

# ROTHERHAM

LOCAL SAFEGUARDING CHILDREN BOARD



## Constitution

# June 2010

## Document Control

Date	Reason for Change	Author (s)
02.11.09	Amendments from Catherine Hall	Catherine Hall / Sonya Chambers
06.11.09	Meeting with Annie Redmond - Operational Safeguarding Children Manager, Phil Morris - Assistant Safeguarding Children Board Manager, Alan Hazell -Independent Chair of Rotherham Local Safeguarding Children Board and Catherine Hall - Interim Safeguarding Children Board Manager.	Catherine Hall / Sonya Chambers
12.11.09	Catherine Hall updated to include Deputies. Forwarded to Joyce Thacker and Alan Hazell for approval	Catherine Hall
17.11.09	Update to diagram on page 14.	Phil Morris / Sonya Chambers
22.02.10	RLSCB Away Day to discuss the constitution in relation to WT 2010.	Sonya Chambers on behalf of RLSCB members.
25.03.10	Amendments requested at RLSCB on <b>19.03.10</b> – agreed as final version.	Sonya Chambers on behalf of RLSCB members.
05.05.10	Final proof read and minor wording changes	Sonya Chambers, Phil Morris and Catherine Hall on behalf of Alan Hazell.
11.06.10	Approval at RLSCB Meeting	

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## 1. Context

- 1.1 The Children Act 2004 requires Children's Services Authorities to establish Local Safeguarding Children Boards (LSCBs) involving key local partners as listed in Section 13(3) of the Act. The Act also requires these Board partners to co-operate with each other in the establishment and operation of LSCBs. This document details the arrangements for the Board partners within Rotherham to carry out their functions as laid out in legislation, regulation and statutory guidance. <sup>†</sup>
- 1.2 The Board, which is an independent statutory body, will be known as the Rotherham Local Safeguarding Children Board (RLSCB).

## 2. Objectives

- 2.1 The core objectives of the Board (S14 CA 2004) are 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 Rotherham; and
  - Ensure the effectiveness of that work.
- 2.2 Safeguarding and promoting the welfare of children is defined in Working Together (WT) 2010 (para 1.10) as:-  
Protecting children from maltreatment -
- Preventing the impairment of children's health or development
  - Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; and
  - Undertaking that role so as to enable those children to have optimum life chances and to enter adulthood successfully.
- 2.3 The scope of the Board's role includes safeguarding and promoting the welfare of children in three broad areas of activity (WT paras 3.12 – 3.14):
- Activity that affects all children and aims to identify and prevent maltreatment, or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care
  - Proactive work that aims to target particular groups; and
  - Responsive work to protect children who are suffering or at risk of suffering harm.
- 2.4 Section 11 of the Children Act 2004 places a duty on key individuals and bodies to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. The application of this duty will vary according to the nature of each agency and its function.

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<sup>†</sup> Details are provided at Appendix 1; Children Act, 2004; Local Safeguarding Children Boards 2006; Working Together to Safeguard Children 2006, 2010

### **3. Functions**

3.1 The core functions of RLSCB, which are defined by The Local Safeguarding Children Boards Regulations 2006, are:-

- a) Developing policies and procedures for safeguarding and promoting the welfare of children in Rotherham. These include:-
  - Actions 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 affecting 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's Services Authorities and their Board partners.
- b) Communicating to people and bodies in Rotherham the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so.
- c) Monitoring and evaluating the effectiveness of what is done by RLSCB partners individually and collectively to safeguard and promote the welfare of children, and advising them on ways to improve.
- d) Participating in the local planning and commissioning of children's services to ensure they take into account safeguarding and promoting the welfare of children.
- e) Undertaking reviews of cases where a child has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected and advising on lessons that can be learned (Serious Case Reviews), and both managing and progressing recommendations from serious case reviews.
- f) Ensuring that there is a co-ordinated response by Board partners and other relevant persons to the unexpected death of a child and collecting and analysing information about all child deaths (Child Death Reviews) with a view to identifying any matters of concern affecting the safety and welfare of children in Rotherham (including any case giving rise to a Serious Case Review) and any general public health or safety concerns arising from such deaths.

3.2 RLSCB may also engage in other activities that contribute to the achievement of its objectives.

3.3 Ensuring the effectiveness of RLSCB's work will be undertaken by measuring and reporting the Board's performance against the objectives of its Business Plan.

3.4 Presenting an Annual Report to the RLSCB and to the Children's Trust Board.

### **4. Membership**

- 4.1 As far as possible, organisations should designate particular, named people as their LSCB member, so that there is consistency and continuity in the membership of the LSCB.
- 4.2 RLSCB's membership will include representatives from the following agencies and organisations:-
- Independent Chair
  - Rotherham Metropolitan Borough Council (RMBC)
  - South Yorkshire Police (Manager of Public Protection Unit)
  - NHS Rotherham
  - Rotherham Community Health Services
  - Rotherham NHS Hospital Foundation Trust
  - Rotherham, Doncaster & South Humber Mental Health NHS Foundation Trust
  - South Yorkshire Probation Trust
  - Children and Family Court Advisory Support Service (CAFCASS)
  - Schools and learning communities
  - Youth Offending Team
  - Connexions Service (part of RMBC)
  - Neighbourhoods and Adult Services
  - The Voluntary and Community Sector
  - Lay representatives
  - National Society for the Prevention of Cruelty to Children (NSPCC)
- 4.3 The following will attend and act as expert advisers in a non-voting capacity:
- RLSCB Manager
  - Service Manager, RMBC Operational Safeguarding Unit
  - Designated Doctor
  - Designated Nurse
  - RMBC Legal Services representative
  - South Yorkshire Police (Detective Inspector, Public Protection Unit)
  - Lead Member – 'participating observer' (WT para 3.70)
- 4.4 All members have a duty under sections 10 and 11 of the Children Act 2004 to perform their duties to the best of their ability. Each member of the Board shall be entitled to name one representative who may attend and vote in their unavoidable absence.
- 4.5 Such named deputies will be recorded and agreed by the RLSCB Chair. It will nevertheless remain the responsibility of members to ensure that they undertake any agreed actions on behalf of their agency.
- 4.6 Other agencies and organisations may become non-statutory members as agreed by RLSCB.
- 4.7 Members and named deputies should hold a strategic role in relation to safeguarding and promoting welfare of children within their own organisation, where this exists. They should be able to speak for their organisation with authority, commit their organisation on policy and practice matters and hold their organisation to account.

