

Southwark  
Safeguarding  
Children  
Board

Terms of Reference

Agreed

July 2010

Amended December 2010

# **Southwark Safeguarding Children Board**

## **1 Context**

- 1.1 The Southwark Safeguarding Children Board (SSCB) is a statutory partnership of lead agencies for safeguarding children. It is the statutory Local Safeguarding Children Board (LSCB) for Southwark.
- 1.2 It works within the context of a diverse community with high levels of need, where the higher proportion of children is from black or minority ethnic backgrounds. As part of its work the Board will ensure that decision-making considers the possible equality impact of any proposed actions or planned outcomes.
- 1.3 The Board is committed to joint working and co-operation between all local agencies (statutory, voluntary and independent) working with children and their parents. Where relevant the Board will co-operate with neighbouring local safeguarding children boards / authorities.

## **2 Purpose of the Southwark Safeguarding Children Board**

- 2.1 The Southwark Safeguarding Children Board has the lead responsibility for setting the inter-agency strategic direction for the Stay Safe outcome under the delivery of the national Every Child Matters initiative within Southwark.
- 2.2 It is responsible for co-ordinating joint strategic and operational leadership within and across local agencies, setting professional standards in safeguarding and ensuring multi-disciplinary co-operation and effective arrangements to safeguard children.
- 2.3 The Board expects its members, their agencies and practitioners to work to the highest standards possible to safeguard children in Southwark from harm and neglect. Safeguarding involves preventing; protecting and helping children overcome neglect and abuse (physical, sexual or emotional).
- 2.4 The Board does not provide services direct to children, families or to adults who may pose a risk to children. This is the responsibility of the statutory, independent, voluntary, community and faith agencies within Southwark.
- 2.5 Where possible and appropriate the Board will involve service users and a wide range of stakeholders in the planning and review of its leadership work. It will seek the views of young people through relevant representation groups such as the Youth Council and Speakerbox (the Children in Care Council); through the appointment of lay members and developing a relationship with neighbourhood and community organisations. It will seek to consult and involve Southwark communities in keeping children safe.

# Southwark Safeguarding Children Board

## 3 Governance

- 3.1 Each Local Authority/Children's Services Authority is required by law, regulation and statutory guidance to establish a Local Safeguarding Children Board (Secs 13 - 16 Children Act 2004, the regulations which accompany the Act, and *Working Together to Safeguard Children 2010*). Local statutory agencies are required to contribute to the work of the Board and safeguarding children (Secs 10 and 11 Children Act 2004 and Working Together 2010)<sup>1</sup>.
- 3.2 Southwark Safeguarding Children Board is accountable to the Local Authority/Children's Services Authority and to the Southwark Children and Families' Trust. (This may change as a result of the relaxation of the regulations governing Children's Trusts.
- 3.3 In furtherance of its aim the Board will work with other strategic partnerships e.g. Southwark Alliance/Local Strategic Partnership, Safeguarding Adults Partnership, the Safer Southwark Partnership/CDRP, and other bodies to ensure that safeguarding children is integrated into their work.
- 3.4 The Board will appoint an Independent Chairperson who has the professional knowledge, experience and skills to chair its meetings and make decisions alone or in consultation with Executive Board Members between meetings. He or she will have grounding in strategic and inter-agency management and child welfare/protective services at a very senior level. He or she will be directly responsible to the Local Authority/Children's Services Authority, through the Strategic Director of Children's Services. He or she will remain independent and personally accountable and will not be employed by any member agency of the Board.
- 3.5 The Independent Chair will have a specific role to challenge Board members and their agencies to be held to account for the work of the Board and the delivery of services to standards and protocols agreed by the Board.
- 3.6 The Chair will appoint a standing Vice Chair from within the membership of the Executive to chair Board meetings in the absence of the Independent Chair. Executive decisions and decisions about Serious Case Reviews should only be made by the Independent Chair. He or she should seek the advice of the Executive Board members; and for Serious Case Reviews the Serious Case Review SubGroup.
- 3.7 The Executive Board will be the main decision-making body of the Board. Decisions can be made by the Main Board assuming there is a quorum of Executive Members present.
- 3.8 The Board will have the authority to agree agency subscriptions to a joint budget and shared resources for the furtherance of the Board's work. The Board may

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<sup>1</sup> In November 2010 the Government indicated its intention to relax the section 10 duty to co-operate on some agencies. The section 11 duties and their parallel under the Education Acts remain unaffected; as do the duties set out in Working Together 2010.

