



Croydon Safeguarding Children Board (CSCB)

Governance Arrangements

February 2017

Signed:
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Date:

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Please note: This document will be reviewed and amended once the Government has confirmed new legislation and regulations in response to the Wood Review (2016) into the effectiveness of local safeguarding children boards (LSCBs). The Government published their conclusions in May 2016 regarding intended changes to the LSCBs, including Serious Case Review and Child Death Overview functions, but these are awaiting announcements.

1. Introduction

- 1.1 The purpose of this document is to confirm how the Croydon Safeguarding Children Board (CSCB) operates, how decisions are made and what multi-agency governance arrangements are in place to make sure children are safeguarded from harm in the area.
- 1.2 The Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB) to ensure the effective co-ordination of agencies and their arrangements in safeguarding and promoting the well-being of children and young people. The functions of a CSCB are set out in primary legislation, regulations and statutory guidance. 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.
- 1.3 'Safeguarding and promoting the welfare of children' is defined in Working Together (March 2015) as:
- protecting children from maltreatment;
 - preventing impairment of children's health or development;
 - ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
 - taking action to enable all children to have the best outcomes.
- 1.4 The CSCB is the key statutory mechanism for agreeing how the relevant organisations in Croydon will carry out this task and ensuring that they do so. The work of CSCB is part of the wider context of Croydon's Children and Families Partnership Board arrangements that aim to improve the overall wellbeing of all children in the local area, which includes preventative work to avoid harm being suffered in the first place.
- 1.5 In all its activities, the CSCB will take account of the need to promote equality of opportunity and to meet the diverse needs of children who live in the Croydon area or visit the borough (e.g. for education, early years care).

2. CSCB functions

- 2.1 The core functions of the CSCB are set out below.¹ The CSCB carries out its work through the Executive, Subgroups, ad hoc working groups, commissioned reports and other work streams. The CSCB structure and the roles and responsibilities of the Subgroups can be found in Appendices A and B respectively.
- 2.2 These functions and are inter-related and require a high level of coordination across the Board and should not be carried out in isolation from each other.

¹ **Regulation 5 of the Local Safeguarding Children Boards Regulations 2006** sets out the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004

3. Thresholds, policies and procedures function

3.1 This general function has a number of specific requirements set out in primary legislation and regulations below.

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

3.2 Clear thresholds and processes and a shared understanding of them across local partners helps ensure that appropriate referrals are made and improves the effectiveness of joint work, leading to a more efficient use of resources.

3.3 The CSCB publishes local information about thresholds and the arrangements for undertaking an early help assessment.

3.4 The Children and Families Partnership and CSCB have adopted the London Continuum of Need model which establishes a consistent approach for the Four Levels of Need (with a set of risk and resilience triggers) that corresponds to the appropriate Stage of Intervention. The Croydon Thresholds Document is incorporated into the Early Help Pathways: Operational Guidance issued in 2014 and the Croydon's Indicators of Need Matrix was updated in 2016.

3.5 In Croydon, the 'Local Assessment Protocol' was published in April 2016 and sets out the London Borough of Croydon's arrangements for how cases will be managed once a child has been accepted as requiring a referral to Children's Social Care (CSC).

3.6 The CSCB will work with the Croydon Children and Families Partnership in developing and reviewing the local thresholds and early help processes. Partners will ensure that there is clarity about the use the early help assessment and when it is appropriate to refer to children's social care services.

3.7 The 'Statutory guidance on children who run away or go missing from home or care' (January 2014) sets out that, "LSCBs ensure that the local Runaway and Missing From Home and Care (RMFHC) protocol is adequate and up to date. They should receive and scrutinise regular reports from the local authority analysing data on children missing from home and from care. As part of this, they should review analysis of return interviews. They should also review regular reports from children's homes used by the local authority or within the local authority area on the effectiveness of their measures to prevent children from going missing." Croydon Council has produced a 'Procedure for Safeguarding Children Missing from Care and Home' in 2015 and the CSCB Child Sexual Exploitation (CSE) and Missing Subgroup reports to the Board on an annual basis regarding the effectiveness of the protocol.

3.8 The London Safeguarding Children Board produces procedures on behalf of the 33 London LSCBs in the capital. Such procedures are adopted by the CSCB and

approved by the Executive. Where necessary other Croydon specific policies and procedures will be drafted by the relevant Subgroup and submitted to the Executive for approval.

- 3.9 The CSCB Escalation Policy sets out the courses of action that should be taken where there are professional disagreements regarding multi-agency decisions to keep children safe. The policy cites the role of the Independent Chairperson where matters still remain unresolved and need resolution.

ii) Training of persons who work with children or in services affecting the safety and welfare of children

- 3.10 The CSCB is responsible for monitoring and evaluating the effectiveness of training, including multi-agency training, for all professionals in the area.

- 3.11 The CSCB Learning & Development Subgroup ensures the CSCB:
- Publishes a training strategy
 - Provides an annual multi-agency training programme in response to local training need
 - Evaluates the effectiveness of single and multi-agency training

- 3.12 The CSCB Learning & Development Strategy drives the design, implementation and monitoring of multi-agency training. The CSCB Training Evaluation Framework ensures there are 6 monthly reports to the Board on training activity, performance, needs analysis and recommendations for future changes to the multi-agency training programme.

- 3.13 Single agency training is monitored through the CSCB Learning & Development Subgroup reporting to the QAPP Sub Group and the Section 11 Audit process.

iii) Recruitment and supervision of persons who work with children

- 3.14 The CSCB is responsible for promoting awareness and understanding of safe recruitment practice; monitoring the implementation of policies and procedures for checking the suitability of people applying for work with children; monitoring the capacity of the children's workforce and monitoring that the children's workforce is properly supervised, with any concerns acted on appropriately.