- 4.8 Each nominated representative and deputy shall undergo an enhanced CRB check prior to taking up the position, unless the nominated representative has been granted equivalent clearance by the internal operations of the member organisation they represent. The CRB checks should be updated every three years until the implementation of the Independent Safeguarding Authority regulations. The Board Manager should maintain a list of the enhanced CRB rating and number for all members and advisors.
- 4.9 Members and deputies should fulfil RLSCB's person specification (Appendix 3) and operate in accordance with RLSCB's role specification (Appendix 4).
- 4.10 Any member resigning from RLSCB should inform the Chair in writing, advising on their replacement and any interim cover arrangements.
- 4.11 The RLSCB Manager will seek to ensure that all Board members and named deputies receive induction prior to attending their first meeting.
- 4.12 Observers wishing to attend the Board should write to the RLSCB Chair (setting out the purpose) to seek prior agreement.

## **5. Chairing Arrangements**

- 5.1 The Chair of the Board shall be a person appointed by the Local Authority in consultation with RLSCB partners. The appointment process will include a children and young people's panel. The appointment will be reviewed three yearly by the Strategic Director of Children and Young People's Services in consultation with Board members.
- 5.2 The Chair should fulfil RLSCB's person specification (Appendix 5) and operate in accordance with RLSCB's role specification (Appendix 6).
- 5.3 The responsibilities of the Chair of the Board are as follows:-
  - a) To chair meetings of the Board and to ensure they are conducted in accordance with the constitution
  - b) To ensure that an agenda and supporting documentation are available to members one week in advance of each meeting
  - c) To undertake duties specified in legislation, regulations and guidance
  - d) To ensure the effectiveness of the Board in discharging its responsibilities
  - e) To liaise with senior officers/managers of all member agencies as appropriate
- 5.4 The Board will appoint a Vice Chair from its members at the first meeting of each financial year which begins in April. The appointment will be reviewed annually in consultation with the Board members.

## **6. Meetings – Frequency and Conduct**

- 6.1 The Board shall meet on no fewer than four occasions in each calendar year. Extraordinary meetings may be convened at the discretion of the Chair of the Board.

- 6.2 The dates for the ordinary meetings shall be agreed on an annual basis and circulated to members.
- 6.3 Members or named deputies are expected to attend all Board meetings. Attendance will be monitored and reported in the Board's Annual Report. For members who do not attend for 2 consecutive meetings, the Board Manager will speak with their line managers as to their agency's commitment.
- 6.4 A meeting shall be quorate, including extraordinary meetings, if the Chair or Vice Chair and 7 representatives are present, including at least two from statutory member agencies.
- 6.5 Members and their named deputies have a responsibility to communicate with each other to ensure effective participation in RLSCB meetings.
- 6.7 It is the aim of the Board that business shall be conducted by agreement wherever possible. Where agreement is not possible, a decision shall be reached by the majority of those members present at the meeting. Each member or named deputy present shall have one vote. In the event of a tied vote, the Chair shall have a casting vote.
- 6.8 Minutes of each meeting will be available on the portal and the website within ten working days of each meeting.

## **7. Representation and Accountability**

- 7.1 The Board will promote individual, professional and organisational accountability for safeguarding children, including the implementation of safe recruitment practices.
- 7.2 The Board will be responsible for an annual multi-agency training programme which will assist staff to undertake their duties in respect of safeguarding and promoting the welfare of children.
- 7.3 Constituent agencies of RLSCB are responsible jointly for the work of the Board and should ensure engagement in the development and ownership of its work.
- 7.4 Individual members of RLSCB have a duty to contribute to the effective work of the Board.
- 7.5 Individual members of RLSCB have a duty to disseminate decisions of, and information about, RLSCB within their own organisations and to report back to RLSCB on that activity.
- 7.6 If it is found that an RLSCB member is failing to act in accordance with the Constitution, RLSCB role specification and/or breaching the Code of Conduct, the member and partner agency (the immediate line manager or the senior representative of the organisation if the member is an elected representative) will be informed in writing by the RLSCB Chair. The Board partner will notify the RLSCB Chair, in writing, of the planned action to improve performance. If the planned action does not address the identified concerns, the RLSCB Chair will inform the Strategic Director of Children and Young People's Services or Cabinet Member, who will take any necessary action.

- 7.7 Whilst RLSCB has a role in co-ordinating and ensuring the effectiveness of agencies' work to safeguard and promote the welfare of children, it is not accountable for their operational work. Each RLSCB partner retains its own existing lines of accountability for safeguarding and promoting the welfare of children by, and within, their services. Whilst RLSCB does not have the power to direct other organisations, it will seek to influence partner organisations in relation to safeguarding issues.
- 7.8 The Board will monitor and challenge, as a critical partner, all Board members' work to safeguard and promote the welfare of children.
- 7.9 The Board will consider relevant findings of inspections and reviews of partners and will seek to identify and agree any appropriate action to be taken by the Board arising out of the findings.
- 7.10 Board members will demonstrate high standards of behaviour, declaring any personal interests they have in matters under discussion.

