



Calderdale Safeguarding Children Board

www.calderdale-scb.org.uk

Constitution April 2006

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30 July 2007

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1 Title

The Board will be known as the Calderdale Safeguarding Children Board (referred to in this document as the **CSCB** or the **Board**)

2 Purpose

- 2.1 Safeguarding and promoting the welfare of children necessitates effective co-ordination. In pursuance of this the Children Act 2004 requires each Local Authority to establish a Local Safeguarding Children Board.
- 2.2 In Calderdale the CSCB acts as the key statutory mechanism for agreeing how the relevant organisations within Calderdale MBC will co-operate to safeguard and promote the welfare of children and young people, and ensure the effectiveness of the work undertaken by the Board's partners.
- 2.3 This is an Interim Constitution and serves as a working document to guide the CSCB in its early development and actions. It will be reviewed in 12 months (May 2007) to ensure it remains fit for purpose. It is informed by the Statutory Guidance of 'Working Together to Safeguard Children - A guide to inter-agency working to safeguard and promote the welfare of children 2006' (especially chapter 3 on Local Safeguarding Children Boards) and Section 11 Guidance of the Children Act 2004.

3 Objectives

- 3.1 The core objectives of the CSCB are set out in section 14(1) of the Children Act 2004 as follows:
 - 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;
 - b) To ensure the effectiveness of what is done by each such person or body for that purpose.
 - c) The CSCB core safeguarding functions are:
 - Developing policy and procedures
 - Communicating and raising awareness
 - Monitoring and evaluation
 - Participating in planning and commissioning
 - Overseeing Serious Case Reviews
 - Overseeing Child Death Reviews
 - Any other function as determined by CSCB that facilitates or is conducive to the achievement of its objectives, eg. bullying, domestic violence, etc.

4 Role

- 4.1 The work of the CSCB is part of the wider context of Calderdale Council's Integrated Children and Young People's Services arrangements that aim to improve the overall wellbeing (i.e. the five outcomes) for all children within Calderdale. However, whilst the work of the CSCB contributes to the wider goals of improving the wellbeing of all children, it has a *particular* focus on the 'Staying Safe' outcome.
- 4.2 The statutory basis of the CSCB necessitates that it has a clear and distinct identity from the Calderdale Integrated Children and Young People's Services (herein referred to as CICYPS) governance arrangements and does not function as an operational sub-committee of the Calderdale Children and Young People's Management Group. It has a statutory mandate to make a significant contribution to the Calderdale Children and Young People's Plan (2006-2009) and is a formal consultee in its development. (see para 3.52 Working Together 2006 (WT 2006))
- 4.3 *The CSCB should not be considered a front-line delivery organisation and is therefore not accountable for the operational work of member organisations, which remains with individual member agencies. Rather, its objectives are to co-ordinate and ensure the effectiveness of the work undertaken by member organisations, individually and together.*
- 4.4 CSCB does not have the power to direct member organisations.

5 Scope of the Role

- 5.1 The scope of CSCB's role is by definition, wider than the traditional ACPC child protection¹ remit and includes safeguarding and promoting the welfare of children² in three broad areas of activity.³

Footnotes

- ¹ Child Protection, according to WT 2006 (para 1.20) is part of safeguarding and promoting welfare and refers to activity which is undertaken to protect specific children who are suffering or are at risk of suffering from significant harm.
- ² See section 7 of this document for a definition of safeguarding and promoting the welfare of children
- ³ See also the Ofsted 'Staying Safe' Outcome Framework for a broader range of safeguarding activities beyond child protection and Appendix 2 of this document.

5.1.1 Firstly, it will engage in:

Activity that affects all children within Calderdale and aims to prevent maltreatment, or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care, for example,

- Mechanisms to identify abuse and neglect wherever they may occur;
- Work to increase understanding of safeguarding children issues in the professional and wider community;
- Work to ensure that organisations working, or in contact, with children operate recruitment and human resource practices that take account of the need to safeguard and promote the welfare of children;
- Monitoring the effectiveness of organisation's implementation of their duties under section 11 of the Children Act 2004;
- Ensuring children know whom they can contact when they have concerns about their own safety and welfare.

5.1.2 Secondly, lead and co-ordinate,

Pro-active work that aims to target particular groups, including:

- Developing / evaluating thresholds and procedures for work with families whose child(ren) has/have been identified as 'in need' under the Children Act 1989, but where the child is not suffering or at risk of suffering significant harm.
- Work to safeguard and promote the welfare of groups of children who are potentially more vulnerable than the general population, for example children living away from home, privately fostered children, children who have run away from home, or children with disabilities.

5.1.3 Thirdly, lead and co-ordinate arrangements for

Responsive work to protect children who are suffering or at risk of suffering maltreatment including:

- Children abused and neglected within families, including those who are harmed in the context of domestic abuse;
- Children abused outside families by adults known to them;
- Children abused and neglected by professional carers, within institutional settings, or anywhere else where children are cared for away from home;
- Children abused by strangers;
- Children abused by other young people;
- Young perpetrators of abuse; and
- Children abused through commercial sexual exploitation.

