

Board induction pack

Essex Safeguarding Children Board

Information for Board Members, the voluntary sector, and all parties interested in the workings of the Board

Contents

Welcome from Independent Chair	Page 3
Statutory Function of the Essex Safeguarding Children Board	Page 4
Essex Safeguarding Children Board	Page 5
Structure of Board	Page 7
Sub-committees	Page 9
Business unit	Page 15
Appendices	Page 20

Welcome from Independent Chair, Simon Hart

Welcome to the Essex Safeguarding Children Board, this pack will provide you with background information, key roles and responsibilities, structure charts and information on sub-committees.

The Essex Safeguarding Children Board (ESCB) is a statutory multi agency organisation which brings together agencies who work to safeguard and promote the welfare of children and young people in Essex. The Children Act 2004 required every local authority to set up a Local Safeguarding Children Board. The ESCB is Essex's response to this.

The aim of the Board is to improve outcomes for children by coordinating the work of local agencies to safeguard and promote the welfare of children and ensuring the effectiveness of that work. The ESCB works with Essex County Council, Essex Police, Essex Probation, Education Services, Health Services and the Voluntary Sector. We also do work with the Southend and Thurrock Local Safeguarding Children Boards.

Members of the Board should be able to speak for their organisation with authority, make decisions on behalf of their organisation on policies or practice, and commit resources from their organisation to support the work of the Board. They must also on occasions be able to hold their organisation to account.

This pack is aimed at new members, although it may also be useful to existing members. New board members are encouraged to buddy up with an existing board member who will assist them in understanding the role and functions of ESCB.

If you have not done Safeguarding training for a while, a free e-learning package available on [website](#).

Members must attend regularly at business meetings and be willing to participate in annual development and training sessions.

Simon Hart
Independent Chair

Statutory functions of the Board

Section 14 of the Children Act 2004 sets out the objectives of LSCBs, which are:

- (a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- (b) to ensure the effectiveness of what is done by each such person or body for those purposes.

Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

- (a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - (ii) training of persons who work with children or in services affecting the safety and welfare of children;
 - (iii) recruitment and supervision of persons who work with children;
 - (iv) investigation of allegations concerning persons who work with children;
 - (v) safety and welfare of children who are privately fostered;
 - (vi) cooperation with neighbouring children's services authorities and their Board partners;
- (b) communicating to persons and bodies in the area of the authority 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 the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
- (d) participating in the planning of services for children in the area of the authority; and
- e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Essex Safeguarding Children Board

The Essex Safeguarding Children Board (ESCB) is a statutory multi-agency organisation which brings together agencies who work to safeguard and promote the welfare of children and young people in Essex. The ESCB works with Essex County Council, Essex Police, Essex Probation, Education Services, Health Services and the Voluntary Sector. We also work with the Southend and Thurrock Local Safeguarding Children Boards.

The work of the ESCB includes:

- Developing multi-agency policies and procedures for safeguarding
- Participating in the strategic planning of children’s services
- Communicating the need to safeguard and promote the welfare of children to professionals and the public
- Conducting Serious Case Reviews when a child dies or is seriously harmed and abuse or neglect is suspected
- Ensuring procedures to ensure a coordinated response to unexpected child deaths
- Collecting and analysing information about all child deaths that occur in the area to identify issues of concern
- Providing multi-agency learning and development opportunities to practitioners on safeguarding children

Business plans and annual reports can be accessed via the [ESCB website](#).

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

Stay in touch

- Subscribe to ESCB Bulletin by emailing: escb.comms@essex.gov.uk
- Follow us on Twitter @EssexSafeguards
- Add our website to your favourites www.escb.co.uk

Structure of Board

Structure and Membership

The structure of the Essex Safeguarding Board and its relevant sub-committees can be found in [Appendix A](#).

A full list of members can be found in [Appendix B](#).

Members should be able to:

- Speak for their organisation with authority;
- Commit their organisation on policy and practice matters;
- Hold their organisation to account;
- Influence the development of their agency's practices;
- Ensure that child protection and safeguarding services within those agencies are adequately resourced;
- Contribute to the development of robust and effective monitoring and performance functions.