- 3.15 Where appropriate the CSCB will issue information or guidance via newsletters and the website. The Council's Human Resources (HR) attend the Board and Subgroups as when required to provide technical advice on workforce issues. The capacity and the quality of the children's workforce is monitored via the Section 11 Audit process.

iv) Investigation of allegations concerning persons working with children

- 3.16 The CSCB sets out policies and procedures to ensure that allegations are dealt with properly and quickly and comply with the London Safeguarding Children Procedures. Individual agencies follow their own procedures that should be consistent with the London Safeguarding Children Procedures. The Board receives an annual report from on the activity and performance of the Local

Government Designated Officer (LADO). The LADO is a member of the CSCB Education Subgroup.

- 3.17 Where appropriate the CSCB will issue information or guidance via newsletters and the website. The Council's HR attend the Board and Subgroups as when required to provide technical advice on workforce issues. These arrangements will be monitored via the Section 11 Audit process.

v) Safety and welfare of children who are privately fostered

- 3.18 The Board monitors and evaluates the effectiveness of the local arrangements to safeguard children who are privately fostered, including the measures designed to strengthen private fostering notification arrangements.
- 3.19 The Board receives the LA annual report on Private Fostering and six-monthly updates are provided to the Executive on numbers and emerging issues.

vi) Co-operation with neighbouring children's services authorities (i.e. local authorities) and their Board partners

- 3.20 The CSCB works within the London Safeguarding Children Procedures to safeguard and promote the welfare of children who move between local authority areas, including those children as a result of out of area placements.

4. Communicating and raising awareness function

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

- 4.1 The CSCB contributes to public campaigns to raise awareness in the wider community, including faith and minority communities and among statutory and independent agencies, including employers.
- 4.2 The CSCB listens to and consults children, young people, parents and carers where ever possible to ensure that their views and opinions are taken into account. This includes the development of training and public safeguarding campaigns.
- 4.3 The CSCB Communications Strategy is implemented by the Board's Business Support Team and monitored by the Executive at each meeting. The CSCB maintains a calendar of events that the Board will actively promote or directly participate in to inform the public and the community on safeguarding children issues.

5. Monitoring and evaluation function

c) Monitor and evaluate the effectiveness of what is done by the local authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve

- 5.1 In order to fulfil its statutory function the CSCB and its subgroups use data to:

- Assess the effectiveness of the help being provided to children and families, including early help;
 - Assess whether LSCB partners are fulfilling their statutory obligations
 - Quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
 - Monitor and evaluate the effectiveness of training, including multiagency training, to safeguard and promote the welfare of children.
- 5.2 The CSCB 'Framework for Learning and Improvement' (revised in March 2016) informs the Board in how to make the links between what needs improving and the mechanisms available to achieve these improvements. The Framework sets out the full range of reviews and audits available to the Board that are aimed at driving improvements to safeguard and promote the welfare of children.
- 5.3 The CSCB commissions multi-agency audits of practice. There is an annual programme based on themes agreed around the CSCB Business Plan and Emerging issues through for example serious case reviews and monitoring of performance data.
- 5.4 Through the Section 11 Audit process, the Board ensures that those key people and organisations that have a duty under section 11 of the Children Act 2004 or section 175 or 157 of the Education Act 2002 are fulfilling their statutory obligations to safeguard and promote the welfare of children. This includes any commissioned services by the LA or partners.
- 5.5 The QAPP Subgroup is responsible for coordinating the monitoring and evaluation of the effectiveness of the local arrangements to safeguard and promote the welfare of children. Regular reports are given to the Executive and the Board. The QAPP redesigned the quality and performance dataset in 2016 and requires each relevant agency to contribute to the quarterly reports.
- 5.6 The CSCB publishes an annual report on the effectiveness of safeguarding and promoting the welfare of children in the local area. The annual report is published in relation to the preceding financial year and fits with local agencies' planning, commissioning and budget cycles. The report is submitted to the LA Chief Executive, the Police and Crime Commissioner (London), the Croydon Health and Wellbeing Board and the Croydon Children and Families Partnership.
- 5.7 The CSCB annual report provides a rigorous and transparent assessment of the performance and effectiveness of local services. It identifies areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action. The report also includes lessons from reviews undertaken within the reporting period. The annual report will list the contributions made to the CSCB by partner agencies and details of what the CSCB has spent, including on Child Death Reviews, Serious Case Reviews and other specific expenditure such as learning events or training.
- 5.8 Each year the CSCB will hold at least one development day at which the LSCB Board will be facilitated to explore the existing agendas for the coming year. This will culminate in the development of the CSCB Business Plan from which each of the subgroups can develop their work plans for the coming year.

- 5.9 The CSCB Business Manager will alert the Board to emerging safeguarding agendas that it should attend to and amend or develop the business plan accordingly. In addition, the CSCB Business Manager will review progress of activity within the business plan and report to the Board. This will culminate in the CSCB Annual Report.
- 5.10 In preparing commissioning plans the Croydon Children and Families Partnership, Health and Wellbeing Board and other Boards will be expected, as appropriate, to draw upon the advice from and the findings in the CSCB annual report, and show how they intend to respond to the issues raised. This should be reported back to the CSCB via the Independent Chairperson.

