



Bexley Local Safeguarding Children Board

Governance Handbook

September 2010

CONTENTS

Part 1 - Objectives & Functions of the LSCB	3
Introduction	3
Objectives of the LSCB	3
Part 2 Structure of the LSCB	6
Part 3 – LSCB Membership - Roles & Responsibilities	8
Standing Membership - LSCB	8
Standing Membership - Executive of LSCB	9
Roles & Responsibilities of LSCB Board Members	10
Quoracy of LSCB	11
Roles & Responsibilities of Executive Members	11
Quoracy of Executive of LSCB	12
Standing Serious Case Review Panel	12
Child Death Overview Panel	12
Code of Contact for Members of LSCB & its Executive	13
Induction & Training for Members	13
Roles & Responsibilities of the Officers of the LSCB	14
Part 4 – LSCB Communication Strategy	15
Relationship with Children's Trust	15
Relationship with Partner Agency Management Boards	17
Communication with Elected members of the Council	17
Communication within Sectors and within Agencies	17
Communication with Frontline Workers	18
Communication across London & with Neighbouring LSCBs	18
Communication with the Public & Community Groups	18
Media Strategy	19
Part 5 – Risk Management and Complaints	20
Risk Management	20
Complaints & Whistle blowing	20
 Appendix 1 Constitution & Terms of Reference	 22
 Appendix 2 Terms of Reference for SSCR	 28

PART 1 - OBJECTIVES AND FUNCTIONS OF THE LSCB

1.1 INTRODUCTION

Bexley Local Safeguarding Children Board (LSCB) has a legally binding Constitution that is attached in Appendix 1 and a pooled budget with Children & Young People's Services, LB Bexley and Bexley Care Trust as the main contributors. This handbook provides information and guidance to LSCB members and their agencies/organisations on how the statutory requirements for the LSCB, as set down in the Constitution and Working Together to Safeguard Children 2010 (WT), are addressed in practice. The handbook includes references to WT which should be consulted to provide full details of the statutory requirements.

The handbook also addresses the links with the Children's Trust and the Management Boards of individual partner agencies.

1.2 OBJECTIVES OF THE LSCB

The objectives and functions of the LSCB are set out in WT 2010 (WT 3.7-3.49) and can be summarised as follows:

1.2.1 The **scope** of the LSCB (WT3.7-3.11)

- Activity that affects all children (**universal**) to identify & prevent maltreatment or impairment of health or development and ensure children are growing up in circumstances consistent with safe & effective care
- Proactive work that aims to **target** particular groups through the development of thresholds and addressing the needs of children who are more vulnerable than the general population
- **Responsive** work to protect children who are suffering, or likely to suffer significant harm.

1.2.2 **Co-ordinating** the activities of organisations and individuals represented on the LSCB in respect of safeguarding and promoting the welfare of children for whom their agencies are responsible as set down under sec 11 Children Act 2004 through:

- **Developing policy, protocols & procedures (WT 3.13-3.25) to include:**
 - work with the Children's Trust (CT) to develop thresholds and processes including arrangements for CAF that are distinguished from referral to CSC
 - development of inter-agency protocols on specific safeguarding areas
 - action where there are concerns including eligibility and continuum of need
 - training of the children's workforce and those who work with adults who are parents/carers ensuring both single & inter-agency training meets the local needs
 - safer recruitment and supervision of those working with children including the quality assurance/auditing of vetting arrangements
 - management of allegations against those working with children
 - to strengthen and challenge the arrangements for privately fostered children
 - co-operation with neighbouring authorities

- resolving professional difference and challenging agency attendance at CP conferences
- handling complaints from families about functioning of CP conferences and those regarding requests to share information
- **Participation in the planning of services for children locally (WT 3.40-3.41):**
 - identifying gaps in safeguarding practices and procedures and implementing appropriate strategies to address the gap
 - ensuring that a strategic overview of the implementation of safeguarding plans and services is maintained in a 'joined up' way
 - ensuring that safeguarding is embedded into preventative work that is developed to reduce the risk of children coming into contact with higher level services
- **Communicating the need to safeguard and promote the welfare of children (WT 3.27):**
 - ensuring each partnership agency has identified a lead person/s responsible for ensuring policies, procedures and practices on safeguarding are distributed and embedded in their agency
 - identifying and implementing multi-agency safeguarding training
 - public awareness campaigns
- **Function relating to child deaths (3.42):**
 - establishment of Child Death Overview Panel (CDOP)
 - procedures & practice that supports a effective rapid response

1.2.3 Ensuring the effectiveness of the LSCB's arrangements for safeguarding and promoting the welfare of children in the LB Bexley and for whom agencies are responsible:

- **Monitoring Effectiveness of What is Done to Safeguard Children (WT 3.28-3.39):**
 - establishment and implementation of a quality & effectiveness strategy
 - ensuring each partnership agency contributes to the implementation of the strategy through staff time and availability of performance management information
 - particular emphasis on key persons & organisations with Sec 11/175 responsibilities to safeguard children & promote their welfare
 - identifying areas of concern and agreeing priorities for any auditing of safeguarding practice
 - considering half yearly data to assist in this process
 - providing appropriate levels of challenge to partner agencies including members own agency
 - ensuring the effective and efficient use of public funds and capacity building across partner agencies
 - ensuring links with secure settings
- **Undertaking Serious Case Reviews**
 - establishment of Standing Serious Case Review Panel
 - ensuring independence of the process

- ensuring learning is achieved and embedded into changes in practice
- **Collecting & Analysing Information about Child Deaths**
 - establishment of CDOP
 - ensuring quality analysis of circumstances of child death

1.2.4 Annual Report

- requirement to produce and publish an annual report on the effectiveness of safeguarding in the local area
- should include an assessment of local arrangements and a comprehensive analysis of those arrangements
- should address the effectiveness of the functions of the LSCB & progress in implementing learning from SCRs
- provide a robust challenge to the work of the Children's Trust Board in driving forward improvements in safeguarding and promoting the welfare of children & young people
- Must be presented annually to the CT Board

PART 2 - STRUCTURE OF THE LSCB

2.1 Structure of the LSCB in Bexley

2.1.2 The LSCB Board meets quarterly in June, September, December and March. Additional extra-ordinary meetings can be arranged as necessary

1.2.2 The Executive of the LSCB meets 2 monthly in May, July, September, November, January and March.

1.2.3 The Standing Serious Case Review Panel meets quarterly, April, July, November & February. Its membership is drawn from the strategic membership of the LSCB representing key agencies/sectors.

