



Barnet Safeguarding Children Board

Terms of Reference

2014-2016

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Appendix: Membership

Statutory Framework

- 1.1. Each local authority must establish a Local Safeguarding Children Board (LSCB) for their area pursuant to section 13 Children Act 2004 (the Act). The Act also prescribes membership of the Board and includes a range of key partners including the police, health, probation, youth offending and education.
- 1.2. The statutory **objectives** of the LSCB are prescribed in section 14 of the Act:
- 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 by which it is established; and
 - to ensure the effectiveness of what is done by each such person or body for those purposes.
- 1.3. The **functions** of the LSCB prescribed in the Local Safeguarding Children Boards Regulations 2006 are as follows:
- **developing policies and procedures** for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - i. action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - ii. training of persons who work with children or in services affecting the safety and welfare of children;
 - iii. recruitment and supervision of persons who work with children;
 - v. investigation of allegations concerning persons who work with children;
 - vi. safety and welfare of children who are privately fostered;

ix. co-operation with neighbouring children's services authorities and their Board partners.

- **communicating** to persons and bodies in the area 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;
- **monitoring and evaluating** the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children, and advising them on ways to improve;
- **participating in the planning** of services for children in the area of the authority;
- **undertaking reviews of serious cases** and advising the authority and the Board partners on lessons to be learned;
- **collecting and analysing information about deaths of children** normally resident in the area of the authority with a view to identifying any case giving rise to the need for a serious case review, any matters of concern affecting the safety and welfare of children in the area of the authority, and any wider public health or safety concerns arising from a particular death or from a pattern of deaths in the area.

1.8. The LSCB is required at least once in each 12 month period to prepare and publish a report on the effectiveness of safeguarding and promoting the welfare of children in its local area. The report must relate to the preceding financial year and will fit with planning, commissioning and budget cycles. Barnet Safeguarding Children Board (BSCB) presents an annual report to the Chief Executive, Leader of the Council, Children's Trust Board and the Chair of the Health and Wellbeing Board each year. The Lead Member for Education, Children and Families as participating observer of BSCB will also receive the report.

1.9. Statutory Guidance is provided in "Working Together to Safeguard Children", March 2013. The Board must have regard to this Guidance.

1.10. The statutory functions and objectives of Barnet Safeguarding Children Board are summarised for ease of reference in Figure 1 below:

