



EAST AYRSHIRE CHILD PROTECTION COMMITTEE

CONSTITUTION AND GOVERNANCE FRAMEWORK

**REVISED
June 2019
VERSION 1.8**

Version log

Review

Name	Title	Signature	Date
D Robertson	CPC Lead Officer		1.3.16
D Robertson	CPC Lead Officer		17.8.17
D Robertson	CPC Lead Officer		22.12.17
D Robertson	CPC Lead Officer		19.6.19

Approval

Name	Title	Signature	Date
Kate Thomson	Chair EACPC		1.7.19

Document history

Version	Summary of changes	Document status	Date published
1.4	Removal of obsolete Health & Social Care introductory paragraphs, reference to new National Guidance 2014, amendments to list of members, changes to Good Governance standards and approval of Chairs of sub committees.	Draft	
1.5	Update of Planning and Governance Arrangements diagram	Draft	17.8.17
1.6	Reference to new integrated service planning arrangements and other minor amendments to membership	Draft	
1.7	Changes to diagrams	Draft	
1.8	Changes in light of new CPC/COG guidance	Final	2.7.19

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1. INTRODUCTION

1.1 This Constitution and Governance Framework has been developed from the original constitution and the separate Governance Framework implemented by the East Ayrshire Child Protection Committee (EACPC) in 2010, and is subject to regular review. It sets out the overall business and governance arrangements for the East Ayrshire Child Protection Committee, covering:

- Purpose;
- Role and Function;
- Reporting and Accountability;
- Membership;
- Business Rules;
- Planning Connections;
- Self Evaluation Approach;
- Performance Reporting;
- Resource Support.

1.2 Within this combined document, a 'member' is one of the corporate bodies / partnership agencies making up East Ayrshire's Child Protection Committee. A 'representative' is the person appointed by a member body or agency as its representative on the Committee. The 'Committee' means the members acting through their collective representatives in the discharge of the business of the EACPC.

2. PURPOSE

2.1 The purpose of the Child Protection Committee in East Ayrshire is clarified in the following definition:

"Child Protection Committees are locally-based, inter-agency strategic partnerships responsible for the design, development, publication, distribution, dissemination, implementation and evaluation of child protection policy and practice across the public, private and wider third sectors in their locality and in partnership across Scotland. Their role, through their respective local structures and memberships, is to provide individual and collective leadership and direction for the management of child protection services across Scotland. They work in partnership with their respective Chief Officer's groups and the Scottish Government to take forward child protection policy and practice across Scotland.

(National Guidance for Child Protection in Scotland (Scottish Government, 2014).

3. ROLE AND FUNCTION OF THE CHILD PROTECTION COMMITTEE

3.1 The core functions of the East Ayrshire Child Protection Committee (EACPC) relate to:

- Strategic planning and connections;
- Continuous improvement;
- Public information, engagement and participation; and
- Annual reporting on the work of the CPC

3.2 The Committee operates within the framework of the revised National Guidance for Child Protection in Scotland (Scottish Government, 2014) and the recently published and updated guidance: 'Protecting Children and Young People: Child Protection Committee and Chief Officer Responsibilities'. (Scottish Government February 2019)

(<http://www.gov.scot/Resource/0045/00450733.pdf> and <https://www.gov.scot/publications/protecting-children-young-people-child-protection-committee-chief-officer-responsibilities/>)

4. REPORTING AND ACCOUNTABILITY ARRANGEMENTS

4.1 The EACPC reports directly to the East Ayrshire Chief Officers Group (EACOG), which retains a strategic overview of all public protection matters (child protection, adult protection, violence against women, alcohol and drugs misuse, Prevent and multi-agency public protection arrangements (MAPPA)).

