

CUMBRIA LSCB

CUMBRIA LOCAL SAFEGUARDING CHILDREN BOARD

DATED:

MEMORANDUM OF UNDERSTANDING

BETWEEN

**CUMBRIA COUNTY COUNCIL
and
CUMBRIA POLICE
and
NHS CUMBRIA CLINICAL COMMISSIONING GROUP
and
CUMBRIA PARTNERSHIP FOUNDATION TRUST**

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THIS AGREEMENT is dated

PARTIES

The parties to this Memorandum of Understanding (**MoU**) are:

- (1) CUMBRIA COUNTY COUNCIL whose principal office is situated at The Courts, Carlisle, Cumbria CA3 8LZ (**CCC**);
- (2) CUMBRIA POLICE whose principal office is situated at Carleton Hall, Penrith, Cumbria CA10 2AU (**CP**)
- (3) NHS CUMBRIA CLINICAL COMMISSIONING GROUP whose principal office is situated at Lonsdale Unit, Penrith Hospital, Bridge Lane, Penrith CA11 8HX (**CCG**)
- (4) CUMBRIA PARTNERSHIP FOUNDATION TRUST whose principal office is situated at Voreda, Portland Place, Penrith, Cumbria CA11 7QQ (**CPFT**) as commissioned by **NHS Cumbria CCG**

1. BACKGROUND

- 1.1 The Parties have agreed to work together to create The Cumbria Safeguarding Hub (The Hub), this is a multi-agency safeguarding hub and is described in more detail in Annex A to this MoU.
- 1.2 The Parties wish to record the basis on which they will collaborate with each other on the Hub and this MoU sets out:
- (a) the key objectives of the Hub;
 - (b) the principles of collaboration;
 - (c) the governance structures the parties will put in place; and
 - (d) the respective roles and responsibilities the Parties will have during the design, implementation and operation of MASH.

2. KEY OBJECTIVES FOR THE HUB

- 2.1 The parties shall undertake to achieve the key objectives set out in Annex A to this MoU (**Key Objectives**).
- 2.2 The parties acknowledge that the current position with regard to The Hub and the contributions already made (financial and otherwise) are as detailed in the Annex A to this MoU.

3. PRINCIPLES OF COLLABORATION

The parties agree to adopt the following principles when carrying out their respective obligations for The Hub (**Principles**):

- (a) collaborate and co-operate. Establish and adhere to the governance structure set out in this MoU to ensure that activities are delivered and actions taken as required;
- (b) be accountable. Take on, manage and account to each other for performance of the respective roles and responsibilities set out in this MoU;
- (c) be open. Communicate openly about major concerns, issues or opportunities relating to The Hub;
- (d) learn, develop and seek to achieve full potential. Share information, experience, materials and skills to learn from each

other and develop effective working practices, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost;

- (e) adopt a positive outlook. Behave in a positive, proactive manner;
- (f) resolve any difference in a professional and timely manner
- (g) adhere to statutory requirements and best practice. Comply with applicable laws and standards including EU procurement rules, data protection and freedom of information legislation. In particular the parties agree to comply with the requirements of the Information Sharing Agreement that is agreed between the parties.
- (h) act in a timely manner. Recognise the time-critical nature of the Hub and respond accordingly to requests for support;
- (i) manage stakeholders effectively;
- (j) deploy appropriate resources. Ensure sufficient and appropriately qualified resources are available and authorised to fulfil the responsibilities set out in this MoU. In particular the parties agree to make any contribution payments that are agreed by the parties within six months of completion of this MoU; and
- (k) act in good faith to support achievement of the Key Objectives and compliance with these Principles.

4. GOVERNANCE

4.1 Overview

The governance structure defined below provides a structure for the development and delivery of the Hub.