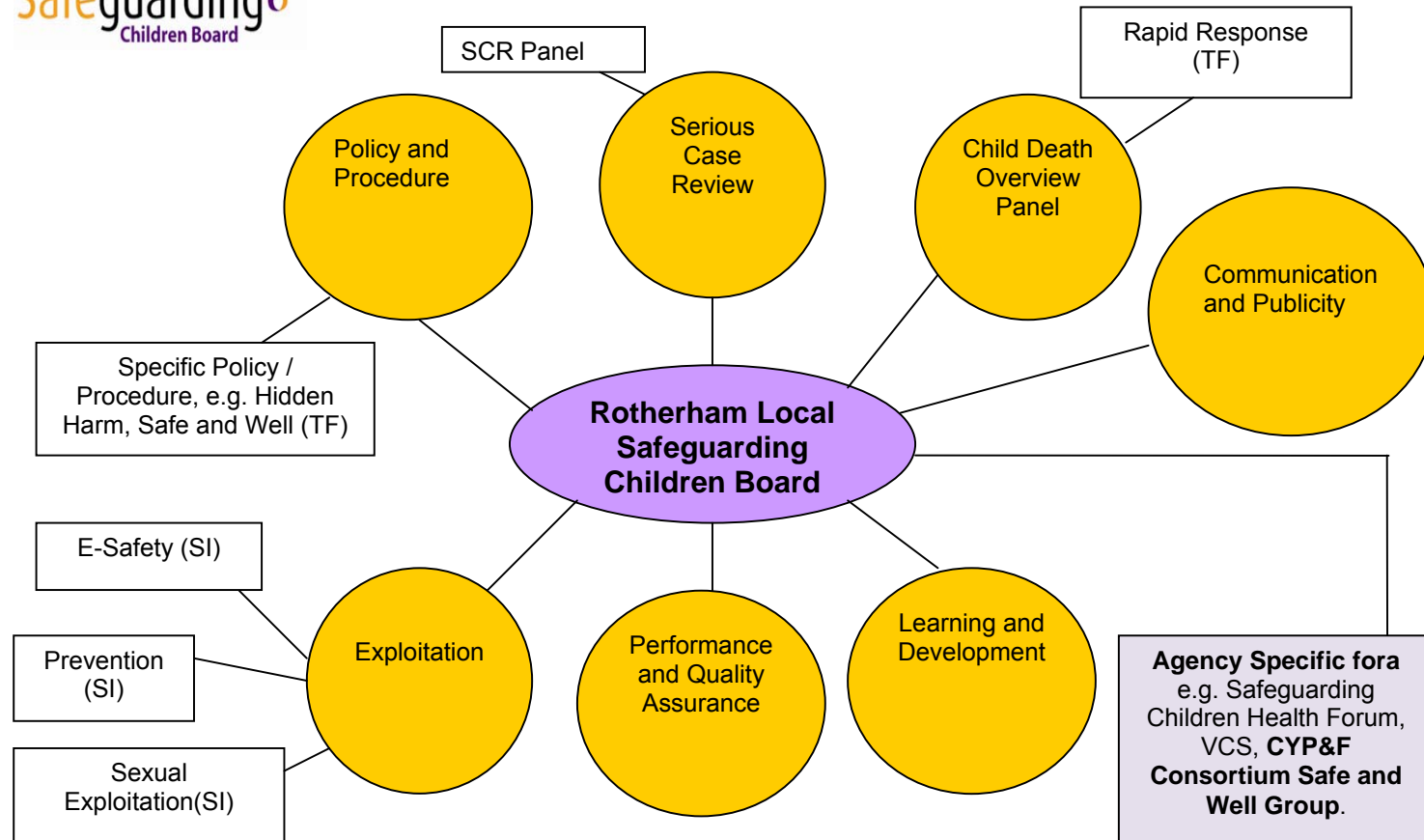
## **8. Governance Arrangements**

- 8.1 The Rotherham Local Safeguarding Children Board is established as a statutory board with formal links to the Strategic Director of Rotherham Children and Young People's Service and, through the statutory duty of partnership, to other statutory agencies.
- 8.2 The Chair of RLSCB is accountable to the Strategic Director of Rotherham Children and Young People's Services for their work as Chair.
- 8.3 The RLSCB Chair will be a member of Rotherham Children and Young People Board and report on all relevant safeguarding matters.
- 8.4 The RLSCB Chair and the Strategic Director of Children and Young People's Services will meet regularly to ensure that work is progressed. An approved written record of the meetings will be kept.
- 8.5 The RLSCB Chair and the (Cabinet) Lead Member for Rotherham Children and Young People's Services will meet regularly at agreed intervals. An approved written record of the meetings will be kept.
- 8.6 RLSCB members will take responsibility for sharing RLSCB minutes with relevant personnel in their agencies/organisations.
- 8.7 The minutes of RLSCB will be published on the RLSCB website within ten working days of the meeting.
- 8.8 The minutes are assumed to be open unless otherwise specified i.e. they relate to specific children and families or matters identifying individual professionals.
- 8.9 The (Cabinet) Lead Member for Rotherham Children and Young People's Services will brief the Children and Young People Overview and Scrutiny Panel in relation to issues arising

from RLSCB. When necessary, the RLSCB Chair and/or the RLSCB Manager will attend Schools, Children and Young People Overview and Scrutiny Panel.

- 8.10 Rotherham Children's Trust Board has a wider responsibility to promote the well-being and opportunities of children and young people in Rotherham. It is responsible for producing the Children and Young People's Plan (CYPP). RLSCB will contribute to, and work within, the framework established by the CYPP.
- 8.11 The Board will develop a Business Plan which meets the requirements of Chapter 3 of Working Together. It will be consistent with the framework of priorities set out in the CYPP. The Business Plan, which will be a public document, will be presented to RLSCB for approval no later than 31 March each year.
- 8.12 Progress against the objectives of the RLSCB Business Plan will be monitored by the RLSCB Manager, with exception reporting to RLSCB.
- 8.13 An audit of the RLSCB's effectiveness will be made annually to ensure that its systems and processes meet the requirements of the Terms of Reference and discharge the Board's responsibilities. As part of the audit, members of the Board may be asked to complete a survey of their experience as a Board member.
- 8.14 An Annual Report of the work of RLSCB and its sub-groups should be produced by the RLSCB Manager and Chairs of RLSCB Sub groups. This report will be agreed by RLSCB no later than 31 July each year. This should incorporate relevant management information on activity in the course of the previous year and a review of RLSCB's progress (including progress against objectives) in the previous year. The Annual Report will be presented to the Children's Trust Board by the RLSCB Chair.

## Rotherham Local Safeguarding Children Board Structures



Board Sub Groups

Task & Finish Groups (TF)  
Or Special Interest Groups (SI)

This is not an exhaustive list

## **9. Management and Staffing Arrangements**

- 9.1 The Board shall be staffed so that it has sufficient capacity to:-
- Progress the day to day business of the Board in achieving its objectives, including its co-ordination and monitoring/evaluating work
  - Deliver and/or commission all training and staff development work in relation to safeguarding children and young people across Rotherham; and
  - Provide administrative and organisational support for the Board and its Sub Groups, and those involved in policy development and training.
- 9.2 The RLSCB Business Manager will be responsible for the day to day business of the Board and manage relevant RLSCB staff. The RLSCB Business Manager will be accountable to the Board through the Chair of the Board, and will be managed day to day by the Strategic Director of Children and Young People's Services, RMBC.
- 9.3 The RLSCB Business Manager (in consultation with the Chair or a delegated suitable lead) will manage the Board's budget.
- 9.4 The RLSCB Business Manager will be responsible for advising the RLSCB Chair, the Strategic Director of Children and Young People's Services and/or Cabinet (Lead) Member of any relevant safeguarding issues as and when necessary.
- 9.5 The RLSCB Training Co-ordinator will be responsible for the delivery of the Board's training strategy and the co-ordination of all training activity. The Training Co-ordinator will be accountable to the Learning and Development Sub Group of the Board and directly responsible to the Service Manager, Operational Safeguarding Children Unit.
- 9.6 The Board's administrators will support the RLSCB Business Manager, the Board and its Sub Groups, with particular reference to developing and maintaining performance management systems.
- 9.7 A Board effectiveness review will be held annually to ensure that Board and Sub Group working is effective.

## **10. Internal Structures**

- 10.1 Each Sub Group will have a member of RLSCB as Chair. The Chairing arrangements will be agreed by RLSCB. A Vice Chair, who will be a member or advisor to the Board, will be elected by Sub Group members on an annual basis.
- 10.2 Each Sub Group will receive expert advice from an appropriate member of the Safeguarding Children Operational and/or Strategic Unit.
- 10.3 Each Sub Group shall meet on no fewer than four occasions in each calendar year with dates being agreed on an annual basis linked to the dates of the Board to facilitate reporting in and out.