4.2 The Chief Officers, working together, have the following roles and responsibilities:

- Individually and collectively, demonstrating leadership and accountability for child protection work and its effectiveness on behalf of their agencies / bodies – including the effectiveness of the CPC itself
- Agreeing the CPC Annual Report and Improvement /Business Plan, including operational priorities for protecting children, and ensure the allocation of resources to the CPC;
- Considering performance reports that include qualitative and quantitative data on the effectiveness of services in improving the experiences of, and outcomes for, children in need of protection;
- Ensuring that the CPC links to other planning fora under their control, in particular the structures for integrated children's services planning;
- Agreeing the constitution for the CPC, including the delegating of roles and responsibilities, to take forward multi-agency issues in respect of child protection on their behalf and invest it with the authority to do so;
- Agreeing the agencies, bodies or organisations to be represented at their CPC;

- Considering the development of a communications strategy in order to raise awareness of both the role of the CPC and the COG locally;
- Appointing, or agreeing the appointment of, the Chair of the CPC and in doing so ensuring that the Chair has the time, resources and dedicated professional and administrative support to properly fulfil the role;
- Appointing representatives from their own agencies / bodies to the CPC with the appropriate authority and responsibility to best take forward the functions required;
- Inviting nominations from other agencies, bodies or organisations to be represented on the CPC and
- Agreeing reporting mechanisms with elected members and board members that cover the work of their CPC and the implications for their local authority. This will include at least annual reporting.

4.3 As a key part of the accountability arrangements, the EACPC Chair directly reports to the Chair of the EACOG. This ensures clear linkages between the Committee and Chief Officers. This reporting arrangement is set out at appendix 1, clearly outlining that the multi-agency role of the current Chairs of the EACPC and EACOG, as distinct from their roles and responsibilities on a single agency basis.

Appointment of Chair / Vice Chairs

4.4 The EACOG is responsible for agreeing the appointment of the chair, vice chair(s) and members of the EACPC, ensuring they have the necessary skills and knowledge to enable them to fulfil their individual and collective responsibilities.

4.5 In appointing the chair of the EACPC, the EACOG may consider a single service / agency representative or an independent chair. The EACOG is then responsible for confirming the nature of the contractual agreement, terms of reference, role, remit and performance of the chair. The Chief Officers will ensure that the Chair and Vice Chair fully understand their specific role, responsibility and remit.

4.6 The chair of EACPC shall have considerable knowledge, experience and skills in both inter-agency working and child protection. The role will be fulfilled by a person who has the relevant qualities and who meets the requirements of the role.

4.7 The chair of the committee will be supported in their work by up to two vice chairs.

4.8 The chair and vice chair(s) of the EACPC shall be agreed by the EACOG for a period of two years, at which point there will be a review of the arrangements. The EACOG has discretion as to the continuing appointment of the chair, vice chair(s) and committee members.

4.9 The Chair of EACPC is responsible for:

- chairing meetings of the CPC, and ensuring that they are conducted in a manner that reflects the contribution that all agencies have to make to child protection;
- leading the work of the CPC to effectively fulfil its functions such that a demonstrable continuous improvement of the inter-agency child protection arrangements is achieved;
- managing the Lead Officer (see below), who will be accountable to the CPC whatever the employment arrangements put in place, on behalf of the CPC; (Note: The Lead Officer will report to the chair of the CPC, however, the day-to-day management of the Lead Officer could be undertaken within one of the agencies by local agreement, but must not confuse the clear management and accountability of the Lead Officer to the CPC through the Chair);
- ensuring the development and delivery of the CPC Improvement / Business Plan and annual report;
- negotiating the resource requirement necessary for the work of the committee;
- ensuring child protection specific issues are appropriately raised and taken account of in local children's services planning processes;
- ensuring that the CPC collaborates with other CPCs;
- reporting and being accountable to the Chief Officers Group and reporting progress and issues regularly;
- maintaining links with Scottish Government and Child Protection Committees through established national networks of meetings;
- keeping the committee informed of national developments and ensuring that best practice is promoted;
- contributing to development of policy and practice at national level;
- providing leadership and guidance in relation to the need to carry out significant Case Reviews; and
- ensuring collaboration with other CPCs and also with other Public Protection strategic planning fora (EAADP, EAAPC, EAVAWP and South West Scotland MAPPA Oversight Group).

4.10 In the absence of the chair, the/a vice chair will assume all levels of authority, as agreed with the EACOG. He/she will take responsibility and accountability as that of chair in conducting committee business. This extends beyond the chairing of meetings to ensuring that the business of the committee is effectively discharged.

Sub Groups

4.11 The work of EACPC will be supported by relevant sub groups and short-life working groups. These are still under development at this time and members will be updated once finalised.

