



The Salford Safeguarding Children Board Compact

1.1 The Compact

The compact is a shared agreement between all relevant agencies, statutory and voluntary, to establish a co-ordinated approach for safeguarding and promoting the welfare of children and young people and their families in Salford. The compact sets out how each member agency of Salford Safeguarding Children Board will operate and makes explicit the vision, role, commitment, functions, objectives, priorities, and standards agreed by all board members.

SSCB is made up from members of a wide range of organisations which include the Local Authority, Salford Primary Care Trust, Salford Hospital Trusts, Greater Manchester Police, Probation and the voluntary sector. Its work is independent from but closely linked to Salford's Children and Young People's Partnership Board

The compact will be subject to scrutiny and review on an annual basis, in the light of any new guidance from government and in line with any developments of the Board.

1.2 Partners to the Compact

'Relevant Partners' Those who have a statutory duty to co-operate: with local authorities for example -police, probation, strategic health authority, Primary Care Trust (PCT), NHS trusts, youth offending teams, CAF/CASS.

'Other Partners' The Children Act 2004 differentiates between 'relevant partners' who have a statutory duty to co-operate and 'other partners' who do not.

SSCB have identified 4 categories of 'other partners'

- a) **Contracted partners**- all those who are contracted to provide services for the PCT (e.g. GPs) or have service level agreements with the Local Authority will be required to include the compact (and the associated standards, refer to section 12.), as part of the SLA or contract and will need to sign it as part of the overall agreement. These will include community, voluntary and business agencies and independent contractors, many of which will also be subject to Ofsted or other inspection regulation. This category should also include agencies running regeneration projects and programmes working with children and young people such as SRB.
- b) **Non-contracted partners** – there are a number of voluntary, community and business agencies that do not receive funding from government nor are they required to be inspected. It is the intention that as many of these as possible will enter into the Compact and meet the standards voluntarily. Apart from enabling them to care for children and young people better this will also entitle them to information that will enable them to participate in the SSCB and influence strategy and policy. Separate partner standards that are felt to be more appropriate have been approved by SSCB for these organisations (refer to Appendix 3).
- c) **Public sector partners** – there are many teams and divisions working with children and young people, including schools, youth and community workers, Sure Start, Children's Fund etc. They will also need to be party to the standards through heads, managers or through a clause in each employee's job description or both.
- d) **Sub locality partners** – there may be a number of agencies that are not covered by the above categories but who work with children and young people within Salford and need to understand and reflect the standards and enter into the compact. These agencies will also need to engage in meeting the standards and signing up to the Compact in order to meet the requirements for membership of the LSCB in Salford.

1.3 Application of the Compact

The SSCB compact shapes the expectations and standards for agency membership of the Safeguarding Board in Salford, and forms part of all service level agreements for procured services for children and young people. This includes agreements with community, voluntary and business agencies. It also includes agreements procured through funding for which member agencies are Accountable Bodies, and all departments within agencies.

The compact is a public document, and is available to all partner agencies inspection and regulatory bodies for scrutiny to inform their work.

Community, voluntary and business agencies and individuals working with children and young people in Salford, but outside of the regulatory framework and without financial support are asked to adopt the compact on a voluntary basis. This will promote the opportunities for their involvement in the strategic planning for children in Salford.

1.4 Endorsement of Support


This compact underpins all the work undertaken by SSCB with children, young people and their families and has been agreed by all the partners below:

Signature:  Date: 13.4.2011

Councillor Margaret Morris
Lead Member, Children's Services

Signature:  Date: 28.3.2011

Gill Rigg
Independent Chair, SSCB

Signature:  Date: 12.4.2011

Kevin Brady
Deputy Chief Executive, Salford City Council
(For all council services that impact on the lives of children and young people)

Signature:  Date: 28.3.2011

Nick Page
Strategic Director, Children's Services, Salford City Council
(For all direct council services for children and young people)

Signature:  Date: 28.3.2011

Gani Martins
Assistant Director of Specialist Services, Children's Services, Salford City Council

Signature:  Date: 28.3.2011

David Entwistle
Assistant Director of Care Management & Personalisation, Adult Commissioning

Signature:



Date: 13.4.2011

David Wilkinson
Superintendent, GMP

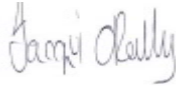
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Date: 28.3.2011

Andrew Clough
Director of Clinical Professional Leadership, Salford PCT

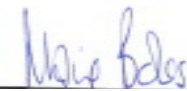
Signature:



Date: 14.4.2011

Jacqui O'Reilly
Director of Operations & Quality, Salford Community Health


Signature:



Date: 28.3.2011

Marie Boles
Deputy Director of Contracts & Performance, Named Nurse for Child Protection, GMWMHT

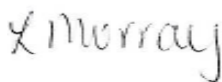
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Date: 28.3.2011

Manjit Seale
Assistant Chief Executive, GM Probation

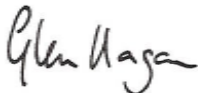
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Date: 28.3.2011

Louise Murray
Deputy Chief Officer, Salford CVS

Signature:



Date: 28.3.2011

Glen Hagen
Service Manger, CAFCASS

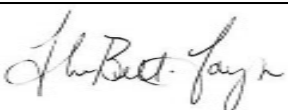
Signature:



Date: 19.4.2011

Marie Garside
Head Teacher, Ambrose Barlow High School

Signature:



Date: 28.3.2011

Thalia Bell-Taylor
Assistant Principal, Salford City College

Signature:



Date: 28.3.2011

Julie Carson
Head Teacher Fiddlers Lane Primary School

Signature:



Date: 28.3.2011

Beverly Tabernacle
Nurse Consultant (Safeguarding Children & Adults), Salford Royal Hospital
Foundation Trust

Signature:



Date: 13.4.2011

Pamela Shelton
Independent Chair, Child Death Overview Panel (SSCB Subgroup)

Signature:

Date:

Lay Member

Signature:

Date:

Lay Member

2. Legal Context

All local authorities have a statutory duty to establish Local Safeguarding Children Boards to ensure that organisations working with children, young people and their families work together effectively to safeguard children and promote their welfare, in accordance with the Children Act 2004 and Working Together to Safeguard Children 2010.

All agencies should take all reasonable measures to ensure that the risks of harm to children's welfare are minimised; and where there are concerns about children or young people's welfare, agencies take appropriate actions to address those concerns and that they work to agreed local policies and procedures in full partnership with other local agencies.

Salford Safeguarding Children Board (SSCB) was established in April 2006 to comply with the requirements of The Children Act (2004) and in accordance with the Statutory Guidance, Working Together to Safeguard Children (2010).

The term 'safeguarding and promoting the welfare of children'¹ is well understood within the context of the Children Act 1989. Safeguarding and promoting the welfare of children is defined as 'the process of protecting children from abuse and neglect, preventing impairment of their health and development, and ensuring they are growing up in circumstances consistent with the provision of safe and effective care that enables children to have optimum life chances and enter adult successfully'²

The Children Act 2004 provides the legal framework under which all LSCB's conduct their business. The Act introduces the following statutory duties for relevant partners:

- Section 10 – Co-operation to improve well-being
- Section 11 – Arrangements to safeguard and promote welfare
- Section 12 – Information databases
- Section 13 – Establishment of local safeguarding children boards
- Section 17 – Children and young people plan
- Section 20 – Joint area reviews
- Section 22 – Co-operation and delegation

3. SSCB Objectives

The core objectives of LSCB's are laid down in primary legislation and regulations. They are:

- a. to co-ordinate 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 of the authority; and
- b. to ensure the effectiveness of what is done by each such person or body for that purpose

A LSCB is not an operational body or one which delivers services to children, young people and their families. It contributes to broader planning, commissioning and delivery of services and holds frontline practitioners accountable for operational work. Further details of the functions of LSCB's can be found in Appendix 1

4. The Work of SSCB

The scope of SSCB role falls into three categories:

- a. engage in activities that safeguard all children and aim to identify and prevent maltreatment, or impairment of health or development, and to ensure that children are growing up in circumstances consistent with safe and effective care;
- b. lead and co-ordinate proactive work that aims to target particular groups; and

¹ The term 'children' refers to all children and young people aged 0-18.

² Working Together to Safeguard Children 2010

- c. lead and co-ordinate arrangements for responsive work to protect children who are suffering, or likely to suffer, significant harm.

5. Values and Vision

The vision of the Salford Safeguarding Children Board is to provide the very best for all children and young people by creating an accessible 'one-service' culture both within the Council and with our partners.

The principles and values which underpin the work of the Local Safeguarding Children Boards are in line with *Working Together to Safeguard Children*, 2010 and endorse the United Nations Conventions on the Rights of the Child.

Equality and diversity should be respected and promoted in order to meet the individual needs, regardless of their gender, ability, religion, ethnic origin, disability, language, sexuality or age. We are committed to anti discriminatory practice, ensuring equality of opportunity for all children, young people and their families.

Working in partnership with children, young people and their families to ensure their views are taken into account, to maintain cooperative working relationship, influence planning, systems and processes, developments and commissioning. Confidential practices should be adhered to.

All agencies have a shared responsibility to work together and safeguard children and young people and promote their welfare.

Provide good quality services that are consistent and follow safe practice requirements regarding recruitment.

Provide up-to-date information and advice to enable children, families and communities to make informed decisions and make a positive contribution.

The SSCB is accountable for actions, open to challenge and learn from practice in order to achieve continuous improvement.

6. Partnership Working

Lord Laming, in his inquiry into the death of Victoria Climbié wrote:

'The effective support for children and families cannot be achieved by a single agency acting alone. It depends on a number of agencies working well together. It is a multi-disciplinary task'³.

The safeguarding of children and young people is not a specialist activity but a universal responsibility that is shared not only across agencies but also with parents, carers and the wider community. The work of Salford Safeguarding Children Board is part of the wider context of children's trust arrangements⁴ that aim to improve the overall wellbeing of all children in the local area.

The task of safeguarding and promoting the welfare of our children requires effective co-operation and co-ordination between all relevant partners in Salford. This includes the protection of children from harm. Salford Safeguarding Children Board (SSCB), working across all professional boundaries, has a very specific role to co-ordinate and improve services to safeguard children and young people in Salford.

³ Lord Laming, Victoria Climbié Inquiry, 2003.