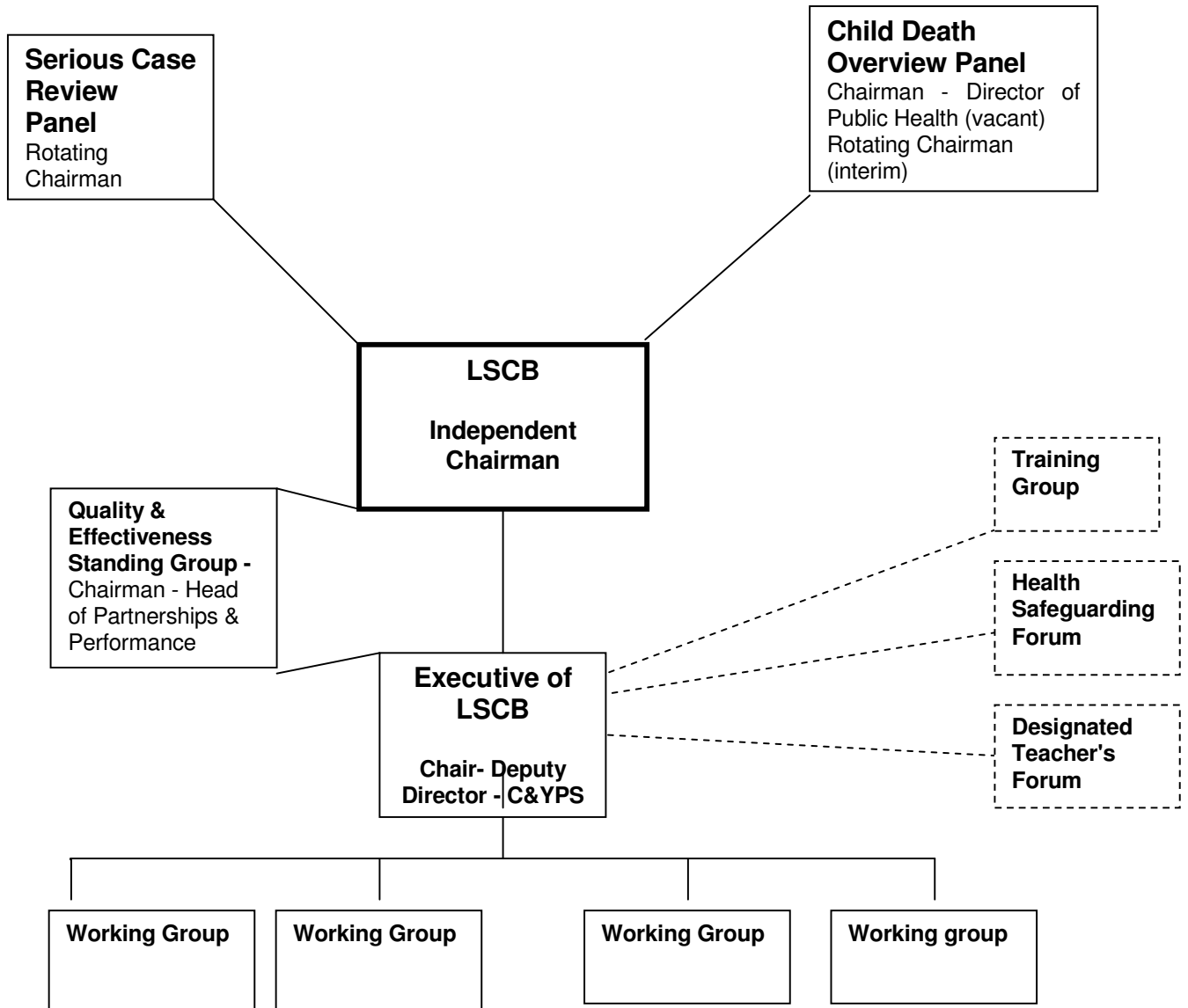
1.2.4 Child Death Overview Panel (CDOP) meets quarterly in June, September, December and March.

1.2.5 The Working Groups are all fixed term and are formed to address the priority areas agreed in the Business Plan.

1.2.6 The LSCB has formal links with focus groups to co-ordinate and promote the work of the LSCB including:

- Trainer's Group meets quarterly
- Health Group meets quarterly to link providers of health services

LSCB STRUCTURE



PART 3- MEMBERSHIP & ROLES & RESPONSIBILITIES

3.1 Standing Membership:

LSCB Board

Independent Chairman

Children & Young People's Services:

Director of Children & Young Person's Services*

Lead Member - Children's Services*

Deputy Director - Children Social Care & Special Education Needs

Deputy Director - Youth & Inclusion (YOT & Connexions)*

Health:

Clinical Director - Bexley Care Trust*

Director - Bexley Community Provider Unit*

Director of Nursing - South London Healthcare NHS Trust*

Director of Nursing & Governance - Oxleas NHS Foundation Trust*

Police:

Superintendent, Bexley Borough, Metropolitan Police Service*

Detective Inspector, Child Abuse Investigation Team, Metropolitan Police Service

Schools:

Headteacher - Secondary

Headteacher - Primary

Adult Services:

Assistant Director, Social & Community Services

Voluntary Sector:

Partnership Officer, Bexley Voluntary Services Council

Probation:

Safeguarding Lead*

CAFCASS:

Head of Service*

Lay Members:

To be appointed

Drug & Alcohol Services* represented through Deputy Director, Social & Community Services

SHA* represented through Bexley Care Trust

* denotes statutory minimum membership (WT 3.70), WT emphasises the importance of including the wider membership (WT 3.17-3.84)

3.2 Standing Membership - Executive of the LSCB

Children & Young People Services:

Deputy Director - Children Social Care & Special Education Needs - Chair
Head of Service - Children Social Care
Head of Service - Head of Placements & Provision
Principal Officer - Extended Schools, Clusters & Children Centres
Principal Officer - Schools HR
Service Manager - IYS

Health:

Designated Doctor - Bexley Care Trust
Designated Nurse - Bexley Care Trust - Vice Chair
Named Nurse - Bexley Community Provider Unit
Named Nurse - South London Healthcare NHS Trust
Head of Social Work - Oxleas NHS Foundation Trust
Service Manager - CAMHS

Social & Community Services:

Housing Options Manager

Voluntary Sector:

Children & Young Persons Partnership Officer, Bexley Voluntary Services Council
Bexley CRE

Schools:

Headteacher - Primary
Headteacher - Secondary (vacant)

Probation:

Team Leader

Police:

Detective Sergeant - Child Abuse Investigation Team, Metropolitan Police Service
Detective Chief Inspector - Bexley Borough, Metropolitan Police Service (representing
Public Protection & MARAC)

LSCB Officers:

LSCB Manager
LSCB Training Officer
LSCB Business Officer & SPOC

3.2 Roles & Responsibilities of LSCB Board Members (WT 3.62-3.85)

3.2.1 Working Together (3.85) states:

"The individual members of the LSCB have a duty as members to contribute to the effective work of the LSCB, for example, in making the LSCB's assessment of performance as objective as possible, and in recommending or deciding upon the necessary steps to put right any problems. This should take precedence, if necessary, over their role as a representative of their organisation. Members of LSCBs should have clear written statement of their roles and responsibilities."