4.12 The EACPC may commission working groups / review groups to address key issues, as and when required.

- 4.13 Each subcommittee or group shall report back to the EACPC in a manner determined by the EACPC.
- 4.14 All sub committees or short life working groups, will have a defined membership, aims and objectives, as well as explicit lines of communication and accountability to EACPC. The chair of each subcommittee or group will be appointed following nomination and agreement at an EACPC committee meeting.
- 4.15 In conducting initial case reviews (ICR) and significant case reviews (SCR), the EACPC will nominate an ICR/SCR Review Panel of the EACPC, with representation at senior level of the statutory agencies, which will act on behalf of the EACPC. Other services / agencies will be involved as required. The Panel will be chaired by the chair (or a Vice Chair) of the EACPC and will be responsible for determining the approach to be taken to an ICR / SCR, including the need to appoint an independent review officer(s). The Panel will also be responsible for notifying the EACPC of arrangements being made to undertake an ICR / SCR, and for reporting findings / recommendations to the EACPC and the EACOG. The operational details of these arrangements are set out in the Pan Ayrshire Protocol for Conducting an Initial or Significant Case Review.

Appointment of Lead Officer and Learning & Development Officer

- 4.16 The EACPC will be supported in the implementation of its core functions by the Lead Officer (Child Protection). The Lead Officer will be employed by East Ayrshire Council (EAC) as the host employing agency and is directly accountable to the chair of the EACPC or nominated Vice Chair, in the chair's absence. Separate line management arrangements will be implemented by EAC if the chair of the EACPC is independent of member agencies / services.
- 4.17 There will be an inter-agency Workforce Development Officer appointed, who will be responsible for identifying and delivering inter-agency learning and development needs, producing an annual programme of inter-agency training and staff development, commissioning, delivering, and evaluating inter-agency child protection learning and development within an identified budget and in line with best value.

5. MEMBERSHIP

- 5.1 The Committee shall review its membership every two years.
- 5.2 Each representative on the CPC shall have sufficient delegated authority to realise the objectives of the agreed annual Improvement/Business Plan on behalf of their agency/service.

5.3 Each member of the CPC will:

- represent the commitment of their agency to promoting the safety, welfare and wellbeing of children and young people, preventing abuse and neglect;
- be aware of current issues concerning child protection, both locally and nationally, its relevance to the work of the CPC, and raise awareness of such issues;
- promote collaborative leadership and partnership working in the delivery of high quality child protection services, and ensure that agreed standards of practice are met and maintained;
- ensure obstacles and barriers to collaborative working are addressed and overcome;
- have the delegated authority to make strategic decisions on behalf of their agency in relation to child protection;
- reflect agency accountability in inter-agency decision-making;
- facilitate communication between the CPC and their organisation and other relevant agencies and groups;
- be responsible for disseminating the work of the CPC to their employees and service users within their area of responsibility; and
- contribute their skills, knowledge and expertise to the work of the CPC.

5.4 The CPC has the responsibility to ensure that members are able to have their contribution to its work. This includes:

- ensuring that they reflect the contribution that all agencies have to make child protection work; and
- provide support and training opportunities for CPC members.

5.5 The quorum for the EACPC shall be six members, with at least four services represented (excluding the chair and lead officer), of which two agencies must be in attendance.

5.6 Core membership of EACPC will comprise of:

- **East Ayrshire Council**
 - **Schools/ Early Years**
Head of Education
 - Strategic Education Manager (Inclusion)
 - **Housing/Vibrant Communities**
Head of Housing and Communities
Leisure Development Manager (Vibrant Communities)
 - **Legal Services**
Litigation Team Leader

- **East Ayrshire Health & Social Care Partnership**
 - **Social Work Children & Families/Justice, Health Visiting & School Nursing**
 - Head of Children's Health, Care and Justice Services/Chief Social Work Officer
 - Senior Manager, Children and Families
 - Associate Nurse Director / IJB Lead Nurse
 - Senior Nurse Manager for Children Services (East) (Health Visiting)
 - Senior Manager Mental Health, Learning, Disability & Addictions
 - Service Manager, Social Work
 - Social Work Learning & Development Manager
 - Workforce Development Officer, Multi-agency Children's Services
 - Alcohol and Drugs Partnership Coordinator
 - Child Protection Committee Lead Officer
- **NHS Ayrshire and Arran**
 - Associate Nurse Director for Women's and Children's Services (Midwifery)
 - Consultant Paediatrician
 - Nurse Consultant, Child Protection
- **COPFS**
 - Procurator Fiscal Depute
- **East Ayrshire Leisure Trust**
 - Chief Executive
- **Police Scotland**
 - Superintendent, Ayrshire Division
 - Detective Inspector, Family Protection Unit, Ayrshire Division
- **Scottish Children's Reporters Administration(SCRA)**
 - Locality Reporter Manager
- **Third Sector**
 - General Manager CVO (EA) Ltd