Individual members of the LSCB have a duty as members to contribute to the effective work of the LSCB. This should take precedence, if necessary, over their role as a representative of their organisation. Members of Essex Safeguarding Children Board and its sub-committees will be required to abide by a Partner Agency Agreement which outlines the roles and responsibilities of members.

The Apprenticeships, Skills, Children and Learning Act 2009 provided for the appointment of two representatives from the local community to sit on the Local Safeguarding Children Board. Essex Safeguarding Children Board has appointed two members to undertake this role. Their responsibilities relate to:

- Supporting stronger engagement in local child safety issues and contributing to an improved understanding of the LSCBs child protection work in the wider community.
- Challenging the LSCB on the accessibility by the public and children and young people to its plans and procedures.
- Helping to make links between the LSCB and community groups.

Frequency of meetings

Essex Safeguarding Children Board will meet quarterly (4 times per year). The sub-committees also meet quarterly and the work of the sub-committees gets fed back at Board meetings.

Quoracy

For a sub-committee meeting to be quorate there should be at least 50% of members present, with at least 3 different partner agencies represented.

Confidentiality

All agenda, minutes and other documentation and all proceedings of the Board and sub-committees shall be treated as confidential, and can only be shared with the agreement of the Independent Chair of the LSCB.

The Chair

Essex Safeguarding Children Board has an Independent Chair, supported by the Vice Chair, who will ensure that the Board operates effectively and secures an independent voice for the LSCB. He or She should have sufficient standing and expertise to command the respect and support of partners and act as a driving force for better safeguarding of children in Essex.

The Chair should act objectively and distinguish their role as LSCB Chair from any day-to-day role.

Accountability

Essex Safeguarding Children Board is responsible for coordinating and ensuring the effectiveness of work undertaken by local agencies to safeguard and promote the welfare of children but it is not accountable for their operational work. Each agency retains their own existing lines of accountability for their services. Essex Safeguarding Children Board does not have the power to direct other organisations, however it will bring concerns the attention of the agency concerned and the Board.

Relationships

Essex Safeguarding Children Board has a separate identity and will not be subordinated or subsumed within other strategic bodies. The LSCB will strive to develop useful relationships with other strategic bodies as well as agencies representing the Voluntary Sector.

Funding

To ensure effective functioning of the LSCB, adequate and reliable resources will be required from all partner agencies i.e. monetary contributions and/or provision of staff, goods, services, accommodation to assist with the functioning of the LSCB and its sub-committees. Agency contributions will be reviewed on an annual basis.

Sub-committees

In order to assist the Board with discharging its wider responsibilities, the following sub-committees have been created;

- Policy Procedures & Practice Development
- HR & Learning & Development
- Performance Audit & QA
- Health Executive Forum
- Communications
- Serious Case Review Sub-committee
- Child Death Overview Panel
- District/Borough/City Councils Safeguarding Leads Group

Each sub-committee is comprised of a multi-agency membership and is chaired by persons at senior management level within their agency. Each sub-committee has a working mandate which is set out within their Terms of Reference.

The position of Chair and Vice-Chair will be reviewed annually with new nominations sought.

Other task groups may be established from time to time to undertake specific pieces of work on behalf of the LSCB.

Links to other strategic groups

In addition to the sub-committees the Board also has links to other strategic groups including SET Strategic CSE Group, Stay Safe groups, the Children's partnership and the Health and Wellbeing Board.

Role of the Chair within the sub-committees

The Chair of the sub-committee will be elected from within the sub-committee and will drive the progression of the work plan in line with the board's business plan. The chair will also attend the Chairs' sub-committee responsible for identifying the agenda of the board.

Role and Function of the Sub-committees

Membership of sub-committees should include representation from all statutory agencies and areas of specialism will be recruited to groups as and when necessary. Each sub-committee will contribute to the ESCB's annual report and business plan and may be tasked to undertake other specific activities as and when required by the ESCB.