3.2.2 The Director of Children's Services (DCS) and the Lead Member for Children's Services have particular responsibilities in relation to safeguarding children (WT3.64-3.67) as members of the LSCB. The DCS should ensure all appropriate local authority services engage with the LSCB and will be held to account for the effective working of the LSCB by the Chief Executive and challenged where appropriate by the Lead Member. The Lead Member should be a 'participating observer' of the LSCB attending meeting and receiving all papers providing questioning and if necessary challenge to the LSCB.

3.2.3 Membership of the LSCB Board has to be at the appropriate level of seniority to make the necessary strategic decisions and take responsibility for those decisions within their partner agency.

- To proactively and enthusiastically lead on the safeguarding agenda both in terms of partnership arrangements and in individual partner agencies
- To attend all LSCB Board meetings and sub meetings as agreed at Board level or to send an identified deputy who is authorised to the appropriate level of responsibility and to hold partner agencies to account through the LSCB Chair if such arrangements are not met
- To have the strategic lead or lead responsibility for safeguarding within their agency and to be accountable to the LSCB for their organisation's safeguarding arrangements
- To act in such a way as to ensure the confidentiality of matters raised and dealt with by the LSCB
- To actively contribute the Annual Report and Business Plan using an Outcome Based Approach and reach a collective agreement on the safeguarding priorities for Bexley children & young people ensuring that partner agencies contribute to the implementation of that Business Plan
- To ensure that equality issues are addressed in all plans, procedures & protocols
- To review the progress of the Business Plan using a RAG rating approach and recommend remedial action to the Executive as necessary
- To actively contribute to ensuring that effective inter-agency safeguarding and child protection procedures and protocols are in place across the borough
- To have the authority and expertise to challenge and scrutinise safeguarding practice across partner agencies and to hold their own organisation to account in terms of safeguarding practice
- To contribute to the monitoring of the quality and effectiveness of safeguarding arrangements across the borough in terms of agreeing resources for auditing, providing performance management data and scrutinising any reports provided
- To positively contribute to the development of joint working and inter-agency arrangements across partner agencies

- To serve as a member of the Standing Serious Case Review Panel or that of a specific Serious Case Review, as appropriate, to follow the statutory guidance in WT & the Bexley procedures for SCRs ensuring independence and challenge. It is the responsibility of the LSCB to ensure that the quality of the SCR is good, that any learning is taken forward and the action plan completed and provide final sign off.
- To ensure that adequate financial resources are available in the Pooled Budget to enable the LSCB to carry out its duties and to set an annual budget ensuring the effective and efficient use of public funds
- To consider the use of shared resources across partner agencies to enable the LSCB to carry out its duties
- To take personal responsibility for ensuring that their own safeguarding knowledge is kept up to date and to attend any training or briefings on current safeguarding issues as arranged by the LSCB.
- Lay members (WT 3.74-3.77) are full members of the LSCB. They should have an understanding of safeguarding issues both in terms of the wider safeguarding agenda and child protection and be able to represent the local community.

If the LSCB is to be an effective entity it is the responsibility of its constituent members to take a proactive, positive and enabling approach to safeguarding.

3.2.4 Quoracy of the LSCB

- Quoracy is set down in the constitution as a quarter of its membership including at least one representative from LB Bexley & Bexley Care Trust.
- Agency attendance at meetings is monitored and will be part of the Annual Report from 2010
- The Chairman of the LSCB will address any attendance issues with the Chief Executive of the agency concerned

3.2.5 Roles & Responsibilities of Members of the LSCB Executive

Membership of the Executive of the LSCB is at senior operational management level and includes those with expertise and responsibility for safeguarding in partner agencies.

- To proactively and enthusiastically lead on the safeguarding agenda both in terms of partnership arrangements and in individual partner agencies
- To attend all Executive meetings and sub meetings as agreed at the Executive level or to send an identified deputy who is authorised to the appropriate level of responsibility and to actively contribute to all meetings
- To act in such a way as to ensure the confidentiality of matters raised and dealt with by the Executive of the LSCB
- To actively contribute to the Annual Report and Business Plan using an Outcome Based Approach and the implementation of the resultant work plan for the LSCB & and its partners
- To consider and identify priorities for Bexley children and to identify any gaps in safeguarding provision ensuring that the LSCB Board and their agency representative on that Board is appropriately briefed on these issues

- To ensure equalities issues are addressed in all plans, procedures and protocols and that Equality Impact Assessments are completed on LSCB work
- To contribute to the standing groups of the LSCB and its working groups to ensure that inter-agency procedures and protocols are established and appropriately embedded into practice in the partner agencies
- To provide challenge and scrutiny of safeguarding practice across the borough and in their own agency and to raise concerns at the Executive if necessary
- To contribute to the monitoring of the quality and effectiveness of safeguarding through audits, reviews and provision of performance management information
- To consider and agree the inter-agency training plan, identifying gaps in training
- To consider the effectiveness of practice in particular areas of responsibility including allegations against staff, private fostering, child deaths and the areas agreed as priorities in the Business Plan
- To consider cross borough issues to ensure that safeguarding practice is secure and that there is consistency in approach particularly where an agency spans two or more LSCBs
- To communicate the safeguarding 'message' effectively and enthusiastically within their own agency and in multi-agency settings

3.2.6 Quoracy of the Executive of the LSCB

- At least a quarter of the membership should be present with at least 3 sectors represented including Children & Young People's Services and Health
- Agency attendance at meetings is monitored and will be part of the Annual Report from 2010
- The Chair of the Executive of the LSCB will address any attendance issues with the agency concerned

3.2.7 Standing Serious Case Review Panel (SSCRP)

- The SSCRP membership is drawn from the LSCB and partner agencies' strategic leads.
- The Terms of Reference for the SSCRP, including the responsibilities of its members is attached in appendix 2 of this Handbook
- The LSCB is responsible for:
 - Ensuring that the SCR is undertaken appropriately, effectively and with the full engagement of agencies involved
 - Sign off of the final SCR and ensuring its quality
 - Providing the complete SCR to Ofsted, Government Office & Strategic Health Authority
 - Making arrangements to debrief staff
 - Make arrangements for dissemination of learning
 - Publication of Overview report & Executive Summary
 - Implementation and monitoring of the SCR Inter-agency Action Plan

3.2.8 Child Death Overview Panel

- Core membership is set down in the procedures for CDOP and includes designated staff & representatives from public health, CSC, health providers and police.