## Southwark Safeguarding Children Board

commission the Council to employ or engage staff to further the responsibilities of the Board. The Board expects member agencies to commit resources in kind for representatives to attend meetings and subgroups and to further the work of the Board at the agencies' own cost.

### 4 Accountability

- 4.1 Each Agency remains accountable for the delivery of its own safeguarding services for children as required by procedures or standards set out in statute or guidance particularly as set out in the Children Act 2004, the Guidance on section 11 of the Children Act 2004 (and Education Act 2002) and in Working Together 2010; as agreed by its own management or trustees; or as agreed with the Board.
- 4.2 The Board cannot make decisions which are binding on a single agency or its resources. It may seek to influence and make recommendations to individual agencies and agree collective action with agencies' co-operation.
- 4.3 It is a key responsibility of the Board to hold Member Agencies to account for the quality of the work done to protect children and for effective multi-disciplinary work and working together.
- 4.4 The Executive will be responsible for the Board's Joint Budget and will give delegated authority to the Chair, Board Manager and Senior Administrator to manage and report on the budget as agreed in the Annual Work Plan.
- 4.5 The Board will be accountable to Southwark Children and Families' Trust but also has a role to hold the trust to account for its strategic governance of safeguarding children. Through the Strategic Director of Children's Services and the elected Cabinet Member for Children the SSCB is accountable to the Children's Services Authority/Local Authority in ensuring that partner agencies safeguard children.
- 4.6 SSCB Members/Agencies should be aware of the needs of local minority ethnic communities, diversity in cultural heritage, status and need and be able to take this into consideration in the planning and monitoring of child protection services.

### 5 Structure of the Board

- 5.1 The Board will comprise an Executive Board, a Main Board and such SubGroups as are required by guidance or regulation or as are appropriate for furthering the work of the Board. The Board may appoint short term inter-agency task groups.
- 5.2 **Executive Board** The Executive will be responsible for agreeing/reviewing these Terms of Reference, the Board's structure and governance and that it is consistent with statutory requirements and meets local need.

## Southwark Safeguarding Children Board

- 5.3 The Executive will meet at regular intervals throughout the year to agree and monitor the Board's Work Plan, in line with the Children and Young People's Plan and its own responsibilities. It will take responsibility for the decisions of the Board and negotiating inter-agency agreements and shared resources as appropriate for safeguarding children under current legislation, guidance and research.
- 5.4 The Executive will receive and review member agencies' annual section 11 reports of their own compliance with section 11 of the Children Act.
- 5.5 The Executive will commission or agree the work of the Main Board and the SubGroups; and monitor the outcomes in furtherance of the Board's responsibilities and the Children Young People's Plan (CYPP).
- 5.6 **Main Board** The Main Board will comprise a wider membership and have a consultative and advisory role to the Executive Board and to ensure that the decisions and work of the Board are realised. It will meet two to three times per year and will be the main forum for endorsing any Serious Case Review (SCR) and SCR Action Plan drafted under Chapter 8 of Working Together 2010 (as amended by Minister of State letter on 10<sup>th</sup> June 2010).
- 5.7 **SubGroups** SubGroups will be constituted with authority to undertake specific ongoing tasks of the Board, on behalf of the Executive Board. They will have clear Terms of Reference and Annual Work Plans and will be accountable to the Executive or Main Board.
- 5.8 **Task Groups** Task Groups will be given a clear mandate but will usually be short term and will report to the Executive or Main Board as relevant.
- 5.9 **Annual Stakeholders' Conference** The Board will hold an annual conference for stakeholders from a wide range of sectors, including professionals, managers, community members, service users and young people. Its purpose will be to promote the work of the Board and to seek wider views on the Board's priorities and work.
- 5.10 **Relationships with neighbouring LSCBs.** The Executive will meet at least annually jointly with the Lambeth Safeguarding Children Board Executive to ensure parallel planning across agencies which serve both Local Authority/LSCB areas. It has been agreed that the statutory Child Death Overview Panel will be managed jointly with Lambeth SCB. The Board will also work with the London Safeguarding Children Board, which does not have statutory authority, but which provides a negotiated co-ordinating role across all 32 LSCB areas and CSAs in London.

## 6 Process and Meetings

- 6.1 The Board will hold such meetings as are required to further its aims and duties.
- 6.2 Any Serious Case Review will be agreed in a Special Meeting of the Full Board.