Chairs sub-committee

Key priorities:

- To develop, review and monitor performance against the key objectives of the ESCB Business Plan and the production of the ESCB Annual Report.
- To receive reports from the sub committees and highlight any areas of concern to the ESCB

Remit:

- Provide an overview and give direction to good Governance in all of the Boards activities

- Give direction to potential priorities for the Board and its Business Plan
- Through the work of sub committees give direction to the Board Manager in the preparation of the Boards Annual Report
- Monitor the ESCB budget and expenditure
- Monitor local and national developments and to make recommendations to the Board on required action
- Monitor the work of the sub committees and deal with any issues unless severity means this is required to be escalated to the main ESCB
- To meet quarterly in the period between Board meetings to plan future agendas of the ESCB including themes for development days

Performance, Audit and QA

Key priorities:

- Develop and manage an effective multi-agency performance framework as required by the ESCB to identify key safeguarding triggers and risks. This to link with the objectives set out in the ESCB Business plan
- Maintain a comprehensive multi-agency audit safeguarding programme
- Maintain a Quality Assurance programme to ensure improvements in practice

Remit:

- Establish and implement an effective strategy to monitor quality & effectiveness
- Coordinate Section 11 (for partner agencies) audits and analysis, monitoring agency action plans by reviewing summary data and determining response in respect of non-compliance
- Oversight of the Section 175 (for schools and education establishments) audit process and outcomes
- Undertake reviewing activity and performance data analysis, providing regular updates/recommendations to the ESCB to mitigate risk, highlight trends, areas of concern and recommendations for further activity / monitoring
- Initiate and monitor multi-agency case audits (single or multiple) via the Multi-Agency Case Audit group
- Identify how findings of case audits and other enquiries should best be communicated to frontline staff and managers
- Ensure that messages from inspection, case reviews, audit and quality assurance are acted upon to improve practice

Policies, Procedures and Practice Development

Key priorities:

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

Remit:

- Develop inter-agency protocols on specific safeguarding areas, including those that may not fall within SET Procedures

- Provide a link to SET arrangements and make arrangements for local implementation
- Respond to all changes in national and local policy
- Identify gaps in safeguarding practices and procedures and implementing appropriate strategies
- Identify how new policies and procedures should best be communicated to frontline staff and managers usually via liaison with the Communications sub-committee
- Ensure that changes to policy and procedures influence practice development through monitoring and evaluation
- Work with SCR sub-committee to undertake 'lessons learnt' reviews, following the completion of every SCR, to identify required amendments to policy and procedure
- Ratify any other policies and procedures which may be developed by sub-stream workgroups, prior to presentation and approval by ESCB
- Agree the performance monitoring arrangements in respect of new ESCB / SET policy and procedure (including how compliance will be reviewed) and to undertake performance monitoring of policy and procedure in accordance with these agreements

Serious Case Review

Key Priorities:

To conduct Serious Case Reviews in line with the principles and requirements set out in in Working Together

1. The reviews are conducted regularly, not only on cases which reach statutory criteria, but also on other cases which can provide useful insights into the way organisations are working together to safeguard and protect children
2. The reviews look at what happened in a case, why and what action will be taken to learn from the review findings
3. To action results in lasting improvements to services which safeguard and promote the welfare of children and help protect them from harm
4. There is transparency about the issues arising from individual cases and the actions which organisations are taking in response to them, including sharing the final reports of Serious Case Reviews with the public

Remit:

1. Provide oversight to the commissioning and on-going management of all Serious Case Reviews commissioned by the Board
2. Provide the oversight framework for Serious Case Reviews and other Case Reviews undertaken by Essex LSCB
3. Review and make recommendations to the ESCB on whether referred cases meet the criteria for the conduct of the Serious Case Review and where cases do not meet the criteria, make recommendations in appropriate alternative action
4. Determine the scope and Terms of Reference for each Serious Case Review and oversee the work of the Review Panel for each case including signing off the report before it is presented to the ESCB.
5. Ensure that lessons from SCRs are implemented in line with the learning and improvement framework for Essex LSCB
6. Oversee the liaison with the National Panel regarding specific Serious Case Reviews commissioned by Essex County Council