Where particular children are the subjects of interventions, safeguarding work should aim to help them to achieve all five outcomes to have optimum life chances. It is therefore within the remit of the CSCB to check the extent to which this has been achieved, as part of its monitoring and evaluation work.

- 5.2 Additionally, CSCB also has an interest in ensuring the effective operation of the Child Protection Conferencing and Reviewing system managed on its behalf by Calderdale MBC's Children and Young People's Services Directorate

6 Statement of Principles, Values and Beliefs

- 6.1 All children have a right to achieve their full potential. CSCB therefore endorses the primacy of the Government's five outcomes that are key to children and young people's well being:
- Staying safe;
 - Being healthy;
 - Enjoying and achieving;
 - Making a positive contribution;
 - Achieving economic wellbeing.
- 6.2 The CSCB supports the United Nations Convention on the Rights of the Child (1989), and seeks to ensure that all children within the Calderdale are protected from all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, sexual abuse and harm caused by witnessing the ill treatment of another, and that their potential as human beings is maximised.
- 6.3 The CSCB believes that in order to achieve these aims all agencies involved with children and their families must consider the welfare of children central to all their activities, and work closely with each other to safeguard and promote the welfare of children.
- 6.4 The CSCB will promote public confidence in the child protection system by respecting children and young people's and their carers human and civil rights, by ensuring a proper balance is achieved between intrusion into family life and the necessary protection of children from harm.
- 6.5 The CSCB believes that the welfare and protection of children is the responsibility of all citizens and will therefore promote the work of the Board to the Public of Calderdale as a way of reducing the incidence and harmful effects of child maltreatment.
- 6.6 The CSCB will endeavour to develop and promote a learning culture across the Partnership, which seeks to identify areas of vulnerability, and learn lessons in order to pre-empt potential problems. When things do go wrong, attributing blame should be avoided; rather emphasis should be placed on developing a safe environment to promote evidence-based learning.

- 6.7 CSCB endorses the Calderdale Children and Young People's Plan (2006-2009), Statement of Ambition, Shared Values and Service Principles.
- 6.8 CSCB believes in doing everything within its control to ensure that the children and young people of Calderdale stay safe within the meaning of the Every Child Matters 'Staying Safe' Outcome

7 Defining, 'Safeguarding and Promoting the Welfare of Children'

- 7.1 Safeguarding is defined for the purposes of this constitution as:
- Protecting children from maltreatment;
 - Preventing impairment of children's health or development; and
 - Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care;
 - ...and undertaking that role so as to enable those children to have optimum life chances and to enter adulthood successfully.

8 Accountability

- 8.1 The CSCB's effectiveness will be manifested as part of the judgement of those inspectorates involved with member agencies, particularly through the Joint Area Reviewing process co-ordinated by Ofsted. This may be done, for example, by examining the quality of CSCB's planning and determining whether key objectives have been met. It will be for Calderdale Council to lead in taking action if intervention in the CSCB's activities and processes are necessary.
- 8.2 Whilst operating in the context of the CICYPS and other wider strategic partnerships such as Calderdale Forward (the Local Strategic Partnership) and the Safer Community's Partnership, CSCB, by virtue of its statutory basis, will speak with an independent voice in respect of monitoring and challenging organisations on the quality of child safeguarding arrangements and activity within Calderdale. It is therefore within the remit of the CSCB to monitor and scrutinise, through a peer review process of self-evaluation, performance indicators and joint audit, (WT 2006 para 3.85) the safeguarding arrangements of all member organisations and bodies within the Calderdale MBC area.
- 8.3 The CSCB will have a clear, distinct and independent identity within the Calderdale ICYPS and the Children and Young People's Services Management Group (of which it is a member) arrangements. It will appraise the latter via an annual report of the progress of the Business Plan along with issues relevant to the CYPMG.

- 8.4 CSCB will also report annually to Calderdale Council's Children and Young People's Scrutiny Committee.
- 8.5 The CSCB Chair and Safeguarding Manager will appraise the Lead Member on a monthly basis of the activities and progress of the Board. The Vice-Chair/Group Director of Children & Young People's Services will as part of his/her normal duties regularly appraise the Lead Member on the progress of the CSCB.
- 8.6 Whilst the CSCB has a role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children, it is not accountable for their operational work. Sections 10 and 11 of the Children Act 2004 require all relevant member statutory organisations and bodies to co-operate with the local authority in arrangements to improve the wellbeing of children, including protection from harm and neglect; and discharging their statutory function in having regard to the need to safeguard and promote children's welfare. Each Board partner retains their own existing lines of accountability for safeguarding and promoting the welfare of children by their services. The CSCB does not have a power to direct other organisations.