⁴ Further details about these arrangements can be found in The Children and Young Peoples' Strategic Plan which can be accessed via the link below.

www.salford.gov.uk/council/corporate/directorates/children/childrenandyoungpeoplesplan.htm

7. The SSCB and the Children's Trust Board.

The responsibilities of the SSCB are complementary to those of the Children's Trust. The SSCB works alongside the Salford Children's Trust to promote co-operation between partners, including children and young people and their families, to improve the wellbeing of children in the local area (paragraph 3.54 'Working Together to Safeguard Children' 2010)

A key function of SSCB's is to ensure that the Children's Trust works to improve the well being and addresses the causes and consequences of the issues that affect the safety and well being of children and young people. The SSCB is not subordinate to the Children's Trust Board, they work collaboratively to agree protocols which allow the SSCB to effectively challenge and scrutinise the work, commissioning and delivery of the Children's Trust Board to safeguard children in Salford.

Whilst there is no longer a statutory requirement to establish and maintain Children's Trust Boards and publish a joint Children and Young People Plan, the CYPTB have agreed to keep the Trust Board with the basic duty for all partners to co-operate and work in partnership. Trust members have confirmed that Trust Board Business Plans will be produced and these will, drawing on consultation, advice, evidence and challenge from the LSCB and their annual report, highlight priority areas of development for children and young people. This ensures that safeguarding arrangements, practices, overarching structures, processes and culture are put in place to improve safeguarding and promotion of welfare.

SSCB is also accountable to the Salford Strategic Partnership (SSP), as is the Children's Trust Board.

8. Membership of SSCB

Member agencies will designate a named person as their representative on SSCB, so that there is consistency and continuity of membership.

Board members must be able to:

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

A full list of provisional members and contacts is set out in Appendix 2.

Members are expected to work in partnership in accordance with the *Nolan principles*⁵ for the conduct of people in public life, those being selflessness, integrity, objectivity, accountability, openness, honesty and leadership. As a minimum SSCB expects its members to:

- a) attend meetings of the LSCB regularly and consistently and special meetings; as and when required develop and maintain effective working arrangements based on trust and mutual understanding;
- b) Establish effective systems for being briefed by and providing briefings to their agency or liaison within their profession about views on safeguarding matters;
- c) be an active partner in safeguarding and promoting the welfare of children; and
- d) contribute to the SSCB financially and / or 'in kind'.
- e) collate and provide management information as required by SSCB and contribute to quality assurance arrangements.
- f) share information to safeguard children in line with SSCB information sharing arrangements.

⁵ <http://www.public-standards.org.uk/>

- g) identify and support staff to participate in the interagency activities of SSCB such as policy development, scrutiny of practice, training, serious case reviews, practice development and new initiatives.
- h) make a commitment to training and workforce development
- i) ensure that the policies and procedures of SSCB are disseminated in an effective way within their own organisations and acted upon.
- j) represent SSCB and its activities within their own organisation.
- k) report difficulties with own organisation and between organisations to SSCB and work with partners to find effective solutions.
- l) promote SSCB, voluntary, independent and private providers information exchange meetings as a way of developing and sustaining a shared understanding with this broader community of providers.
- m) where a member of the SSCB, is identified as the link person to an operational group chair to take responsibility for ensuring that they or their delegate, takes forward the work of the SSCB sub group and supports the chair in achieving agreed objectives.
- n) Hold managers within their agency / organisation to account for that agency's contribution to safeguarding (as specified in S11 Children Act 2004 and S175 & 157 Education Act 2002 for schools
- o) Undertake any audit or pre-inspection activity as required by SSCB

9. Local Arrangements

Working Together 2010 states⁶ that an LSCB should not be subordinate to nor subsumed within the Children's Trust structures in a way that might compromise its separate identity and independent voice. After consultation with partners, a local model as to where the Board should be placed was agreed.

Salford Safeguarding Children Board will stand **alongside** the Children and Young People's Trust Board (SCYPTB), enabling it to offer a strong independent and objective viewpoint. See Appendix 3

SSCB will make a significant contribution to the SCYPTB strategic priorities. Strategic significance will also be shaped by the process of inter and intra agency auditing, evaluation and inspection across the city.

10. Accountability and Governance

This Compact confirms the accountabilities and governance arrangements for key partners in order to ensure that there is clarity about their roles and responsibilities within the local arrangements:

The Local Strategic Partnership, Partners IN Salford, provides a strategic overview and co-ordination of the work of key public, private and voluntary agencies to agree a common approach to improving the quality of life for people living and working in Salford.

The strategic direction for children and young people's work has to be developed within this framework, and the responsibility for providing details for this strategy, lies with **Salford's Children and Young People's Trust Board (SCYPTB)**. This provides strategic direction and leadership to ensure that Children's welfare is improved across all 5 areas of the national outcomes framework; be healthy, stay safe, enjoy and achieve, make a positive contribution and achieve economic well-being, through working with others and through all levels of the City.

Salford Safeguarding Children Board will work alongside SCYPTB to improve the lives of children and young people in Salford and lead on 'staying safe', it will also have a scrutiny role in reflecting on the achievement of the outcomes for those children and young people. The focus will include ensuring success in combining work with children, young people,

⁶ Working Together to Safeguard Children 2010

carers and the community with targeting resources on deprived communities where outcomes are poor and those children identified as at risk of poorer outcomes.

Local Authority Elected Members and non – executive directors of other board partners should through their membership of governance bodies such as scrutiny and performance committees, hold their organisation and its officers to account for their contribution to the effective functioning of the LSCB.

Strategic Director of Children’s Services has responsibility for improving outcomes for all children and young people in their area. They also have a lead role the lead role in establishing and maintaining inter-agency governance arrangements for SSCB, including overall responsibility for ensuring compliance with the Compact.

Lead Member for Children’s Services provides the political leadership needed for the effective co-ordination of work with other agencies, such as the police and health and within the local communities. They should assure that SSCB has sound governance arrangements and a clear framework of accountability.

Chief Executives (or equivalents) are accountable to the relevant Government Department are also responsible for ensuring their agency fulfils its commitments to the work of SSCB.

Independent Chair is independent of the local agencies so that the LSCB can exercise its local challenge function effectively, ensuring that the Board operates effectively. Within Salford, the SSCB chair represents the LSCB as a body on the Children’s Trust Board so that the LSCB can hold the CYPTB to account.

11. SSCB Standards

Working Together 2010 identifies, as a key function of a Local Safeguarding Children Board, the responsibility to monitor and evaluate what is done by the Local Authority and board partners individually and collectively to safeguard and promote the welfare of children. Boards are required to advise them on ways to improve”; and should have a particular focus on ensuring that those key people and organisations that have a duty under Section 11 of the Children Act 2004 are fulfilling their statutory obligations about safeguarding and promoting the welfare of children”.

Salford Safeguarding Children Board has developed a comprehensive generic self-audit tool to look at how member agencies are meeting their duty under section 11 of the Act.

This audit tool is designed to monitor and evaluate compliance of the Local Authority and partner agencies with their specific and general duties in respect of safeguarding. It identifies generic standards that derive from “Section 11 responsibilities”, and which apply in broad terms to the Local Authority and all LSCB Partner agencies. Limited modifications will be appropriate to suit the particular circumstances of individual organisations.

Section 11 audits will be undertaken every two years by the Performance Management Subgroup and agency reports on performance including progress on previously identified areas for development will be presented on an annual basis to the SSCB. See Appendix 4 for information about the required standards for SSCB members and Appendix 5 for standards which relate to specifically to non –statutory agencies.

Salford Safeguarding Children Board (SSCB) and Salford Safeguarding Adult Board (SSAB) have devised safeguarding standards for all providers and commissioners of services for Salford citizens, adults and children see Appendix 6. The SSCB and SSAB will quality assure against these standards using a number of tools including; Annual self assessment for all SSCB and SSAB member agencies and other key stakeholders, single agency audit information, SSCB multi agency audit information, SSAB multi agency audit information, scrutinising information and outcome relating to existing inspection/ declarations and audits that organisations are already subject to Serious Case Review recommendations.

12. Performance Management

A key function of SSCB is to ensure the effectiveness of what is done by each person or body to promote the safety and welfare of children. In addition the Board will also monitor how each agency contributes to the work of the Board and will hold organisations individually, and in partnership, to account for their performance in both these areas

Where SSCB considers that a Board partner is failing to meet its commitments and/or performance measures or is failing to work in partnership with other agencies, it can require the agency in question to produce an action plan to be submitted to the SSCB in order to remedy any such failings.

In addition SSCB may raise significant issues around performance for discussion at board meetings and require an agency to submit a formal report or presentation to the Board and/or require the organisation to report through its own governance arrangements any associated risks in the organisation not meeting its statutory obligations in safeguarding children. The organisation will be expected to formally report back to SSCB with the mechanisms agreed to address those risks and/or in exceptional circumstance the Chair of SSCB, with the full agreement from the Board may require the Chair or Chief Executive of the partner agency to explain the performance failings, and the Chair may then, if appropriate, explain the concerns of the Board to the relevant inspectorate and if necessary, Government Department.

If commissioned services fail to deliver services appropriately, this will be addressed through the contract monitoring process, and again reported through the Board processes.

13. Community and Young People Engagement

It is important that communities throughout Salford are engaged in the safeguarding agenda and have opportunities to influence the strategic direction and priorities set by the Board. The multi-agency Locality Teams have a key role in this respect both in terms of ensuring communities are kept abreast of Board priorities and also ensuring that local views and issues are brought to the attention of the Board via their locality manager who sits on SSCB.

Whilst Youth Forums will provide a positive route for consultation with young people across the City, it is important to ensure that the views of harder to reach groups of children and young people or those with specific experience (i.e. those that have been on the child protection register, are Looked After or Care Leavers), are included within the process and this will be reflected within the strategy. The Board will decide which model for participation it wishes to adopt, once the options are presented.

14. Supporting Structures to the Board

A system of support is required for the Board to carry out its work and achieve its targets. An Executive board will sit directly below the Board to bring together the range of operational expertise across the safeguarding agenda, and a series of multi-agency sub groups will ensure that specific areas of responsibility of the Board are planned and co-ordinated across the agencies. The majority of the prevention/promotional aspects of staying safe will be delivered through the structure of the joint agency Locality Teams. See Appendix 3, for a diagram showing the structure of SSCB, the Executive Board and the sub groups structure beneath it.