7. Oversee the combined learning from Multi-Agency Audits, Multi-Agency Case Reviews and Serious Case Reviews

Learning and Development

Key priorities:

- Develop and deliver multi-agency learning and development programmes that arise from ESCB priorities in the Business plan, reviews and national and local priorities
- Monitor and evaluation of scope reach and impact of safeguarding training across agencies as well as ESCB programmes
- Make use of innovative learning methods to ensure that training and learning activities are effective in influencing changes in practice
- Identify and act upon any gaps in learning provision

Remit:

- Implementation of learning from the comprehensive audit of training responsibilities across agencies
- Development of a multi-agency learning and development programme that reflects the aggregated learning from SCRs and other reviews in Essex and nationally
- To produce multi-agency quality standards for learning and development
- To promote a culture of continuous learning and improvement in line with the learning and improvement framework
- Develop and implement robust methods of learning evaluation including impact on practice
- Ensure appropriate sharing of resources to provide a cost effective multi agency learning programme and avoiding duplication – this to include joint training initiatives and e learning
- To plan and deliver an annual LSCB conference in conjunction with the communications sub committee

Communications

Key priorities:

- Coordinate multi-agency communication strategy for SCRs including approach to SCR and other high profile cases
- Agree media plan for promotion of safeguarding (consider specific themes)
- Consider means of developing a consistent way of delivering safeguarding messages to front-line practitioners
- Further develop and contribute to the ESCB website

Remit:

- Arrange public awareness initiatives or campaigns focussed on safeguarding
- Respond to and give direction to media approaches to specific local or national issues or incidents, including SCR
- Arrange briefings for frontline staff and managers – likely to be generated by Policies & Procedures, Serious Case Review and Audit work streams to actively promote good practice throughout Essex
- Support communications activities for the ESCB and other sub-committees

- To be accountable for over-seeing public, partner and stakeholder communication and engagement

Health Executive Forum

Remit:

The Health Network is accountable to the Sub-Committee Chairs Committee and is linked through the Safeguarding Clinical Network.

- Maintain a clear communication pathway for health representatives with the ESCB
- Take a strategic lead within the Health Services for safeguarding children in its broadest context
- Ensure all providers & commissioners are supported in developing robust child protection arrangements and influence private health providers on safeguarding arrangements
- Set standards of practice in safeguarding and protecting children in the Health Service across Essex
- Ensure there is an awareness across health services of Serious Case Review activity happening across Southend, Essex and Thurrock and that health recommendations in Serious Case Reviews are put into action and audited, where appropriate via collective action
- Support the performance management role of the LSCB within the health context
- Agree health representation for Southend, Essex and Thurrock Local Safeguarding Boards
- Review the LSCB Business Plans and agree how actions should be taken forward by health organisations
- Be a forum for discussion concerning potential policy change within health prior to recommendation to the LSCBs
- Act as the forum via which new joint policies and procedures for health agencies are consulted on, agreed and distributed

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

Strategic Child Death Overview Panel

Key priorities:

- Implementing procedures and practice that supports an effective rapid response to unexpected deaths
- Ensure that the themes arising from the CDR processes inform county wide strategic planning in the area by feeding in information to the appropriate strategic partnerships and other bodies as appropriate

Remit:

The Strategic Child Death Overview Panel is a joint panel for the Safeguarding Boards for Essex, Southend and Thurrock.