4.2 Guiding principles

The following guiding principles are agreed. The governance arrangements will be to:

- (a) provide strategic oversight and direction;
- (b) be based on clearly defined roles and responsibilities at organisation, group and, where necessary, individual level;

- (c) align decision-making authority with the criticality of the decisions required;
- (d) be aligned with the scope of the Hub and each project stage (and may therefore require changes over time);
- (e) lever existing organisational, group and user interfaces;
- (f) provide coherent, timely and efficient decision-making and each party will use reasonable endeavours to procure the necessary approvals from their respective decision makers; and
- (g) correspond with the key features of the Hub governance arrangements set out in this MoU.

4.3 **Cumbria LSCB Programme Board**

- (a) The **Programme Board**, a Particular Interest Group of the LSCB, provides overall strategic oversight and direction to the Hub. This group will consist of the officers, or their nominated representatives listed as members in the terms of reference of the Strategic Programme Board in Annex B
- (b) The programme Board shall be managed in accordance with the Terms of Reference for the Programme Board set out in Annex A to this MoU.

4.4 **Design Group**

- (a) The core Design Group members are the members listed in the Terms of Reference for the Design Operational Group included in Annex B to this MoU. The Design Group consists of representatives from each of the parties. It can draw technical, commercial and communications resources as appropriate into the Design Group.
- (b) The Design Group will be responsible for the design & implementation of the Hub & project work streams and has a problem solving role, unblocking barriers and escalating to the Programme Board only when necessary. It will provide assurance to the Programme Board that the Key Objectives are being met and that the Hub is performing within the boundaries set by the Programme Board

4.5 **Operational Group**

- (a) The Operational Group shall have responsibility for the execution of the Hub plan and deliverables. The Operational Group membership is made up of members of the safeguarding Hub partnership including operational managers.
- (b) The Operational Group will report to the Design Group through the chair who will also be a member of the Design Group.

4.6 **Reporting**

Reporting shall be undertaken at three levels:

- (a) **Operational Group:** actions will be recorded for each Operational Group meeting. Any additional reporting requirement shall be at the discretion of the Operational Group.
- (b) **Design Group:** actions will be recorded for each Design Group meeting. Any additional reporting requirement shall be at the discretion of the Design Group.
- (c) **Programme Board:** Reporting shall be bi-monthly, from the Design Group highlighting: Progress this period; issues being managed; issues requiring help (that is, escalations to the Strategic Programme Board) and progress planned next period and/or aligned with the frequency of the Strategic Steering Group meetings.
- (d) **Organisational:** the Programme Board members shall be responsible for providing reports to Cumbria LSCB and into their respective sponsoring organisation as required.

5. **ROLES AND RESPONSIBILITIES**

- 5.1 Cumbria Local Safeguarding Children Board shall hold principal responsibility for the implementation and delivery of the Cumbria Safeguarding Hub. The Programme Board will be authorised to determine how to undertake these tasks. All partners delivering the Safeguarding Hub must act in compliance with the Objectives and Principles at all times, and consult with the other relevant members in advance as appropriate.

- 5.2 All partners will have the opportunity to review and provide input to the development and implementation of the safeguarding hub before a final decision on any activity. All assurance must be provided in a timely manner. Any escalation of disputes should be limited to issues relating to specific needs that have not been adequately addressed by negotiation at team managerial level or concerns regarding agency compliance with the Key Objectives and Principles.

6. ESCALATION

- 6.1 If any party has any issues, concerns or complaints about the Hub, or any matter in this MoU, that party shall seek to resolve the issue through negotiation and discussion, referring to statutory guidance and best practice guidance where required. The Programme Board will seek to resolve outstanding issues by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the matter shall be escalated to the LSCB, which shall decide on the appropriate course of action to take.
- 6.2 Operational issues should be resolved at the Operational Group.
- 6.3 If either party receives any formal inquiry, complaint, claim or threat of action from a third party (including, but not limited to, claims made by a supplier or requests for information made under the Freedom of Information Act 2000) in relation to the Hub, the matter shall be promptly referred to the Programme Board (or its nominated representatives). No action shall be taken in response to any such inquiry, complaint, claim or action, to the extent that such response would adversely affect the Hub, without the prior approval of the Programme Board (or its nominated representatives).