5.7 Membership may also include:

- **Scottish Fire & Rescue Service**

Group Manager – Prevention & Protection

5.8 Where appropriate, the Committee can co-opt a representative of a member or other organisation to the Committee, providing the decision to co-opt the representative is unanimous.

5.9 Where necessary, members will arrange for an appropriate substitute to attend meetings of the Committee when the representative is unable to attend. This will be subject to agreement with the Chair.

5.10 Third Sector representation on the Committee is essential, to ensure there is effective partnership working and their contribution is maximised relative to the protection children and young people in this area. The extent to which the Third Sector is meaningfully involved in the work of the Committee should be reflected in the EACPC's annual report.

6. PLANNING AND PERFORMANCE ARRANGEMENTS

6.1 Performance management refers to a range of activity which all agencies undertake on a single agency and multi-agency basis to get the right things done successfully. Our focus is on improving outcomes for children and young people through achieving results, paying attention to developing people and improving processes.

6.2 Our performance and information management framework is underpinned by our strong commitment to: -

- improving the lives of children and young people;
- strong values and principles, which inform our actions and decisions;
- a clear strategic direction;
- clearly defined organisational structures and planning frameworks;
- effective leadership and management arrangements;
- strong operational delivery on a partnership basis;
- a joint commitment to promote cultures which support reflection, learning and development; and
- meaningful engagement and participation of children, young people and families.

6.3 The EACPC has developed a performance cycle which provides a framework for the work which takes place in each financial year. Central to our performance cycle is our commitment to improving outcomes for children and young people. The strengths include planning; doing; reviewing and revising (appendix 2).

- 6.4 Our performance cycle is evident in our annual calendar of activities (appendix 3): -
- Production of a three year business plan, which is aligned with the East Ayrshire Children and Young People's Strategic Partnership service planning arrangements;
 - Production of an annual Self Evaluation and Improvement Plan (aligned with the framework of our three year service plan), also adopting a SMART approach;
 - Quarterly progress reporting against key priorities and actions (at Child Protection Committee via sub group reporting);
 - Annual planning, development and review sessions (twice per year), noting achievements, progress and action required (with involvement of the EACOG at least annually);
 - Production of annual report at the end of the year, noting achievements, progress (and reasons for lack of progress, if required).
- 6.5 The EACPC sub group structure is central to progressing action and coordinating effort. The Child Protection Lead Officer meets with the subgroup chairs between meetings of the EACPC. This ensures clear communication and monitoring of activity, progress and workloads.
- 6.6 The Child Protection Lead Officer post holder plays a pivotal role in retaining an overview of all the work taking place and in ensuring connectivity across action planning arrangements. The post holder reports directly to the Chair of the EACPC, which ensures ongoing oversight by the Chair of the work of the Committee.
- 6.7 The EACPC ensures that regular management and performance information reports are scrutinised by the Committee. In addition, regular consideration is given to overall patterns, trends and emerging risks (for example via seminars).
- 6.8 Further enquiries and audits are commissioned by the EACPC where particular issues are identified. In addition, independent research and evaluations are also undertaken in respect of identified or emerging key priority areas.

7. SELF EVALUATION APPROACH

- 7.1 The EACPC is committed to continuous self evaluation, and has promoted the use of the quality indicators as a framework for evaluating practice since they were initially published. Currently, the EACPC makes reference to the Care Inspectorate's document, How well are we improving the lives of children and young people? A guide to evaluation services using quality indicators. (September 2014).

7.2 The EACPC welcomes the more holistic approach now adopted by the Care Inspectorate in implementing quality indicators which are designed to focus on children's services, and which provide a complementary approach to robust self evaluation and independent scrutiny, including child protection.

7.3 The Committee has adopted a planned approach to self evaluation, with reflection, learning and improvement being central to this activity. We recognise that self evaluation is an evolving process which takes place at all levels – at a strategic level, at a management level and at an operational level. For this reason, we have a multi method approach to self evaluation; with a strong focus on change, process and service outcomes, all of which contribute to improved outcomes for children.