- Oversee and monitor the implementation of the SET protocol on deaths in childhood in line with guidance in *Working Together (2013)*
- Evaluate the effectiveness of the child death review and rapid response process in Essex and make recommendations for improvements
- Monitor and advise the LSCBs on the resources and training required to ensure effective implementation of lessons arising from CDR activities
- Ensure appropriate liaison is occurring between the child death review and serious case review processes for the LSCB
- Review aggregated data on deaths occurring in Essex and analyse this information to identify trends and patterns related to the safety and welfare of children and wider public health and safety concerns
- Consider, with the Directors of Public Health how best to address any public health and safety matters identified through the course of review panel activity
- Consider recommendations developed by Local Review Panels and develop these for improving practice
- Report recommendations to the LSCBs for their endorsement and monitor the implementation of recommendations by LSCBs and their member agencies. Undertake or commission work in response to recommendations and lessons learnt
- Inform countywide strategic planning in the area by feeding information to the Children and Young People's Strategic Partnerships and other appropriate bodies and making national representations regarding the need for changes in legislation, policy and practice to promote child health and safety and prevent future child deaths where possible

Local Child Death Review Panels

Remit:

- Review the Form B, Form G, Form F or Form H and additional information completed by the rapid response teams on unexpected deaths and information compiled on expected deaths of children
- Determine for each death through the use of agreed classification systems, ways in which the death may be considered to contain modifiable factors and evaluate whether there are lessons to be learnt, with a particular focus on effective inter-agency working and public health issues
- Identify from the review of deaths in the locality any matters of concern affecting the safety and welfare of children in Essex or any wider public health and safety concerns
- Make, where required, recommendations for improving and developing practice based on the lessons learnt / issues identified from each case (with a strategic and local focus as appropriate)
- Consider for each review whether feedback to the parents is appropriate, and which professional should be requested to provide this, and review the arrangements put in place for the on-going care of the family (including Care of the Next Infant processes) and refer any identified concerns to local agencies
- Consider in relation to any death not already referred for serious case review the need to make a referral and make referrals as necessary

- Refer to social care services any child protection concerns arising from the review of the death where these have not previously been referred (and with particular reference to concerns for surviving siblings) and ensure the police, coroner and social care services are made aware of any information arising during the course of a review into a death that may influence their enquiries
- Monitor the appropriateness of the response of professionals to each death, including the support and assessment services offered to families, and provide feedback to agencies where problems / issues are identified

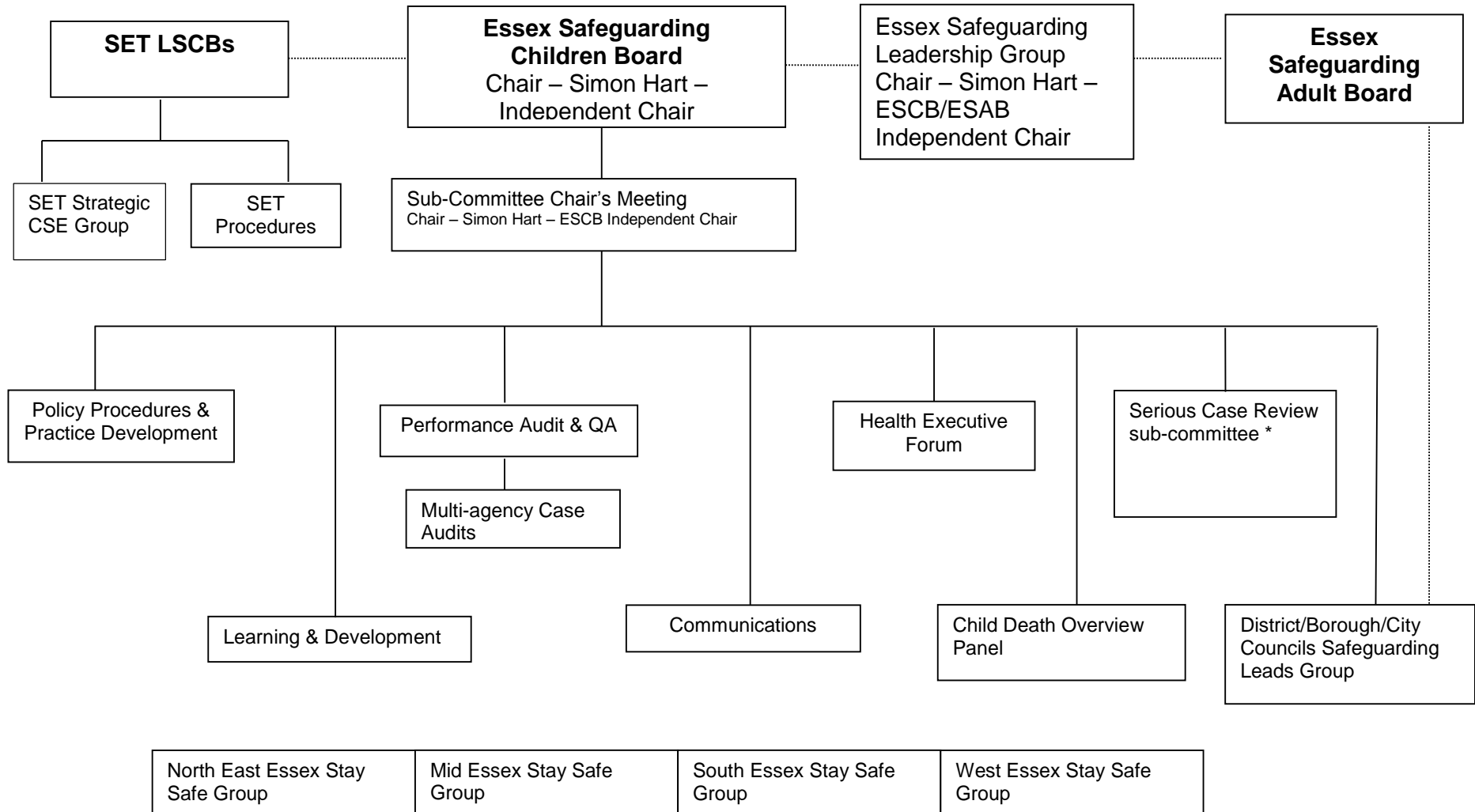
Feed lessons learnt / recommendations made in relation to each death to relevant local strategic partnerships for their consideration