9 Governance and Structures

- 9.1 CSCB consists of the following elements: (see Appendix 1)
1. The Board
 2. The Safeguarding Implementation Group (SIG)
 3. Subgroups
 4. Local Area Safeguarding Practitioner Forums
 5. The Safeguarding Unit

9.2. The Board

- 9.2.1 Central to CSCB is the Board which consists of designated, named, senior strategic managers (i.e. Chief Executive Officers / Senior Directors of member agencies) who can:
- Speak for their organisation with authority
 - Commit their organisation on policy and practice matters
 - Hold their organisation to account

In addition, the Group Director for Children and Young People's Services will also be a Board Member and Vice Chair of the CSCB. The Group Director will also act as the primary link to the Children and Young People's Management Group of which s/he is Chair. There should be an opportunity for representatives of Service Users and the Community to be full (non executive) members of the Board.

- 9.3 Role

The Board will meet on a quarterly basis with meeting dates set a year in advance. It will have the key strategic role in ensuring that the overall aims and objectives of the CSCB are met.

9.4 Terms of Reference

1. To develop and approve the Strategic Development and Annual Business Plans of CSCB.
2. To ratify all CSCB policies and procedures.
3. To take responsibility and be accountable for ensuring the implementation of the Strategic Development and Business plans.
4. To monitor inter-agency performance through receiving regular reports from the Safeguarding Unit, the SIG and the Sub-groups.
5. To receive action plans / progress reports and executive summaries on Serious Case Reviews and Child Death Reviews.
6. To receive reports on emergency issues.

9.5 Scope of Authority

Whilst CSCB has a role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children, it is not responsible for their operational work. Each Board partner retains their own existing lines of accountability for safeguarding and promoting the welfare of children by their services as set out in Section 11 Guidance of the Children Act 2004 and their own terms of reference. CSCB does not have the power to direct other organisations.

9.6 Decision Making

Each member agency of CSCB will have a single vote. Voting will be by a show of hands and a simple majority will approve all decisions. The CSCB Chair, will have the casting vote.

9.7 Board Meetings

9.7.1 These will be chaired by the CSCB Chair (or one of the Vice Chairs in their absence) and held on a quarterly basis. The meeting will work to a previously set agenda developed by the Chair, the two vice Chairs and the Safeguarding Manager.

9.7.2 The agenda will be sent out at least one week in advance of the meeting and will include items submitted by Board members in addition to items agreed by the Board in previous meetings.

9.7.3 Agenda items submitted by Board members should be sent in writing to the Safeguarding Manager at least two weeks prior to the meeting.

9.7.4 Board members unable to attend should notify the Safeguarding

Manager prior to the meeting and ensure that an agency replacement (at a suitable level of seniority) attends in their place. This should be a named substitute who can carry the same level of responsibility and authority on behalf of the agency as the named Board member. A register of attendance will be kept.

9.7.5 All Board meetings will be minuted by a Safeguarding Administrative staff member and the minutes sent out to members within three weeks of the meeting.

9.8 The Chair

9.8.1 The Board will have an Independent Chair who will have a crucial role in ensuring that it operates effectively and secures an independent voice for the CSCB. There will also be two vice chairs, namely, the Group Director for Children and Young People's Services and a nominated Board member (elected by a simple majority of the Board if more than one candidate) respectively. The Board will be supported and serviced by the Safeguarding Manager and Unit.

9.8.2 It is the responsibility of Calderdale Council, after consultation with CSCB partners, to appoint the Chair

9.8.3 The Chair will act as a non-executive member of the CSCB and will be independent of the Local Authority. However, the Chair will be accountable for the effectiveness of his or her work and performance to the Board and the Local Authority, via the **Chief Executive**. The Chair will also be accountable to the CSCB membership and may only make decisions when mandated to do so by the Board.

9.8.4 The CSCB chair will have sufficient standing and expertise in the area of child protection and safeguarding to command the respect and support of all partners. The Chair should act objectively and distinguish their role as CSCB chair from any other employment or interests.

9.8.5 The appointment of the CSCB Chair should be confirmed every three years by a simple majority of the CSCB. For further information regarding the profile and role of the CSCB Chair please see Appendix 4 '*Terms of Reference for the Independent CSCB Chair*'.

