguards and promotes the wellbeing of children and delivers good outcomes effectively.
- More coherent service offer.
- Engagement of families in shaping and influence service design.
- Better alignment and use of resources.
- Improved sharing of information.
- Better understanding of needs, risks and opportunities.

Governance

Each Children's Partnership Board will:

- Be primarily responsible to the Lancashire CYP Trust Board but accept dual accountability to the LSCB with respect to safeguarding issues.
- Provide a brief report to the LSCB and the Lancashire CYP Trust Board after each Children's Partnership Board meeting.
- Establish working groups on a task and finish basis to address identified themes of work.
- Establish links with other local partnerships including Health and Wellbeing Partnerships and Community Safety Partnerships.

6. Values and principles

Lancashire CYP Trust Board and CPB members recognise shared values as the foundation of a strong partnership and through trust, openness, equality and fairness will ensure a strong and sustainable partnership that delivers improved outcomes for children, young people and their families.

Trust – to have confidence in the integrity and ability of all partner organisations working collaboratively through the CYP Trust Board and CPBs.

Openness – demonstrating transparency and openness between partners in how decisions are made and in sharing activities, plans and ambitions.

Equality – each partner organisation has an equal standing within the CYP Trust Board and CPBs regardless of its size, tier or financial contribution.

Fairness – commitment throughout the CYP Trust Board and CPBs that the behaviour and actions of partners is equitable, impartial and objective.

Children's Rights and Participation – a commitment to children's human rights is key to achieving improved outcomes for children and young people. Children and young people have the right to be involved in all decision making that affects their lives.

The Chair of the Lancashire CYP Trust Board and Chairs of the CPBs will be asked to sign a Partnership Agreement to demonstrate consent of Board members to the principles, behaviours and expectations included within (Appendix 1). The document sets out a shared understanding for how we work in partnership through the Lancashire CYP Trust.

7. Meeting protocols

These protocols apply to both the Lancashire CYP Trust and Children's Partnership Boards (unless stated otherwise).

(a) Appointment of Chair and Deputy Chair

Appointment of Chairs and Deputy Chairs will take place every 12 months.

Any member of a Board can be nominated for the role of Chair or Deputy Chair.

It should be recorded how nominations are sought and to ensure that they are properly proposed and seconded. It is important that this process is transparent and equitable and that all nominations are afforded consideration by Board members.

(b) Administration

Clerking arrangements for the Lancashire CYP Trust Board will be undertaken by a nominated County Council officer.

Clerking arrangements for the Children's Partnership Boards will be undertaken by the District Councils within the locality covered by each Board; this can be on a rotating basis (except for the Preston CPB).

Information, papers and agendas will be published on the Lancashire CYP Trust website <http://www.lancashirechildrenstrust.org.uk>.

All information included with notes, papers and agendas must comply with all relevant public information legislation.

Agendas and papers for meetings should normally be shared five working days before the meeting is due to take place.

Any member may suggest items for inclusion on the agenda, but the Chair will determine the content and structure of meeting agendas.

The notes of a meeting should be shared and published on the CYP Trust website as soon as is reasonably practicable (and usually within two weeks of the meeting).

Meeting papers (including reports) should be on the appropriate templates; these are available from the CYP Trust Team.

(c) Frequency of Meetings

The Boards will meet at least on a quarterly basis.

(d) Quorum

The Boards have no quorum, so it is essential that if a Board member cannot attend, an appropriate alternative representative attends in their absence.

(e) Decision Making

Decision making within the Boards is by consensus.

(f) Sub Groups

There will be instances when it is appropriate for small sub groups to be established, on a task and finish basis, to deliver specific pieces of work on behalf of the Children's Partnership Boards, the LSCB or the Lancashire CYP Trust. Such groups should be disestablished once their purpose has been achieved.

(g) Conduct at Meetings

All partners are expected to behave appropriately and with good conduct and the Chair will ensure that individuals recognise these responsibilities. The Chair will have the final say on all matters.

(h) Conflict Resolution

If any dispute or difference arises between partner organisations the partners should collectively take reasonable steps to resolve it. The Chair is responsible for ensuring that conflicts are resolved.

Where matters remain unresolved the advice of the Health Equity, Welfare and Partnerships Manager should be sought.

(i) Declarations of Interest

All partners engaged with the Boards are required to declare any interests which could influence the decisions they make as part of the Trust partnership.

8. Support arrangements

Support currently available to the Lancashire CYP Trust Board and/or the Children's Partnership Boards is as follows.