As of December 2010 the following sub groups have been established, further details of the terms of reference for all the sub groups can be found in Appendix 7.1-7.7

Executive Board: The main functions of the Executive Board are to develop and co-ordinate major work programmes of the Board, make decisions where relevant on behalf of the Board advise it and generally to facilitate its work in line with agreed values and commitments

Policy and Procedures sub-group: will provide a standardised and consistent approach to the writing, approval process and review of inter-agency safeguarding policies and procedures.

Performance Management sub-group: will develop and maintain a joint agency Performance Management Framework for the SSCB, monitoring both the performance of member agencies and the work of the Board as a corporate body.

Strategic Training and Development sub-group: will build and sustain a framework for a multi-agency workforce training strategy. The sub group will manage the identification of training needs and use this information to inform planning and commissioning of training.

Case Review sub-group: will review cases to determine where single or inter-agency practice can be improved.

Child Death Overview Panel sub-group: SSCB are partners in a tri partite group with Bolton and Wigan. Representatives of this sub group will also review all child deaths in Salford.

Safer Working Practices sub-group: will ensure that effective arrangements are in place in all member agencies to build and sustain safer workforces.

Publicity and Communication sub-group: SSCB will form a joint sub group with the Children's Trust Board.

It is also possible that specific and time limited task groups may be established to action specific issues / activities at the request of the SSCB.

15. Summary

Everybody shares some responsibility for promoting the welfare of children, as a parent or family member, a concerned friend or neighbour, an employer, staff member or volunteer. Members of the community can help to safeguard children if they are mindful of children's needs, and willing and able to act if they have concerns about a child's welfare. Salford Safeguarding Children Board exists to support them in this task.

The Core Functions of an LSCB

1. Develop policies and procedures, including those on:

- action taken where there are concerns about the safety and welfare of a child, including thresholds for intervention;
- training of people who work with children or in services affecting the safety and welfare of children;
- recruitment and supervision of people who work with children;
- investigation of allegations concerning people who work with children;
- safety and welfare of children who are privately fostered; and
- co-operation with neighbouring children's services authorities (i.e. local authorities) and their LSCB partners

2. Communicating and raising awareness

- 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. For example, facilitating public campaigns and consulting children and young people.

3. Monitoring and evaluation

- 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. For example, by asking individual organisations to self-evaluate, conduct joint audits of case files, report annually to the Youth Justice Board- more frequently if there are concerns on the use of restraint.
- Produce and publish an annual report on the effectiveness of safeguarding in the local area. SSCB must publish its first report by 1 April 2011.

4. Participating in local planning and commissioning

- 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. This will be achieved to a large extent by contributing to the Children's Trust Business Plan.
- SSCB should be notified of all licence variations and new applications for the sale and supply of alcohol and public entertainment.

5. Reviewing and analysing child deaths

- Collecting and analysing information about the deaths of all children in their area with a view to identifying:
 - (i) 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;
 - ii) any general public health or safety concerns arising from deaths of children.
- 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.

6. Undertaking Serious Case Reviews

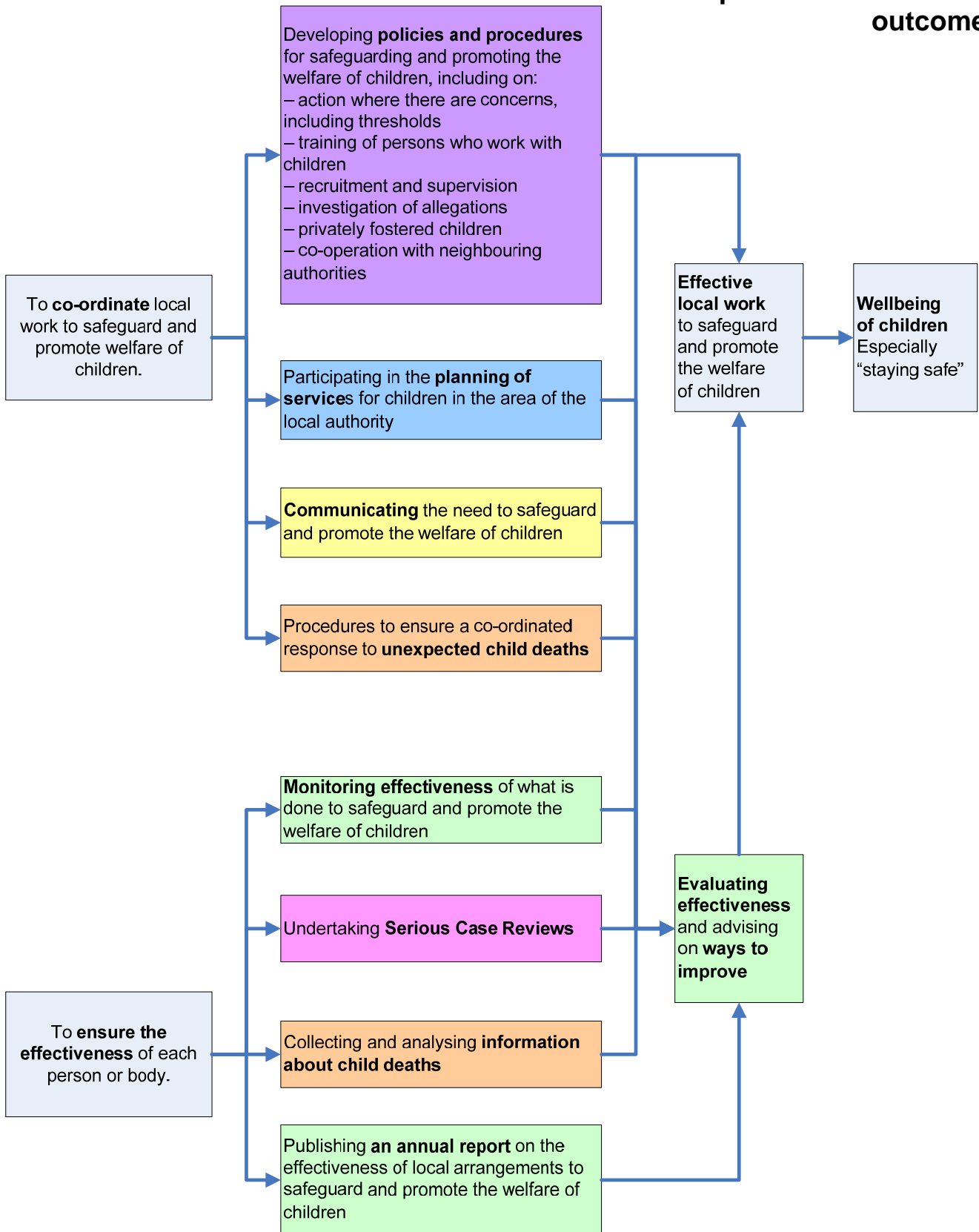
- Undertaking reviews of cases where abuse or neglect of a child is known or suspected, a child has died or a child has been seriously harmed, and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.

LSCB Objectives....

.....pursued through LSCB functions....

...help produce outputs

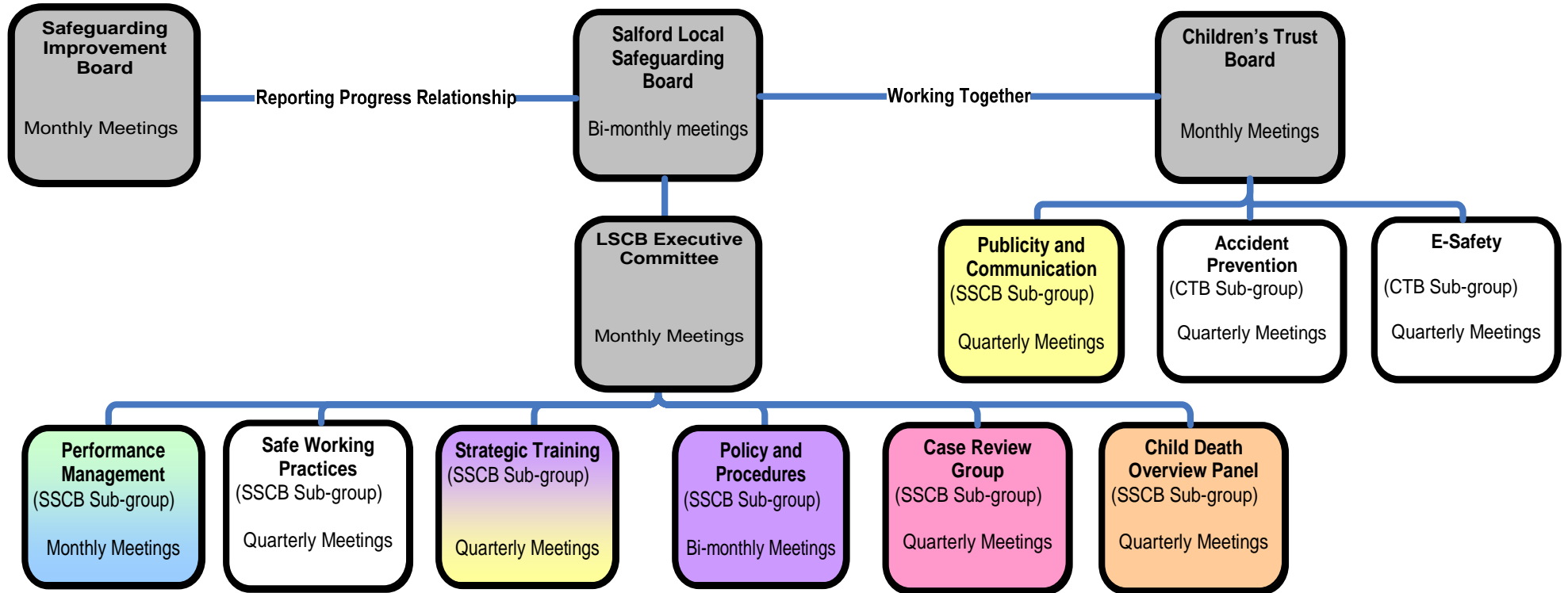
...that contributes to overall outcomes



SSCB Membership			
Advisors	Eileen Buchan	Head of Integrated Youth Services, Salford City Council	eileen.buchan@salford.gov.uk
	Lorraine Ashton	Solicitor, Salford City Council	lorraine.ashton@salford.gov.uk
	Melanie Hartley	Designated Nurse, Salford NHS	melanie.hartley@salford.nhs.uk
	Sharon Hubber	Head of Safeguarding, Salford City Council	sharon.hubber@salford.gov.uk
	Vacant	Designated Doctor	
Chair	Gill Rigg	Independent Chair, SSCB	gill.rigg@virgin.net
Member	Kevin Brady	Deputy Chief Executive, Salford City Council	kevin.brady@salford.gov.uk
	Nick Page	Strategic Director of Children's Services, Salford City Council	nick.page@salford.gov.uk
	Gani Martins	Assistant Director of Specialist Services, Children's Services, Salford City Council	gani.martins@salford.gov.uk
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	Vacant	Lay member	
Vacant	Lay member		
Observer	Councillor Margaret Morris	Lead Member for Children's Services, Salford City Council	councillor.morris@salford.gov.uk
Support	Vacant	Business Manger, SSCB	
	Vivienne Bentley	Senior Business Support Officer, SSCB	vivienne.bentley@salford.gov.uk