6. Participating in planning and commissioning

e) Participating in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account

- 6.1 The CSCB ensures that planning and commissioning of services for children within the local authority area takes account of responsibilities to safeguard and promote children's welfare. This involves working with commissioners and providers of services for children and their families in addition to other responsible bodies such as the Croydon Children and Families Partnership and the Croydon Health and Wellbeing Board.
- 6.2 The QAPP is responsible for ensuring that the evidence set out in the annual report on the effectiveness of local safeguarding arrangements informs local planning and commissioning of children's services.
- 6.3 The CSCB is named 'responsible authority' in the Croydon Council's Licencing Policy for 'matters relating to the protection of children from harm' under the Licensing Act 2003. The CSCB must be notified of all licence variations and new applications for the sale and supply of alcohol and public entertainment. The CSCB Business Support Unit makes checks regarding such applications. Activity data and significant issues are detailed in the CSCB Annual Report.

7. Reviewing child deaths

- 7.1 The CSCB will carry out the following functions relating to child deaths:

f) Collecting and analysing information about the deaths of all children in their area with a view to identifying:

- ***any matters of concern affecting the safety and welfare of children in the area of the authority, including any case giving rise to the need for a Serious Case Review;***
- ***any general public health or safety concerns arising from deaths of children.***

g) Putting in place procedures for ensuring that there is a co-ordinated response by the authority, their Board partners and other relevant persons to an unexpected death of a child.

7.2 The CSCB Child Death Overview Panel is responsible for the collection and analysis information about the deaths of all children in the area.

8. Serious Case Review function

h) Undertaking reviews of cases where abuse or neglect of a child is known or suspected, a child has died or a child has been seriously harmed, and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.

8.1 The CSCB ensures that all organisations carry out their roles in respect of serious case reviews and are aware of when SCRs are required or should be considered.

8.2 The Serious Case Review (SCR) Sub Group considers cases where a child has died or been seriously injured and meets the criteria in Working Together 2015 for a Serious Case Review. On publication of a review the Subgroup continues to monitor the action plan until the review is complete. It also reviews cases that are deemed 'near misses' or cases where there are merits for some multi-agency learning.

8.3 The SCR process is informed by the CSCB Learning & Improvement Framework.

9. Accountability for operational work

9.1 The CSCB does not commission or deliver direct frontline services although it provides training (this is consistent with national guidance).

9.2 While the CSCB does not have the power to direct other organisations it does carry out its role to make clear where improvement is needed. Each Board partner retains their own existing line of accountability for safeguarding.

10. Role of Elected Members, Lead Member & DCS

10.1 Local authority Elected Members and non-executive directors of other board partners should through their membership of governance bodies such as the cabinet of the local authority or a scrutiny committee or a governance board, hold their organisation and its officers to account for their contribution to the effective functioning of the CSCB.

10.2 The Director of Children's Services and Lead Member for Children's Services have central and complementary roles. The Director of Children's Services has responsibility for improving outcomes for all children and young people.

10.3 The Lead Member for Children's Services has delegated responsibility from the Council for children, local young people and families and is politically accountable for ensuring that the local authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and young people.

- 10.4 The Lead Member will provide the political leadership needed for the effective co-ordination of work with other relevant agencies with safeguarding responsibilities (such as the police and the health service). The Lead Member will also take steps to assure themselves that effective quality assurance systems for safeguarding are in place and functioning effectively.
- 10.5 The Lead Member should be a 'participating observer' of the CSCB. In practice this means routinely attending meetings as an observer and receiving all its written reports. The Lead Member should engage in discussions, ask questions and seek clarity, but not be part of the decision making process. This will enable the Lead Member to challenge, when necessary, from a well-informed position.
- 10.6 The Director of Children's Services will be a full member of the CSCB and will ensure that all appropriate local authority services engage effectively with the CSCB.
- 10.7 For further information, see ['Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services' \(April 2013\)](#)

11. CSCB Operational Arrangements

CSCB Independent Chairperson

- 11.1 The local authority, after consultation with the CSCB partners, will appoint the CSCB Independent Chairperson.
- 11.2 It is the responsibility of the Chief Executive (Local Authority) to appoint or remove the LSCB Independent Chairperson with the agreement of a panel including LSCB partners and lay members.
- 11.3 The Chief Executive, drawing on other CSCB partners and, where appropriate, the Lead Member will hold the Independent Chairperson to account for the effective working of the CSCB.
- 11.4 The Independent Chairperson will have access to training and development opportunities, including peer networking. They will also have a Board Manager and other support as is necessary for them, and the CSCB, to perform effectively.
- 11.5 The Independent Chairperson will be someone independent of the local agencies so that the CSCB can exercise its local challenge function effectively.
- 11.6 The Independent Chairperson will have a crucial role in making certain that the Board operates effectively and secures an independent voice for the CSCB. He or she should be of sufficient standing, authority and expertise to command the respect and support of all partners. The Independent Chairperson should act objectively and distinguish their role as CSCB Independent Chairperson from any day-to-day role.
- 11.7 The Independent Chairperson will work closely with all CSCB partners and particularly with the Director of Children's Services. The Director of Children's

Services has the responsibility within the local authority, under section 18 of the Children Act 2004, for improving outcomes for children, local authority children's social care functions and local cooperation arrangements for children's services.

- 11.8 The DCS has been identified to serve as Vice-Independent Chairperson in the event the Independent Chairperson is not available.
- 11.9 The Independent Chairperson will ensure that the annual report is published on the effectiveness of child safeguarding and promoting the welfare of children in the area (see paragraph 5.6-5.7).
- 11.10 CSCB member organisations have an obligation to provide the CSCB with reliable resources (including finance) that enable the CSCB to be strong and effective. Members will share the financial responsibility for the CSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.