Business unit

<p>Alison Cutler Business Manager</p>	<p>Overall Board Manager and Manager of the ESCB Business Support Team. Responsible for developing and ensuring the effectiveness of Board business processes including the annual report, business planning and the ESCB's statutory duties, as well as raising the profile of the ESCB via its communications activities.</p> <p>Advisory and support role to the Chair and link between the ESCB and other strategic groups across the partnership. Key role is to build relationships with partner agencies to facilitate effective multiagency practice.</p> <p>Attends local, regional and national safeguarding forums to share best practice.</p>
<p>Karen Hammett Practice Development Manager</p>	<p>Responsible for Board activity in relation to learning and development, policy and procedure, implementation of Board serious case review learning and development recommendations, relations with the voluntary and community sector and providing advice and guidance on practice development.</p> <p>Supports the Learning & Development and Policies Procedures & Practice Development sub-committees and SET Policy and Procedure Group.</p> <p>Links with all the local Stay Safe groups.</p> <p>Supports working groups related to learning and development, policy, procedure and practice development, represents the Board on partnership forums such as the 'Safeguarding through Sport' group.</p>
<p>Janet Levett Serious Case and Child Death Review Manager</p>	<p>Responsible for overseeing the Serious Case Review and alternative review processes; including project management of all reviews; co-ordination and administration for panel meetings; collation and presentation of information for the panels; point of contact for multi-agency partners in SCR and alternative review processes.</p> <p>Responsible for the management of child death review activity across Essex, Southend and Thurrock Boards including conduct of reviews, creation of CDR Annual Report, monitoring of the implementation of recommendations and coordinating Board activities to disseminate and respond to identified themes and trends and corresponding recommendations.</p> <p>Supports the Strategic Child Death Overview Panel and Local Child Death Review Panels.</p>
<p>Kay Pountney Performance Analyst</p>	<p>Responsibilities are to provide relevant multi-agency performance data and analysis to the Board in relation to safeguarding effectiveness. This includes the publication of a quarterly multi-agency performance dashboard and more in-depth analytical reports, whose purpose is to highlight risk areas in support of the Board's challenge function.</p> <p>Co-ordinates the Section 11 Safeguarding Audit process.</p>
<p>Stephanie Brewington</p>	<p>Communications lead for the ESCB, responsible for raising the profile of</p>