SSCB Sub Group Chairs			
Performance Management	Marie Boles	Deputy Director of Contract & Performance, Named Nurse for Child Protection, GMWMHT	marie.boles@gmw.nhs.uk
Safe Working Practices	Karen Rose	Chief Executive Officer, Pro-Contact	karen.rose@pro-contact.org.uk
Strategic Training	Gani Martins	Interim Head of Safeguarding, Salford City Council	sharon.hubber@salford.gov.uk
Policy & Procedures	Beverley Tabernacle	Nurse Consultant (Safeguarding Children & Adults), Salford Royal Hospital Foundation Trust	beverley.tabernacle@srft.nhs.uk
Case Review Group	Melanie Hartley	Designated Nurse, Salford NHS	melanie.hartley@salford.nhs.uk
Publicity and Communication	Vacant	Childrens Trust Board	
Child Death Overview Panel	Pamela Shelton	Independent Chair	pamela.shelton@waitrose.com

LSCB Structure



Standards of Competence for SSCB Member Agencies

It is likely that in the same way that this document will progress and develop, the fulfilment of these standards will be an aspiration that will only be achieved over time. This document is intended to be used by agencies as part of a stepped approach over the course of the first years of SSCB in accordance with the timescales attached to each step. This would involve the following actions:

1. For each agency to identify how far they currently meet the standards set (within 3-4 months)
2. For each agency to identify what further work is required to meet the standards that are not currently met, who will lead that work and the timescale for achieving it (within 6-18 months)
3. The formulation of an action plan from each agency in working towards achieving the standards (2 years)
4. For this plan to be presented to SSCB and progress reported on an annual basis

The achievement of these standards reflects the s.11 requirements for agencies in their duty to safeguard and promote welfare of children and young people in Salford.

1. Standards relating to Strategic Activities

- 1.1 Agencies have clarity about the statutory basis of their duty to safeguard and promote the welfare of children and young people who are resident in, or are the responsibility of Salford.
- 1.2 Agencies have systems in place to safeguard and promote the welfare of children and young people in special circumstances
- 1.3 The safeguarding of children and young people is visibly represented as a core element of all agency plans and commissioning arrangements. This should include the arrangements for ensuring that all commissioned/funded services adhere to Salford Safeguarding Board standards in respect of safe recruitment of staff, child protection and the management of allegations against staff, carers or volunteers.
- 1.4 Resource allocation / budget plans demonstrate engagement in safeguarding.
- 1.5 There is a safeguarding policy in place that is consistent with Salford's LSCB safeguarding policies and procedures, and systems to ensure the policies and procedures are adhered to.
- 1.6 Multi-agency information sharing protocols are agreed across agencies and these prioritise safety.
- 1.7 Each partner has an identified senior manager lead for safeguarding who demonstrates leadership, is informed about and takes responsibility for the actions of their staff that are providing services for children and their families.
- 1.8 Agencies develop, implement and evaluate the effectiveness of safeguarding practices within their organisation and within those from whom they commission services.

- 1.9 Agencies contribute to the audit and evaluation on inter-agency safeguarding policies, procedures and practices.
- 1.10 Agencies establish active networks and processes that engage in safeguarding
- 1.11 Agencies ensure active representation or connection to the LSCB with feedback mechanisms into the agency.
- 1.12 Compact agreement between agency and LSCB is signed by Chief Executive / Director or equivalent.
- 1.13 Individual annual service / team plans / contracts include reference to their contribution to safeguarding
- 1.14 Agency training strategy identifies safeguarding as a priority.
- 1.15 Single agency training strategy's identify safeguarding as a priority - training will be proportional and relevant to roles and responsibilities of staff members and will incorporate training on both child protection and on the inter-agency processes which are crucial to ensuring the effectiveness of inter-agency working.
- 1.16 There are clear processes of accountability throughout the organisation that ensures that all personnel understand their position in their organisation and how they receive support and guidance in their work with and for children and young people.

2. Standards relating to Management and staff support

- 2.1 Recruitment of staff complies with safe recruitment standards, including creation of job descriptions / person specs, interviews, references, full employment history, proof of qualifications, and the appropriate level of check with the criminal records bureau.
- 2.2 Standards for reviewing 'suitability to practice' including refreshing criminal record disclosures are in accordance with SSCB recommendations.
- 2.3 Partner agencies have and implement clear written recruitment and selection procedures for all personnel that clearly identify their safeguarding responsibilities in recognising and reporting child abuse.
- 2.4 Workforce development strategies include attention to ensuring staff have the necessary competencies to meet their safeguarding responsibilities.
- 2.5 Safeguarding training and ongoing development of all staff reflects the requirement to ensure that skills, knowledge and practice are up to date and commensurate with their role and includes a comprehensive process of induction and appraisal.
- 2.6 Supervision arrangements with staff are in place within organisations that ensure, review and promote safe practice, and procedures support this, in line with the agreed multi-agency standards.
- 2.7 There is a staff care service available

3. Standards relating to Management information

- 3.1 Specific service objectives are set to reflect the outcomes required under safeguarding, and are linked to shared agency PIs set by the LSCB.

- 3.2 Activity / quantitative PIs are set to measure these activities and outcomes.
- 3.3 Qualitative standards are set and measurement includes feedback from staff and users
- 3.4 Continuous improvement processes exist to address areas in which PIs or quality standards are not being met.
- 3.5 External data is gathered, including how other agencies assess their own agency's safeguarding performance.
- 3.6 A robust intra agency mechanism is developed to review agency data (for example use of external critical friends / performance panel etc).
- 3.7 Partner agencies will work closely and effectively with Salford's LSCB through agreed mechanisms to monitor the partner agency's performance against these standards.

4. Standards relating to Identification and support for SSCB representative

- 4.1 The job description for the person acting as the agency's representative on SSCB includes their LSCB role, responsibilities and time required.
- 4.2 The representative has sufficient authority to speak for, and influence the agency in terms of safeguarding policies, standards and resourcing.
- 4.3 There are systems, networks and sources of expertise within the agency, which enable the representative effective communication between the agency and SSCB.
- 4.4 The representative has an internal mechanism for accounting for the agencies contribution to the work of SSCB and it's impact on outcomes and priorities.
- 4.5 An induction process is available and required for new members of the LSCB, which is supported both by the LSCB itself and the home agency.

Specific Standards for Non-statutory Agencies

The standards require that the organisation:	
1. Organisations policies and procedures	
1.1	Has in place a clear safeguarding policy and procedure demonstrating the organisation's commitment to valuing all children and young people equally, and keeping all children and young people in their care safe.
1.2	Clearly sets ground rules for appropriate behaviour for children and young people, staff and volunteers, and parents/ carers if applicable. Systems should be in place and implemented if the ground rules are broken.
1.3	Outlines a written complaints policy and procedure so that children and young people, and staff and volunteers can make any necessary complaint.
2. Reporting concerns, suspicions and allegations	
2.1	Sets out guidance on how to respond to a disclosure from a child or a young person, which includes a confidentiality policy and procedure.
2.2	Sets out clear procedures for recording and reporting concerns, suspicions and allegations of abuse or harm to designated workers and external agencies.
2.3	Ensures clear procedures and support systems are in place to enable all paid staff and volunteers to report, in confidence, any suspicions concerning the conduct of others or the organisation itself (whistle-blowing).
2.4	Appoints two people as designated safeguarding lead persons who are named on the safeguarding policy and procedures and are responsible for, and appropriately trained to, implement the policy and procedure.
3. Safe recruitment and selection	
3.1	<p>Sets out a policy and procedure which ensures that all potential paid staff and volunteers:</p> <ul style="list-style-type: none"> • Complete an application form or a letter of application. This should include: address, evidence of relevant qualifications, the reasons why they want to work with children and young people, paid work and voluntary work experience and all criminal convictions. • Provide two pieces of identification should confirm both identity and address. • Undergo an interview (formal or informal) involving at least two interviewers. • Provide at least two references which are followed up before a post is offered. One reference should be from the last employer or an organisation that has knowledge of the applicant's work or volunteering with children or young people. If the applicant has not worked with children or young people before, then they should confirm this and give an alternative referee. • Consent to a 'Criminal Records Disclosure⁷ check' at the appropriate level (standard or enhanced) before they begin any unsupervised work with children and young people. CRB disclosure checks should be approved by a manager and updated every 3 years. • New staff and volunteers awaiting a CRB disclosure should be supervised and chaperoned by a member of staff who holds an enhanced CRB disclosure check approved by a manager. • New staff and volunteers awaiting a CRB disclosure should complete a self-disclosure form declaring details of any criminal convictions or convictions pending. This should also include "spent" convictions.
4. Management and support of paid staff and volunteers	
4.1	Provides all staff and volunteers with a job description (paid staff) or a role profile (volunteers) outlining their main responsibilities. This should include a requirement to comply with the organisation's safeguarding policy and procedures and ground rules for appropriate behaviour.

⁷ Disclosure with capital 'D' refers to the criminal records Disclosure, disclosure with a small 'd' refers to a child/young person disclosing abuse.