12. Wider partnership Board engagement

- 12.1 The CSCB role is to ensure the effectiveness of the arrangements made by wider partnerships and individual agencies to safeguard and promote the welfare of children. The CSCB must be able to form a view of the quality of local activity, to challenge organisations as necessary, and to speak with an independent voice.
- 12.2 The Croydon Partnerships Protocol sets out the communication, reporting and joint priority setting arrangements across the local partnerships that must consider safeguarding children within their business plans. These are:
- Croydon Health & Wellbeing Board (HWBB)
 - Croydon Children and Families Partnership
 - Local Strategic Partnership
 - Safer Croydon Partnership
 - Croydon Safeguarding Adults Board
 - Croydon Corporate Parenting Panel
- 12.3 The CSCB is not an operational sub-committee of any of the local partnerships and is not subordinate to nor subsumed within the Local Strategic Partnership structures in a way that might compromise its separate identity and independent voice.
- 12.4 The Croydon Children and Families Partnership works with the CSCB to agree:
- A strategic approach to understanding needs, including a sophisticated analysis of data and effective engagement with children, young people and families;
 - A clear approach to understanding the effectiveness of current services, and identifying priorities for change – including where services need to be improved, reshaped or developed;
 - Integrated and effective arrangements for ensuring that priorities for change are delivered in practice through the commissioning and performance management function for children's services; and
 - Effective approaches to understand the impact of specialist services on outcomes for children, young people and families, and using this understanding constructively to challenge lack of progress and drive further improvement.

- 12.5 The Croydon Children and Families Partnership will ensure that the commissioning and performance management function for children's services reflects the:
- Strengths and weaknesses of safeguarding arrangements and practices in the area, and
 - What more needs to be done by each partner to improve safeguarding and promotion of welfare.
- 12.6 The local partnership arrangements include the Joint CSCB & Croydon Safeguarding Adult Board Committee, which was established in early 2016 to drive progress in areas of safeguarding work across children and adult services. The Domestic Abuse & Sexual Violence (DASV) Committee reports to the above Committee. This group exists to have strategic oversight of the multi-agency responses to domestic abuse within Croydon, working in partnership to provide to progress the delivery of the local DASV Strategy and ensure the multi-agency management of domestic abuse is victim focused, efficient and effective.
- 12.7 The CSCB annual report will provide a comprehensive analysis of safeguarding in the area. The report will challenge the work of the relevant Boards and partners to ensure that necessary overarching structures, processes and culture are put in place to ensure that children are fully safeguarded.
- 12.8 The CSCB works with the HWBB informing and drawing on the local Joint Strategic Needs Assessment.
- 12.9 The CSCB liaises with the London regional Local Family Justice Board through the local working meetings.
- 12.10 The CSCB works with the Multi Agency Public Protection Board and with Multi Agency Public Protection Arrangements (MAPPA).
- 12.11 The Independent Chairperson or nominated representative represents the CSCB on the Croydon Children and Families Partnership and Health and Wellbeing Board.
- 12.12 The CSCB Independent Chairperson is a member of the Croydon Corporate Parenting Board. The CSCB scrutinises the safeguarding arrangements in respect of Looked After Children through the annual Independent Reviewing Officer (IRO) Service report presented by the LA.

13. Information sharing

- 13.1 Effective sharing of information between professionals and local agencies is essential for effective service provision. The CSCB has a strong role in supporting information sharing between and within organisations and addressing any barriers to information sharing. This includes ensuring that a culture of information sharing is developed and supported by multi-agency training. The CSCB promotes the 'Seven golden rules for information sharing'.

13.2 In addition, the CSCB can require a person or body to comply with a request for information.² This can only take place where the information is essential to carrying out the statutory functions of the Board. All requests for information about individuals will be 'necessary' and 'proportionate' to the reasons for the request. The CSCB will be mindful of the burden of requests and will always explain why the information is needed.

13.3 There may be occasions where organisations will need to obtain authorisation from their Information Governance Departments regarding information sharing requests being made.

14. Membership of the CSCB

14.1 Organisations should designate particular, named posts in respect of their representation on the CSCB, so that there is consistency and continuity in the membership of the CSCB.

14.2 Members should be people with a strategic role in relation to safeguarding and promoting the welfare of children within their organisation. They should be able to:

- speak for their organisation with authority;
- commit their organisation on policy and practice matters; and
- hold their organisation to account.

Role of the local authority Chief Executive and Cabinet Member, Children and Young People

14.3 The Chief Executive drawing on other LSCB partners and, where appropriate, the Leader Member for Children's Services, will hold the Independent Chairperson to account for the effective working of the LSCB.

14.4 Every year following the publication of the CSCB Annual Report, the Chief Executive, drawing on the DCS, the Lead Member and other LSCB partners will complete an assessment of the effectiveness of local governance and partnership arrangements of the CSCB. This will coincide with the annual appraisal of the CSCB Independent Chairperson.

Statutory Members

14.5 The CSCB will include representatives of the local authority and the statutory organisations which are required to co-operate with the local authority in the establishment and operation of the Board. All Board partners have shared responsibility for the effective discharge of its functions.