Central support

- Managing the business of all parts of the Lancashire CYP Trust and ensuring effective co-working between the Lancashire CYP Trust Board and the Children's Partnership Boards.

- Supporting and advocating the work of the CYP Trust and Children's Partnership Boards across Lancashire.
- Enabling effective communication with partner organisations and Children's Partnership Board Coordinators to support the delivery of better outcomes for children and young people.
- Supporting the development of Children's Partnership Boards and ensuring alignment between County and local priorities.

Children's Partnership Board Coordinators

Each Children's Partnership Board has a Coordinator, who is funded through an agreement (the Statement of Commitment) between LCC and the locality's District Councils. The Coordinator provides capacity and coordination for each Children's Partnership Board to ensure partner resources are focused on delivering agreed priorities.

Please note that whilst the above capacity is in place at the time of writing this handbook it is expected, in the current economic climate, that these resources will be significantly reduced in future.

9. Membership

Lancashire CYP Trust Board

Membership of the Lancashire CYP Trust Board will be:

Organisation or sector	No. of members
Children's Partnership Board Chairs	5
District Councils	1
Education - Early Years	1
Education - Primary	1
Education - Secondary	1
Education - Special School	1
FE Colleges	1
Health - Clinical Commissioning Groups	1
Health - NHS	1
Health - Provider	1
Health - Public Health	1
Jobcentre Plus	1
Lancashire Constabulary	1
Lancashire County Council	1
Lancashire Fire and Rescue Service	1
Lancashire Safeguarding Children Board	1
Voluntary Community and Faith Sector	1
Total	21

Children's Partnership Boards

Membership of each Children's Partnership Board will be:

Organisation or sector	No. of members
District Council	1 from each District
Education - Primary School	1
Education - Secondary School	1
Education - Special School	1
Elected Member - County Councillor	2
Elected Member - District Councillor	1 from each District
FE College	1
Health - Clinical Commissioning Group	1
Health - Provider	1
Job Centre Plus	1
Lancashire Constabulary	1
Lancashire County Council	1
Lancashire Probation Trust	1
Lancashire Safeguarding Children Board	1
Voluntary Community and Faith Sector	1
Wellbeing, Prevention and Early Help	1
Total	17 to 21

If a Children's Partnership Board feels that partnership working would be enhanced through the addition of further representatives, agreement for this can be sought from the Lancashire CYP Trust Manager. However, to maintain manageable and effective decision making at Children's Partnership Boards, only small numbers of additional representatives will be considered and on a case by case basis.

10. Elected Members

The role of the County Councillors on the Children's Partnership Board will be:

- To provide a local interface for the County Council to promote effective two-way communication on matters relating to children and young people.
- To support engagement with local communities and ensure that local community interests are reflected.
- To work with partners to provide responses to local issues.
- To take forward appropriate issues which require resolution by the County Council.
- To raise the profile of the County Council and its services.

The above approach is also commended to District Councillors.

11. Induction

Some members of the CPBs may be unfamiliar with the former CYP partnership arrangements and, in the current climate, as individual organisations restructure and reshape services, there remains the potential for changes to the named representatives who sit on the Lancashire CYP Trust and the Children's Partnership Boards. Where this occurs it is important that new representatives are clear about their roles and responsibilities as Board members and understand the overarching strategies, principles and plans that underpin our partnership working. A simple induction pack has been developed and is available from the Children's Trust Team, which will offer an induction meeting to new members of the Lancashire CYP Trust Board and support to Children's Partnership Board Coordinators for meetings with new members of the CPBs.

12. Communication and engagement

Lancashire CYP Trust covers a vast and diverse range of sectors and organisations with an extensive workforce. Whilst this scale and diversity of workforce presents many opportunities and is a real asset in Lancashire it also presents some challenges in how we share information and learning that is timely, relevant and meaningful. Making sure we find ways of getting messages about the Trust to the right people at the right time is really important to how we work better in partnership. We have developed four key ways of keeping in touch with people and we think that using a mix of these four 'tools' gives us the best chance of keeping each other informed.

Four ways of keeping in touch:

- The Trust website www.lancashirechildrenstrust.org.uk.
- An electronic bulletin (the e-bulletin).
- A monthly briefing for Children's Partnership Boards.
- Face to face, through meetings, conferences, workshops and events.

As a Trust, when we communicate we will:

- Keep messages clear and simple without using jargon.
- Share information in a format that is best suited to the audience.
- Share what we have done about the things people tell us.
- Only send information once, where we can.
- Have lots of ways to share our learning and examples of best practice.