- 10.4 All members are expected to meet the criteria set out in appendices 7 and 8 regarding person specification and role description and attend 75% of Sub Group meetings. Attendance will be monitored and reported in the Board's Annual Report.
- 10.5 Any member resigning from an RLSCB Sub Group must inform the Chair in writing.
- 10.6 All Sub Groups will work to agreed Terms of Reference and will be accountable to the Board.
- 10.7 Terms of Reference will be reviewed every three years by RLSCB. Amendments to the Terms of Reference can be made at any other time with the agreement of RLSCB.
- 10.8 All Sub Groups will produce minutes of their meetings in a consistent format, which will be available to RLSCB members. Any identified key issues will be reported to the Board in writing by the Chairs.
- 10.9 Each Sub Group will formulate an Annual Work Plan, complementing the Business Plan, which will be presented to RLSCB, and will measure its progress against agreed objectives.
- 10.10 Each Sub Group will contribute to RLSCB's Annual Report and to the Business Plan.
- 10.11 In addition to the established Sub Groups, RLSCB may establish specific task groups to assist it in the conduct of its business. Task groups will be established for either a specific period of time or until the task is completed, or charged with undertaking a discrete and defined piece of work or task.
- 10.12 Members of a Task Group shall be nominated by the Sub Group and will report to either a specific sub-group or directly to the Board depending upon the task requested. Specialist advisers will be co-opted onto the group as necessary.
- 10.13 Rotherham LSCB has a front page template to be utilised for all reports being submitted to the Board. Board papers must be presented 2 weeks before a RLSCB meeting to allow for appropriate agenda setting and dissemination of papers.

## **11. Funding**

- 11.1 The LSCB budget will be agreed no later than the January preceding the financial year in question. The budget should enable the Board to undertake all its core functions effectively and to employ staff to drive forward the day to day business, take forward training and development and provide administrative and organisational support for the Board and its Sub Groups. Organisations' shared responsibilities for the discharge of the Board's functions include shared responsibility for determining how the necessary resources are to be provided to support it.
- 11.2 The level of contributions from constituent agencies will be reviewed annually. The core contributions will be provided by the Local Authority, Health and the Police. It is the responsibility of each constituent agency to contribute in line with their resources and local circumstances.

- 11.3 The level of in kind resources provided to support LSCB work will be reviewed and agreed annually with contributing agencies in line with the budget timetable detailed in 11.1 above.

## **12. Procedures**

- 12.1 The Board will ensure that inter-agency procedures for safeguarding work in Rotherham are compliant with Working Together 2010 and any successive documents. Each constituent agency of the Board will produce single agency safeguarding procedures which are consistent with the RLSCB procedures.
- 12.2 Procedures will be available on the website to ensure they are accessible to the widest possible audience, including members of the public and all those whose work brings them into direct contact with children and families.
- 12.3 The procedures will be reviewed bi-annually and developed in response to legislation, guidance and local experience by the Policy and Procedure Sub Group. Procedural changes may also be agreed by that Sub Group between annual reviews.
- 12.4 The Board will ensure regular and focussed consultation with children, families and the wider community to raise the profile of safeguarding and to share information about keeping children safe. Through consultation views will be obtained about the quality of services and procedures and will be taken account of in future planning.

## **13. Complaints**

- 13.1 Any complaints in relation to the Board's functions should be addressed to the RLSCB Chair who will facilitate a resolution and response.
- 13.2 The RLSCB Chair will refer any complaints about the operation of the published Rotherham Local Safeguarding Children Board procedures to the Performance and Quality Assurance Sub Group (further details relating to both comments and complaints are to be found in Section 20 of the RLSCB Procedures themselves).
- 13.3 Constituent agencies will respond as appropriate to complaints about the conduct of individual staff or service delivery involved in implementing the procedures.
- 13.4 The RLSCB will receive an annual report relating to complaints relating to:
- Professional conduct whilst operating the safeguarding procedures (unless relating to a single agency only)
  - Child Protection Conferences
  - Allegations of abuse referred to the Local Authority Designated Officer (LADO)

## **14. Review of the Constitution**

- 14.1 This Constitution will be reviewed annually by RLSCB in the first meeting of each calendar year. Amendments to the Constitution can be made at any other time with the agreement of the Board.

## 14.2 Reporting Schedule

Report / Item	Reporting Frequency			
	All Meetings	Biannual (+when)	Annual (+ when)	Ad hoc
Complaints			✓ June	
Private Fostering			✓ June	
Performance	✓			
Serious Case Reviews	✓			
Budget	✓			
CYP Plan			✓	
Inspections Updates				✓
RLSCB Effectiveness Self Assessment			✓	
S11 Children Act 2004 compliance			✓ December	
Schools and 3 <sup>rd</sup> Sector self assessment audit			✓ June	
LADO statistics / Investigations			✓ March	
Relevant Children's Trust Board information	✓			
RLSCB Business Plan and Sub Group Work Plans		✓ June / March		
Sub Group Report Performance & QA		✓		
Sub Group Report Exploitation (+e-safety)		✓		
Sub Group Report Policy and Procedure		✓		

RLSCB Meetings Report Schedule				
Report / Item	Reporting Frequency			
	All Meetings	Biannual (+when)	Annual (+ when)	Ad hoc
Sub Group Report Communications & Publicity		✓		
Sub Group Report CDOP		✓	✓ Annual Report December	
Sub Group Report Learning & Development		✓		
Specific reports relating to outputs from sub groups – e.g.				✓
1. quality assurance activity and priorities.				
2. New policies and guidance.				
Operational Safeguarding initiatives, issues.				✓
Laming Action Plan Update Report		✓		
RLSCB constitution and terms of reference changes and annual review (eg Lay Membership)			✓	✓
Attendance report.				
Operational Safeguarding Children Unit Service Plan		✓ June & December		

<b>RLSCB Meetings Report Schedule</b>		<b>Reporting Frequency</b>		
<b>Report / Item</b>	<b>All Meetings</b>	<b>Biannual (+when)</b>	<b>Annual (+ when)</b>	<b>Ad hoc</b>
New legislation, guidance and practice initiatives				✓

## 15. Signatures

By signing this Constitution, signatories declare that they have read “Statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004” (HM Government 2007), and that they understand & accept the responsibilities stated therein.