7.4 The EACPC implements a self evaluation planning cycle, which is aligned to our combined Service Plan, ensuring that self evaluation is planned across the year, and which also ensures flexibility in responding to matters as they arise.

7.5 Our approach consists of these distinct elements: -

- **Multi Agency Self Evaluation Activity in respect of Specific Areas of Focus**

Multi agency self evaluation activity takes place on a continuous basis in respect of specific areas of focus. These reflect the priorities for the Committee as they are focused on our improvement activity.

- **Multi Agency Self Evaluation using Quality Indicators**

Multi agency self evaluation also takes place across the range of quality indicators, but with a specific focus on the quality indicators where a need for improvement has been identified, either through external scrutiny or through organisational learning at local level.

- **Single Agency Self Evaluation**

Single agency self evaluation continues to ensure that individual agencies are aware of the quality of their own practices and how this impacts and enhances partnership working. This will continue to be central to our self evaluation approach, with each agency evaluating in a proportionate way, recognising existing strengths and needs. Single agency self evaluation takes place using the quality indicators and by taking a closer look at some aspects of service provision. This information will be shared with the EACPC where relevant to inter-agency working in respect of child protection services.

7.6 Every three years, the EACPC will undertake a high level scan using the quality indicators to inform the development of our self evaluation three year plan, and to inform the improvement activity which will be outlined in our joint three year business plan along with the East Ayrshire Children and Young People's Strategic Partnership.

- 7.7 Our self evaluation and improvement plan will set out the areas for planned scrutiny and the areas which will be subject to closer inspection by the EACPC. The detail of this will be set out in an annual self evaluation calendar.
- 7.8 A range of methods are used to support self evaluation, including:
- file audits;
 - staff engagement sessions;
 - focus groups;
 - surveys; and
 - independent research.
- 7.9 A key element of self assessment is the need for evidence. The Lead Officer (Child Protection) has responsibility for holding the data, as provided by members. The EACPC continues to be committed to demonstrating improvement and development, with clear evidence which: -
- demonstrates analysis of strengths and areas for improvement;
 - takes into consideration the views / perspectives of children young people and their families;
 - confirms that the improvement is delivering results; and
 - confirms that the results are contributing to/achieving improved outcomes for children and young people.

8. PLANNING CONNECTIONS

Community Planning

- 8.1 The EACPC and EACOG structures operate within the context of a strong community planning partnership and associated arrangements. Our over-arching Community Plan has a lifespan of 15 years, effective from 1 April 2015 until 31 March 2030. The Children and Young People's Services Planning and Governance Arrangements Diagram is outlined at Appendix 4.
- 8.2 Action plans are in place covering the themes of: Economy and Skills, Safer Communities and Wellbeing. Public Protection matters are reported through the community planning structure within the Safer Communities and Wellbeing themes.
- 8.3 The East Ayrshire Health & Social Care Partnership was formed on 1 April 2015, and has a lead role for the Child Protection theme of Wellbeing. The Chief Social Work Officer for East Ayrshire Council will maintain a strategic overview of Child Protection activity in the local authority area.

Integrated Children & Young Peoples' Services

- 8.4 The East Ayrshire Children & Young People's Strategic Partnership (EACYPSP) was formed following the creation of the East Ayrshire Health & Social Care Partnership (EAHSCP), to ensure that all agencies plan together to improve outcomes for all children and young people. The EACYPSP had responsibility for developing and monitoring the implementation of its service plan, and reported to the East Ayrshire Community Planning Partnership Board (EACPPB).
- 8.5 Following agreement by the EACPPB, EACYPSP and EACPC, a decision was taken to bring together planning for child protection with wider services to encompass the full range of services for children and young people in East Ayrshire. The previously separate sister plans, the Children and Young People's Service Plan and the Child Protection Plan, have now been integrated within a single all-encompassing new Plan for Children and Young People's Services. Members of the EACPC will be required to contribute to the development and approval of each combined service plan, as necessary, and in line with agreed revision arrangements.