10 Agency Membership

- 10.1 The statutory organisations within Calderdale are required to co-operate with Calderdale Council in the establishment and operation of the CSCB and will have shared responsibility for the effective discharge of its functions. The following organisations are named in section 13(3) of the Children Act (2004) as being constituent members of CSCB
- Calderdale Council
The Corporate Management Team consisting of Group Directors for:
Children and Young People's Services.
Adult Services.
Community Services
 - The Chief Officer of Police for a police area any part of which falls within the area of the local authority;
Divisional Commander: Calderdale
 - The Local Probation Service.
The most senior Probation Officer covering Calderdale;
Assistant Chief Probation Officer for Calderdale
 - The Calderdale Youth Offending Team
The most senior manager with strategic responsibility for the YOT.
 - West Yorkshire Strategic Health Authority
The Chief Executive's nominee
 - Calderdale Primary Care Trust
The Chief Executive's nominee.
 - Calderdale and Kirklees Acute Trust
The Chief Executive's nominee
 - South West Yorkshire Mental Health Trust
Performance Director
 - Calderdale Connexions
Partnership Director
 - Cafcass
Area Manager.
- 10.2 Other Members and Partners,
The NSPCC as per the WT 2006 guidance
- 10.3 Guidance states that, as a minimum, the following organisations should be involved;
- Local Schools; both state and independent.
Three Head Teachers to represent, secondary, primary and independent schools in Calderdale respectively
 - Calderdale Further Education College.
Director or nominee
 - Sure Start/Children's Centres.
Appropriate senior director.
 - GPs
A GP representative

- Other Voluntary / Community Sector organisations
- Independent Health Care organisations
- Faith Groups
- Bodies providing specialist care to children with severe disabilities and complex health needs.

10.3 Individual member profile

10.3.1 Named organisations should identify a named person as their CSCB member, so that there is consistency and continuity in the membership of the CSCB.

10.3.2 Members are required to be people with a strategic role in relation to safeguarding and promoting welfare of children within their organisation and should be able to:

- Speak for their organisation with authority
- Commit or influence their organisation on policy and practice matters
- Hold their organisation to account.

10.4 It is recognised that some members may not satisfy the above criteria but bring an authority by virtue of their expertise, or through the their representation of a key professional group or body. Such members should be able to significantly enhance the work and credibility of the Board by providing either, particular expertise, or the perspective and expertise of their profession or position.

10.5 For further information regarding the profile and role specification of members please see Appendix 3 *“Terms of Reference for CSCB members”*. (to be developed from Job Description for Members of Calderdale ACPC).

10.6 Role of Members

The individual members of CSCB have a duty as members to contribute to the effective work of the CSCB, for example, in making the CSCB’s assessment of performance as objective as possible, and in recommending or deciding upon the necessary steps to put right any problems. This should take precedence, if necessary, over their role as a representative of their organisation.

10.7 The status of the Safeguarding Manager in relation to the Board. The Safeguarding Manager, although entitled to be present at Board meetings is an officer of the Board and therefore not a member. He/she has a right to speak at meetings and also offer expert advice if called upon. However, he/she has no voting rights.

11 Safeguarding Implementation Group (SIG)

11.1 Purpose

To take responsibility for all operational matters for implementation of the Board's Strategic and Business plans and facilitating the effectiveness of all multi-agency safeguarding arrangements.

11.2 Terms of Reference and Responsibilities

- To meet bi-monthly and ensure that the business plan and overall CSCB strategy is implemented operationally in line with Board expectations.
- To act as a point of expert reference to the CSC Board and advise individual agency Board members on issues of safeguarding.
- To take responsibility for chairing and participating in the sub-groups of CSCB.
- To ensure participation of individual members.
- To act on the delegated authority of the Board.

11.3 Frequency of Meetings

- Bi- Monthly

11.4 Accountability

- To the Board.
- The SIG is an advisory body and has a consultative and recommendary function in relation to the Board.
- The SIG will be chaired by the CSCB Chair
- It will receive support from the Safeguarding Unit and Manager

11.5. Membership

- The SIG should be composed of senior officers from the individual member agencies (second tier level, e.g. Head of Local Authority Care Services) and would correspond to the composition of the former ACPC.
- All statutory agencies of the CSCB
- NSPCC
- Designated doctor and nurse
- Representatives at an appropriate level from Calderdale Primary and Secondary Schools
- Voluntary and Community sector reps drawn from Calderdale Community Forum.

12. Sub Groups / Time Limited Task Groups

(see CSCB web site: www.calderdale-scb.org.uk)

- 12.1 There will be a number of standing sub groups:
- Procedures and Practice
 - Quality Assurance, Audit and Evaluation
 - Serious Case Review
 - Inter-agency Training
 - Communications, Publicity and Public Relations
 - Protection from Abuse through Commercial Sexual Exploitation

Each will be chaired by a member of the SIG (apart from the Serious Case Review which will be chaired by a Board member) and be composed of relevant managers and practitioners who can bring expertise and knowledge to a group. These groups will report to the CSCB (information to the SIG) on a quarterly basis through the relevant Chair and be supported by the Safeguarding Manager and unit personnel.

- 12.2 Ways of working
- Development and delivery mechanisms may include the use a standing group, time-limited working groups comprising of relevant expertise, cross boundary groups, or work undertaken by an individual. However, such mechanisms should comply with the following requirements:
- The use of appropriate expertise and an evidence based approach
 - Strong consultation with professionals and, where appropriate, service users affected by the implementation of an objective
 - Ensuring the timely completion and effectiveness of the objective
 - Ensuring that opportunities to work collectively with neighbouring authorities for the benefit of CSCB, children & families are taken
 - Ensuring that the work undertaken is linked to, but does not duplicate, work within partnership arrangements within the wider CICYPS.