3.3 Code of Conduct for Members of the LSCB & its Executive

3.3.1 Membership of the LSCB and its Executive brings with it a high level of responsibility and it is expected that members will:

- Follow the Nolan principles for people in public life - selflessness, integrity, objectivity, openness, honesty and leadership
http://www.public-standards.gov.uk/Library/Seven_principles.doc
- Follow the principles of the UN Convention on the Rights of the Child in the work of the LSCB <http://www.unicef.org/crc/>
- Take a shared responsibility for safeguarding across the borough and work together in such a way as to promote effective partnership, constructive challenge and celebration of success and good practice.
- Take a pro-active approach towards working together treating all members with respect and equal status
- Take an active approach to issues of discrimination and promote equality issues across all the strands, respecting diversity
- Respect issues of confidentiality
- Seek out and listen to the views of children and young people
- Ensure their suitability for the role and draw to the attention of the Chair of the LSCB any issue either professionally or personally that may compromise their position as a member of the LSCB and its Executive
- Ensure that their contact details are kept up to date and that they are able to receive confidential material in a secure way either electronically or by mail.

3.3.2 Declaration of Interest/Conflict of Interest

Members will declare any personal involvement in matters considered by the LSCB and will not participate in the LSCB's consideration of that matter if there is evidence of sufficient potential conflict of interest. The decision of the Chair of the LSCB will be final.

3.4 Induction & Training for Members of the LSCB & its Executive

3.4.1 All members of the LSCB and its Executive will be issued with the LSCB Governance Handbook on joining the LSCB. They will be expected to meet with the LSCB Manager &/or the Chair of the LSCB prior to taking up their place on the Board for an induction briefing

3.4.2 The LSCB Training Officer will provide or arrange training for LSCB members and those of the Executive on their roles and responsibilities and updates on safeguarding issues such as learning from Serious Case Reviews as appropriate.

3.4.3 All LSCB Members and those of the Executive must take personal responsibility for ensuring that they access the appropriate level of Safeguarding training for Senior Managers through the LSCB Training Programme and seek the advice of the Training Officer on any specific training needs. It is expected all members will have accessed core training on safeguarding at the appropriate level. The introduction to safeguarding is available on line through Bexley Learning Zone and this should have been completed as a minimum.

2.4.4 An audit of the training undertaken by LSCB members and those of its Executive was undertaken in 2009-10 and will be required to complete a training assessment report annually on safeguarding training undertaken during the year.

3.5 Roles & Responsibilities of the Officers of the LSCB

3.5.1 LSCB Manager

- Raise and maintain the profile of the LSCB
- Assist the LSCB in managing risk
- Take a strategic overview of safeguarding practice across agencies, set and devise standards and performance targets, organise & participate in auditing of practice and devise any necessary action plans. Thus being accountable for ensuring the coherence and effectiveness of members/agencies on the LSCB
- Lead and manage projects relating to multi-agency practice as agreed by the LSCB
- Co-ordinate the work of the LSCB, standing groups and working groups and advise these groups on safeguarding practice issues
- Ensure equalities issues are addressed in the work of the LSCB
- Ensure the effective dissemination and embedding of policies and procedures
- Ensure children & young people are engaged in the work of the LSCB
- Write the Annual Report and Business Plan

3.5.2 LSCB Training Officer

- Deliver and commission safeguarding training for the children's workforce and those working with adults who are parents/carers
- Develop a Training Business Plan that addresses gaps in training provision
- Periodically consider a needs analysis for the borough in respect of safeguarding training
- Ensure the links between the LSCB training and the Children Workforce Development Plan are established including early intervention and CAF
- Quality assure all training provided

3.5.3 LSCB Business Officer

- Act as the Single Point of Contact (SPOC) for child deaths
- Co-ordinate and facilitate all meetings of the LSCB, its Executive and standing groups
- Produce a monthly briefing for all LSCB members on national safeguarding issues
- Produce quarterly safeguarding newsletter for both professionals and the public
- Support and supervise any specific project work

3.5.4 Safeguarding Children (Education) Co-ordinator

- Provide safeguarding awareness training to all schools and colleges including independent schools
- Organise specific half-termly workshops on safeguarding issues
- Organise the Designated Teachers' Forum termly
- Provide consultation and support to individual schools on safeguarding issues
- Quality assurance of safeguarding policies and practice in schools and colleges

PART 4 - LSCB COMMUNICATION STRATEGY

4.1 Introduction

4.1.1 "The transfer of information from the LSCB to agencies is critical to their effectiveness." (Effectiveness of LSCBs in England, Interim Report, 2009). The complexity of this process is often understated. This Communication Strategy sets out the arrangements in place and identifies those that require further refinement for the communication of the work of the LSCB. There are several layers within this process:

- Strategically with the Children Trust & Management Boards of partner agencies
- With Elected Members of the Council
- Within agencies
- With frontline workers
- Regionally with neighbouring LSCBs
- With the general public & community groups

4.1.2 The LSCB has its own website on which all procedures, protocols, publications and training information is published. www.bexleylscb.org.uk