<p>Senior Communications Officer</p>	<p>the Board among partners, the community and voluntary sector and externally. Maintains and develops the website, newsletter, Twitter account and supports the annual conference and other events.</p> <p>Manage awareness raising campaigns as directed by SCR and CDR groups.</p> <p>Responsible for production and dissemination of materials including training brochure and other publicity items.</p>
<p>Julie Vickers Project Officer</p>	<p>Provides administrative support to all Board activity and Board managers.</p> <p>Administers all sub-committee meetings except for SCR and CDR. Monitors the Board budget with specific project work.</p>
<p>Alexandra Stebbings Project Officer</p>	<p>Monitors and tracks the recommendations from all Serious Case Reviews and incidents.</p> <p>Administers the Serious Case Review sub-committee and Panels.</p> <p>Provides administrative support for all aspects of the Serious Case Review process.</p>
<p>Vanessa Rooke Training Administrator</p>	<p>Centrally administers the Board’s training including booking course venues, dealing with application forms, allocating places, issuing invoices/receipts, sending online evaluations after the course and issuing certificates of attendance.</p>
<p>Karen Jukes CDR Administrator</p>	<p>Administrator for Child Death Reviews</p> <p>Receiving, sending out and collating notifications, discharge summaries and post mortems for the child death review panel. Ensuring all paperwork is accurate and in order to assist the panels in reviewing child deaths.</p>

Appendix A



Appendix B

MEMBERSHIP

Simon Hart	Independent Chair
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Full Members

Mary Archer	Chief Executive Essex Community Rehabilitation Company
DCC Derek Benson	Essex Police – Protective Services
Simon Billings	Headteacher – Essex Primary Head Teachers Association
Mike Blant	Essex Primary Head Teachers Association
Gail Crouchman	Border Force – UKBA
Cathy Geddes	Chief Nurse – Mid Essex Hospitals Trust
Tanya Gillett	Head of Youth Offending Service
Mike Gogarty	Director for Commissioning - Public Health & Wellbeing Chair – SET Strategic Child Death Overview Panel
Halcyon Hamilton	CAFCASS
Helen Hever	Lay Member
Dave Hill	Executive Director for People Commissioning Chair of Communications Sub-Committee
Robert Locke	Essex Council for Voluntary Youth Services (ECVYS)
Mjr Paul Ludbrook	Welfare Officer – Military Corrective Training Centre, Colchester Garrison
Fiona Marshall	Chief Executive – Maldon District Council
David Messam	Assistant Deputy Director – National Probation Service
Clare Morris	Chief Officer - West Essex CCG Chair of Health Executive Forum
Andrew Pike	Area Director for Essex Area Team – NHS England
Gary Smith	Headteacher – Special Schools Head Teachers Association
Debbie Stokes	Headteacher - Essex Secondary Head Teachers Association
Nicola Wilson	Lay Member

Lead Member for Children's Services

(attends board as participating observer in accordance with Working Together 3.66)

Cllr Dick Madden	Essex County Council Lead Member for Children's Services
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Associate Members

Paul Hill Julian Ashley (Deputy) Donna Finch (Deputy)	ACFO – Essex Fire & Rescue Service Senior Divisional Officer
Alex Bamber	Director - Essex Community Rehabilitation Company – Chair HR and Learning Development Sub-Committee
Chris Kiernan	Director for Commissioning – Education & Lifelong Learning
Gary Baines	Locality Manager – North Essex – East of England Ambulance Service
Susannah Hancock	Executive Director – Police & Crime Commission
David Hockley	NSPCC
Ben Hughes	Head of Commissioning – Public Health & Wellbeing
Dr Susan Humphrey	LMC
Helen Lincoln	Executive Director for Family Operations – Chair of Serious Case Review Sub-Committee
Lucy Morris	Deputy Head of Public Protection – Essex Police - Chair of SET Strategic CSE Group