14.6 **Section 13 of the Children Act 2004**, as amended, sets out that the CSCB must include at least one representative of the local authority and each of the other Board partners set out below (although two or more Board partners may be represented by the same person):

- The Director of Children's Services
- The Chief Officer of Police;

² Section 14b of the Children Act 2004

- National Probation Service and Community Rehabilitation Company;
- The Youth Offending Team;
- The NHS England and Clinical Commissioning Groups;
- NHS Trusts and NHS Foundation Trusts;
- CAFCASS (Children and Family Courts Advisory and Support Service);
- Two lay members representing the local community³
- The governing body of a maintained school⁴;
- The proprietor of a non-maintained special school⁵;
- The proprietor of a city technology college, a city college for the technology of the arts or an Academy; and
- The governing body of a further education institution the main site of which is situated in the authority's area.

14.7 Locally established membership includes:

- The Lead Member for Children's Services (as a participating observer)
- Director Social Care & Family Support, LA
- Action Head of Early Intervention, LA
- Director of Safety, LA
- Director of Housing Need, LA
- Designated Doctor CP
- Head of Safeguarding/Designated Nurse Children, Croydon CCG
- Associate Director of Nursing for Children, Young People & Families
- Director of Public Health
- Principal for Maternal and Infant Health, Public Health
- Safeguarding & Human Trafficking Lead, UKVI (Home Office)
- Head of Adult Safeguarding & QA, LA
- Community Involvement Officer, London Ambulance Service
- Voluntary Sector: Safer London
- Voluntary Sector: NSPCC
- Voluntary Sector: SE London CAYSH
- Voluntary Sector: Crystal Palace Football Club
- Voluntary Sector: Place2Be

14.8 The CSCB will have access to appropriate expertise and advice from all the relevant sectors. Advisory members of the CSCB will include the:

- Local Authority Legal Services
- CSCB Board Manager

³ **The Apprenticeships, Skills, Children and Learning Act 2009** amended sections 13 and 14 of the Children Act 2004 and provided that the local authority must take reasonable steps to ensure that the LSCB includes two lay members representing the local community.

⁴ **Section 13(4) of the Children Act 2004**, as amended, provides that the local authority must take reasonable steps to ensure the LSCB includes representatives of relevant persons and bodies of such descriptions as may be prescribed. Regulation 3A of the LSCB Regulations prescribes the following persons and bodies:

- The governing body of a maintained school; and
- The proprietor of a non-maintained special school.

⁵ As Above

Lay Members

- 14.9 Two lay members represent the local community on the CSCB
- 14.10 The role for all lay members is to:
- supporting stronger public engagement in local child safety issues and contributing to an improved understanding of the CSCB's child protection work in the wider community;
 - challenging the CSCB on the accessibility by the public and children and young people of its plans and procedures; and
 - helping to make links between the CSCB and community groups.
- 14.11 One lay member represents the local community on the QAPP and one on the Section 11 Audit Panel.
- 14.12 Lay members operate as full members of the CSCB, participating on the Board itself or CDOP and at relevant meetings if required. Training will be provided for lay members to ensure they are able to bring the most value to its work.
- 14.13 At the start of an appointment, Lay members will receive in writing the expectations of their role within the CSCB, the length of appointment, a role description and agreement that sets out the amount they will be recompensed for any expenses incurred.

Representation from schools

- 14.14 The education sector is engaged through the Education Subgroup and the Independent Chairperson of the Education subgroup attends the CSCB. Representation on the main Board is from a nominated Head from a primary school, a secondary school and a sixth form college.

The role of members

- 14.15 Members of the CSCB subgroups should be people with a strategic role in relation to safeguarding and promoting the welfare of children within their organisation. They should be able to:
- Speak for their organisation with authority;
 - Commit their organisation on policy and practice matters; and
 - Hold their own organisation to account and hold others to account.
- 14.16 Members of the CSCB and its subgroups are asked to sign the CSCB Partner Compact confirming their commitment of behalf of their agency to the work of the CSCB.

15. Meetings and Agendas

- 15.1 The CSCB normally meets six times a year. There will be at least one development session per year to review the business plan and set priorities for the next and future years.

- 15.2 The Executive Steering Group is responsible for planning the agendas for the main Board. Any member of the Board can propose items for the agenda, which should be sent to the Business Manager, who will raise these with the Executive Steering Group Chair and Independent Chairperson prior to the meeting. Late agenda items will be allowed at the discretion of the Chair.

Decision Making of the Board

- 15.3 Members of the CSCB will operate according to the governance arrangements of their organisation. Some decisions that the CSCB will need to make can be made with the delegated authority that members hold on behalf of their organisations. Some matters will need to be referred into their organisations' decision making frameworks. The decisions of one partner organisation cannot bind another organisation.
- 15.4 Each statutory member of the CSCB will have one vote. Locally agreed members of the CSCB will each have one vote. The Legal representative and Officers of the CSCB will not have a voting role.
- 15.5 Wherever possible decisions will be made by consensus. Where this is not possible decisions of the CSCB will be taken by a majority vote, but in all cases the majority vote must include the consent of the Independent Chairperson. In the event of a deadlock the Independent Chairperson, or the Vice Independent Chairperson, will have a casting vote. Should a vote be required on matters that are specifically the sole responsibility of statutory members, such as financial matters, then the vote will be restricted to those members.
- 15.6 The minutes of the CSCB will include the date on which the decisions taken are due to come into effect ("the implementation date"). The implementation date must give reasonable notice to the Partners so they have the opportunity to discuss the issues in their own agencies before the decision is due to be implemented.
- 15.7 Decisions will be implemented on the implementation date unless an affected Partner sends written notice to all CSCB Members before that date requesting a further meeting of the CSCB for the matter to be reconsidered and giving the reasons why this is requested. Such notice will operate to suspend implementation of the decision pending a special meeting of the CSCB.
- 15.8 If a notice requiring reconsideration of a decision is received by the Independent Chairperson, the Independent Chairperson will give Partners 7 days' notice of a special meeting of the CSCB for this matter to be considered. Where the Independent Chairperson considers the matter requires urgent consideration (s)he can determine a shorter time period.
- 15.9 The Independent Chairperson can approach the local authority Legal Services for legal advice as necessary.
- 15.10 The decision of a special meeting will be binding and no further resolution process should be entered into.