7. INTELLECTUAL PROPERTY

- 7.1 The parties intend that notwithstanding any secondment any intellectual property rights created in the course of the Hub shall vest in the party whose employee created them (or in the case of any intellectual property rights created jointly by employees of both parties in the party that is lead party noted in clause 5 above for the part of the Hub that the intellectual property right relates to).
- 7.2 Where any intellectual property right vests in either party in accordance with the intention set out in clause 7.1 above, that party shall grant an

irrevocable licence to the other party to use that intellectual property for the purposes of the Hub project

8. TERM AND TERMINATION

8.1 This MoU shall commence on the date of signature by the parties, and shall expire on completion of the Hub or on expiry of notice served by a party under clause 8.2.

8.2 A party may terminate this MoU by giving at least twelve months' notice in writing to the Programme Board at any time.

8.3 The Board shall agree an exit strategy within three months of any notice that is served under clause 8.2 above which shall address the administration and financial arrangements to be implemented by the parties on termination of the MoU.

9. VARIATION

This MoU, including the Annexes, may only be varied by written agreement of the Programme Board.

10. CHARGES AND LIABILITIES

10.1 Except as otherwise provided, the parties shall each bear their own costs and expenses incurred in complying with their obligations under this MoU.

10.2 The parties agree to share the costs and expenses arising in respect of the Hub between them in accordance with a Contributions Schedule to be developed and approved by the Programme Board within six months of the date of this MoU.

10.3 The parties shall remain liable for any losses or liabilities incurred due to their own or their employee's actions and neither party intends that the other party shall be liable for any loss it suffers as a result of this MoU.

11. STATUS

11.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU. The parties enter into the MoU intending to honour all their obligations.

11.2 Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute either party as the agent of the other party, nor authorise either of the parties to make or enter into any commitments for or on behalf of the other party.

12. GOVERNING LAW AND JURISDICTION

This MoU shall be governed by and construed in accordance with English law and, without affecting the escalation procedure set out in clause 6, each party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

Signed for and on behalf of
Cumbria County Council

Signature:
Name:
Position:
Date:

Signed for and on behalf of
Cumbria Police

Signature:
Name:
Position:
Date:

Signed for and on behalf of
Cumbria Clinical Commissioning
Group

Signature:
Name:
Position:
Date:

Signed for and on behalf of
Cumbria Partnership Foundation
Trust

Signature:

Name:

Position:

Date:

Annex A. The Cumbria Safeguarding Hub

The Hub overview:

1. It is proposed that the Hub will:
 - Act as the first point of contact for people raising new safeguarding concerns about children.
 - Collate relevant information from different agencies.
 - Use this information to inform multi-agency decisions about which team to pass the case to and, in broad terms, what action that team should take.
 - Pass the non-sensitive information collated from the different agencies and recommended action plan to the agreed team.
 - Provide advice and guidance for public and professionals with concerns about a child.

2. Furthermore:
 - Operate during office hours, handing over to the Emergency Duty Team when the Hub is closed.
 - Deal with all new contact calls, emails, faxes and letters to Children's Social Care, irrespective of the nature of the enquiry. Contacts about cases which are already allocated to a Social Worker will be transferred to that Social Worker.
 - Be a multi-agency decision-making body, not one that undertakes 'initial assessments', 'strategy discussions', 'core assessments' (terms from Children's Social Care) or makes external visits as these will be undertaken by the team that the case is passed to.
 - Decide whether the threshold for referral to Children's Social Care is met and if it is not, signpost to an appropriate service or agency.
 - Only receive contacts via phone, email, fax or letter and therefore not provide any facilities at the Hub location for face-to-face meetings with citizens or professionals who wish to raise safeguarding concerns.