4.2	Ensures all paid staff and volunteers complete a role review at the end of their induction period before being confirmed in post. The length of the induction period should be appropriate to the role.
4.3	Ensures all paid staff are given supervision at least every 6 weeks by their line manager or the Chair of the organisation and provides all volunteers with regular support sessions. This could include one to one or group support, mentoring or shadowing opportunities.
4.4	Implements disciplinary and grievance procedures for all paid staff and volunteers, which comply with the ACAS ⁸ Code of Practice.
4.5	Ensures that all paid staff and volunteers attend regular ongoing safeguarding training appropriate to their role.
4.6	<i>Provide an induction programme for all paid staff and volunteers, which includes information on all the organisation's policies and procedures.</i>
5. Providing safer activities and trips	
5.1	Provides all paid staff and volunteers undertaking specialist roles, (e.g. taking children and young people off site on trips) with appropriate training.
5.2	Ensures all activities are risk assessed to ensure that all reasonable steps are taken to prevent children and young people being harmed whilst participating in the organisation's activities.
5.3	Takes out employer's liability and public liability insurance to ensure that all activities and services and all people taking part, are covered.
5.4	Ensures that all activities being provided are properly planned and organised. Planning should ensure that the activities are: age-appropriate, appropriately supervised, take account of staff ratio and use qualified instructors.
5.5	Checks transport for appropriate insurance cover, and that the driver holds the correct driving license, the vehicle has the correct insurance, tax MOT, seats and seatbelts and a first aid box.
5.6	Ensures all computers used by young people are equipped with "parent controls" to ensure safe Internet use.

**Standards for the Voluntary Sector endorsed by
Salford Safeguarding Children Board
Salford CVS (Community and Voluntary Services)**



**VOCAL (The Voluntary and Community Sector Forum to Salford Children & Young
People's Partnership)
National Council for Voluntary Youth Service**



⁸ ACAS – Advisory, Conciliation and Arbitration Service.

Safeguarding Standards for all Providers and Commissioners of Services for Salford Citizens, Adults and Children

1. Taking account of children, young people and adults

- 1.1 All services and settings which offer services should take account of accessibility, publicity, confidentiality and the environment
- 1.2 All services and settings take account of the views of children and young people in the decisions about and delivery of services
- 1.3 All services should ensure that racial heritage, language, religion, faith, gender and disability are taken into account when working with a child and their family for example by the use of interpreters or by making adjustments to enable access for disabled children.
- 1.4 All services take into account the service user's wishes and feelings and balance this against their right and need to be safeguarded.

2. Safeguarding Lead

- 2.1 Each organisation has an identified lead person (and Deputy) for safeguarding in accordance with their organisational requirements. This person should be suitably knowledgeable to carry out this role on behalf of their organisation
- 2.2 Every service/project that works with service users must identify a suitable experienced and knowledgeable safeguarding link person

3. Safer Staffing

- 3.1 Each organisation/service operates safe recruitment practices including CRB checks/Independent Safeguarding Authority regulations where appropriate to support robust systems for checking references, employment gaps and signed declaration of criminal convictions.
- 3.2 SSCB procedure for managing allegations against people who work with children and families should be adopted where the service users fall into that category. Each organisation adopts the GONW Guidance for Staff Conduct (Guidance for Safer Working Practice for Adults who work with Children & Young People) which sets out what is expected appropriate behaviour for staff working with children young people and their families.
- 3.3 Where the service users are adults each organisation adheres to CQC Quality and Outcomes Framework and regulatory requirements in relation to protecting service users from abuse and DOH No Secrets Guidance which sets out what is expected in relation to protection, robust procedures and whistle blowing.
- 3.4 Each organisation has a clear well publicised zero tolerance of abuse and neglect within the organisation

4. Policies and Procedures

- 4.1 Each organisation has safeguarding policies and procedures that are compliant with SSCB or SSAB safeguarding procedures.
- 4.2 Each organisation working with adults has clear procedures on the implementation and management of Deprivation of Liberty Safeguards in line with the code of practice to supplement the Mental Capacity Act 2005 code of practice.
- 4.3 The organisation takes account of national and local guidance to safeguard service users experiencing domestic abuse

5. Training

- 5.1 Each organisation ensures that all staff complete SSCB or SSAB approved safeguarding training and development opportunities both single and multi agency, commensurate with their roles and responsibilities.
- 5.2 All staff to have an understanding of their roles and responsibilities , and those of other professionals and organisations in relation to the safeguarding of vulnerable adults, children and young people.
- 5.3 Each organisation to be able to report on the proportion of eligible staff that are up to date with training.
- 5.4 Refresher training should be provided every 3 years (CQC regulatory requirement)

6. Performance and Practice

- 6.1 Organisations have safeguarding quality assurance systems and processes in place, and can assess performance and practice in relation to the following areas, which have been informed by learning from Serious Case Reviews;
 - **Assessment** – holistic and multi agency including the use of CAF, taking case histories into account, seeing the situation from the everyone’s point of view but holding safeguarding of children as of paramount importance
 - **Recognition and response** - including making requests for additional support to other agencies including Children’s Social Care. Procedures to enable seeking advice for complex issues or where concerns may have to be escalated are in place. Staff awareness on how to make a safeguarding adult alert in line with Salford Safeguarding adults Board multi-agency policy and Salford City Council Safeguarding Procedures.
 - **Referrals** – including quality checks against the SSCB standard for interagency contacts. Action taken where there is a concern that an adult is being abused, appropriate information sharing and timescales met.
 - **Monitoring points of referral** - including information about referrals to and from the organisation and subsequent action following these referrals
 - **Case planning** - multi agency contribution to case planning which is monitored, quality assured and subject to audit
 - **Monitoring and reporting on caseload size/complexity** – ensure quality of service, capacity to respond to emergencies and ability to manage risk effectively
 - **Monitoring supervision** – to ensure it is available to all staff who come into contact with service users to enable access to advice and support that enables them to manage the complexity of safeguarding practice and to hold them accountable for their work

- **Record keeping** – ensure that all staff maintain an accurate and clear record of their involvement. Records are clear and accessible comprehensive and contemporaneous. Records to meets organisational standards and enables compliance with SSCB procedures to safeguard children, and SSAB procedures to safeguard adults
- **Demonstrable learning from Serious Case Reviews/cases that have given rise to concern/national research** – organisations must evidence changes to practice and improved outcomes for children and vulnerable adults across both Adult and Children’s Board. Training to take account of emerging messages from both national and local reviews.

7. Information sharing

- 7.1 Each organisation adopts and implements the DCSF Information Sharing Guidance, formally adopted by Salford Children’s Trust Arrangements, the SSCB and the SSAB. Managers are conversant with the legal framework and good practice guidance available.

<http://www.dcsf.gov.uk/everychildmatters/resources-and-practice/IG00340/>

8. Links to the SSCB and SSAB

- 8.1 Each organisation and/or service will fully co-operate with the SSCB and SSAB particularly around Serious Case Review’s as required, and maintain involvement with the SSCB and SSAB and their subgroups commensurate with their agency/organisation’s roles and responsibilities

9. Risk Management

- 9.1 Each organisation is able to access and identify the level of risk to the service users they are responsible for
- 9.2 Recognise when immediate action is necessary to protect the safety of children young people or vulnerable adults
- 9.3 Where ongoing risk is recognised, plans are agreed and implemented to prevent further abuse and or decrease the risk
- 9.4 Risk assessment and management plans take account of challenges, hazards, environmental factors and associated dangers

Terms of Reference

Sub Group:	Executive Committee
Responsible for:	The purpose of the LSCB Executive Committee is to bring together the operational sub-groups of the LSCB and to undertake tasks relevant to the LSCB Business Plan and LSCB strategic priorities, ensuring that the work is co-ordinated across all member agencies.
Function:	<p>The main functions of the Executive Board are to give effect to the decisions and policies of the LSCB, to advise it and generally to facilitate its work in line with agreed values and commitments.</p> <p>In particular the Executive Board will:</p> <ul style="list-style-type: none"> • Undertake tasks as delegated by the Board. • Develop the detail of the three year LSCB Strategic plan. • Oversee the development, review and updating of the Business plan and identify any associated risks. • Establish a clear framework for accountability in delivering plans. • Manage board funds effectively and supervise any technical matters relating to the management of the programme including key LSCB roles. • Regularly receive reports on the performance of the sub groups, including the achievement of targets, results and impacts, and, where decisions fall within the remit of the Board, to make recommendations for action. • Proposes new strategy and policies to the LSCB. • Establish task and finish groups / expert panels as required for effective management of the Board's business. • Manage evaluation strategies and commission research on any aspect of LSCB work programme on behalf of the Board. • Review progress on Cross Cutting themes. • Effectively communicate its decisions. • Agree the agenda for LSCB meetings, ensuring there is clarity as to the purpose of each agenda item. • Annually review these TOR and amend where agreed with LSCB.
Accountable to:	<p>The work of the LSCB Executive will be directly accountable to Salford's Local Safeguarding Children Board.</p> <p>Members of the group will:</p> <ul style="list-style-type: none"> • Be a nominated representative of their agency. • Represent their agency's perspective in carrying out the objectives of the group. • Report back to their agency on the work of the group. • Consult with colleagues within their agency. • Actively participate in the work of the group and undertake tasks and responsibilities as agreed. • Be accountable to the SSCB and provide a report to the SSCB bi-monthly. • The Chair is a member of SSCB <p>Organisations that may not sit directly on the SSCB may be co-</p>

	opted into the group to ensure that the wider remit of the Board is encompassed within the operational objectives of the group.
Chair and Membership;	<p>Director of Quality & Operation, Salford Community Health (CHAIR) Head of Safeguarding, SCC Principal Manager Adult Safeguarding Detective Chief Inspector, GMP Assistant Director of Nursing Safeguarding Business Support Officer, SSCB Named Nurse, GMW Designated Nurse, NHS Salford SSCB Business Manager Head of Strategy & Enabling, Sustainable Regeneration Voluntary & Community Sector (VOCAL) CEO Pro Contact Assistant Director, Support Services, SCC</p>
Approach	<ul style="list-style-type: none"> ▪ The Executive Committee meets bi-monthly ▪ Any agenda items and supporting documents should be forwarded to the Chair and administrative support at least 10 working days in advance. ▪ Agendas and documentation will be circulated prior to the meetings (by email wherever possible) at least 5 working days before the meetings. ▪ Chairs from the Sub Groups to provide Reporting Template to SSCB via the SSCB Executive Committee meeting. ▪ The Executive Committee will report to the SSCB the progress of the subgroups against the objectives within the business plan through its chairperson.
Performance Measures	<ul style="list-style-type: none"> ▪ Executive Group is chaired by a member of the SSCB • 90% of planned meetings take place. • A minimum of members from 4 agencies is required for a meeting to be quorate. • Apologies are always received. • Apologies for a second consecutive meeting are followed up in writing by the chair. • Executive Committee monitors progress of all objectives using a traffic light system. • Subgroups will report red risk areas to the SSCB Executive Group. • Sub group reports review progress of objectives via a report card which is presented to the executive after each sub group meeting. • Minutes are circulated within 14 working days of a meeting. • The executive board monitors its own performance against agreed indicators and presents a report as and when required by LSCB.
Date of last review	June 2011
Signed	<p>_____ Date: _____ Sub Group Chair</p> <p>_____ Date: _____ Executive Chair</p> <p>_____ Date: _____ SSCB Chair</p>