### *Statutory Partners under Section 11 Children Act 2004*

Name

Alan Hazell.....Date...28.06.10.....  
Independent Chair of Rotherham Local Safeguarding Children Board

Name

Joyce Thacker.....Date.....24.05.10.....  
Strategic Director of Children and Young People’s Services, Rotherham MBC

Name

Paul Lakin.....Date.....11.06.10.....  
RMBC Lead Member

Name

Andy Buck .....Date.....17.05.10.....  
Chief Executive, NHS Rotherham

Name

Brian James .....Date.....13<sup>th</sup> May 2010  
Chief Executive, The Rotherham NHS Foundation Trust

Name

C. Boswell.....Date.....14 June 2010.....  
Chief Executive, RDASH

Name

Richard Tweed.....  
Chief Superintendent.....Date.....20.05.10.....  
Rotherham District Commander, South Yorkshire Police

Name

Roz Brown.....Date.....10.06.10.....  
Chief Executive Officer, National Probation Service (South Yorkshire Probation Trust)

Name  
Simon Perry.....Date...21.05.10.....  
Director of Community Services, Youth Offending Services

Name.....Date.....  
Operations Director, CAF/CASS North

Name  
Tom Cray .....Date...19/05/10.....  
Strategic Director of Neighbourhood and Adult Services, Rotherham MBC

Name  
Maryann Barton.....Date...24.05.10...  
Rotherham Voluntary and Community Sector Representative

Name  
Judy Oldale.....Date.....13.05.10.....  
Schools and Learning Communities representative

Name  
Andrew Flanagan , Chief Executive, NSPCC... Date.....31.08.10.....

***Lay Members***

Name.....Date.....

Name.....Date.....

## Appendix 1 - Scope of the Role of Local Safeguarding Children Boards

### Working Together to Safeguard Children 2010, paras 3.11 -3.15:

- 3.11 The scope of the LSCB includes safeguarding and promoting the welfare of children in three broad areas of activity.
- 3.12 First, activity that affects all children and aims to identify and prevent maltreatment, or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care. For example:
- mechanisms to identify abuse and neglect wherever they may occur;
  - work to increase understanding of safeguarding children issues in the professional and wider community, promoting the message that safeguarding is everybody's responsibility;
  - work to ensure that organisations working or in contact with children, operate recruitment and human resources practices that take account of the need to safeguard and promote the welfare of children;
  - monitoring the effectiveness of organisations' implementation of their duties under section 11 of the Children Act 2004;
  - ensuring children know who they can contact when they have concerns about their own or others' safety and welfare; and
  - ensuring that adults (including those who are harming children) know who they can contact if they have a concern about a child or young person.
- 3.13 Second, proactive work that aims to target particular groups. For example:
- developing/evaluating thresholds and procedures for work with children and families where a child has been identified as 'in need' under the Children Act 1989, but where the child is not suffering or at risk of suffering significant harm; and
  - work to safeguard and promote the welfare of groups of children who are potentially more vulnerable than the general population, for example children living away from home, children who have run away from home, children in the youth justice system, including custody, disabled children and children and young people affected by gangs.
- 3.14 Thirdly, responsive work to protect children who are suffering, or at risk of suffering harm, including:
- children abused and neglected within families, including those harmed:
    - in the context of domestic violence;
    - as a consequence of the impact of substance misuse; or parental mental ill health;
  - children abused outside families by adults known to them;
  - children abused and neglected by professional carers, within institutional settings, or anywhere else where children are cared for away from home;
  - children abused by strangers;
  - children abused by other young people;
  - young perpetrators of abuse;
  - children abused through sexual exploitation and prostitution; and
  - young victims of crime.

- 3.15 Where particular children are the subject of interventions then that safeguarding work should aim to help them to achieve all five outcomes, to have optimum life chances. It is within the remit of LSCBs to check the extent to which this has been achieved as part of their monitoring and evaluation work.

## Appendix 2 - Code of Conduct

### 1. Introduction

- 1.1 Public service values are and must be at the heart of the Rotherham Local Safeguarding Children Board (RLSCB). RLSCB therefore commits itself and its members to ethical, professional and lawful conduct, including proper use of authority and appropriate decorum when acting as RLSCB members.
- 1.2 The code applies to all RLSCB members and is supplemented by professional, agency and Directorate/Service requirements or guidance regarding standards of conduct in particular areas of work.
- 1.3 The code should be read alongside the RLSCB Constitution.
- 1.4 In agreeing to the code, RLSCB members agree to:
  - apply the Nolan principles of public life (See Section 3)
  - uphold the law and act responsibly on behalf of their organisations and/or the people they represent
  - fulfil their responsibilities as outlined in the RLSCB Member Role Specification
  - demonstrate high standards of behaviour, declaring any personal interests they have in matters under discussion.

### 2. Breach of Code

- 2.1 This code forms part of the RLSCB Constitution and any breach of this code constitutes a breach of the Constitution.
- 2.2 Failure to observe the standards set out in this code will be regarded as serious. Should concern arise that any member has breached the code or any other part of the Constitution, the RLSCB Chair will make representation to the relevant organisation at Chief Executive level or equivalent.
- 2.3 Where the RLSCB Chair fails to comply with the code or any other part of the Constitution, the Strategic Director of Children and Young People's Services shall take appropriate action.

### 3. Standards in Public Life

- 3.1 All persons covered by this code must observe the following Principles of Standards in Public Life as set out by the Nolan Committee:

**(a) Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

**(b) Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

**(c) Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for awards or benefits holders of public office should make choices on merit.

**(d) Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

**(e) Openness**

Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

**(f) Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

**(g) Leadership**

Holders of public office should promote and support these principles by leadership and example.

## **4. Member Responsibilities**

4.1 RLSCB members will take steps to co-operate with the Board and with the Chair in relation to their responsibilities under the Code of Conduct in order to secure the achievement of the objectives, and facilitate the performance of the functions, of RLSCB.

4.2 Members will:

- treat each other with respect, dignity and equality of esteem
- be open with information about their performance insofar as it relates to their functions and role in RLSCB and provide RLSCB with early information about relevant problems
- co-operate to agree projects, protocols or arrangements as may be required.

4.3 All members have individual responsibility and are personally liable for their own conduct and compliance. In this regard, members must:

- (a) Observe the Seven Principles of Standards in Public Life (See paragraph 3.1)
- (b) Comply with this code and all other parts of the RLSCB Constitution
- (c) Act in good faith and in the overall interest of RLSCB and in a way that preserves public confidence in RLSCB
- (d) Not use their position with RLSCB to promote improperly or inappropriately their private interests (including business, area, sectorial or other interest) or to confer on or secure an advantage or disadvantage for connected persons, firms, businesses or other organisations

- (e) Not misuse information gained in the course of their role as RLSCB member
- (f) Not disclose information given to them in confidence without the consent of the person authorised to give it, or unless they are required by law to do so
- (g) Always ensure that confidential material, including material about individuals is handled in accordance with the law.