Quorum

- 15.11 A main Board meeting will be considered quorate when representatives from at least four statutory Board Partners (i.e. separate organisations) are present.

Urgent Matters

- 15.12 Where an urgent matter (e.g. a Serious Case Review or a matter which raises serious issues about safeguarding children in the area) cannot wait until a Board meeting or a Special Meeting would be impracticable to arrange, a CSCB Member should liaise with the Independent Chairperson immediately. The Chair or the Vice Chair is authorised to take any necessary action on behalf of the CSCB in relation to all urgent matters after liaison with all other available CSCB members.

Complaints

- 15.13 Where a complaint is received by a professional, a member of the public or another person in relation to the way the LSCB has carried out its functions, the CSCB Complaints Procedure will be followed. This is distinct from complaints about child protection conference arrangements for which there are separate procedures.
- 15.14 These situations are likely to be rare and may be related to a complaint regarding a LSCB process or decision, or an LSCB activity or publicity.
- 15.15 Where the complaint is regarding the conduct of someone representing the LSCB, the complaint should normally be referred to the relevant agency (unless it concerns a Lay Member, in which case, the Independent Chairperson will deal with the complaint. If the complaint is in relation to the LSCB Independent Chairperson, the LSCB Business Manager will forward the information to the Chief Executive.

Sub groups

- 15.16 The CSCB will commission both working groups and sub-groups, on a short-term or a standing basis to:
- Carry out specific tasks, for example: maintaining and updating procedures and protocols; reviewing serious cases; and identifying inter-agency training needs;
 - Provide specialist advice, for example: in respect of working with specific ethnic and cultural groups, or with disabled children and/or parents;
 - Bring together representatives of a sector to discuss relevant issues and to
 - Provide a contribution from that sector to CSCB work, for example: schools, the voluntary and community sector, faith groups.
- 15.17 The standing CSCB Executive and Subgroups are described below and shown in the CSCB Structure Chart (see Appendix A).
- **Executive Steering Group:** The main purpose of the Executive Steering Group is to coordinate the delivery of the CSCB Business Plan. This will be principally achieved through the Sub Group Independent Chairpersons and lead officers of partner agencies meeting together on a regular basis with the DCS and the Independent Chairperson to collectively drive forward the Business Plan. The

Executive Steering Group will also consider emerging national and local themes and issues which require consideration or action by the CSCB. The Executive Steering Group will deal with some delegated responsibilities on behalf of the Board (e.g. budget planning and monitoring).

- **Section 11 Panel:** This group scrutinises the partner agency arrangements on an annual basis and give feedback to individual agencies and the Board on the effectiveness of those arrangements, areas for improvement and lessons learnt. Reviews will also be carried out of Schools and Colleges, Commissioned services and small to medium sized voluntary groups.
- **Quality Assurance, Practice & Performance (QAPP) Sub Group:** The QAPP Sub-Group is responsible for monitoring all agencies are safeguarding children effectively by monitoring performance, developing and implementing the Quality Assurance Framework and as results of these activities making recommending actions and plans to address any gaps to the CSCB.
- **Learning & Development Sub Group:** The main role is to plan, deliver and monitor the effectiveness of the annual multi-agency training programme. This includes basic and advanced safeguarding children courses for the statutory, voluntary and independent sectors. E-learning courses are also available.
- **Serious Case Review (SCR) Sub Group:** Considers cases where a child has died or been seriously injured and meets the criteria in Working Together for a Serious Case Review. It then monitors the action plan until the Review is complete. It also reviews cases that are deemed 'near misses' or cases where there could be some multi-agency learning.
- **Child Sexual Exploitation and Missing sub-group:** The Croydon Local Safeguarding Children Board Sexual Exploitation Child Sexual Exploitation sub group is a strategic subgroup that aims to provide clarity on how safeguarding is addressed within the specific priority areas of child sexual exploitation (CSE) and missing children.
- **Prevention of Modern Day Slavery Sub Group:** A joint sub group of the CSCB and the Croydon Safeguarding Adults Board to address issues across children and adult services, such as Trafficking.
- **Early Help Subgroup:** The main role of this Subgroup is to ensure that there is a coherent Early Help Offer and a clear set of arrangements for children young people and families in Croydon that reduces the escalation of need and risk. The Subgroup will be accountable for ensuring there is an agreed Early Help Strategy that is monitored by the main Board for positive impact.
- **Child Death Overview Panel Sub Group:** Through a comprehensive and multidisciplinary review of child deaths, the Croydon Child Death Overview Panel (CDOP) aims to better understand how and why children in Croydon die, providing relevant knowledge and skills to interpret the information gained and use our findings to take action to prevent other deaths and improve the health and safety of our children.
- **Education Sub Group:** The purpose of the Education sub-group is to ensure schools are implementing good and effective safeguarding procedures and practices so that all Croydon Children in Croydon Schools are as safe as we can make them.
- **Health Sub Group:** To promote and integrate best practice in relation to safeguarding children/child protection across the Health economy in Croydon, through co-operation and joint working, thereby facilitating better outcomes for

children and young people. The Health sub-group coordinates safeguarding practice across the sector and feeds into the main Board.