Terms of Reference

Sub Group:	Case Review
Responsible for:	Ensuring that SSCB and the agencies that form that board have the policies/procedures and undertake the practices that reflect the requirements of Working Together 2010 Chapters 7 and 8.
Function:	<p>The function of the Case Review sub group is to:</p> <ul style="list-style-type: none"> • Monitor that agencies contribute requisite information to the Child Death Overview Panel (CDOP), • Monitor the Action Plans from Serious Case Reviews (SCR) • Consider cases that give rise to concern which do not meet the threshold for SCR but where there is concern that a child has been or is being placed at risk by the actions or in-action of an agency. • Disseminate learning points from local child deaths, SCRs and Cases of Concern to improve working practices within all agencies to help promote safeguarding and the welfare of children • Link with other SSCB sub groups to take the work of SSCB forward • Report risks and areas of failures to meet Action Plan time-scales to the SSCB Executive Group
Accountable to:	<p>The chair and members of the SSCB via the chair of the SSCB Executive Committee.</p> <p>Members of the group will:</p> <ul style="list-style-type: none"> • Be a nominated representative of their agency. • Represent their agency's perspective in carrying out the objectives of the group. • Report back to their agency on the work of the group. • Consult with colleagues within their agency. • Actively participate in the work of the group and undertake tasks and responsibilities as agreed. • Be accountable to the SSCB via the SSCB Executive Committee and provide a report to the Executive Committee bi-monthly. • The Chair is a member of SSCB or SSCB Executive Committee. <p>Organisations that may not sit directly on the SSCB may be co-opted into the group to ensure that the wider remit of the Board is encompassed within the operational objectives of the group.</p>
Chair and Membership:	<p>Designated Nurse, Health (CHAIR) Head of CIN and Child Protection -Children's Services. (VICE CHAIR) Detective Inspector, Public Protection Unit, GMP Consultant Clinical Psychologist, Head of Psychology, Health CAMHS Named Nurse, Safeguarding Children, SRFT. Associate Director Health Improvement, Health Senior Public Health Manager, Health. Safeguarding Children Practitioner, Health GMW</p>

	<p>Senior Support Officer to Head of Safeguarding & CDOP Head of Service, Safeguarding, Children's Services Interim Principal Officer – LAC, Children's Services Principal Solicitor/Team Leader, Legal Services Principal Officer, Safeguarding, Sustainable Regeneration Manager, Greater Manchester Probation Head of School Provider Arm, Children's Services</p>
Approach:	<ul style="list-style-type: none"> • The Case Review sub-group meets once a month and will work to an agreed work programme. • Any agenda items and supporting documents should be forwarded to the Chair and administrative support at least 10 working days in advance. • Agendas and documentation will be circulated prior to the meetings (by email wherever possible) at least 5 working days before the meetings. • Progress of SCR Action Plans and other Case Review Action Plans will be monitored through a 'Traffic Light' System. • The group will report to the SSCB Executive Committee its progress against the objectives within the business plan, and produce an annual report to the SSCB.
Performance Measures:	<p>These will be monitored through SSCB performance management arrangements</p> <ul style="list-style-type: none"> • Sub group chaired by a member of the Executive Group • Work programme produced and agreed by the Executive group • 90% of planned meetings take place • A minimum of members from 4 agencies is required for a meeting to be quorate • Apologies are always received • Apologies for a second consecutive meeting are followed up in writing by the chair • Sub group monitors progress on objectives using a traffic light system • Any red risk areas or failure of agencies to report on their SCR / Case Review Action Plan to the agreed time-scales will be addressed and reported to the SSCB Executive Group • Sub group reports will be sent to the Executive for each meeting of that group • Minutes are circulated within 14 working days of a meeting. • The Case Review sub group monitors its own performance against the above indicators and includes the data in the report to the Executive Group
Date of last review:	May 2010
Signed:	<p>_____ Date: _____ Sub Group Chair</p> <p>_____ Date: _____ Executive Chair</p> <p>_____ Date: _____ SSCB Chair</p>

Terms of Reference

Sub Group:	Safer Working Practice
Responsible for:	<p>One of the key functions of the SSCB is in ensuring that there are multi-agency policies and procedures for safeguarding and promoting the welfare of children, this includes:</p> <ul style="list-style-type: none"> • Dealing with allegations against people who work with children (W.T 6.20). • Recruitment and selection of adults who work with children. <p>Within this there is a responsibility for agencies, groups and volunteers who are engaged in any work with children and their families, to have in place policies, systems and processes that support these multi-agency safeguarding arrangements. It is recognised that this is potentially a challenging task for all groups/ organisations, and therefore an SSCB Safer Working Practices Group has been established to facilitate the process and provide support and consistency in how these expectations can be met. The group will also have a role in ensuring implementation and performance data is collated and reported to the Board</p> <p>The SWP Group will provide information and reports to the SSCB to inform it of progress in meeting the function.</p> <p>Policies and guidance will be submitted in the first instance to the SSCB Policy and Procedure Subgroup before being ratified by the SSCB. The activity of the group in development and performance measures across agencies will be reported via the SSCB Executive Committee regularly, and to the Board on an annual/bi-annual basis.</p>
Function:	<p>To review and update interagency procedures for dealing with allegations against people who work with children to ensure they are robust and compliant with legislation and guidance (to include reporting, responding to and recording of concerns)</p> <ul style="list-style-type: none"> • To ensure that these procedures are effectively and consistently implemented by identifying a NAMED SENIOR OFFICER within the organisation. • To review and update procedures for safe recruitment and selection of people who work with children to ensure they are robust and compliant with legislation and guidance. • To set minimum standards for intra and interagency application for the policies, procedures and practice guidance. • To establish an inter-agency performance framework that establishes the base line achievements in meeting the agreed standards and provides analysis for promoting continuous improvement. This data will be collated and reported to the SSCB • To ensure that systems are in place to monitor and evaluate the effectiveness of arrangements for managing allegations.

	<ul style="list-style-type: none"> • To carry out recruitment and training audits. • To ensure that agencies have information in place for children and young people about what to do if they have concerns about adults in a position of trust. • To ensure that workers in agencies are clear about what constitutes safe working practice for them and others and understand their responsibility to respond to any concerns. • To agree method of resolving any procedural or practice issues
Accountable to:	<p>The chair and members of the SSCB via the chair of the SSCB Executive Committee.</p> <p>Members of the group will:</p> <ul style="list-style-type: none"> • Be a nominated representative of their agency. • Represent their agency's perspective in carrying out the objectives of the group. • Report back to their agency on the work of the group. • Consult with colleagues within their agency. • Actively participate in the work of the group and undertake tasks and responsibilities as agreed. • Be accountable to the SSCB via the SSCB Executive Committee and provide a report to the Executive Committee bi-monthly. • The Chair is a member of SSCB or SSCB Executive Committee. <p>Organisations that may not sit directly on the SSCB may be co-opted into the group to ensure that the wider remit of the Board is encompassed within the operational objectives of the group.</p>
Chair and Membership:	<p>CEO Pro-Contact (CHAIR) Safe Employment Lead for HR Named Nurse, PCT School Improvement Manager Customer First Officer IYSS Manager, Oasis Youth Centre Adult Safeguarding Co- Ordinators Neighbourhood Sport & Leisure Manager Head of SCAQU Youth Offending Team Manager PPIU - GMP Principal Officer Safeguarding – Sustainable Regeneration HR Operational Lead – NHS Salford Local Authority Designated Officers (LADO)</p>
Approach:	<ul style="list-style-type: none"> • The SWP sub-group meets quarterly. • Any agenda items and supporting documents should be forwarded to the Chair and administrative support at least 10 working days in advance. • Agendas and documentation will be circulated prior to the meetings (by email wherever possible) at least 5 working days before the meetings. • The SWP will report to the SSCB Executive Committee its progress against the objectives within the business plan, and produce an annual report to the SSCB.
Performance	These will be monitored through SSCB performance

Measures:	<p>management arrangements</p> <ul style="list-style-type: none"> ▪ Sub group chaired by a member of the Executive Group. ▪ Smart objectives for the group are derived from the SSCB Business Plan on an annual basis. ▪ Work programme produced and agreed by the Executive group ▪ 90% of planned meetings take place. ▪ A minimum of members from 4 agencies is required for a meeting to be quorate. ▪ Apologies are always received. ▪ Apologies for a second consecutive meeting are followed up in writing by the chair. ▪ Sub group monitors progress on objectives using a traffic light system. ▪ Any red risk areas will be addressed and reported to the SSCB Executive Group. ▪ Sub group reports will be sent to the Executive for each meeting of that group. ▪ Minutes are circulated within 14 working days of a meeting. ▪ The group monitors its own performance against the above indicators and includes the data in the report to the Executive Group.
Date of last review :	May 2011
Signed:	<p>_____ Date: _____</p> <p>Sub Group Chair</p> <p>_____ Date: _____</p> <p>Executive Chair</p> <p>_____ Date: _____</p> <p>SSCB Chair</p>

Terms of Reference

Sub Group:	Performance Management
Responsible for:	SSCB Performance Management Group is to ensure the provision of effective quality assurance and performance management systems as regards safeguarding, promote good practice by monitoring the effectiveness of local, inter-agency safeguarding arrangements and identifying and reporting on examples of good practice and areas for improvement.
Function:	<p>The function of the group is to deliver the following objectives:</p> <ol style="list-style-type: none"> 1. Performance management Framework: <ul style="list-style-type: none"> • To develop and maintain an integrated multi-agency performance management framework for the SSCB. • To develop and maintain key safeguarding performance measures across all appropriate partner agencies and to present a quarterly performance management report to the SSCB. • To provide half year and year end reports on the implementation of the SSCB Business Plan. 2. Ensuring Good Practice: <ul style="list-style-type: none"> • To monitor and evaluate the effectiveness of local activity by the constituent agencies of the SSCB, both individually and collectively, to safeguard and promote the welfare of children, and advise them on ways to improve. • To consider evidence from both local and national inspection reports and inquiries and to advise the SSCB as appropriate, on any action required to improve safeguarding standards in Salford. • To benchmark with other LCSBs and organisations, as appropriate, on safeguarding matters and advise the SSCB, as appropriate, on any action required to improve safeguarding standards in Salford. • To undertake service-specific projects as directed by SSCB and develop, maintain and communicate guidance, as appropriate, with the aim of improving safeguarding standards in Salford. • To make recommendations to SSCB on priority areas for detailed scrutiny. 3. Multi-Agency Audits: <ul style="list-style-type: none"> • To develop, maintain and communicate standards for multi-agency audits. • To develop, maintain and communicate a multi-agency audit calendar. • To undertake multi-agency quality assurance audits as directed by SSCB and in accordance with the multi-agency audit calendar. • To ensure that all agencies fully reflect safeguarding responsibilities within their organisation including consideration of the SSCB Annual Report.