## **5. Conduct of Meetings**

5.1 All meetings will follow an agenda agreed with the RLSCB Chair and circulated one week in advance. Meetings will be conducted by the RLSCB Chair with remarks being directed through the Chair and in line with the principles of good conduct outlined below.

### **Good conduct at meetings**

- 5.2 All members agree to respect each other by:
- giving colleagues space to think or express opinions
  - listening actively to each other
  - exploring actively each other's ideas
  - contributing ideas
  - challenging issues, not individuals
  - taking confidentiality seriously
  - respecting timetables
  - being mutually supportive of colleagues
  - respecting and supporting majority decisions of RLSCB
  - recognising the authority vested in RLSCB
  - using inclusive language and refraining from discriminatory behaviour or remarks which would offend anyone present or not present
  - ensuring attendance at meetings, tendering apologies or sending their nominated deputy as appropriate
  - using plain English
  - not using mobile telephones or electronic communications equipment in meetings. In exceptional circumstances (e.g. when on call) agreement should be reached with the Chair regarding acceptable usage.

## **6. Conduct of Business**

6.1 The Board and its sub groups are responsible for the conduct of RLSCB business. In particular, the Board is responsible for the overall conduct and oversight of RLSCB business.

- 6.2 Members agree to:
- prepare for meetings, ensuring that all minutes and associated papers are read
  - prior to meetings and subsequent comments or contributions are informed to maximise the opportunities for resolution or actions within RLSCB meetings
  - progress any actions agreed at previous meetings within timescales determined by RLSCB
  - accept shared responsibility for the satisfactory completion and implementation of the RLSCB business plan.

## **7. Conflicts of Interest**

- 7.1 Neither the Chair nor any member as a representative of their agency shall put themselves in a position whereby their duty and responsibility to RLSCB conflict with private, business and personal interests. Any member identifying such a conflict will declare an interest. The RLSCB Chair will then consider whether they should be excluded from participating in the item concerned.
- 7.2 Members are required to provide information about personal involvement in any organisation which may be in conflict with the interests of RLSCB.

## **RLSCB CODE OF CONDUCT**

### **MEMBERS AGREEMENT TO ABIDE BY THE RLSCB CONSTITUTION AND CODE OF CONDUCT.**

**1 I declare that I have read the RLSCB Constitution and Code of Conduct.**

**2 I have declared any current, relevant interests and I will identify any future interests to the RLSCB Chair if and when they arise.**

**3 As a member of RLSCB I acknowledge and agree to adopt and abide by the RLSCB Constitution and Code of Conduct.**

**Signed:**

**Name:**

**Date:**

**Data Protection Act 1998:** The information submitted will be held by RLSCB for personnel or other reasons specified on this form. This information may be held in both manual and computer form and may include data covered by Section 2 of the Data Protection Act 1998.

**Return to:**

Strategic Safeguarding Children Board Manager  
Strategic Safeguarding Children Unit, 2<sup>nd</sup> Floor, Crinoline House, Effingham Square, Rotherham  
S65 1AW

### **Appendix 3 - Person Specification of RLSCB Members**

**RLSCB members should hold a strategic role in relation to safeguarding and promoting the welfare of children within their own agency/organisation.**

## **REQUIREMENTS**

### **RLSCB members should have the authority within their agency/organisation to:**

- hold their agency/organisation to account
- speak for, make decisions and commit resources on behalf of that organisation
- agree proposals for the commitment of resources, including personnel, in support of the work of RLSCB and its sub-groups
- commit their agency/organisation on policy and practice matters
- promote and enhance effective working relationships within their agency/organisation, the RLSCB as a corporate body and agency representatives on the RLSCB
- influence and advocate change within their own agency/organisation and RLSCB.
- All RLSCB members must possess a valid and up-to-date enhanced CRB Disclosure and declare any changes in circumstances.

### **RLSCB MEMBERS SHOULD:-**

#### **ACCOUNTABILITY**

1. Provide statutory inter-agency leadership and governance at a strategic and operational level.
2. Have the strategic lead or local responsibility for safeguarding issues within their agency/organisation and be the identifiable individual whom the RLSCB holds accountable for their agency/organisation's safeguarding arrangements.
3. Communicate decisions of, and issues arising from the work of, RLSCB back to their agency/organisation for this to impact on the work of their agency/organisation.
4. Be prepared to sign to the code of conduct in Appendix 2.

#### **ORGANISATIONAL**

5. Be able to represent their entire agency/organisation and not just the part they may have direct managerial control over or for which they have clinical/professional responsibility.
6. Be of sufficient seniority to have access to the Chief Executive / Chair of Governors or similar.
7. Be in a position to ensure implementation of policies and priorities agreed by RLSCB within their own agency/organisation.
8. Have the ability to influence policy and priority setting within their agency/organisation.
9. Have the ability to commit their time and appropriate agency/organisation resources to the work of RLSCB.

#### **PROFESSIONAL**

10. Have knowledge and experience of safeguarding issues within their agency/organisation.
11. Have knowledge of the work of partner agencies.

12. Have knowledge of appropriate legislation.
13. Maintain up-to-date knowledge of safeguarding issues, undertaking personal training/development as required.
14. Have knowledge and experience of committee work to enable them to contribute successfully to the work of RLSCB.
15. Be able to bring independence to the role and challenge organisations (including their own) when necessary.

Agencies/organisations should only nominate individuals who can meet the above requirements. Representation, and changes to representation, from RLSCB member agencies must be agreed by the RLSCB Chair.

### **LAY MEMBERS**

15. Commit to supporting stronger public engagement in local child safety issues and contribute to an improved understanding of RLSCB's child protection work.
16. Challenge the RLSCB on the accessibility by the public and children and young people of its plans and procedures.
17. Operate as full members of RLSCB, participating in RLSCB itself and relevant sub groups.

### **PERSONAL QUALITIES**

Members should possess the following personal qualities:-

1. Commit to the Nolan principles
2. Credibility
3. Communication skills
4. Negotiation skills
5. Leadership qualities
6. Commitment to service development and improvement
7. Commitment to challenging oppression and discrimination and a respect for diversity.

## **Appendix 4 - Role Specification of RLSCB Members**

**This role description outlines Rotherham Local Safeguarding Children Board (RLSCB) member commitments, roles and responsibilities, in relation to their contributions in the delivery of RLSCB functions and in achieving defined objectives. Further detail on the functions and responsibilities of RLSCB can be found in its Constitution (2008).**

### **PURPOSE**

To share responsibility with other RLSCB members, working together as an inter-agency partnership, to safeguard and promote the welfare of children in accordance with the Children Act 2004.