4.2 Relationship with Children's Trust (CT) (WT 3.54-3.61)

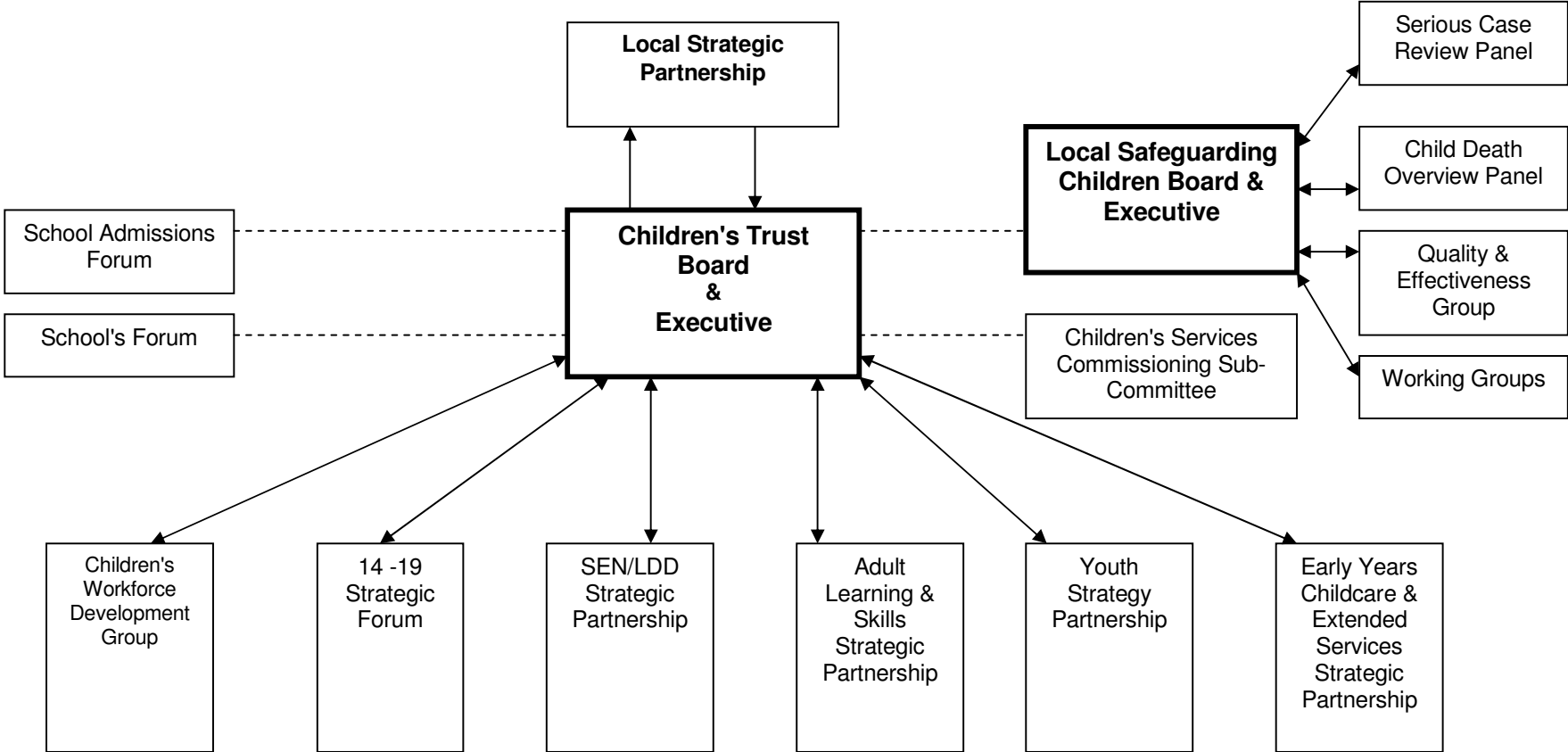
4.2.1 The responsibilities of the LSCB are complimentary to those of the CT. It is not an operational sub-committee of the CT and should not be subordinate to or subsumed by the CT. The LSCB must maintain a separate identity and independence. The LSCB & CT should be chaired by different people.

4.2.2 The roles and responsibilities are set down in Working Together. The relationship with between the LSCB & CT is set down diagrammatically below.

4.2.3 The communication and working relationship is arranged as follows:

- The Chairman of the LSCB sits on the CT B
- The Chairman of the CTB sits on the LSCB (Lead Member)
- The LSCB Manager sits on the CT Executive
- The Annual Report of the LSCB including its challenge to the CT is presented to the CTB.

Fig 1 - Governance & Communication Arrangements for Children's Services in Bexley



4.3 Relationship with Partner Agency Management Boards

4.3.1 It is the responsibility of each agency/organisation's management board to satisfy themselves that arrangements to safeguard children and promote their welfare is adequate and the LSCB will audit these arrangements through sec 11 Audits. Management Boards will be encouraged to share their own assessments of arrangements annually.

4.3.2 It is the responsibility of each agency/organisation's representative to brief their Management Boards on safeguarding issues and the work of the LSCB. The Annual Safeguarding Reports of partner agencies should be presented to the LSCB and any issues identified highlighted to the LSCB

4.3.3 The LSCB has the responsibility to challenge partner agencies if there are concerns about safeguarding arrangements and to bring this to the attention of the Management Board through their LSCB representative.

4.4 Communication with Elected Members of the Council

4.4.1 The Lead Member for Children Service sits on the LSCB and s/he also chairs the CT Board.

4.4.2 An annual report from the LSCB is presented to the LB Bexley Scrutiny Committee.

4.5 Communication within Sectors and within Agencies

4.5.1 The following forums are used for sector wide communication of safeguarding issues:

- Health Forum - a quarterly meeting for representatives from all sectors of the health economy
- Designated Teachers' Forum - termly meeting for Designated Teachers
- Trainers' Group - quarterly meeting for all LSCB multi-agency and single agency trainers
- Voluntary Sector Network Meetings - organised by BVSC and attended, as requested, by LSCB Manager
- Re-establishment of the LSCB Newsletter

Currently there are no formal arrangements for communication with faith groups.

4.5.2 It is the agency representative who has responsibility for providing information to agencies on the work of the LSCB. This is supported by the monthly 'LSCB News' and the practice based LSCB Newsletter. The LSCB Manager is able to assist and support any agency representative with the dissemination of information in single agencies.

4.5.3 The annual Safeguarding Conference is open to all sectors and highlights an area of safeguarding concern or practice. The LSCB hosts additional events and workshops as the need for dissemination of information becomes apparent e.g. learning from Serious Case Reviews.

4.6 Communication with Frontline Workers

4.6.1 It is the responsibility of each agency/organisation to ensure that frontline workers are kept informed and briefed on safeguarding issues. This can be supported by the practice based LSCB Newsletter which both includes briefings and examples of good practice across the borough.

4.6.2 Frontline workers across all agencies should be 'freed up' to attend safeguarding training based on their individual needs and the requirements of their post.

4.6.3 Both the LSCB Manager and Training Officer are available to attend Team & Unit meetings across all agencies to provide briefings on safeguarding issues and will request invites to such meetings if it is deemed appropriate.

4.6.4 The Annual Safeguarding Conference is open to all frontline workers and highlights an area of safeguarding concern or practice. The LSCB hosts additional events and workshops as the need for dissemination of information becomes apparent e.g. learning from Serious Case Reviews.

4.7 Communication across London and with Neighbouring LSCBs

4.7.1 The London Safeguarding Children Board hosts quarterly meetings for all London LSCB Chairs, LSCB Managers/Development Officers and LSCB Trainers which are attended by representatives from Bexley.

4.7.2 In addition there are also pan London forums for the Chairs of CDOP, Local Authority Designated Officers and Safeguarding in Education.

4.7.3 Information from these meetings are fed back to the Executive of the LSCB and issues can be raised by the Officers at each of these meetings.

4.7.4 An informal quarterly meeting is held between the LSCB Managers of Bexley, Greenwich, Bromley and Lewisham LSCBs. Ad hoc meetings/discussions are also undertaken with Kent LSCB as required.

4.8 Communication with the Public and Community Groups

4.8.1 The LSCB has a responsibility to ensure that it has a high profile with the public in order to ensure that the work that is undertaken across the borough is championed with the local residents, to ensure that they are reassured that robust arrangements are in place to safeguard children and to get across public information messages on safeguarding issues.

4.8.2 The LSCB website is open to all with no restrictions and is publicised in all LSCB literature and on the LB Bexley website.