	<p>4. Child Protection:</p> <ul style="list-style-type: none"> • To monitor action taken in response to recommendations from Serious Case Reviews and provide progress reports to SSCB. • To ensure that the SSCB develops and maintains the thresholds and criteria for the joint investigation of child protection concerns.
Accountable to:	<p>The chair and members of the SSCB via the chair of the SSCB Executive Committee.</p> <p>Members of the group will:</p> <ul style="list-style-type: none"> • Be a nominated representative of their agency. • Represent their agency's perspective in carrying out the objectives of the group. • Report back to their agency on the work of the group. • Consult with colleagues within their agency. • Actively participate in the work of the group and undertake tasks and responsibilities as agreed. • Be accountable to the SSCB via the SSCB Executive Committee and provide a report to the Executive Committee bi-monthly. • The Chair is a member of SSCB or SSCB Executive Committee. <p>Organisations that may not sit directly on the SSCB may be co-opted into the group to ensure that the wider remit of the Board is encompassed within the operational objectives of the group.</p>
Chair and Membership:	<p>Named Nurse, GMW MH NHS FT (CHAIR) Head of Inclusive Services, Salford City Council (CS) Head of Safeguarding Unit, Salford City Council (CS) Quality Assurance Manager, Safeguarding Unit Head of Children's Community Health Services, SR NHS FT Designated Nurse Co-coordinator, NHS Salford CAMHS Co-coordinator, Salford City Council Principle Officer, CEO Salford City Council Business Manager, SSCB Head of Service, Connexions Detective Inspector, Public Protection, GMP Performance Manager, Probation TBA, Voluntary Sector Locality Manager, Salford City Council</p>
Approach:	<ul style="list-style-type: none"> • The SSCB Performance Management Sub-Group will develop an annual work plan based upon the objectives and actions set within the Annual Business Plan of the SSCB. The work plan will be developed alongside the production of the SSCB's annual Business Plan and will operate from 1st April each year. • The Chair will be appointed annually in April by the sub-group from the sub-group's membership. This appointment will be noted in the sub-group minutes, and the appointed Chair will inform the Chairs of the SSCB and the SSCB Executive of his or her appointment. • The group will meet on a bi-monthly basis. • Any agenda items and supporting documents should be forwarded to the Chair and administrative support at least

	<p>10 working days in advance.</p> <ul style="list-style-type: none"> • Agendas and documentation will be circulated prior to the meetings (by email wherever possible) at least 5 working days before the meetings. • The Chair is responsible for ensuring that minutes are taken at every meeting and circulated no more than one week after the meeting. • The Chair will report to the SSCB Executive Committee its progress against the objectives within the business plan, and produce an annual report to the SSCB and advise the SSCB of any risks associated with the delivery of the work plan.
<p>Performance Measures:</p>	<p>These will be monitored through SSCB performance management arrangements.</p> <ul style="list-style-type: none"> • Sub group chaired by a member of the Executive Group. • Smart objectives for the group are derived from the SSCB Business Plan on an annual basis. • Work programme produced and agreed by the Executive group • 90% of planned meetings take place. • A minimum of members from 4 agencies is required for a meeting to be quorate. • Apologies are always received. • Apologies for a second consecutive meeting are followed up in writing by the chair. • Sub group monitors progress on objectives using a traffic light system. • Any red risk areas will be addressed and reported to the SSCB Executive Group. • Sub group reports will be sent to the Executive for each meeting of that group. • Minutes are circulated within 14 working days of a meeting. • The group monitors its own performance against the above indicators and includes the data in the report to the Executive Group.
<p>Date of last review:</p>	<p>May 2011</p>
<p>Signed;</p>	<p>_____ Date: _____ Sub Group Chair</p> <p>_____ Date: _____ Executive Chair</p> <p>_____ Date: _____ SSCB Chair</p>

Terms of Reference

Sub Group:	Policies and Procedures
Responsible for:	Providing a standardised and consistent approach to the writing, approval process and review of inter-agency safeguarding policies and procedures.
Function:	<p>A core function of Salford Safeguarding Children Board (SSCB) is in developing policies and procedures for safeguarding and promoting the welfare of children. The SSCB Policy and Procedure sub group has been established to ensure that SSCB is able to carry out this function efficiently and effectively.</p> <p>The function of the group is to deliver the following objectives:</p> <ul style="list-style-type: none"> • To maintain a framework for policy and procedure development so as to provide a standardised and consistent approach to the writing, approval process and dissemination of inter-agency safeguarding policies and procedures. • To establish a programme of review whereby SSCB policies, procedures and practice guidance are reviewed at a minimum of 2 yearly intervals. • To facilitate the transfer of revised policies onto the SSCB website via business manager Irene Ward. • Ensure that in the development of policies there is a process of cross-referencing across agencies and any implications of policies impacting on or linking to, other areas of activity are brought to the attention of the Board. • Identify areas for interagency practice development either arising locally or from government guidance or initiatives.
Accountable to:	<p>The chair and members of the SSCB via the chair of the SSCB Executive Committee.</p> <p>Members of the group will:</p> <ul style="list-style-type: none"> • Be a nominated representative of their agency. • Represent their agency's perspective in carrying out the objectives of the group. • Report back to their agency on the work of the group. • Consult with colleagues within their agency. • Actively participate in the work of the group and undertake tasks and responsibilities as agreed. • Be accountable to the SSCB via the SSCB Executive Committee and provide a report to the Executive Committee bi-monthly. • The Chair is a member of SSCB or SSCB Executive Committee. <p>Organisations that may not sit directly on the SSCB may be co-opted into the group to ensure that the wider remit of the Board is encompassed within the operational objectives of the group.</p>
Chair and Membership:	<p>Assistant Director of Nursing Safeguarding Adults and Children – Salford Royal NHS Foundation Trust (Chair) Children's Services (Various Representatives) Health Education</p>

	Probation Voluntary Sector Housing Police Safeguarding Children and Quality Assurance Unit SSCB Business Manager
Approach:	<ul style="list-style-type: none"> • The sub-group meets bi-monthly. • Any agenda items and supporting documents should be forwarded to the Chair and administrative support at least 10 working days in advance. • Agendas and documentation will be circulated prior to the meetings (by email wherever possible) at least 5 working days before the meetings. • The group will report to the SSCB Executive Committee its progress against the objectives within the business plan, and produce an annual report to the SSCB.
Performance Measures:	<p>These will be monitored through SSCB performance management arrangements</p> <ul style="list-style-type: none"> • Sub group chaired by a member of the Executive Group. • Smart objectives for the group are derived from the SSCB Business Plan on an annual basis. • Work programme produced and agreed by the Executive group • 90% of planned meetings take place. • A minimum of members from 4 agencies is required for a meeting to be quorate. • Apologies are always received. • Apologies for a second consecutive meeting are followed up in writing by the chair. • Sub group monitors progress on objectives using a traffic light system. • Any red risk areas will be addressed and reported to the SSCB Executive Group. • Sub group reports will be sent to the Executive for each meeting of that group. • Minutes are circulated within 14 working days of a meeting. • The group monitors its own performance against the above indicators and includes the data in the report to the Executive Group.
Date of last review of TOR	June 2011
Signed	<p>_____ Date: _____</p> <p>Sub Group Chair</p> <p>_____ Date: _____</p> <p>Executive Chair</p> <p>_____ Date: _____</p> <p>SSCB Chair</p>

Terms of Reference

Sub Group:	Strategic Training
Responsible for:	<p>One of the key responsibilities of Salford Safeguarding Children Board (SSCB) is to provide high quality inter-agency child protection training to meet the needs of agencies working with children, young people and their parents. This includes Children's Services and partner agencies. The Board is therefore required to have an inter-agency child protection training programme.</p> <p>Salford SCB has a well established training pool made up of staff across agencies who share responsibility for delivering the training plan. This is facilitated and co-ordinated by the SSCB training co-ordinators and administrative support. The training pool is an operational group and is supported by the strategic training group.</p> <p>The strategic training group is responsible for setting the priorities for the development of new training. It oversees current provision and the budget and ensures robust evaluation systems are in place. Any issues are raised at Board level. The training co-ordinators report to the full Board once a year and the group provides an update to SSCB Executive Committee against the business objectives every 2 months. The group ensures that training is always evaluated and that it is of a high quality and that business objectives are achieved. Ongoing work to continuously improve outcomes for children and young people.</p>
Function:	<p>The strategic training group has the following functions:</p> <ul style="list-style-type: none"> • To develop an inter-agency training programme which is based on workforce development needs, standards for training and national requirements (Working Together, 2010) and which reflects the STG Business Plan priorities. • To ascertain the development needs of the workforce in respect of safeguarding. • To work with single agency trainers in compliance with Working Together (2010:116) to ensure that safeguarding is integral to their in house training and compatible with SSCB training standards and provision. • To operate a verification process for all basic awareness (level 1) child protection training, whether that is multi or single agency. • To continue to recruit, develop and quality assure members of the training pool and support the work of the training pool. • To develop and review the training programme in response to local issues and recommendations from serious case reviews, inspections and audits. • To monitor the quality of SSCB training provision and its impact on practice with particular reference to messages from serious case reviews. • To advise SSCB of training needs, provision, quality and impact on practice.