### **COMMITMENTS**

#### **RLSCB MEMBERS COMMIT TO:-**

1. Participating actively in RLSCB meetings attending a minimum of 75% of Board meetings and any special meetings as required.
2. Adhering to the conditions as set out in the RLSCB Constitution.
3. Holding managers within their agency/organisation to account for that agency/organisation's contribution to safeguarding. (As specified in s11 Children Act 2004 and ss175 and 157 Education Act 2002 (for schools).
4. Making decisions and commitments on behalf of their agency/organisation and ensuring such decisions/commitments are enacted effectively.
5. Respecting shared information as confidential.
6. Ensuring the effective dissemination of all information, decisions and communications on behalf of RLSCB within their agency/organisation.
7. Being the conduit by which their agency/organisation is consulted on particular issues.
8. Participating in the approval of the annual RLSCB Business Plan and ensuring their agency/organisation provides an annual report in relation to safeguarding children.
9. Requesting their agency/organisations agreement to commit resources i.e.:-
  - to provide staff, goods, services, accommodation or other resources for purposes connected with RLSCB
  - to ensure that services aimed at safeguarding are adequately resourced.
10. Leading work areas at the request of RLSCB e.g. chairing a sub-group or working group and ensuring that the group achieves the objectives in its work plan.
11. Act as safeguarding champion within their agency/organisation.

### **RESPONSIBILITIES**

**It is each member's responsibility and duty to contribute to steering the strategic direction of RLSCB and to ensure implementation of Working Together to Safeguard Children (2010).**

**Members should support and engage in RLSCB initiatives including attendance at a range of meetings.**

**RLSCB members are accountable to the RLSCB Chair.**

## **INDIVIDUAL MEMBER ROLES AND RESPONSIBILITIES INCLUDE:-**

1. (Where applicable) being responsible for agency budget contributions and ensuring that allocated agency resources, both financial and human, are utilised to meet RLSCB objectives, and that any shortfalls are brought to the attention of RLSCB and the agency/organisation concerned. It is acknowledged that members may have to consult with their agency/organisation before confirming significant commitments.
2. Ensuring their agency/organisation commits sufficient resources to support RLSCB core business including:
  - ensuring that representatives from their agency/organisation attend and contribute to sub-groups and/or working groups as required
  - the Serious Case Review process - including nominating representatives for the Serious Case Review Panel and Overview Panels and the provision of their agency/organisation's Individual Management Review
  - the Rotherham Child Death Overview Panel
  - policy/procedure development work
  - development and delivery of the RLSCB learning and development programme
  - performance management/quality assurance
  - allegations management.
3. Representing their agency/organisation's views and reporting any key strategic or operational developments/issues directly to RLSCB where there are implications for the effective delivery of children's services.
4. Ensuring that the work of RLSCB impacts on the strategic and operational planning, decision making and activity of their agency/organisation.
5. Representing the view of their profession where applicable.
6. Making objective assessments and offering constructive challenge in relation to the effectiveness of safeguarding activity of RLSCB partners, including their own.
7. Ensuring robust single and inter-agency child protection/safeguarding procedures are developed and maintained.
8. Monitoring and evaluating the implementation of single and inter-agency child protection/safeguarding procedures within their agency/organisation.
9. Holding their agency/organisation to account in terms of its safeguarding performance and to oversee any necessary changes in practice.
10. Ensuring their agency/organisation's compliance with s11 Children Act 2004 and ss175 and 157 Education Act 2002 (for schools) including:
  - all staff are trained in child protection and safeguarding to an appropriate level
  - their agency/organisation is aware of and complies with the Rotherham Information Sharing Protocol
  - their agency/organisation operates safe recruitment procedures.

11. Supporting any audit undertaken of:
  - the effectiveness of RLSCB as a body
  - safeguarding practice (single agency and inter-agency).
12. Having an overview of performance management and quality assurance regarding safeguarding within their agency/organisation and providing information on activity as required.
13. Identifying any safeguarding learning and development needs within their agency and drawing these to the attention of RLSCB.
14. Promoting and supporting participation in the RLSCB learning and development programme.

## **Appendix 5 - Person Specification of RLSCB Chair**

### **PROFESSIONAL – SKILLS, KNOWLEDGE AND EXPERIENCE**

1. Working knowledge and experience of safeguarding legislation (Children Acts 1989 and 2004), regulations and government guidance relevant to this role (including Working Together to Safeguard Children 2010).
2. Knowledge and experience of policy, practice and research and its application within the Every Child Matters framework.
3. Good written and verbal communication skills, including the ability to speak in public and represent RLSCB effectively at national or local forums and at media events.
4. Experience of effective chairing of complex professional multi-agency meetings at a senior level.
5. Experience of working in the public or voluntary sector at a senior level.
6. Academic and/or professional qualification in social care or health care, education or legal discipline of a standard to command professional respect.
7. Skills in negotiating sufficient to assist in resolving conflict between agencies.

### **PERSONAL QUALITIES**

1. Organisational abilities which ensure the smooth operation of RLSCB, including appropriate delegation to RLSCB members and the staff team.
2. Positive, assertive leadership style which commands professional respect.
3. Ability to think objectively at a strategic level.
4. Ability and willingness to offer constructive challenge and criticism.
5. Self motivated and able to work independently.
6. Commitment to high standards of integrity and confidentiality.
7. Commitment to service development and improvement.
8. Commitment to challenging oppression and discrimination and a respect for diversity.
9. Commitment to improving outcomes for children, demonstrable through previous or current professional or voluntary activities.

## **OTHER**

1. Willingness to travel outside Rotherham in order to attend meetings, conferences etc
2. An appropriate level of ICT and literacy skills.

## **Appendix 6 - Role Specification of RLSCB Chair**

### **FUNCTION**

1. To chair meetings of the Board and to ensure they are conducted in accordance with the constitution.
2. To ensure that an agenda and supporting documentation are available one week in advance of each meeting.
3. To undertake duties specified in legislation, regulations and guidance.
4. To ensure the effectiveness of the Board.
5. To liaise with senior officers/managers of all member agencies when necessary.

### **ACCOUNTABILITY**

1. Where the RLSCB Chair is Independent s/he is accountable to the Local Authority via the Strategic Director of Children and Young People's Services for the effectiveness of his/her work as chair.
2. The RLSCB Chair will:-
  - discharge any power delegated to the Chair from the Board
  - meet with the Strategic Director of Children and Young People's Services and Cabinet (Lead) Members within 3 weeks of each RLSCB
  - ensure that RLSCB operates independently of its member agencies.
  - ensure RLSCB fulfils its statutory obligations as set out in The Children Act 2004 & The Local Safeguarding Children Board Regulations 2006.