- 15.18 All groups above will work to an agreed terms of reference following the template in Appendix B. All groups will ensure that copies of minutes, terms of reference and relevant documentation are held by the CSCB Administrator.

Designated role of Independent Chairperson for the subgroups

- 15.19 The Independent Chairpersons of the Sub Groups will be a CSCB member and will be will be nominated for a period of two years.

Substitute Members

- 15.20 Members are accountable to each other and to their organisation for the work of the Board and Sub Groups. It is not possible to carry out these roles effectively without attending meetings regularly. Where a Partner Agency's representative cannot attend the CSCB meeting, then consideration should be given to an appropriate nominated representative from the agency attending on their behalf.
- 15.21 Substitution should be used to ensure the work of the Board is achieved in response to urgent work priorities or Annual Leave. Substitution should not be habitual with the effect that agency representation has insufficient authority to make decisions or carry out the work of Board.

Decision making by the Sub Groups

- 15.22 Each member of the Sub Groups shall have one vote. Where possible decisions will be made by consensus. Where this is not possible decisions of these Groups will be taken by a majority vote but in all cases the majority vote must include the consent of the Independent Chairperson. In the event of a deadlock the Independent Chairperson or in his/her absence, the Vice Independent Chairperson, will have the casting vote.
- 15.23 Where a Member of the Sub Group is dissatisfied with a decision they may ask for the decision to be referred to the CSCB Independent Chairperson for resolution.

Conflict of Interest

- 15.24 At each main Board meeting, Members and others in attendance are reminded that they must declare any conflicts of interest before the meeting or later (if an issue emerges during the course of the meeting).

Views of parents and carers and the wishes and feelings of children

- 15.25 The CSCB will ascertain the views of parents and carers and the wishes and feelings of children (including children who might not ordinarily be heard) about the priorities and the effectiveness of local safeguarding work, including issues of access to services and contact points for children to safeguard and promote welfare.

- 15.26 This will be achieved through an annual programme of seeking the views of children and parents/carers through multi-agency work, single agency work and targeted events and initiatives (e.g. agreed through the CSCB Communications Strategy and annual calendar of events).

Confidentiality

- 15.27 All agendas, reports and other documents should be treated as confidential unless stipulated and until they become public or are authorised to be communicated.

Induction

- 15.28 All Board and Subgroup members will be issued with the CSCB Governance Arrangements on starting their role as an agency or other representative. As part of their induction, Board members will be expected to meet with the LSCB Independent Chairperson and Business Manager prior to taking up their place on the Board.

16. Financing and staffing

- 16.1 To function effectively the CSCB has to be supported by their member organisations with adequate and reliable resources. The budget will be set annually or at different periods at the discretion of the Board according to the needs of the Board in order to fulfil its functions.
- 16.2 Section 15 of the Children Act 2004 sets out that statutory board partners (or in the case of prisons, either the Secretary of State or the contractor) may:
- make payments towards expenditure incurred by, or for purposes connected with, the CSCB, either directly, or by contributing to a fund out of which payments may be made; and
 - provide staff, goods, services, accommodation or other resources for purposes connected with a CSCB.
- 16.3 The budget for the CSCB and the contribution made by each member organisation is agreed as a percentage formula.
- 16.4 CSCB member organisations who provide funding (committed in advance) will do so into a pooled budget.
- 16.5 The Board may choose to use some of its funding to support the participation of some organisations, such as local voluntary or community sector groups, for example, if they cannot otherwise afford to take part.
- 16.6 The CSCB's resources will enable it to have staff to take forward its business, whether those are paid for from a common fund, or seconded as part of a contribution in kind. The CSCB will be staffed so that it has the capacity to:
- drive forward the CSCB's day to day business in achieving its objectives,
 - including its co-ordination and monitoring/evaluating work;
 - take forward any training and staff development work carried out by the CSCB; and

- provide administrative and organisational support for the Board and its subcommittees, and those involved in policy and training.

16.7 A budget report will be presented to the Executive on a quarterly basis.

17. Monitoring and inspection

17.1 The CSCB's role in ensuring the effectiveness of work to safeguard and promote the welfare of children by member organisations will be a peer review process based on self evaluation. This will be achieved to a large extent through performance indicators and joint audits. Its aim is to promote high standards of safeguarding work and to foster a culture of continuous improvement. It will also identify and act on identified weaknesses in services.