Process scope

3. It is proposed that the Hub will:
 - Be responsible for the case from the first point of contact to when the case is handed over to a separate service or agency or closed. This means from the moment the professional or member of the public calls to report a new safeguarding concern to the point when collated information about the case and recommended action is passed to the most appropriate service or agency.

Geography

4. It is proposed that the Safeguarding Hub will:

- Operate from one location in Cumbria, rather than having several locality Hubs across the County.
- Be based at Skirsgill Depot, Penrith, Cumbria CA10 2BQ.
- Serve Children and Young People resident in Cumbria.

Interfaces

5. It is proposed that the Hub will:

- Pass safeguarding referrals to teams such as:
 - Children's Social Care
 - Assessment Teams
 - District Child Protection Teams
 - Children's Disability Service
 - Police
 - Public Protection Unit
 - CID

Health – for example
 health visitors
 school nurses
 midwives
 GPs

It is proposed that the Hub will :

- liaise appropriately with other agencies such as Probation , sharing information where permitted.
- ensure effective sharing of multi-agency information and proceed those cases where a social work response is required to a district social work team.

For cases where a social work response is not required but there should be an Early Help response the Hub staff will advise the referrer to use the Early Help processes and will direct them to the Early Help Co-ordinator based within the Hub Screening Team or based in the relevant district.

- Other agencies as appropriate

Staffing

6. It is proposed that the Hub will:

- Be run by a Hub Operational Manager who has overall responsibility for decision made during daily operations.
- Consist of staff from the following services and agencies: Children's Social Care, Police, Health and Business Support. Staff who work in the Hub will continue to be employed by their agency, and will maintain dual reporting lines.

- Include staff providing administrative support to the Hub.
- Virtual links will exist to named individuals in other agencies such as: Probation, Housing, Youth Offending Team and different health professionals (health visitors, midwives, GPs, Child and Adolescent Mental Health Services (CAMHS)). These links will be agreed with agencies to ensure that they meet the operational needs of the Hub.
- Data from the HUB will be used for analysis, for example helping to identify trends in both levels of need and single agency demand, identify geographical hotspots help predict likely demand for both early Help and Social Work services.

The Key Objectives

Cumbria Local Safeguarding Children Board works to ensure that children and young people and their families within Cumbria live safe lives, free from abuse and neglect or the risk of abuse and neglect through an integrated approach to sharing information and collaborative decision making

The Cumbria Safeguarding Hub will contribute to this by working together to keep children and young people safe in Cumbria by :

- effective and timely identification of risk requiring a social work response.
- early and improved decision making based on full partnership information sharing
- ensuring vulnerable children are identified and receive intervention appropriate to their level of need
- ensuring children with additional needs not requiring a social work response are directed to provision of services through the Early Help process
- contributing to the reduction of harm through use of data analysis

Annex B. Terms of Reference

Strategic Programme Board



TERMS OF REFERENCE

- | | |
|---|---|
| 1. Name of Group | Safeguarding Hub Programme Board |
| 2. Connectivity
(this group reports to:) | LSCB
LSCB Business Group
Other LSCB Subgroups – as required |
| Committees / individuals
reporting to this group | Operational Group |
| 3. Chair | Executive Lead for CCG |
| 4. Vice Chair | Executive Lead for Police |
| 5. Members of Group | |

Agency	Role
Cumbria CCG	Executive lead for CCG
East Cumbria Family Support Association	LSCB 3 rd Sector Representative
Cumbria Association of System Leaders	School rep
Cumbria Police	Executive Lead for Police
Cumbria County Council	Chair of Design Group
Cumbria NHS	Executive Lead for CPFT
Cumbria County Council	Executive Lead for Social Care
Cumbria County Council	LSCB Support