4.8.3 The quarterly Newsletter is available online and in libraries and through individual agencies.

4.8.4 Opportunities to highlight specific safeguarding messages are taken through advertisements depending on the availability of funding past examples include:

- Advert in Charlton magazine highlighting anti-bullying work
- Advert in Community Safety Partnership Magazine delivered to all households in the Borough on the work of the LSCB in general

- Article in the Bexley Magazine on the work of the LSCB
- Morrisons' till receipt - information on not shaking babies.

4.8.5 Further opportunities for raising the profile of the LSCB are always being sought and pursued.

4.9 Media Strategy

4.9.1 Opportunities to raise the profile of the LSCB and to champion its work through the media are sought although not always successfully and the majority of the media interest in the work of the LSCB and safeguarding is as a result of a specific incident often attracting negative press attention.

4.9.2 The LSCB is always aware of the risk of negative publicity and this is also addressed in the risk management section in Part 5 of this Handbook.

4.9.3 In the event of media interest in either the work of the LSCB or as a result of a particular incident all press enquiries will be managed through the Council's Press Office in consultation with the press offices of partner agencies particularly that of the Metropolitan Police Service.

4.9.4 The responsibility for making the arrangements with the Council Press Office sits with the Chairman of the Executive of the LSCB/Deputy Director for Children Social Care & SEN with the assistance of the LSCB Manager and Business Officer.

4.9.5 Any press release will be drafted and agreed by partner agencies before release to the press.

4.9.6 Any press enquiries to individual agencies on LSCB/safeguarding issues should be directed to the Council's Press Office in the first instance.

4.9.7 In the event of a SCR being undertaken the LSCB will adopt the media strategy recently developed in the management of recent SCRs. This will involve the full engagement of the Chief executives of all agencies involved in the lessons to be learnt and their press officers. Press Statements will be agreed jointly by the Chief Executives. Holding statements will be issued as required. The publication of the Overview Report will be planned and announced as necessary with any agency spokespeople being fully prepared in advance.

PART 5 - RISK MANAGEMENT & COMPLAINTS

5.1 Risk Management

5.1.1 The LSCB, through both the Board and its Executive, has a collective responsibility to identify where risks exist in terms of safeguarding practice and in terms of reputational vulnerability for the collective and individual agencies. Vulnerability issues are reviewed through the Annual Report.

5.1.2 The LSCB has the following routes for identifying risks:

- Quality & effectiveness assessments and audits
- Child Death Overview Panel (CDOP) analysis
- Serious Case Reviews (SCR)
- Complaints and whistle blowing (see section below)

5.1.3 The Quality & Effectiveness Group should identify risk related to practice to the Executive of the LSCB and the appropriate action plans put in place to address these risks. The progress in addressing these issues will be monitored through the Executive and reported quarterly to the LSCB Board.

5.1.4 CDOP may identify safeguarding issues and other related issues in terms of health and safety arrangements made by partner agencies and local services. These issues should be addressed directly through CDOP with a quarterly report to the Executive. If poor safeguarding practice is identified this should be reported immediately to the agency involved through their representative and to the Quality & Effectiveness Group via the LSCB Manager. If there is likely to be press interest the media strategy should be followed.

5.1.5 SCRs are most likely to identify risk in terms of practice and reputational vulnerability. The SCR procedures and guidance deal with the process for the management of safeguarding practice and this is monitored through the standing SCR Panel. The media strategy should be followed in respect of all SCRs.

5.1.6 The LSCB Manager should maintain a register of risks in conjunction with the Partnerships & Performance section of Children & Young People's Services AND ANY RISKS REPORTED TO THE Chairman of the LSCB.

5.2 Complaints and Whistle blowing

5.2.1 Most complaints about the management of individual cases in respect of safeguarding issues will be dealt with under single agency complaints procedures. If the LSCB receives a complaint about a single agency it will pass that complaint to that agency for it to be managed within their own procedures.

5.2.2 Complaints in respect of Children & Young People's Services are managed through the Council's Complaint Procedure by Partnerships and Performance. Complaints in respect of the functioning of CP Conferences and requests for Information Sharing will be covered by an additional protocol.

5.2.3 Should any single agency complaint raise either significant inter-agency safeguarding issues or significant complex poor safeguarding practice these should be

brought to the attention of the LSCB through its Quality & Effectiveness Group to ensure that these issues are addressed through action planning.

5.2.4 Complaints about the LSCB and its functioning will be managed through the Council's Complaints Procedure.

5.2.5 Each partner agency should have in place a whistle blowing procedure to enable staff to raise concerns about poor safeguarding practice. Any practitioner or manager who feels that their concerns have not been appropriately addressed may raise this with the LSCB Manager in writing. Such concerns will be taken to the Chair of the Executive of the LSCB for consideration who in turn will take this to the agency's representative on the LSCB Board and agree a plan to address the concern.

5.2.6 Any risks identified through these processes will be monitored by the LSCB Manager through the register of risk.

Appendix 1 - Bexley LSCB Constitution and Terms of Reference

BEXLEY LOCAL SAFEGUARDING CHILDREN BOARD

CONSTITUTION

1. NAME

- 1.1 The name of the Partnership is the Bexley Local Safeguarding Children Board ("the Board").

2. OBJECTS

- 2.1 The objects of the Board shall include:
- 2.1.1 co-ordinating the activities of organisations and individuals represented on the Board for the purpose of safeguarding and promoting the welfare of children for whom their agencies are responsible for ;
 - 2.1.2 identifying gaps in safeguarding practices and procedures and implementing appropriate strategies to address the gap;
 - 2.1.3 ensuring each partnership agency has identified at least one person who shall be responsible for ensuring policies and practices on safeguarding are given due prominence within their respective agencies;
 - 2.1.4 ensuring the Board adopt a strategic role in overseeing the implementation of strategies for safeguarding children within the London Borough of Bexley and for children whom their agencies are responsible for;
 - 2.1.5 identifying and implementing appropriate inter-agency safeguarding training;
 - 2.1.6 undertake appropriate preventative work to reduce the likelihood of children coming into contact with services within the London Borough of Bexley suffering harm;
 - 2.1.7 Monitoring the effectiveness of the Board's arrangements for safeguarding and promoting the welfare of children in the London Borough of Bexley and for whom agencies are responsible;
 - 2.1.8 ensuring the effective and efficient use of public funds.

3. BOARD FUNCTIONS

- 3.1 The Board shall have the functions contained in Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 as amended from time to time.
- 3.2 The Board may agree to engage in such other functions and activities that facilitate the achievement of its objectives and functions.

3.3 The Board shall review its functions following the enactment of legislation and guidance relevant to Local Safeguarding Children Boards.

4. BOARD PARTNERS

4.1 The Board shall comprise of the statutory partners set out in Schedule 1 and such other organisations invited to become Board Partners in accordance with paragraph 4.8 below.