- 12.3 The Safeguarding Unit will actively support the role of the sub-groups and will be involved through giving administrative support and undertaking specific tasks in progressing the development and delivery of objectives.

Time limited and focussed task groups will also be set up as and when appropriate. Again these would report to the Board (information to the SIG).

13 Local Area Safeguarding Practitioner Forums

- 13.1 It is proposed that there be locally based Area Safeguarding Practitioner Forums, which would be available to front line practitioners and managers from the constituent agencies and would meet on a quarterly basis. The Safeguarding Manager and Unit would support them.
- 2.2 Their purpose and remit would include:
- Acting as local points of reference for identifying safeguarding and child protection practice issues, encouraging inter-agency working and learning at a local level, communicating issues upwards to the Board and the SIG and providing a forum for disseminating the work of the Board and SIG at the 'grass roots'.
- 13.3 They would have a consultative function in relation to acting as local practitioner reference groups, would be accountable to the Board; and complement individual S.11 agency responsibilities for safeguarding and promoting the welfare of children.

14 Business and Administrative Support Infrastructure/Safeguarding Unit

- 14.1 Given the wide range of objectives, responsibilities and functions there is clearly a requirement for the CSCB to be appropriately resourced and supported by staff to progress business and ensure the effective safeguarding of children and young people in Calderdale.
- 14.2 To be effective it is proposed to set up a Safeguarding Unit that would act as the Secretariat to the CSCB. It would support and enable the Board to have capacity to:
- Ensure the effective strategic coordination (and progress of the strategic plan) of the work of the member agencies in safeguarding and promoting the welfare of children and young people in Calderdale.
 - Oversee and be accountable for the auditing, monitoring and evaluation functions of the Board.
 - Drive forward the Board's day-to-day business (and annual Business Plan) in achieving its purpose and objectives.
 - Progress any staff and development work carried out by the Board in the context of the local workforce strategy as this relates to inter-agency and single agency safeguarding training.
 - Provide administrative and organisational support for the Board, the SIG, sub-committees and those involved in policy and training.
 - Act as a source of professional advice to the Board and the Chair.
 - Oversee the reviewing of policy and procedures.

- implement and effectively disseminate any new national and local policy, guidance and procedures.
- Facilitate the input of children, young people and parents/ carers.
- Play a major role in the Board's contribution to the Children and Young People's Plan.
- Be accountable for the Board's finances and budget.
- Promote the profile of the Board and safeguarding issues in the community through developing publicity campaigns, promotional literature and local media publicity.
- Ensure suitable arrangements are made and support given to setting up Serious Case Reviews when needed.
- Facilitating the work of Child Death Teams.
- Liaise effectively with the Chair/ Vice Chairs/DCandYPS/Lead Member and other Board members and constituent agency personnel.

14.3 Role of Safeguarding Unit

The broad role of the Safeguarding Unit led by the Safeguarding Manager would be to:

- Support the development of an effective CSCB and ensure the effective strategic co-ordination of the work of member agencies in safeguarding and promoting the welfare of children and young people in Calderdale.
- Given the central role of the SGU in the operation of the CSCB; it should, as a matter of principle and effectiveness, be located within an organisational setting that enables it to be independent and separate from all Service Delivery bodies; and thus reflect and enable the independence of the Board. The SGU would be directly accountable to and directed by the Board and Chair. It will be "hosted" by Calderdale Council's C&YP Directorate and located in the Business Improvement Section. This 'hosting' arrangement will be underpinned by a protocol/ memorandum of understanding, between the Board and the Directorate setting out the nature and scope of accountabilities between the SGU and the Business Improvement Section.

15 Decision making

- 15.1 Given that the CSCB will meet only on a quarterly basis there is a need for a degree of flexibility in regard to decision-making. Therefore, any matter requiring a decision to be made by CSCB between meetings and which does not, in the opinion of the Chair, require a special meeting to be convened, will be decided by the Chair in consultation with the two Vice Chairs. Any decision made should be reported and ratified at the next full CSCB bearing in mind the need for a Board mandate as per paragraph 9.8.3 of this document.

16 Complaints

- 16.1 The CSCB will operate a complaints procedure aimed at resolving grievances related to its functions, including the operation of the child protection conferencing system.
- 16.2 The CSCB will adopt a written procedure, which will be posted on the CSCB website and provided in writing to service users as required.