Additional Ayrshire Wide Planning Connections

- 8.6 Across Ayrshire, the Strategic Alliance meets, involving East Ayrshire Council, North Ayrshire Council, South Ayrshire Council and NHS Ayrshire and Arran, and the East, North and South Health & Social Care Partnerships to take forward common developments. Work is currently focused on health and social care integration.
- 8.7 The Ayrshire Children & Young People (Scotland) Act Programme Board was established on 30 November 2015 to ensure a coordinated approach to the implementation of the Act across Health, Social Work and Education.
- 8.8 The Ayrshire Data Sharing Partnership (DSP) operates across agencies and is developing integrated approaches via improved electronic systems/ technology. The focus to date has been on AYRshare, the development of a shared multi-agency store for children's assessments, plans and chronologies.
- 8.9 Across East Ayrshire, North Ayrshire and South Ayrshire, the three Child Protection Committee chairs meet to identify common areas of interest, to share learning and to maximise resources. Action is taken to progress joint initiatives, for example via shared training / learning events.

9. ADMINISTRATIVE SUPPORT, AGENDA, MINUTES, MEETINGS.

- 9.1 The EACPC will be supported in its work by an Administrative Officer. The Administrative Officer shall be directly responsible to the Chair of the Committee for arranging Committee meetings, distributing Committee papers, taking minutes of said meetings, and ensuring the distribution of the minutes.

- 9.2 Agenda items for each meeting will be determined by emerging child protection priorities, Committee work in progress, and national developments. Representatives shall submit to the EACPC Lead Officer items for the agenda at least 4 weeks prior to the forthcoming Committee meeting.
- 9.3 Minutes of all proceedings at meetings, together with an action log of the Committee's activities will be recorded including the names of those present, not present and where apologies have been received.
- 9.4 The chair shall move that the draft minute be confirmed as a true record, with any discrepancies noted prior to final approval.
- 9.5 The EACOG and all member agencies and their representatives, will receive a copy of the minute. A copy of the minute will also be sent to any other person as deemed appropriate by the chair, where he / she has been allocated specific actions / tasks.
- 9.6 The dates of all Committee meetings will be set at the beginning of each calendar year. EACPC will meet a minimum of four times per year, with the provision for special meetings for specific issues, as required.

10. CONFIDENTIALITY AND INFORMATION SHARING

- 10.1 All member agencies and their representatives will share information about child protection work in line with professional ethics and guidance, and the principle of the child's welfare being paramount.
- 10.2 All agendas, reports and other documents and proceedings of the Committee shall be treated as confidential unless and until they become public in the ordinary course of the Committee's business or are authorised to be communicated to, and are available for, publication by the press or other news media and in accordance with a formal decision of the Committee and approval by the Chair, following advice from East Ayrshire Council's Legal Services, and the Chief Officers' Group.

11. BUDGETARY ARRANGEMENTS

- 11.1 In addition to ensuring member agencies and their representatives have sufficient dedicated time to carry out the Committee's business and core functions, the EACOG has a collective responsibility to ensure that the East Ayrshire Child Protection Committee has the resources / finance to fulfil the agreed service plan and this will be reviewed as part of the annual report.
- 11.2 The Child Protection Committee shall have a budget in place to support the committee and its work. The Lead Officer (Child Protection) will hold overall budget responsibility, and the activities of the committee will be aligned with appropriate financial planning arrangements.