6. Role of Group Members:

Role of the Chair

- Chair is a member of and reports to the LSCB
 - Chair is a member of and reports to the LSCB Business sub group
 - Chair works with the LSCB Business Team to set agendas and meeting schedule
 - Chair ensures work of the sub group complies with what is required by the LSCB
- Group members
- It is the responsibility of group members to represent their organisation
 - To ensure that required actions are implemented
 - To communicate and report on issues effectively across their organisation

7. Core Business of the Group

- Set the strategic vision, operation model, deliverables and direction for the Safeguarding Hub Service.
- Give direction to the Safeguarding Hub Development Group
- Receive reports from the development group
- Manage peer reviewing of single parts of the system to ensure 'whole system approach'
- Use national guidelines, best practice while developing the service.
- Throughout our work we maintain the ethos of being child centred and listen to the voice of the child

8. Functions of the Group

- The Safeguarding Hub Programme Board reports directly to Cumbria's Local Safeguarding Children Board (LSCB)
- The Group is a multi-agency group with the responsibility to take a leading role in the development of the Safeguarding Hub Service
- To consult with the LSCB as/when required by the LSCB and its sub groups

9. Links to other LSCB Sub Groups

- The Safeguarding Hub Programme Board has strong links with the Early Help sub-group and this is a standing item on their agenda.
- Link with the Communications and Engagement sub-group to develop a communications strategy
- Link with all LSCB sub-groups when appropriate to do so

10. Quorum

3 partner agencies

11. Review date for ToR

6 months from the date in the footer

12. Frequency of Meetings

Monthly

Principles underpinning the work of the Programme Board

- The Programme Board will enable the Hub to identify and make safe, at the earliest opportunity, all vulnerable Children in Cumbria through the sharing of information and intelligence between the safeguarding partners.
- The Programme Board will enable the Hub to deliver three overarching outcomes:
 - Early identification and understanding of risk
 - Victim identification and intervention
 - Harm identification and reduction
- The Programme Board will give careful attention to safeguarding, challenging itself and constituent partners and asking three critical questions:
 - Are Cumbria's vulnerable children safer as a result of the Hub?
 - How do we know they are safer?
 - What was the vulnerable child's reported experience?
- The Programme Board is expected to take collective responsibility for three inter-linked strands:
 - Use of resources and evidence bases for outcome-based and best value strategic commissioning.
 - Use of a benchmark using performance information from previous arrangements and an agreed set of measures to evaluate improvement as a result of the Hub.
 - Promoting cultural change across the 'whole system' at both strategic and operational levels to promote trust, collaboration and collective responsibility for vulnerable children between different agencies.

Commissioning best practice

The Programme Board will have regard to:

- **assessments of need** and other evidence bases and analytic data that is available to support prioritisation and value for money. It will be particularly important to understand the implications of Joint Strategic Needs Assessments and similar agency specific data
- the involvement of service users and carers
- **call to account** or raise with the appropriate organisation the performance of any agreements or commissioned activity, which fails to positively engage and support the objectives of safeguarding
- Seek to **align** and **pool resources** across the partnership to give best value and to generate efficiencies
- promote **wide engagement of partners and stakeholders** by ensuring effective communication
- where risks are taken a full risk assessment will be carried out and the Programme Board will be fully informed of the risks.

Operational Group



TERMS OF REFERENCE

1. **Name of Group** Cumbria Safeguarding Hub Operations Group

2. **Connectivity**
(This group reports to) Cumbria Safeguarding Hub Operational Design Group

- Committees / individuals reporting to this group None

3. **Chair** Neil Swainson (Police)

4. **Vice Chair** Susan Mein (Health)

5. **Members of Group**

Agency	Role
Police	Police Sergeant
Health	Safeguarding Lead
Cumbria County Council	Programme Manager
Cumbria County Council	Education Consultant
Cumbria County Council	Early Help Manager
Cumbria County Council	Business Systems
Cumbria County Council	Team Manager
Cumbria County Council	Team Manager
Cumbria County Council	Team Manager
Cumbria County Council	Service Manager