17 Dispute Resolution

- 17.1 It is acknowledged that on occasions issues may arise between constituent partners, or concerns about the effectiveness of a partner agency, which if unresolved may act to impede the effectiveness of CSCB.
- 17.2 It is the responsibility of each agency representative to adopt the highest standard of professional conduct, and to attempt to resolve any issue close to the organisational level where it arose, through means of a dialogue with the person or agency that brought up the matter.
- 17.3 Where a resolution cannot be reached the matter should be referred, (both verbally and if necessary in writing) to the CSCB Chair, who will request the Safeguarding Manager, or some other nominated person to make such enquiries as are considered necessary. The enquiries should endeavour to understand the nature and causes of the dispute and make recommendations as to a resolution.
- 17.4 Where an issue relates to concerns about the effectiveness of a partner organisation in safeguarding and promoting the welfare of children, the matter should be referred to the CSCB Chair, who will request the Safeguarding Manager, or some other nominated person to make such enquiries/audits as are considered necessary. The enquiries/audits should seek to establish the validity or otherwise of the concerns and make recommendations as to what action should be taken to address the issue. The partner agency, through its Board member, should then arrange to produce a plan of action based on the recommendations, which should be submitted to the CSCB for its approval and oversight in relation to implementation.
- 17.5 Where it is found that a Board partner (agency) is not performing effectively in safeguarding and promoting the welfare of children and the CSCB is not convinced that any planned action to improve performance will be adequate, the CSCB Chair, or a person designated by the chair, will explain the concerns to those persons or organisations that need to be aware of the failing and may be

able to take action. This may, for example, be to the most senior person(s) in the partner organisation, to the relevant inspectorate, and if necessary, to the relevant Government Department.

18 Quoracy

- 18.1 A meeting of the CSCB requires a two-thirds representation of the membership to be quorate. No decisions can be made without the meeting being quorate.

19 Records

- 19.1 The minutes of CSCB, along with any meetings held on its behalf will be entered as a permanent record and submitted for approval at the next meeting.
- 19.2 The meetings of the CSCB will not be held in public, although the minutes of the Board will, subject to issues of confidentiality and legal considerations, be a public document and posted on the CSCB website.

20 Funding

- 20.1 The CSCB constituent agencies will contribute annually to a pooled budget, administered by the Safeguarding Manager on behalf of the CSCB, at an agreed payment level or, where previously agreed, through services in kind to the funding required to meet the responsibilities, duties and objectives of the CSCB.
- 20.2 The financial year will run from the 1st April to the 31st March each year, with contributing agencies being invoiced by the 1st October each year.
- 20.3 Calderdale MBC on behalf of CSCB will act as the accountable body and administer the pooled budget. The Safeguarding Manager will have day-to-day responsibility for the operation of the budget and will provide regular financial reports to the Board. The budget will be subject to Board oversight on a quarterly basis through scrutiny of the Safeguarding Manager's reports.
- 20.4 A financial statement will be provided to constituent agencies quarterly with an annual statement produced in the Annual Report.

21 Business plan

- 21.1 The CSCB will produce a three yearly business plan that will serve as the key strategic document of the CSCB. It will constitute the 'Staying Safe' element of the Children and Young People's Plan developed by the C and YP Management Group. The business plan will be developed by the Board members along with other

stakeholders. The Safeguarding Unit will be responsible for co-ordinating the development of the plan and on completion will be submitted for final approval to the full CSCB.

- 21.2 The CSCB business plan will be presented to the Children and Young People's Management Group (and any other relevant partnerships, eg the Safer Communities Partnership) for comment prior to being presented to the CSCB for approval. Individual partners are expected to use their own internal governance arrangements to seek wider endorsement of and contribution to the plan.
- 21.3 The Chair, in order to identify the progress of the plan, will coordinate the production of an annual report. The annual report will include reports from relevant member/agencies in respect of progress within their areas of responsibility.
- 21.4 The CSCB business plan will be a public document and posted on the CSCB website.

22 Amendments to the constitution

- 22.1 The Constitution will be reviewed annually and may only be amended by a three quarter majority of the total membership, provided notice of the proposed amendment is given in writing to the Chair no later than 14 working days before the meeting at which the amendment is to be considered.

23 Child Protection Conference system

- 23.1 The CSCB is responsible for ensuring the effective operation of the child Protection conferencing and reviewing system. This function will be exercised by the contracting of the role to the Calderdale MBC's Children and Young People's Services Directorate. It's performance will be externally monitored by the Quality Assurance, Audit and Evaluation subgroup.
- 23.2 A service level agreement will exist between Calderdale MBC's C and YP Directorate and the CSCB; outlining details of the relationship and identifying clear standards, expectations and quality assurance measures in relation to the overall performance of the Child Protection conferencing and reviewing team

Glossary

Area Child Protection Committee (ACPC)

Abolished on the 31st March 2006 by the Children Act 2004 and replaced by the Local Safeguarding Children's Board. ACPC's were a voluntary association of statutory and voluntary child welfare agencies, which came together to co-ordinate child protection activity within a Local Authority area. They were criticised by Lord Laming in his report (2003) as lacking any real authority and hence relatively ineffective.

Calderdale Ambition Statement, Shared Values and Service Principles

A set of agreed principles, values, and an ambition statement, which underpins the activities of the Calderdale CICYPS and the CYPP (and the CSCB Constitution).