	<ul style="list-style-type: none"> • To produce an annual report to SSCB. • To ensure coordination with the wider safeguarding training remit within Salford and with the Children’s Workforce Training and Development Group in Salford City Council. • To continue to deliver a child protection seminar programme that is topic based. • To ensure that training programmes address issues of equality and diversity and actively promote anti-discriminatory practice. <p>The group has links with all the SSCB sub groups in order to inform and assist its work, and is the Steering Group for the training pool which has the following functions:</p> <ul style="list-style-type: none"> • To deliver high quality inter-agency child protection training that complements training provided by individual agencies. • To review and develop current training ensuring it reflects SSCB policy, procedures and priorities. • To plan new training as identified by the Strategic Training Group. • To ensure there is a consistent approach to delivering city wide feedback from serious case reviews conducted under Chapter 8 of <i>Working Together to Safeguard Children (2010)</i>. • To maintain the quality and consistency of training delivery, by ensuring that trainers meet regularly to discuss training issues, are offered developmental opportunities to improve their training skills and are involved in quality assurance processes. • To feedback relevant issues about training to the Strategic Training Group. • To ensure that training programmes address issues of equality and diversity and actively promote anti-discriminatory practice.
Accountable to:	<p>The chair and members of the SSCB via the chair of the SSCB Executive Committee.</p> <p>Members of the group will:</p> <ul style="list-style-type: none"> • Be a nominated representative of their agency. • Represent their agency's perspective in carrying out the objectives of the group. • Report back to their agency on the work of the group. • Consult with colleagues within their agency. • Actively participate in the work of the group and undertake tasks and responsibilities as agreed. • Be accountable to the SSCB via the SSCB Executive Committee and provide a report to the Executive Committee bi-monthly. • The Chair is a member of SSCB or SSCB Executive Committee. <p>Organisations that may not sit directly on the SSCB may be co-opted into the group to ensure that the wider remit of the Board is encompassed within the operational objectives of the group.</p>
Chair and	Current membership includes:

Membership:	<p>Assistant Director, Specialist Services (CHAIR) Head of Safeguarding Children and Quality Assurance Unit Local Authority Designated Officer Locality Team Manager Organisational, Development and Training Manager Adult Mental Health Adult Safeguarding Coordinator Better Choices Manager Deputy Chief Officer (Young People, Children and Families), Salford Community & Voluntary Services</p> <p>Designated Nurse, Salford NHS (DEPUTY CHAIR) Detective Inspector or Detective Sergeant, PPIU Head Teacher, Primary School Probation Officer Manager, Salford Probation SSCB Training Co-ordinators Team Manager, Salford Drug and Alcohol Service Team Manager, Supporting People Integrated Youth Service Manager, Youth Service</p>
Approach:	<ul style="list-style-type: none"> • The training pool meets quarterly to feedback any relevant issues to the Strategic Training Group. • Any agenda items and supporting documents should be forwarded to the Chair and administrative support at least 10 working days in advance. • Agendas and documentation will be circulated prior to the meetings (by email wherever possible) at least 5 working days before the meetings. • The STG will report to the SSCB Executive Committee its progress against the objectives within the business plan, and produce an annual report to the SSCB.
Performance Measures:	<p>These will be monitored through SSCB performance management arrangements</p> <ul style="list-style-type: none"> • Sub group chaired by a member of the Executive Group. • Smart objectives for the group are derived from the SSCB Business Plan on an annual basis. • Work programme produced and agreed by the Executive group • 90% of planned meetings take place. • A minimum of members from 4 agencies is required for a meeting to be quorate. • Apologies are always received. • Apologies for a second consecutive meeting are followed up in writing by the chair. • Sub group monitors progress on objectives using a traffic light system. • Any red risk areas will be addressed and reported to the SSCB Executive Group. • Sub group reports will be sent to the Executive for each meeting of that group. • Minutes are circulated within 14 working days of a meeting. • The group monitors its own performance against the above indicators and includes the data in the report to the Executive Group.
Date of last review:	May 2011

Signed:	_____	Date: _____
	Sub Group Chair	
	_____	Date: _____
	Executive Chair	
	_____	Date: _____
	SSCB Chair	

Terms of Reference

Sub Group	Child Death Overview Panel
<p>Responsible for:</p>	<p>The Child Death Overview Panel (CDOP) is responsible for reviewing information from a range of sources, including those who were involved in the care of the child, both before and immediately after the child's death, with a view to identifying:</p> <ul style="list-style-type: none"> • 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 the deaths of children. <p>Bolton, Salford and Wigan LSCBs agreed to form a tri-partite panel for the purpose of reviewing the deaths of children resident in these three areas. The purpose of the CDOP is to:</p> <ul style="list-style-type: none"> • Better understand the reasons for deaths in childhood; • Use the findings to take preventative action to minimise the likelihood of further deaths in childhood; • Ensure an appropriate response to bereaved families, and • Contribute to the improvement in the health and safety of all children.
<p>Function:</p>	<p>The panel has agreed the following objectives with the respective LSCBs that will form the basis of an annual work plan:</p> <ul style="list-style-type: none"> • Develop and implement, in consultation with the local coroner, local procedures and protocols to enquire into unexpected deaths, and evaluate these, together with information about all deaths in childhood. • Ensure consistent reporting in relation to all deaths in childhood, which includes a standard format for identifying and reporting the cause and manner of every child death. • Collect and collate an agreed minimum data set of information on all child deaths in Bolton, Salford and Wigan and, where relevant, seek additional information from professionals and family members. • Evaluate collated data on the deaths of all children, identifying local lessons to be learned or issues of concern, with a particular focus on effective inter-agency working to safeguard and promote the welfare of children. • Review specific cases in depth, identifying local lessons to be learned or issues of concern. • Monitor the appropriateness of professionals' responses to the unexpected death of a child: reviewing the reports produced by the Rapid Response Team and providing the professionals involved with feedback on their work; and, where necessary, taking action to improve agency responses to unexpected deaths in childhood. • Identify significant risk factors and trends in individual child deaths and in the overall patterns of deaths in the Bolton, Salford and Wigan area, including relevant environmental, social, health and cultural aspects of each death, and any

	<p>systemic or structural factors affecting children’s well-being in order to ensure a thorough consideration of how such deaths might be prevented in the future.</p> <ul style="list-style-type: none"> • Ensure that the police, coroner and other relevant organisations are made aware of concerns of a criminal or child protection nature, and are kept informed of any specific new information that may influence their inquiries. • Refer to the Chair of the relevant LSCB any deaths where the Panel considers there may be grounds to undertake further child protection enquiries, other investigations or a Serious Case Review, and explore why this had not previously been identified. • Inform the Chair where specific new information should be passed to the Coroner or other appropriate authorities. • Monitor the support and assessment services offered to families of children who have died. • Monitor and advise the respective LSCB about the resources and training required locally to ensure an effective inter-agency response to child deaths. • Identify any public health issues and, in partnership with the Director(s) of Public Health and other providers, agree the implications for both the provision of services and for training, and how best to address these. • Contribute to and co-operate with regional and national initiatives to minimise the likelihood of future deaths in childhood. • Increase public awareness about the issues that affect the health and safety of children. • Identify and advocate for identified changes in legislation, policy and practices to promote child health and safety and to prevent child deaths.
Accountable to:	<p>Bolton, Salford and Wigan CDOP is accountable to the Chairs of the respective LSCBs. The independent Chair of the Panel is a member of each LSCB and attends LSCB meetings as required and, as a minimum, once a year in order to present the annual report and work plan.</p>
Chair and Membership:	<p>Panel membership comprises representatives from the relevant disciplines across the three local authority areas.</p> <p>Independent Chair Public Health Consultant, Ashton, Leigh and Wigan PCT Safeguarding Officer, Bolton Safeguarding Children Board Head of Safeguarding, Salford Children’s Services Service Manager Safeguarding, Children and Young People’s Services, Wigan Nurse Safeguarding, Royal Bolton Hospital (Named Nurse) Associate Director Safeguarding, Bolton PCT (Designated Doctor) Consultant Paediatrician, Bolton PCT (Designated Doctor) Designated Nurse, Safeguarding, Wigan NHS Foundation Trust Principal Solicitor, Salford Children’s Services Named Nurse, GM West Mental Health NHS Foundation Trust Safeguarding Admin Support (Minute Taker)</p>

Approach:	<ul style="list-style-type: none"> • The CDOP sub-group meets quarterly. • Panel is responsible for developing an annual work plan, which will be approved by each LSCB. • Any agenda items and supporting documents should be forwarded to the Chair and administrative support at least 10 working days in advance. • Agendas and documentation will be circulated prior to the meetings (by email wherever possible) at least 5 working days before the meetings. • Bolton, Salford and Wigan CDOP gathers and reviews data on the deaths of all children and young people from birth (excluding those babies who are stillborn) up to the age of 18 years who are normally resident within Bolton, Salford or Wigan. This includes neonatal deaths and expected and unexpected deaths of infants, older children and young people. The Panel has agreed pro-formas for aggregating and analysing the data. • There are established lines of communication between the CDOP Chair and each LSCB Chair to facilitate contact at other times as the need arises. This includes referring to the LSCB Chair any deaths where the Panel considers there may be grounds to undertake further child protection enquiries, other investigations or a Serious Case Review. • In addition, the Panel representatives from Children's Social Care (one from each area) act as the conduit for sharing information between the CDOP and the respective LSCB. This appropriately reflects their lead responsibility in relation to safeguarding matter
Performance Measures:	<ul style="list-style-type: none"> • Sub group chaired by independent chair. <ul style="list-style-type: none"> ▪ 90% of planned meetings take place. ▪ Panel meetings will be quorate when one half plus one of the full membership is present ▪ Apologies are always received. ▪ Apologies for a second consecutive meeting are followed up in writing by the chair. ▪ Panel monitors progress on objectives using a traffic light system. ▪ Any red risk areas will be addressed and reported to the SSCB. ▪ Minutes are circulated within 14 working days of a meeting.
Date of last review :	June 2011
Signed:	<p>_____ Date: _____ Sub Group Chair</p> <p>_____ Date: _____ Executive Chair</p> <p>_____ Date: _____ SSCB Chair</p>