13. Relationship with Lancashire Safeguarding Children Board (LSCB)

The LSCB will hold the Lancashire CYP Trust to account for ensuring effective safeguarding practice across the delivery of services to children and young people.

(See LSCB and Lancashire CYP Trust protocol at appendix 2.)

14. Relationship with Lancashire Health and Wellbeing Board

The Health and Wellbeing Board endorses the Children and Young People's Plan and adopts this plan as the Starting Well strand in order to ensure clearly defined, agreed and owned priorities for children and young people. The Lancashire CYP Trust will be accountable to the Health and Wellbeing Board for the delivery of the Children and Young People's Plan.

Appendix 1

Lancashire CYP Trust

Partnership Agreement

*This document sets out a shared agreement for how we work in partnership through the **Lancashire CYP Trust***

1. Statement of purpose

Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users

The Lancashire CYP Trust is a partnership of statutory and voluntary agencies working together to ensure that collectively we improve the lives of children, young people and their families.

The purpose of the Lancashire CYP Trust is:

- To improve outcomes for children, young people and families.
- To improve the life chances for the most vulnerable children and young people.
- To ensure that collectively we make the best use of resources and capacity in delivering effective services.
- To ensure information, data and intelligence determines all service provision and that we can clearly demonstrate the impact of services on children and young people.
- To set and embed the strategic direction for the way we deliver services for children and young people.
- To monitor and evaluate performance against priorities to inform future planning.
- To ensure the participation of children, young people and their families in the design and delivery of services.
- To ensure all our children and young people are safe.

2. Responsibilities of Members

Good governance means performing effectively in clearly defined functions and roles

The **membership** of all parts of the Lancashire CYP Trust is made up of representatives of those organisations that deliver services for children and young people.

Representatives must have a **strategic role** within their organisation and be of sufficient seniority to enable them to:

- Speak for their organisation or sector with authority.

- Commit their organisation to service development and new ways of working.
- Influence the development of their organisation's practices.
- Ensure that children and young people's voices, needs and wishes are represented.
- Contribute to the development of robust and effective monitoring.
- Hold each other to account in the implementation of the CYPP to ensure improved outcomes.

All partners should **declare any interest** they may have in any matters under discussion.

All partners are required **to provide information** to assist the delivery of County and District priorities.

3. Values and Behaviour

Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour

Partnership working through the Lancashire CYP Trust must demonstrate a shared set of values that all organisations uphold to ensure strong, effective and sustainable collaboration. These values can be defined as:

Trust – to have confidence in the integrity and ability of all partner organisations working collaboratively through the CYP Trust.

Openness – demonstrating transparency and openness between partners in how decisions are made and in sharing activities, plans and ambitions.

Equality – each partner organisation has an equal standing within the children and young people's trust regardless of its size, tier or financial contribution.

Fairness – commitment throughout the CYP Trust that the behaviour and actions of partners is equitable, impartial and objective.

Children's Rights and Participation – a commitment to children's human rights is key to achieving improved outcomes for children and young people. Children and young people have the right to be involved in all decision making that affects their lives.

4. Decision making

Good governance means taking informed, transparent decisions and managing risk

The Lancashire CYP Trust will adopt the following ways of working:

- All decisions relating to strategic planning, funding/resources and provision will be informed through a robust evidence base.

- Agendas and notes from meetings of the Lancashire CYP Trust and CPBs will be public documents available through the Lancashire CYP Trust website, except where exempt or confidential information is to be discussed or recorded.
- All decision making is through consensus.
- Items for a meeting agenda will be submitted to the Chair of that meeting who will determine the final agenda. It is intended that agendas, including all background papers, will be circulated no less than 5 working days before the date of the meeting.
- The Chair or Deputy Chair is able to make informed decisions between meetings assuming that:
 - The details of the proposed decision have been circulated to the relevant Lancashire CYP Trust Board or CPB members.
 - There are clear reasons why the decision could not have waited until the next meeting.
 - The decision is reported to the next meeting of the relevant Lancashire CYP Trust Board or CPB.

5. Communication and Engagement

Good governance means engaging stakeholders and making accountability real

Partners working within CYP Trust arrangements will hold each other to account in delivering the County and local priorities agreed through the CYPP.

Partners are expected to ensure the wider engagement of the sectors and organisations they represent.

Partners who work with children and young people have a responsibility to encourage and support their active involvement in decision making and to ensure that this is fed into the CPBs appropriately.

The Lancashire CYP Trust Board and CPBs will ensure effective links with other relevant strategic partnerships.

This agreement will be signed by the Chair of the Lancashire CYP Trust Board and Chairs of the Children's Partnership Boards to demonstrate agreement of Board members to the principles, behaviours and expectations included within.