6. Role of Group Members:

Role of the Chair:

- Chair is a member of and reports to the Cumbria Safeguarding Operational Design Group
- Chair works with the Programme Manager to set agendas and meeting schedule
- Chair ensures that work of the Operational Group complies with what is required
- It is the responsibility of group members to represent their organisation
- To ensure that required actions are implemented

7. Core Business of the Group

- To provide a forum where all partner agencies are represented and their views are sought and considered in respect of the re design of the Safeguarding Hub process
- To look at the operational issues and potential risks that may arise during the transition process
- To ensure escalation to the design group in a timely manner where it is felt the process is being delayed
- To ensure front line practitioners opinions are sought and that information from the design group is disseminated to all practitioners
- To identify resources needed to ensure the success of agreed model of working
- To ensure that the organisation they represent is kept informed of debates and / or decisions and where there is an action identified take the responsibility to carry it out on behalf of the organisation
- To bring to the attention of the group any barriers / opportunities with regard to the organisation represented
- To look for solutions to any barriers presented and to support discussion regarding opportunities in moving forward
- To take a holistic view of the hub process and to ensure members organisation is appropriately represented to provide good value and service to children and families in moving forward

8. Functions of the Group

- To support and give input into the design and development of the hub and share these recommendations with the Design Group
- To provide assurance to the hub Operational Design Group that the project is progressing to plan or to advise any potential deviations, issues or risks that require a higher level intervention
- To support the vision and strategic objectives as set out in the Programme Plan
- To inform Design Group about any risks arising on the project

9. Links to other Groups

- The Operations Group will have strong links with other multi-agency groups to support the re design
- These will include, Early Help, Corporate Support including IT, LSCB Sub Groups, Information and Performance, Safeguarding Groups within Health and Police.

10. Authority

- The Operations Group is authorised by the Operational Design Group to operate within its Terms of Reference.
- The group will have responsibility for all helping to develop the design, supported by the Design Group, satisfying itself that appropriate processes are in place to provide the required project assurance.
- The Operations Group is authorised to create and support the functional design of the hub in conjunction with the Design Group. Where the group do not feel confident to authorise any particular change in design without further authorisation, the decision can be escalated to the Operational Design Group and or Programme Board for a decision. The group are, however, encouraged to be as independent as possible to keep escalations to a minimum.

- The group is authorised by the Operational Design Group to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience if it considers this necessary.

11. Monitoring effectiveness

- The Operations Group will be responsible for supporting the design and help to develop an effective Performance Management Framework. They will also be responsible for the identification of the most effective method of recording the performance of the hub.
- Once the Project closes and the hub becomes an operational entity, new Terms of Reference will be created and the group revised to become the Operational Group. The new group will undertake an annual review of its performance against the objectives of ToR in order to evaluate the achievement of its duties. This review will inform the:
 - Auditing of information sharing processes and associated decisions;
 - Monitoring how their teams are performing against both their individual;
 - Performance Framework and hub performance

12. Other Matters

- The servicing, administrative and appropriate support to the Chair and group will be undertaken by the relevant agency, who will record minutes of the meeting. The planning and circulation of the agenda and any advance documents for each meeting is the responsibility of the Chair.
- Any group member wishing to circulate documents to the group should submit them to the Chair at least 3 working days before the meeting where they will be presented.