4.2 The Board shall include at least one representative from each of the partner bodies set out in Schedule 1.

4.3 Each Board Partner shall be responsible for appointing its representative to the Board and shall notify the Independent Chairman of their representative to the Board.

4.4 In determining their representatives, each Board Partner shall give due consideration to the individual's experience, expertise and knowledge on matters affecting the well-being of children.

4.5 The London Borough of Bexley following consultation with Board Partners may determine the Council and any other Board Partner may nominate two or more representatives to the Board.

4.6 Nothing in paragraph 4.3 prevents a person from representing two or more Board Partners providing notification is given of the Partners who are to be represented.

4.7 The Board shall, from time to time, undertake a review to determine whether it has the appropriate range and mix of skills and experience to meet its objectives and fulfil its functions.

4.8 The London Borough of Bexley following consultation with Board Partners may invite other organisations to become Board Partners.

4.9 Individual representatives of each Board Partner hold office at the discretion of their Board Partner.

4.10 In the event of a Partner replacing its Board representative on the Board, they shall notify the London Borough of Bexley, Independent Chairman of the BLSCB as soon as practicable.

4.11 Each statutory Board Partner shall retain statutory responsibility for its functions.

5. CHAIRPERSON OF THE BOARD

5.1 The Board shall appoint an Independent Chairman who shall hold the office of Chairperson of the Board until such time as determined by the Board following consultation with the London Borough of Bexley.

5.2 The Board shall nominate a Vice-Chairperson who shall hold office until such time as determined by the Board.

6. RESOURCING BOARD ACTIVITIES

- 6.1 The London Borough of Bexley and its Board Partners may agree to fund the activities and functions of the Board through the pooling of budgets or by any other method, including contributions in kind.
- 6.2 The Board shall maintain records of the contributions made by each Partner.
- 6.3 The London Borough of Bexley shall provide an appropriate level of administration to support the activities and functions of the Board.
- 6.4 The London Borough of Bexley in consultation with its Board Partners shall review the level of administrative support provided to the Board. Should the Board agree additional administrative support is required the cost shall be met from the pooled fund.

7. BOARD MEETINGS

- 7.1 The Board shall meet at least four times each year.
- 7.2 No business shall be conducted at any Board meeting unless at least one quarter of the total membership of the Board is present, including at least one representative from the London Borough of Bexley and Bexley Care Trust.
- 7.3 Board Partners shall use all reasonable endeavours to reach a consensus on issues under consideration.
- 7.4 Where Board Partners are unable to reach a consensus on the issue under consideration a majority of votes of the Partners present at the meeting shall determine the matter. In the event of equality of votes the London Borough of Bexley shall determine the issue under consideration.
- 7.5 Board members and representatives will get papers and minutes at least five working days before each Board meeting.
- 7.6 The notice of each meeting shall specify the time, place and details of the business to be transacted.

8. SPECIAL MEETING

- 8.1 The Chairman of the Board may call a Special Meeting of Board Partners at any time provided at least five working days' written notice is given of the meeting and of the matters to be considered at the Special Meeting.

9. EXECUTIVE BOARD

- 9.1 The Board may establish an Executive Board drawn from the membership of the BLSCB to progress the strategic priorities agreed by the Board.
- 9.2 The Board must agree written Terms of Reference for any Executive Board it may establish.
- 9.3 The Board shall nominate an appropriate officer to be responsible for ensuring the activities of the Executive Board are performed effectively.
- 9.4 The officer nominated under paragraph 9.3 shall submit a report to the Board on the activities of the Executive Board at intervals to be determined by the Board.

9.5 The Executive Board may identify lead officers to undertake specific activities linked to the strategic priorities of the Board and they may form working groups if appropriate.

10. **REVIEW**

10.1 The London Borough of Bexley and its Board Partners shall undertake a review of the Board's activities and functions by 31 March in each year or at such other times as agreed.

10.2 The London Borough of Bexley and its Partners shall determine the scope of the review provided that any review shall include:

10.2.1 an evaluation of the Board's performance against agreed performance indicators, targets and priorities;

10.2.2 a review of the targets and priorities for the forthcoming financial year;

10.2.3 a report of any proposed changes to the arrangements;

10.2.4 a report of shared learning and training opportunities;

11. **REPORTING**

11.1 The Board shall approve an Annual Business Plan which shall be submitted to Partner organisations by 31st of March of each year.

11.2 The Annual Business Plan shall detail the activities and priorities for the following financial year and review the work undertaken during the previous financial year.

12. **AMENDMENTS TO THE CONSTITUTION**

12.1 The Board shall from time to time review the operation of the constitutional arrangements. The Board may amend the constitution, provided at least twenty-one days written notice of the meeting is given to Partners of the proposed amendments.

12.2 Details of the proposed amendment to the constitution shall be included in the notice convening the meeting.

12.3 Board Partners shall use all reasonable endeavours to agree a proposed amendment to the constitution. In the absence of consensus, any proposed amendment shall be determined by a majority of Board Partners at the meeting.

12.4 The London Borough of Bexley and its Board Partners shall review the constitution following legislative changes and or guidance.

13. **DISSOLUTION OF THE BOARD**

13.1 The Board shall remain in force unless otherwise dissolved by statute.

BEXLEY LOCAL SAFEGUARDING CHILDREN BOARD

BOARD

Terms of Reference

1. To ensure that the Bexley Local Safeguarding Children Board Constitution is adhered to and its objectives met.
2. The Board will adopt a strategic role in ensuring that the safeguarding of children is recognised and strategies implemented across all partner agencies working with children in Bexley and in ensuring that its membership reflects the strategic importance of safeguarding.
3. To identify and agree the strategic priorities for the work of the LSCB and to advise the Executive Board of these priorities.
4. Co-ordinate the strategic activities of agencies and individuals represented on the Board for the purpose of safeguarding and promoting the welfare of children in Bexley.
5. To ensure that the wider safeguarding agenda is the focus of its work and to identify gaps in safeguarding practice and procedures and implementing strategies to address gaps.
6. To monitor the effectiveness of work undertaken by agencies and organisations working with children in Bexley through the consideration of management information, reports on areas of statutory responsibility, the commissioning of specific audits and Serious Case Reviews.
7. To ensure the effective and efficient use of public funds and the application of the pooled budget.
8. To ensure the identification and implementation of inter-agency training.