### **MAIN AREAS OF RESPONSIBILITY**

#### **THE RLSCB CHAIR'S ROLES AND RESPONSIBILITIES INCLUDE:**

1. To chair meetings of RLSCB ensuring that they are conducted in accordance with the constitution and to:
  - agree RLSCB meeting agendas and oversee the preparation of any associated papers
  - agree the minutes of chaired meetings and ensure distribution to RLSCB members and other parties as specified within the Constitution
  - progress decisions and actions as required from RLSCB meetings.
2. To sit on Rotherham Children and Young People Board to advice on safeguarding matters, identifying issues that need to be addressed by the Children and Young People Board.
3. To ensure the voices of children, young people and their families are well represented in the work of RLSCB.

4. To provide independent arbitration as necessary when conflicts of interest arise within RLSCB.
5. To refer any complaints about the operation of the published Rotherham (South Yorkshire) Child Protection Procedures to the Performance Management Sub Group.
6. To facilitate a resolution and response to complaints in relation to any aspect of the Board's work.
7. To review the membership of the Board and its various sub-groups to ensure that members are representative of the community and that member's work in accordance with the Role Specification of RLSCB Members.
8. To oversee the production of the three year RLSCB Business Plan, ensure its publication and ensure its objectives are measured.
9. To be responsible, in conjunction with the RLSCB Manager, for the management of the RLSCB budget, including securing contributions from partner agencies; overseeing the allocation of RLSCB resources, financial and human and ensuring they are utilised to meet RLSCB's objectives.
10. To ensure RLSCB partners and members act in accordance with the Constitution and Code of Conduct and to ensure they are held to account with regard to their agency/organisations' safeguarding arrangements.
11. To oversee the development of an effective performance management framework.
12. To oversee the development of RLSCB sub-groups/working group work plans and scrutinise delivery against agreed objectives.
13. To facilitate an annual board self-assessment.
14. To contribute, when required, to RLSCB events and to represent RLSCB at national and regional meetings.
15. To represent RLSCB in public statements and in interviews with the media, as appropriate.
16. To ensure the Serious Case Review process is initiated where required and ensure such Reviews are undertaken in line with current regulations and guidance.

## **Appendix 7 - Person Specification of RLSCB Sub Group Members**

Member should be in a position of responsibility and should offer sufficient experience and expertise relevant to the role and remit of the sub group. Members should allocate sufficient time to their role and the work of RLSCB.

### **Requirements**

#### **RLSCB sub group members should:**

1. act as a channel of communication between senior officers and RLSCB members within their agency/organisation and the sub group
2. liaise with their agency/organisation's RLSCB member to take forward proposals for the commitment of resources, including personnel, in support of the work of RLSCB and its sub groups
3. influence policy and practice matters within their agency/organisation
4. promote and enhance effective working relationships within their agency/organisation, the RLSCB as a corporate body and agency representatives on the RLSCB
5. accept shared responsibility for the sub groups completion of their work programme.
6. be proactive members of RLSCB sub group highlighting areas where improvements can be made at the earliest opportunity.

All RLSCB sub group members must possess a valid and up-to-date enhanced CRB Disclosure (i.e. within the past 3 years).

#### **RLSCB members should:-**

##### **ACCOUNTABILITY**

1. Communicate decisions and issues arising from the work of RLSCB back to their agency/organisation and for this to impact on the work of their agency/organisation.

##### **PROFESSIONAL**

2. Have knowledge and experience of safeguarding issues within their agency/organisation.
3. Have knowledge of the work of partner agencies.
4. Have knowledge of appropriate legislation.
5. Maintain up-to-date knowledge of safeguarding issues, undertaking personal training/development as required.

Agencies/organisations should only nominate individuals who meet the above requirements. Representation, and changes to representation from RLSCB member agencies must be agreed by the RLSCB Chair.

## **PERSONAL QUALITIES**

Members should possess the following personal qualities:-

1. Communication and negotiation skills
2. Commitment to service development and improvement
3. Commitment to challenging oppression and discrimination and a respect for diversity.

## **Appendix 8 – Role Description of RLSCB Sub Group Members**

This role description outlines Rotherham Local Safeguarding Children Board (RLSCB) sub group member commitments, roles and responsibilities, in relation to their contributions in the delivery of RLSCB functions and in achieving defined objectives. Further detail on the functions and responsibilities of RLSCB can be found in its Constitution (2008).

### **RLSCB sub group members commit to:-**

1. Participating in RLSCB sub group meetings attending a minimum of 75% of meetings.
2. Adhering to the conditions as set out in the RLSCB Constitution.
3. Ensuring the effective dissemination of sub group information, decisions and communications to relevant staff within their agency/organisation.
4. Briefing their agency/organisations RLSCB representative on emerging sub group issues.
5. Contributing to the development of joint working across partner agencies as part of the work of RLSCB.

### **Responsibilities**

#### **Individual member roles and responsibilities include:-**

1. Influencing and supporting the sub group agenda.
2. Representing their agency/organisation's views and reporting any key developments/issues directly to the sub group.
3. Undertaking tasks as agreed by the sub group and as outlined in the business plan.
4. Producing or ensuring the production of reports to/from their agency/organisation as required in a timely manner.
5. Providing relevant management information to the sub group in accordance with the sub group's terms of reference.

## Appendix 9

### Abbreviations and Interpretations

“the Act”	Means the Children Act 2004 (or any amendment or replacement thereof).
“the Board”	Means the Rotherham Local Safeguarding Children Board.
“Board Partner” or “Board Partners”	Means that Member or those Members so identified in paragraph 4.2.
“the Borough”	Means the Metropolitan Borough of Rotherham.
“Budget”	Means the budget of the Board agreed in accordance with paragraph 11.1.
“the Council”	Means Rotherham Metropolitan Borough Council.
“Member” or “Members”	Means an organisation or individual acting in a representative capacity listed at paragraph 4.2 and any other person invited from time to time to be a Member of the Board and in this Constitution use of the impersonal pronoun in relation to a Member or Members shall be deemed to include use of the personal pronoun where the context so requires.
“Personal Interest”	Has the meaning given in Schedule 1 to The Local Authorities (Model Code of Conduct) (England) Order 2001 with such amendments thereto as may be necessary to apply effectively to this Constitution.
“Safeguarding Children Board Manager”	Means the person identified by that or any other job title appointed by the Rotherham Local Safeguarding Children Board to manage the Strategic Safeguarding Children Unit.
RLSCB	Rotherham Local Safeguarding Children Board
PCT	Primary Care Trust (commissioning and / or provider services)
Working Together 2010	HM Government, Working Together to Safeguard Children – a guide to inter-agency working to safeguard and promote the welfare of children.
CYPS	Children and Young People’s Services, Rotherham Metropolitan Borough Council