13. Quorum

3 partner agencies

14. Review date for ToR

6 months from the date in the footer

15. Frequency of Meetings

Fortnightly

CUMBRIA LSCB

CUMBRIA LOCAL SAFEGUARDING CHILDREN BOARD

TERMS OF REFERENCE

13. Name of Group Cumbria Safeguarding Hub Operational Design Group

14. Connectivity
(This group reports to :)
LSCB
LSCB Chairs Group
Other LSCB Subgroups – as required

Committees / individuals reporting to this group Cumbria Safeguarding Hub Operations Group

15. Chair Senior Manager, Child Protection, Children & Families

16. Vice Chair Network Manager, Health

17. Members of Group

Agency	Role
Cumbria County Council	Safeguarding Lead
MASH Operations Group	Ops Group Chair / Vice Chair
Cumbria County Council	Programme Manager
Cumbria NHS	Designated Nurse CCG
Police	Senior Police Rep
Cumbria NHS	Provider Lead
Cumbria County Council	Adults Lead
Education	Education Lead
Early Help	Early Help Lead
Cumbria County Council	Systems & Information Lead
Cumbria County Council	Performance Lead

18. Role of Group Members:

Role of the Chair

- Chair is a member of and reports to the Cumbria Safeguarding Hub Programme Board
- Chair works with the Programme Manager to set agendas and meeting schedule
- Chair ensures work of the operational group complies with what is required
- It is the responsibility of group members to represent their organisation
- To ensure that required actions are implemented

19. Core Business of the Group

- The primary objective of the Safeguarding Design Group is to:
- Provide opportunity for all partners to consult in respect of the Safeguarding Hub design
- To manage issues and risks arising
- Progress the on-going development and delivery of the Safeguarding Hub project
- Unblock lower level blockages to progress

20. Functions of the Group

- To steer the design and development of the Safeguarding Hub
- To provide assurance to the Cumbria Safeguarding Hub Programme Board that the project is progressing to plan or to advise of any potential deviations, issues or risks that require a higher level of intervention
- To steer the design and development of the Safeguarding Hub in line with Strategic objectives and vision agreed and set by the LSCB and Programme Board
- To manage issues and risks arising on the project

21. Links to other LSCB Groups

- The Safeguarding Hub Operational Design Group will have strong links with other multi-agency groups to support the re design
- These will include; Early Help, Corporate IT, LSCB Sub Groups, Information and Performance, Safeguarding Groups within Health, and Police Groups

22. Authority

- The Safeguarding Hub Operational Design group is authorised by the Safeguarding Hub Programme Board to operate within its Terms of Reference.
- The group will retain responsibility for all aspects of Safeguarding Hub design, supported by the Programme Board, satisfying itself that appropriate processes are in place to provide the required project assurance.
- The Operational Design group is authorised to create and alter the functional design of the Safeguarding Hub. Where the group do not feel confident to authorise any particular change in design without further authorisation, the decision can be escalated to the Safeguarding Hub Programme Board for a decision. The group are, however, encouraged to be as independent as possible to keep escalations to a minimum.
- The group is authorised by the Safeguarding Hub Programme Board to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience if it considers this necessary.

23. Monitoring effectiveness

- The Operational Design group will be responsible for designing and developing an effective Performance Management Framework. They will also be responsible for the identification and commissioning of the most effective method of recording the performance of the Safeguarding Hub.
- Once the Safeguarding Hub Project closes and the Safeguarding Hub becomes an operational entity, new Terms of Reference will be created and the group revised to become the Safeguarding Hub Operational Leadership Group. The new group will undertake an annual review of its performance against the objectives of ToR in order to evaluate the achievement of its duties. This review will inform the:
 - Auditing of information sharing processes and associated decisions;
 - Monitoring how their teams are performing against both their individual;
 - Performance Framework and the Safeguarding Hub Performance Framework.

24. Other Matters

- The servicing, administrative and appropriate support to the Chair and group will be undertaken by the relevant agency, who will record minutes of the meeting. The planning and circulation of the agenda and any advance documents for each meeting is the responsibility of the Chair.
- Any group member wishing to circulate documents to the group should submit them to the Chair at least 3 working days before the meeting where they will be presented.

25. Quorum

3 partner agencies

26. Review date for ToR

6 months from the date in the footer

27. Frequency of Meetings

Fortnightly