BEXLEY LOCAL SAFEGUARDING CHILDREN BOARD
EXECUTIVE BOARD

Terms of Reference

1. Main mechanism for driving forward the strategic priorities agreed by the LSCB and that reflect agencies' priorities for the safeguarding agenda within Bexley through the senior operational management membership.
2. Overall business planning for the Local Safeguarding Children Board, for example, setting the LSCB agenda, co-ordinating and producing the Annual Business Plan.
3. Co-ordination of the implementation of policy/development issues which cut across agencies. This will be based on the strategic priorities identified by the main Board and outlined in the Business Plan.
4. To identify members of the Executive Board who will take responsibility for ensuring the development of interagency responses to the priority needs, this can be through direct management responsibility, through the formation of a working group or any other method deemed appropriate.
5. To review throughout the year the progress of the work plan devised to meet the strategic priorities.
6. To put in place a financial plan for the LSCB
7. To take responsibility for monitoring the effectiveness of the work of the LSCB and its partner agencies in the safeguarding of children in Bexley. This will include monitoring the effectiveness of all areas that there is a statutory requirement to report to the LSCB e.g. management of allegations against those working with children, private fostering and child protection.
8. To receive half yearly reports from the Child Death Overview Panel and to act on issues or trends identified through this process.
9. To take responsibility for organising serious case reviews and ensuring that they are completed in line with LSCB procedures

Appendix 2 - Terms of Reference - Standing Serious Case Review Panel

Bexley Local Safeguarding Children Board has established a Standing Committee to act as the Serious Case Review Panel (SCR); the following are the Terms of Reference were ratified at the LSCB meeting on 23 February 2009.

1. The SSCR's membership is drawn from the LSCB and partner agencies' strategic safeguarding leads. The standing membership of the Serious Case Review Panel is:
 - LB Bexley Children & Young People's Services
 - Bexley Care Trust
 - Queen Mary's Sidcup NHS Trust
 - Oxleas Foundation NHS Trust
 - Bexley Voluntary Service Council
 - Bexley Schools
 - Metropolitan Police Service (Borough Police)
 - Bexley LSCB - In attendance
2. The SSCR is deemed to be quorate if the Chair and at least 4 agencies are represented, including health and social care services.
3. The SSCR is chaired independently, however consideration may be given to appointing a particular Chair depending on the requirements of a specific SCR. The standing Chair is appointed through an open process and will be independent of any agency or organisation within Bexley.
4. The SSCR will meet at least 4 times a year. It will vary its meetings dependent on the requirements of a particular SCR.
5. The standing SSCR's responsibilities are to:
 - Consider all cases that may meet the criteria for an SCR as referred by individual agencies. An extra-ordinary meeting of the SCR will be convened following any critical incident involving either the death of or serious injury to a child that may be as a result of abuse to consider whether a SCR should be undertaken.
 - Recommend to the Chair of the LSCB when a SCR should be undertaken.
 - Establish a SCR to manage a specific SCR ensuring that the core membership as above are represented by the strategic lead who is independent of direct line management of the case and the IMR writer for their agency/service. Any other agency providing an Individual Management Report (IMR) will be considered for membership. If the SCR involves agencies from another LSCB that LSCB should be invited to join the SCR for the case. It should ensure that at least one member of the SCR does not come from an agency involved in the SCR. Consideration should be given to whether the Chair of the SSCR is appropriate to chair a specific SCR.
 - To ensure that each agency involved in a SCR is able to identify an appropriate IMR author who has the capacity and knowledge to complete the review and that their agency does not put them under undue pressure or risk to undertake work beyond their competency. The agencies must also ensure that IMR author's are appropriately

supported through work release, administrative and supervisory support.

- To ensure that all IMR authors are independent of direct involvement or line management of the case.
- Monitor the Inter-agency Action plan resultant from any SCR and ensure that all actions are implemented and where appropriate assess impact on practice and improved outcomes for children, recommending any further action required to the LSCB.
- To have in place a media strategy to monitor media interest and ensure it is dealt with appropriately to reduce the impact on the staff involved as well as the family
- Consider any guidance from the Government and/or Ofsted in respect of SCR management and ensure that the appropriate steps are in place to meet such guidance across all agencies.
- Consider any research and information from the biennial analysis of SCR and Ofsted evaluation report, Learning Lessons and make recommendations to the LSCB on any key issues or implications for practice locally.

6. The specific SCR for a SCR will have the following responsibilities:

- To set down the scope of the SCR using Working Together 2006 and the up to date guidance from GOL & Ofsted
- To agree the Terms of Reference for the SCR using Working Together and up to date guidance from GOL & Ofsted.
- To ensure that all agencies are aware of their responsibilities to secure all records that form part of the SCR and that all records relating to the contact the agency may have had with the individuals subject to the SCR are identified and available to the IMR author.
- To ensure that each agency has identified which staff need to be interviewed and that appropriate arrangements are in place for all such interviews.
- To appoint an Independent Overview Writer with the appropriate level of experience and expertise to meet the needs of the SCR
- To consider whether external expert advice is required on any aspect of the SCR
- To ensure an Author's group is established for the IMR writers to meet with the Overview Writer. The purpose of this group will be to provide support to the IMR writers, to ensure that chronologies and facts are accurately & consistently recorded across all IMRs, to ensure that IMRs address the terms of reference for the SCR and that sufficient hindsight and robust challenge has been applied in the IMRs
- To consider how families are included in the SCR and who will be the point of contact for families in respect of the SCR
- To manage any parallel investigations being undertaken such as Serious Untoward Incident Investigations
- To monitor progress of both Coronial, Police and CPS investigations and to negotiate with coroners, police and CPS to enable information to be used and shared so as not to delay the finalisation of the SCR and the learning being disseminated. If necessary a meeting should be arranged between the SCR Chair, the police, coronial service & CPS to clarify how the review can be progressed
- To ensure that the SCR is completed within the required 4 months and that IMR authors indicate as early as possible if the work can not be completed in the timeframe. If it is not possible complete the SCR within

timescales the LSCB must apply for extensions in timely and appropriate fashion. Extensions should only be applied for in exceptional circumstances with clear reasons provided.

- To challenge information & analysis included in IMRs to ensure that key issues of learning are identified as well as areas of good practice. This may involve challenge to agencies who are members of the SCR to ensure that the analysis is sufficiently robust and challenging with hindsight applied.
- To ensure that arrangements are in place for the senior manager who commissioned the IMR for the agency to sign it off
- To consider and quality assure all the IMRS and the Overview Report & Executive Summary to ensure that it meets the requirements of Working Together and the Ofsted guidance & descriptors.
- To ensure all reports are signed off the SCR and to recommend it to the LSCB Chair to be signed off.
- To ensure that as single agency learning is identified that this is actioned and that it does not wait until the end of the SCR process before it is implemented
- To ensure the media strategy is implemented appropriately
- To ensure that the Inter-agency Action Plan addresses the key issues identified in the SCR, adding additional recommendations if necessary.
- To ensure that the Inter-agency Action Plan is thorough with clear objectives that identify the outcome for children as well as identifying lead officers and appropriate timescales.