Calderdale Children & Young People's Plan (C&YPP) 2006-2009

The Children Act 2004 requires every Children's Trust to develop and implement a Children and Young Persons Plan to achieve the five outcomes.

Calderdale Children & Young People's Management Group (C&YPMG)

The inter-agency strategic management group which underpins the CIC&YPS and develops and implements the CYPP.

Calderdale Integrated Children & Young People's Services (CIC&YPS)

The partnership which through a process of joint planning and commissioning, delivers a wide range of statutory and voluntary sector social care, education, health, criminal justice and Connexions services, which seek to achieve the five Every Child Matters outcomes for children and young people.

Calderdale Children & Young People's Services Directorate (CC&YPSD)

The Council's Directorate is responsible for delivering educational and children's social care services, including family support and partnerships and commissioning.

Calderdale Council Children & Young People's Scrutiny

An all party Council Committee which scrutinises and comments on children and young people's service development and delivery, and answers to current officers and Cabinet Members.

Calderdale Forward (CF)

The Local Strategic Partnership (LSP) encompassing the Local Authority and other key strategic authorities, agencies and partnerships which are tasked with developing and implementing a high level sustainable Community Strategic Plan (known as the 'Futures Plan').

Calderdale Safer Community's Partnership (CSCP)

Similar to CSCB, but tasked with co-ordinating a crime reduction and community safety strategy.

Child Death Reviews (CDR)

Local Safeguarding Children's Boards are responsible for setting up a Sub Committee (by April 1st 2008) to review all unexpected child deaths in its area.

Children Act 2004

A key piece of legislation setting out the statutory underpinning building blocks for the Every Child Matters change agenda.

Every Child Matters

The Government's overarching strategy to modernise, integrate and improve outcomes for children and young people via the five outcomes of:

- Staying safe
- Being healthy
- Achieving and enjoying
- Making a positive contribution
- Achieving economic wellbeing

Director of Children & Young People's Services

The Local Authority officer with overall responsibility and accountability for the Council's Children and Young People's Services. Legally fulfils the former roles of the Director of Education and the Director of Social Services (Children's Social Care). Is like Chair of CSCB and Chair of the C&YPMG.

Governance

A structure and set of processes for establishing how decisions are made by the Board that are transparent, equitable and in the interests of safeguarding the children and young people of Calderdale.

Independent Chair

The CSCB, unlike many other LSCB's, has an independent non-executive chair whose role is, in addition to chairing Board and SIG meetings, also providing an important leadership role in the direction and development of the CSCB. The independent chair is appointed by the Local Authority and has direct access to the Local Authority Chief Executive and the Lead Member. They are also accountable to the Board and the Local Authority for their performance.

Lead Member

A member of Calderdale Council's Cabinet with direct political responsibility and accountability for Children & Young People's Services, including Child Protection and Safeguarding.

Local Area Safeguarding Practitioner Forums

Informal practical/front line manager inter-agency forums (groups) which meet to discuss safeguarding issues, help discuss Board policies and communicate upwards on concerns and issues.

OFSTED

The Office for Standards in Education, the regulatory body, which oversees the performance of Children's Trusts and LSCB's, though are of a Joint Area Review (JAR) inspection framework, which is carried out every three years. Calderdale had its JAR in September 2005.

Safeguarding Implementation Group (SIG)

A second level group within the CSCB structure composed of second tier management/heads of services that acts as an expert group to the Board. It has operational responsibilities for implementing the Strategic and Business Plan of the CSCB. It has no decision-making powers but can recommend and is directly accountable to the Board. Chaired by the CSCB Chair and meets bi-monthly.

Safeguarding Unit

An 'arms length' unit composed of the CSCB Safeguarding Manager and a small team which serves as the 'secretariat' to the Board, giving it professional and administrative support to enable it to function effectively and achieve its objectives. Currently "hosted" by the Business Support Section of the Local Authority's Children & Young People's Directorate, it is answerable and directly accountable to the Board and the Independent Chair.

Section 11 Guidance

This is taken from Section 11 of the Children Act 2004 and provides guidance in relation to agencies' legal duties to give consideration to the safety and well being of children and young people.

Serious Case Reviews (SCR)

These are formal inter-agency reviews conducted by a Local Safeguarding Children Board when a child dies where cause or neglect is a factor, or where a child sustains a potentially life threatening injury, or where there is serious sexual abuse.

Sub-Groups

CSCB has a number of Sub Groups. These are tasked with developing policies and procedures depending on their specific briefs and remits. Chaired by Board and SIG members and composed of practitioners, first line and middle managers, they are accountable to the Board.

The Board

The key strategic body of high-level strategic managers that meets quarterly under the leadership of an Independent Chair. It makes and decides policy, develops Strategic and Business Plans and has a statutory responsibility and accountability for ensuring that the Safeguarding objectives of the CSCB are achieved.