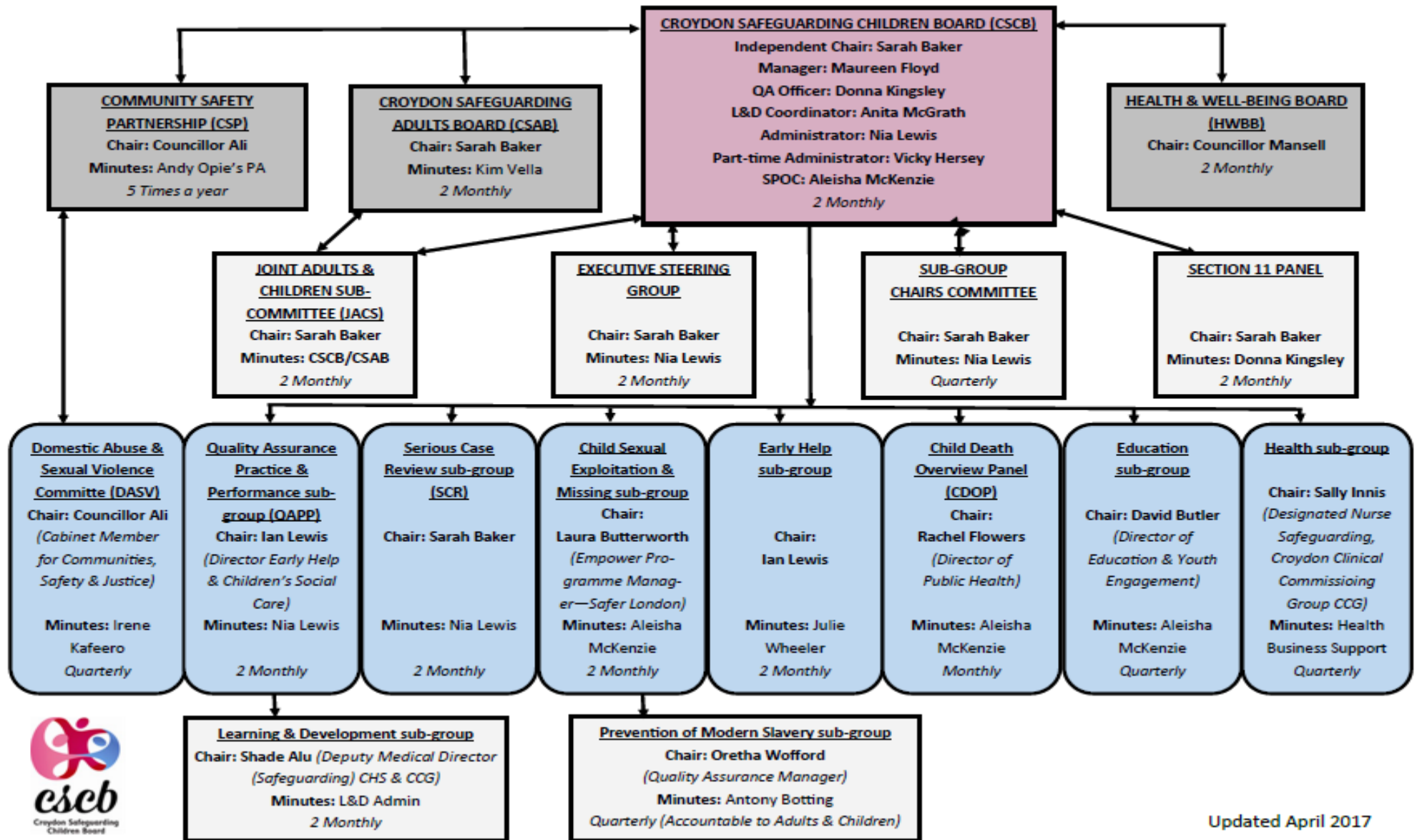
17.2 Where it is found that a Croydon Children and Families Partnership or Health and Wellbeing Board partner is not performing effectively in safeguarding and promoting the welfare of children, the CSCB must satisfy itself that any planned action to improve performance will be adequate. Where this is not the case, the CSCB Independent Chairperson or a Board Member of member of the Business Support Team designated by the Independent Chairperson should explain these concerns to those individuals and organisations that need to be aware of the failing so that they can take appropriate action.

17.3 Where the CSCB remains concerned about progress made to improve, in addition to representation to the most senior individual(s) in the partner organisation, action will be taken by the CSCB to bring the matter to the attention of the relevant monitoring bodies and / or the relevant inspectorate, and, if necessary, to the relevant government department.

18. Review of Document

18.1 The Executive will undertake an annual review of this document and present any recommendations for amendments to the main Board prior to approval

APPENDIX A—CROYDON SAFEGUARDING CHILDREN BOARD STRUCTURE CHART



Updated April 2017

Appendix B: Executive and Subgroups – terms of reference template



Croydon Safeguarding Children Board

[Title] Sub Group

Terms of Reference

Signed:
[title] Sub Group Chairperson
Date:

Last review completed on:	[enter date]
Next review due on:	[enter date]
Document Version	[enter number]
Updated by:	[enter name/role]

1. Roles & Responsibilities of Sub Group

- 1.1 [give overview of subgroup's roles and responsibilities]
- 1.2 [list any specific tasks the subgroup undertakes on behalf of the Board, including progressing aspects of the CSCB Business Plan]
- 1.3 [list any policies and procedures that will be overseen by the subgroup]

2. Objectives of Sub Group

- [list as bullet points]
- [consider link to the CSCB multi-agency training programme].

3. Chairing and Membership

- 3.1 [state which agency is nominated to chair and the named designated role, state how long for, state the deputy arrangements]
- 3.2 [for membership - list job titles and agencies – although can include actual names]
- 3.3 [state whether there are any quorum arrangements and if so whether a meeting can proceed if there are insufficient numbers or key people present]

4. Reporting and Accountability

- 4.1 [state whether the subgroup reports to the main Board, Executive or another sub group, how this is done and the frequency]
- 4.2 [state how the sub group is accountable within the CSCB Governance Arrangements]

5. Frequency of Meetings

- 5.1 [state number of meetings per year]

6. Agenda

- 6.1 [state how the agenda is drafted and agreed with any timescales]
- 6.2 [list the standing items]

7. Administration

- 7.1 [state which post/agency is commissioned to send out the agendas, receive apologies, record the minutes and circulate]
- 7.2 [give contact details of person/role who provides admin]

8. Review date

- 8.1 [state when the TOR will next be reviewed – usually every 12 months]