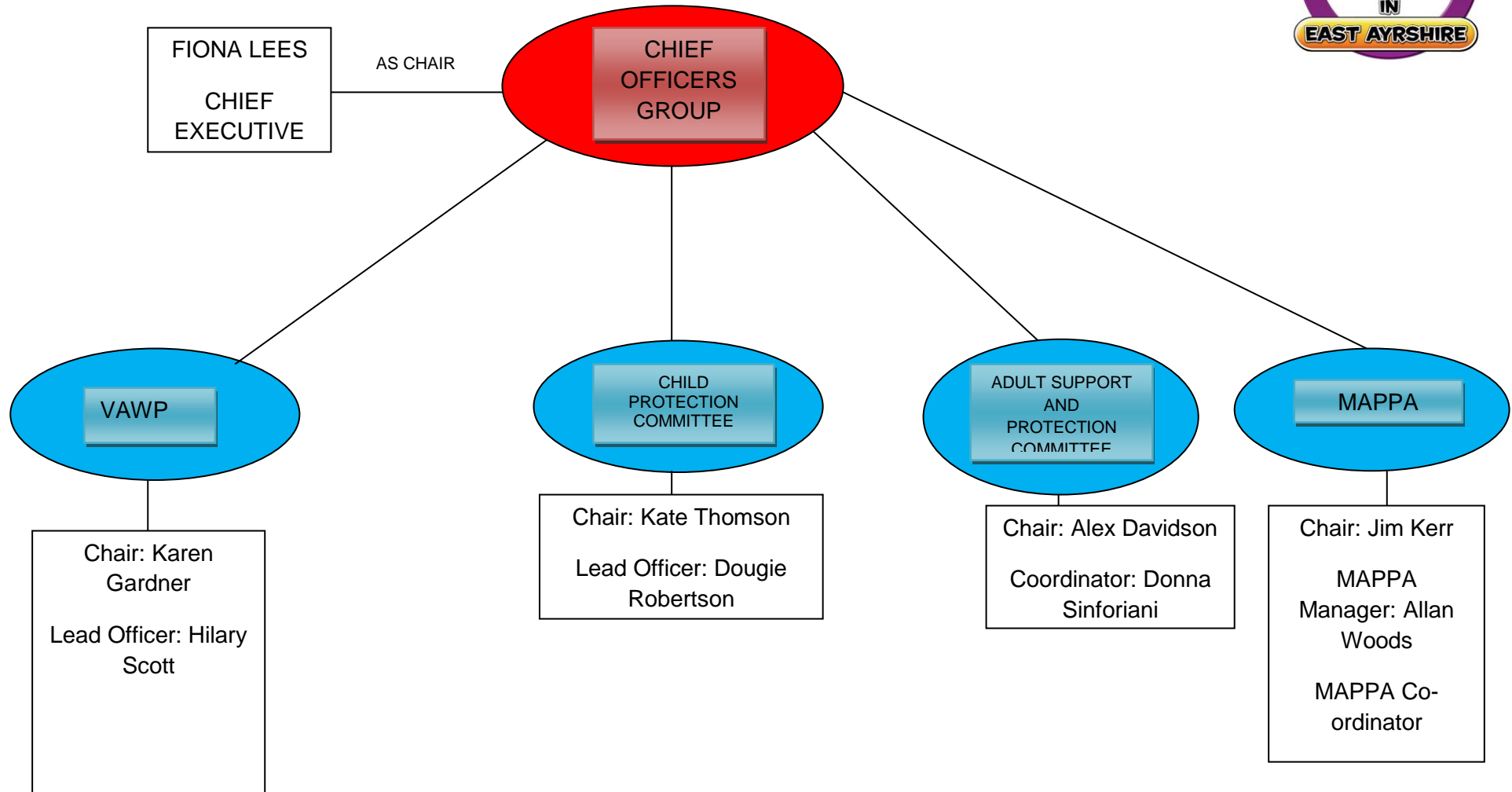
12. RESOLUTION OF CONFLICT OR DISPUTES

- 12.1 The Committee decisions will be reached by consensus, although individual members can have their dissent recorded. Where there is differing views on an option or approach, the chair will decide.
- 12.2 Where significant conflict or disputes arise between member agencies / partner agencies which significantly affects the work of the Committee, it is the responsibility of the chair of the EACPC to notify the EACOG, who will arbitrate on the matter.
- 12.3 In the event of the EACOG failing to reach a resolution, the chair of the EACOG should give consideration to alternative ways of seeking to resolve the conflict e.g. through independent advice.

13. PROCESS OF AMENDMENT TO THE CONSTITUTION AND GOVERNANCE FRAMEWORK

- 13.1 This Constitution / Governance Framework document will be reviewed every 3 years, or earlier if a significant change requires to be made.
- 13.2 Where a committee member requests an amendment to be made to the Constitution and Governance Framework, it shall be by two thirds majority of EACPC members present and voting at any ordinary meeting of the EACPC, provided notice has been given to all members in advance of the meeting, this shall be discussed by the Committee and if agreed, will be submitted to the EACOG for their approval.
- 13.3 Where the Committee do not support the request for an amendment the member agency shall accept the decision of the Committee or bring the matter to the attention of their respective Chief Officer, for consideration.
- 13.4 Amendments may also take place where new legislation or national direction/guidance is available or there are developments in child protection which suggest new approaches are necessary to ensure continuous improvements in the care and protection of vulnerable children in East Ayrshire.