## **Southwark Safeguarding Children Board**

- 6.3 The Board will have a manager and such staff as are required to ensure that it meets its responsibilities.
- 6.4 Agencies must also ensure systems in their own organisation management processes and operational agenda to ensure that the strategies, actions and procedures agreed by the SSCB are cascaded, addressed, implemented and monitored to ensure quality services to safeguard children in Southwark.

### **7 Records and Information Sharing**

- 7.1 Each Board or SubGroup will keep a summary record of its meetings, plans, decisions and actions.
- 7.2 The Executive and Main Boards will exchange papers and minutes to ensure that decisions and their rationale are available to all members/agencies.
- 7.3 SubGroups will provide summary reports of their progress as required to the Executive.
- 7.4 All agencies will provide relevant local, demographic and workload data with regard to safeguarding, as agreed, in order to assist an understanding of community need and intra and inter-agency planning and performance in safeguarding against agreed indicators.
- 7.5 Agencies will also provide annual reports on their self-assessment of the delivery of their duties under Section 11 guidance.
- 7.6 The Board is required by statutory guidance to publish an Annual Report of its work. This will include summaries of agencies self-assessments under sec 11 of the Children Act 2004.

### **8 Membership Roles and Responsibilities**

- 8.1 The detailed membership is set out in the Appendix.
- 8.2 Member agencies are expected to commit to attending the Executive, SSCB or its Sub-Groups, as required, and contribute to the Board's work between meetings.
- 8.3 For the SSCB to be effective it is important that all agencies working with children and young people and also those working with adults give SSCB members and sub-group members the time and resources required to attend meetings and undertake work for the Board between meetings.
- 8.4 Attendance at Board meetings will be monitored and where a member is unable to attend two consecutive meetings the Board Manager or Sub-group Chair will discuss

## Southwark Safeguarding Children Board

this with the member. If there are 3 consecutive absences from Main Board the Chair of the board will raise this with the senior management of the member's agency. It is to be noted that attendance at Board meetings is monitored in Safeguarding Inspections.

- 8.5 A quorum will be 60% of the voting membership.
- 8.6 Advisory members may be co-opted to the Executive, Board or SubGroups.
- 8.7 Attendance at Board meetings will be monitored and where a member is unable to attend two consecutive meetings the Board Manager or Sub-group Chair will discuss this with the member. If there are 3 consecutive absences from Main Board the Chair of the board will raise this with the senior management of the member's agency.
- 8.8 Members of the Executive, Main Board and SubGroups will be expected to commit time to preparing for and attending meetings, seeking views within their agency, as required, and ensuring that decisions and information from the Board is taken back to their agency and disseminated or implemented as required.
- 8.9 They will also be expected to keep up to date with key aspects of safeguarding children policy and research as it impacts on their own area of responsibility. The Board will assist with relevant information sharing and briefing opportunities as guided in Chapter 4 of Working Together.
- 8.10 **Executive Board** Agency representatives to the Executive will be of the highest level, usually Chief Executive or equivalent, with sufficient authority to agree actions on their agency's behalf and commit their agency to joint decisions and resources. Where the CE, Director or equivalent is unable to attend a senior deputy will take his/her place.
- 8.11 It is agreed and expected that for the Executive Meeting where an agency is presenting its own Annual Section 11 Report that the Chief Executive would be present to lead the discussion about the agency's section 11 self-assessment. For other meetings an agreed Deputy can represent the Agency or service but must have sufficient delegated authority to commit the agency to decisions and resources.
- 8.12 The Head Teachers' Executive will appoint a delegate who will act as a formal link between the Board and Executive and be able to represent schools within the Local Authority area and act as a communication link to Heads about the Board's and other safeguarding requirements.

## Southwark Safeguarding Children Board

- 8.13 In addition to the specific agency senior representatives the Executive Board will also appoint two Lay Members from the local community who are not employed by any of the agencies.
- 8.14 Agencies which are not usually directly represented on the Executive will attend when their annual section 11 report is being presented by the Executive.
- 8.15 The Board Manager, the Designated Doctor and the Designated Nurse will attend Executive Meetings as professional advisors. They will be non-voting members.
- 8.16 The Council's Elected and Cabinet Member for Children will be a Participant Observer of the Board, will attend Executive and Main Board meetings and be able to contribute to the discussion; but will not have voting rights.
- 8.17 **Main Board** Membership will comprise the Executive, or their nominated deputies and additional managers or professionals from relevant agencies who will have a useful contribution to make to the Board and its work.
- 8.18 The Management Representatives from agencies not directly represented on the Executive will have voting rights to represent their agency at the Main Board. Each agency will have only one vote.
- 8.19 Other representatives may be co-opted to the Board as they have a particular professional and/or community perspective to bring to the Board's work.
- 8.20 **SubGroups** SubGroups will co-opt members from a range of professionals with relevant experience or service involvement to enable the tasks agreed for the SubGroup to be progressed.