Signed: _____
 Printed: _____
 On behalf of: *Lancashire CYP Trust Board / [insert name of] CPB*
 Date: _____

Appendix 2

Protocol between Lancashire Safeguarding Children Board and Lancashire CYP Trust

Introduction

Lancashire Safeguarding Children Board (LSCB) and Lancashire CYP Trust (LCYPT) have different but complementary roles in keeping children safe. This protocol sets out how they will work together to make Lancashire a safe place for its children.

Lancashire Safeguarding Children Board

LSCB has a statutory responsibility to children in Lancashire to ensure that work undertaken by partner agencies puts their safety and welfare first.

In Lancashire the following key roles are undertaken via the LSCB:

1. Providing the strategic lead in the continued development of safeguarding services.
2. Co-ordinating and scrutinising local agencies' arrangements for safeguarding children.
3. Ensuring the effectiveness of the Children's Trust approach and other agencies' agreements for safeguarding children.
4. Ensuring safeguarding is planned within all service development.
5. Ensuring that lessons are learnt from every child's death and serious incidents and that families are provided with appropriate support after a child dies.
6. Promoting safeguarding prevention strategies to minimise the requirement for protection.
7. Contributing to the wider goals of improving the wellbeing of all children, but with particular focus on aspects of the 'staying safe' outcomes.
8. Overseeing the role of Early Help Services (including the use of CAF) in helping to keep children safe from harm.
9. Providing multi-agency safeguarding procedures and publishing local guidance in relation to thresholds for intervention.

The LSCB does not commission services directly or manage operational issues. Its role is primarily one of scrutiny, challenge and coordination of multi-agency arrangements.

Lancashire CYP Trust

LCYPT comprises the Lancashire CYP Trust Board and five Children's Partnership Boards.

LCYPT has a particular responsibility to identify vulnerable children and improve early intervention.

The purpose of the Lancashire CYP Trust Board is to be responsible for determining the strategic direction for how we work in partnership in Lancashire and co-ordinate delivery to achieve the best outcomes for our children and young people.

The purpose of the Children's Partnership Boards is to drive and deliver effective multi agency working that safeguards and promotes the well-being of children and young people and improves outcome for families.

LCYPT brings together the organisations in Lancashire responsible for the delivery of services for children young people and families to improve those services and improve children's lives.

It has produced Lancashire's Children and Young People's Plan which sets out the vision and priorities and how the partners will deliver improvements across the five Every Child Matters Outcomes including 'Stay Safe'.

To inform the Plan it undertakes a joint assessment to identify and agree local priorities. These are summarised in the Children and Young People's Plan.

How LSCB and LCYPT will work together

LSCB will both report to and hold to account LCYPT.

LSCB will be responsible for ensuring that partners are held to account for their safeguarding activities and their contribution to meeting the 'To feel safe' activities in the Children and Young People's Plan

Through the discharge of its functions referred to above, the LSCB will scrutinise the work of all agencies to ensure that safeguarding is embedded in all strategic plans and associated work programmes that impact on children and young people.

In the five localities (listed on page 3), Children's Partnership Boards will bring together agencies at a local level to assist with the effective planning of services in response to local need. The LSCB will scrutinise the work of the CPBs and hold them to account for their contribution to safeguarding children. It will do this through:

1. Scrutiny of local performance information.
2. Involving the CPBs in local quality assurance activities.
3. Sharing findings from case reviews and the Child Death Overview Panel Annual Report .
4. Contributing to local plans and strategies.
5. Sharing the LSCB Annual Report with the CPBs.

6. Any other activities.

The LSCB annual report will reflect the work of the CPBs and their localities in its wider assessment of safeguarding arrangements across County. This will be shared by the Chair of the LSCB with the LCYPT to inform county level arrangements and planning.

The Independent Chair of LSCB will be a member of the LCYPT, and hold it to account for its contribution to safeguarding children.

It is the responsibility of the Local Authority Chief Executive (Head of Paid Service) to appoint or remove the LSCB chair with the agreement of a panel including LSCB partners and lay members.

The Lead Member will be a participating observer in LSCB meetings to question and provide democratic challenge and the political leadership for the effective co-ordination of work with other agencies with safeguarding responsibilities.

The Director of Children's Services (DCS) has the responsibility for the safety and welfare of all children in Lancashire and will be a member of LSCB.

The DCS will work with and support the Chair of LSCB and has statutory delegated responsibility for ensuring there is an effective SCB in place. The DCS will consider the inspection reports on the LSCB from Ofsted and the DfE.