CHILD PROTECTION: GOVERNANCE AND REPORTING



EAST AYRSHIRE CHILD PROTECTION COMMITTEE



OUR PERFORMANCE CYCLE

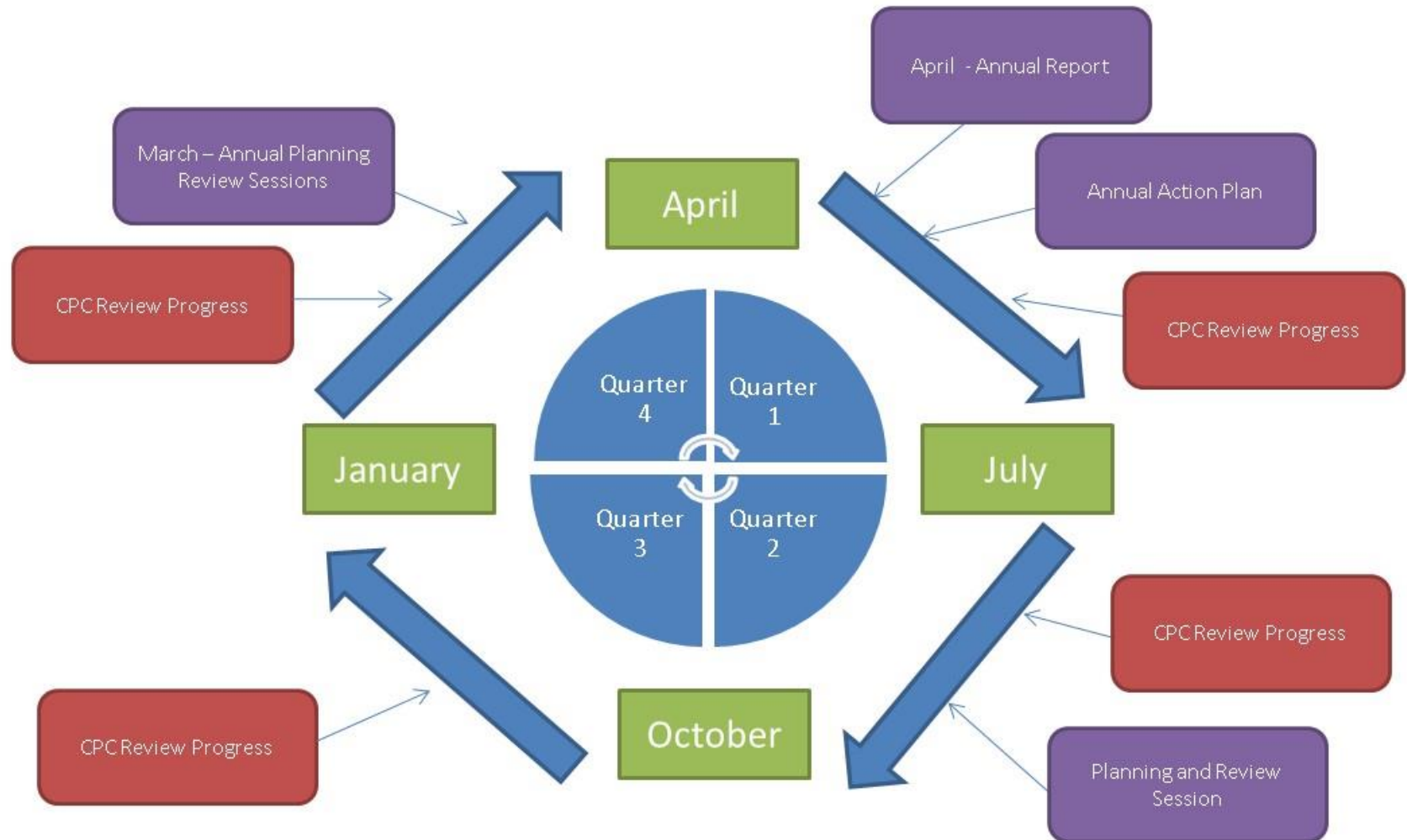




EAST AYRSHIRE CHILD PROTECTION COMMITTEE

OUR ANNUAL PERFORMANCE CALENDAR

APPENDIX 3



Children and Young People's Services Planning and Governance Arrangements