United Nations Convention on the Rights of the Child 1989 (UNCRC)

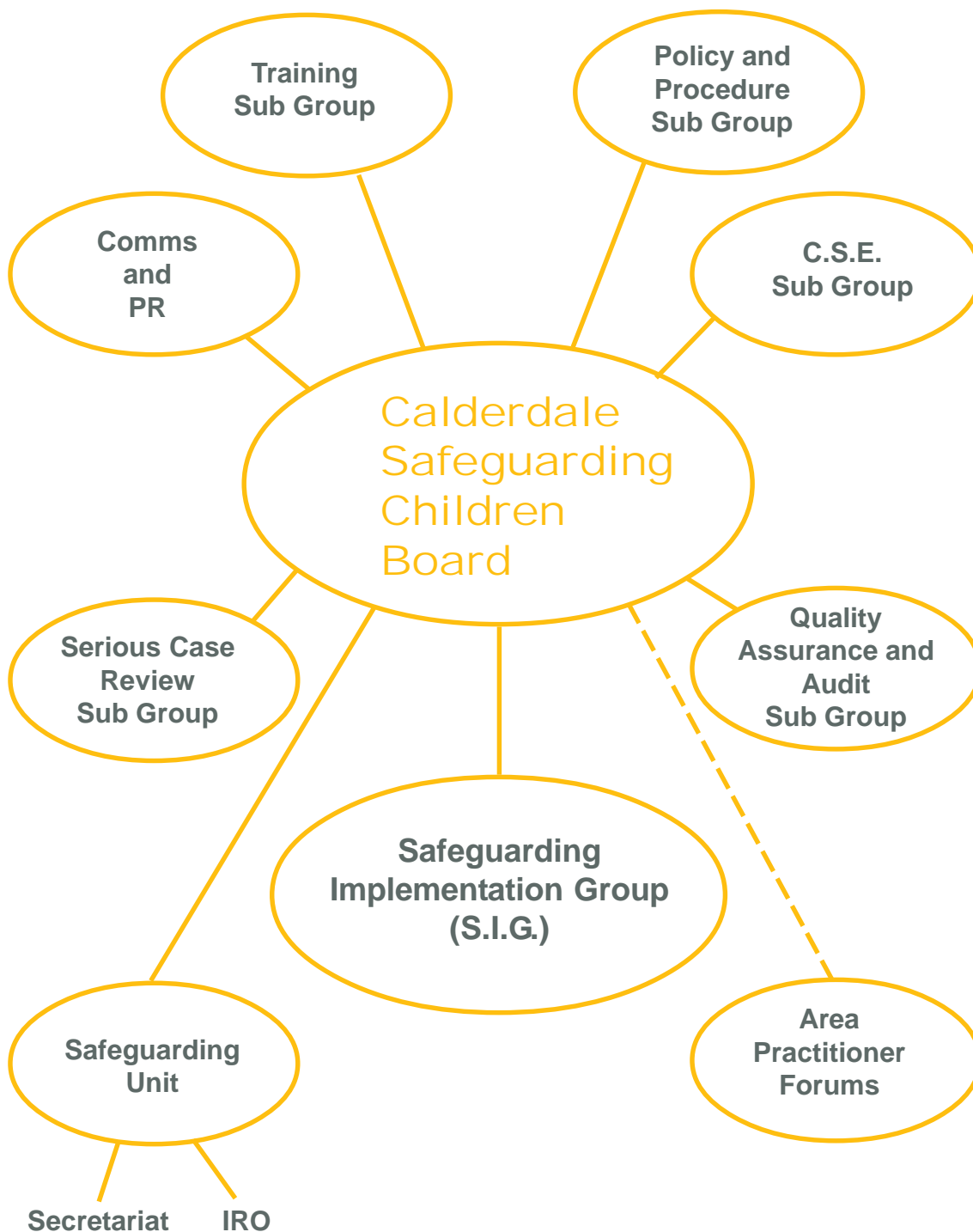
A series of welfare, protection and decision making rights for children decided by the U.N. in 1989 and signed up to by every country in the world in 1991, except the USA and Somalia. These, together with the European convention of human rights, underpin all UK children's legislation.

Working Together to Safeguarding Children 2006

This was issued by the Department for Education and Skills (DFES) on the 6th April 2006 and is statutory guidance for all Children's Service Authorities (ie. former Local Education Authorities and Local Authority Children's Social Care), LSCB's and statutory authorities listed (ie former Local Education Authority and Local Authority Children's Social Care), LSCB's and statutory authorities listed in Section 11 of the Children Act 2004. It supersedes the previous Working Together guidance of 1999 and becomes operational from October 1st 2006.

Appendix 1

Calderdale Safeguarding Children Board
Organisational Structure





Calderdale Safeguarding Children Board

www.calderdale-scb.org.uk

Partners



Safeguarding children - everyone's responsibility

Call 01422 393337