## 9 The Board's Responsibilities and Tasks

- 9.1 As defined by statute and guidance. (Chapter 3 Working Together 2010)
- 9.2 Through its joint strategic leadership the Board will agree the standards and actions for keeping children safe from neglect and abuse for member agencies to integrate into their own business plans and service delivery.
- 9.3 The Board will agree local inter-agency procedures for the referral, assessment and protection of children at risk of harm and neglect. These procedures will govern single agency and inter-agency multi-disciplinary work. These will usually be the London Child Protection Procedures; but the Board may also issue its own



## **Southwark Safeguarding Children Board**

supplementary inter-agency protocols, as appropriate or in conjunction with neighbouring LSCBs.

- 9.4 The Board will assist in drafting, scrutinising and delivering the Southwark Children and Young People's Plan (CYPP).
- 9.5 The Board will scrutinise the safeguarding in all streams of the Southwark Children and Families Trust work and CYPP delivery.
- 9.6 The Board has the lead responsibility for quality assuring the section 11 Children Act 2004 outcomes for all agencies.
- 9.7 The Board will monitor outcomes from inter-agency services and learn lessons from reviews of work and performance management.
- 9.8 The Board will set the standards and criteria for agency and inter-agency multi-disciplinary professional learning and development in safeguarding children and may commission or provide such training from its joint budget. The Board will only have responsibility for the commissioning or delivery of inter-agency and multi-disciplinary training. Individual agencies hold responsibility for ensuring that their own staff or volunteers are inducted and trained to the required levels set out in statutory guidance (Chapter 4 of Working Together, 2010).
- 9.9 The Board will commission independent Serious Case Reviews as required and will publish the lessons and action plans and ensure a programme of learning where required to influence practice. (Chapter 8 Working Together 2010)
- 9.10 The Board will review all child deaths of children normally resident within Southwark and assess whether the death was preventable in order to influence public health and agency services to reduce the incidence of deaths. (Chapter 7 Working Together) The Board and its partners will work jointly with Lambeth Safeguarding Children Board in exercising this statutory function.
- 9.11 The Board is responsible for ensuring that all partner agencies have safe recruitment systems.
- 9.12 The board is responsible for ensuring that there is effective information sharing about children and families of concern across partner agencies which is compliant with safeguarding and data protection guidance. With the Children and Families Trust the Board will take the lead in ensuring that there is an agreed local protocol for information sharing across agencies which work with children, their parents or adults who may pose a risk to children.
- 9.13 The Board will agree and publish an Annual Work Programme that is consistent with its own vision, responsibilities, assessed priorities and the Southwark Children and Young People's Plan.

## **Southwark Safeguarding Children Board**

9.14 The Executive Board will review the Board's Work Programme at each of its meetings.

9.15 The Board will have a risk management reporting system in parallel to the Children and Families Trust to ensure focus on priority areas of performance where children, the Board or its member agencies may be at risk if policies, procedures and actions are not carried forward.

Agreed at the Southwark safeguarding Children Board Meeting

26 July 2010

Amended December 2010 (Following further discussions at Executive and Main Boards)

Southwark Safeguarding Children Board

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Dec 2010

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# Southwark Safeguarding Children Board

## Appendix 1 Membership Executive Board December 2010

Agency	Executive Member	Role	Comment
SSCB	Chris Davies	Independent Chair	
Southwark Council Children's Services	Romi Bowen	Strategic Director of Children's Services	Vice Chair
Southwark Council Children's Services	Vacant	Deputy Director of Children's Services	Education, Early Years, Integrated Children's Support Services and Youth Services
Southwark Council Children's Services	Rory Patterson	Deputy Director of Children's Services	Specialist Children's Services and Safeguarding/Youth Offending
Southwark Council Environment and Housing	Gill Davies	Strategic Director of Environment and Housing	Also representing Dept of Regeneration and Neighbourhoods
NHS Southwark/ Southwark Council: Health & Social Care	Susanna White	Chief Executive	Representation of Adult Social Care, Community Health, Primary Care and Health Commissioning
Kings College Hospital Trust & Guys and St Thomas' Hospital Trust	Tim Smart	Chief Executive	KCH will represent GSTT except when GSTT is presenting its own annual safeguarding report or where there is an item on the agenda of specific relevance to GSTT which cannot be represented by KCH.
South London and Maudsley Trust	Stuart Bell	Chief Executive	CAMHS to be included in the health discussion in September and also represented in the discussion for children's services in Feb/March 2011
Metropolitan Police Borough	Wayne Chance	Chief Superintendent Borough Commander	Two police teams to represent Policing but for Sec 11 reports will need to add Sapphire and other key teams working in the borough which are in separate non-Southwark Met Police Commands but which provide relevant services in Southwark.
Metropolitan Police CAIT	Keith Giannoni	Detective Chief Inspector	
Community Action Southwark	Chris Sanford	Chief Executive	
Head Teachers'	Susi Whittome	Head Teacher,	Headteachers' Executive delegate

## Southwark Safeguarding Children Board

Executive		Keyworth Primary School	
Lay members (two)	To be appointed	In process	
In attendance			
Cabinet Member for Children, Southwark Council	Catherine MacDonald	Participant Observer	
Safeguarding Mgr	Malcolm Ward	} Professional Advisors. Non-voting and not representing their constituent agencies	}
Designated Doctor	Dr Ros Healy		
Designated Nurse	Mary Mason		
Senior SSCB Administrator	Tina Hawkins		

# **Southwark Safeguarding Children Board**

## Southwark Safeguarding Children Board

### Additional Membership Main Board      December 2010

Paul	Angeli	Business Manager - Assessment Safeguarding & Family Support	Children's Services, Social Care
Nana	Baddoo	Area Manager – Environment and Housing	Southwark Council
Jane	Bailey	Assistant Director, 11-19 and Youth	Children's Services
Julie	Bidewell	Detective Chief Inspector	Metropolitan Police
Paul	Calaminus	Children's Lead	South London & Maudsley NHS Trust
Jenny	Brennan	Manager, Youth Offending Service	Children's Services
**Martha	Ford-Adams	Named Doctor / Consultant Paediatrician	King's College Hospital NHS Foundation Trust
Dr Jane	Fryer	Medical Director (Acting Designated GP)	NHS Southwark
Marion	Gibbs	Headmistress (Independent Sector)	James Allen's Girls School
Neil	Gordon-Orr	Children's Centre Development Manager	Children's Services, Early Years
Donna	Kinnair	Director of Nursing and Commissioning	NHS Southwark
Sue	Long	Deputy Head	St Saviours & St Olaves School
Suzanne	Long	Southwark Borough Lead for Addictions	SLaM NHS Foundation Trust
Chris	McCree	Locality Manager (Adult Community Services)	SLaM NHS Foundation Trust
John	Mellor	Service Manager	CAFCASS
**Louise	Morton	Named Nurse for Safeguarding Children	King's College Hospital NHS Foundation Trust
Emilie	O'Bryan	Children's Relationship Manager	United Kingdom Border Agency
Sam	Price	Detective Inspector	Police Child Abuse Investigation Team
Debbie	Saunders	Named Nurse for Child Protection	Guy's & St Thomas' NHS Foundation Trust
Christine	Skidmore	Bede House Association	CAS***/Voluntary Sector

## Southwark Safeguarding Children Board

Mike	Smith	Assistant Director of Education	Children's Services, Education
Jonathon	Toy	Head of Community Safety	Southwark Council Community Safety
Pat	Varney	School Governors' Association Representative	
Dr Tara	Weeramanthri	Consultant Child & Adolescent Psychiatrist	SLaM NHS Foundation Trust
Hermione	Wright	Assistant Chief Officer	London Probation Service, Southwark
<b>Attending Professional Advisors</b>			
Elaine	Allegretti	Head of Strategy & Partnerships	Children's Services
Jackie	Cook	Head of Social Work Improvement and Quality Assurance	Children's Services, Social Care
Bernard	Nawrat	Head of Human Resources	Southwark Council
Fiona	Phillips	Quality, Training & Development Services Manager	Children's Services, Early Years

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