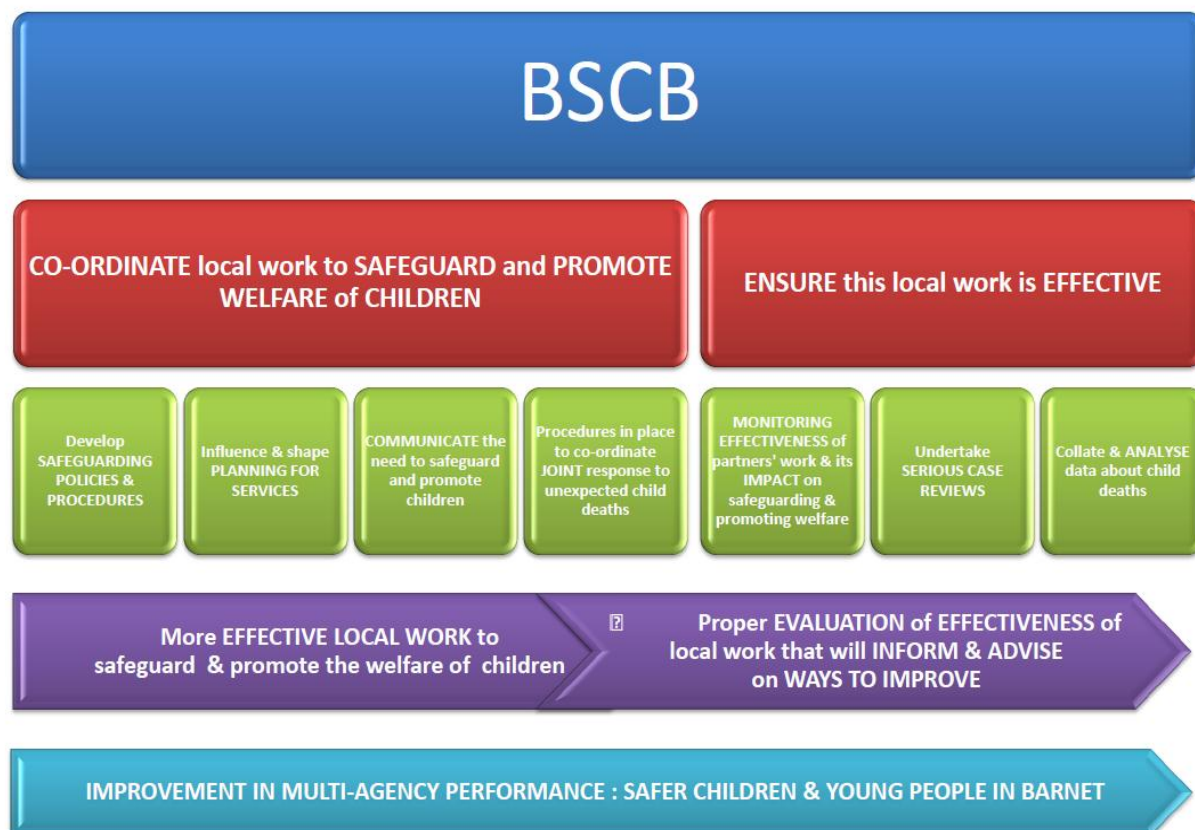


Figure 1: The Board's Statutory Functions

Definition of Safeguarding & Key Principles

2.1 Safeguarding and promoting the welfare of children is defined in Working Together 2013 as:

- protecting children from maltreatment;
- preventing impairment of children's health or development.

- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes.

2.2 Our aspiration is for all children to be safeguarded, for all children to have the best life chances and to enter adulthood successfully.

2.3 To achieve this effectively, the safeguarding arrangements in Barnet will be underpinned by three key themes:

- **Safeguarding is everyone's responsibility:** for services to be effective every professional and organization must play their full part. Every professional that comes into contact with a child has a role to play in identifying concerns, sharing information and taking prompt action. It is, therefore, vital that every individual working with children and families is aware of the role they have to play individually and collectively with other professionals and agencies;
- **A child-centred approach:** for services to be effective they should be based on a clear understanding of the needs and views of children. Anyone working with children should see and speak to them, listen to what they say, take their views seriously and work with them collaboratively when deciding how to support their needs. BSCB will continue to strengthen the roles of the following groups below to ensure that the views of young people are reflected in the work of the Board through a process of active participation:
 - Youth Shield, also known as Junior Safeguarding Board, which focuses on safeguarding issues for young people from the ages of 14 to 25,
 - Barnet Youth Board, which represents young people from the age of 14, and
 - Bobby Panel which represents young people from the age of 8
- **Embed a culture of continuous learning to drive improvement in performance:** the learning and improvement framework driven by the Learning and Development sub-group will ensure good practice is shared so there is a good understanding of what works well. It will also ensure that important lessons are learned and services are improved to reduce future risks. The framework will cover learning from serious case reviews, child death reviews, reviews of child protection incidents (where the SCR criteria are not met) and single and multi-agency audits.

Membership

3.1 Safeguarding is the responsibility of *all* those working with or coming into contact with children and young people, including teachers, GPs, nurses, midwives, health visitors, early years professionals, youth workers, police, Accident and Emergency staff, paediatricians, voluntary and community workers and social workers. BSCB's key objectives are to *co-ordinate local* work to safeguard and promote the welfare of children and young people and ensure that such work is *effective*. BSCB therefore comprises of all key partners in Barnet as listed below so that such work can be properly co-ordinated.

- Local authority
- Chief officer of police
- Local Probation Trust
- Youth Offending Team
- NHS Commissioning Board and clinical commissioning groups
- NHS Trusts and NHS Foundation Trusts (all or most of whose hospitals, establishments and facilities are situated in Barnet)
- Voluntary sector
- Lay members representing the community
- CAFCASS
- Maintained schools, non-maintained schools, Academies, Colleges

3.2 As well as co-ordinating local strategies, BSCB has an equally important role to ensure that such work is effective. It will discharge this function by:

- monitoring and evaluating the effectiveness of what is done by the local authority and all Board partners individually as well as collectively to safeguard and promote the welfare of children, and by
- advising Board partners on ways to improve.

3.3 This robust challenge, evaluation and monitoring will drive forward improvement in performance in safeguarding and promote the welfare of children and young people in Barnet.

Structure & Governance

4.1 The new structure from April 2014 is set out below in Figure 2. Barnet Children Safeguarding Board (BSCB) and Barnet Adult Safeguarding Board (BSAB) will remain two separate Boards, however, wherever possible they will meet consecutively on the same day. BSCB will meet in the afternoon to ensure as far as possible that the Youth Shield representative can attend. The joined Business Management Group (BMG) will support and drive delivery of the BSCB and BSAB priorities (see page 9 for BMG's terms of reference. The sub-groups have been streamlined as set out below and their terms of reference are set out in detail on pages 10-21. The activity of the Boards and all of the sub-groups will be underpinned by the following key principles:

- information will be shared effectively and efficiently;
- all professionals must be mindful of their individual and collective responsibilities to ensure safeguarding is integral to everything partners do and there is a properly co-ordinated multi-agency strategy;
- a child-centred approach, and
- a relentless drive to improve performance through continuous learning.

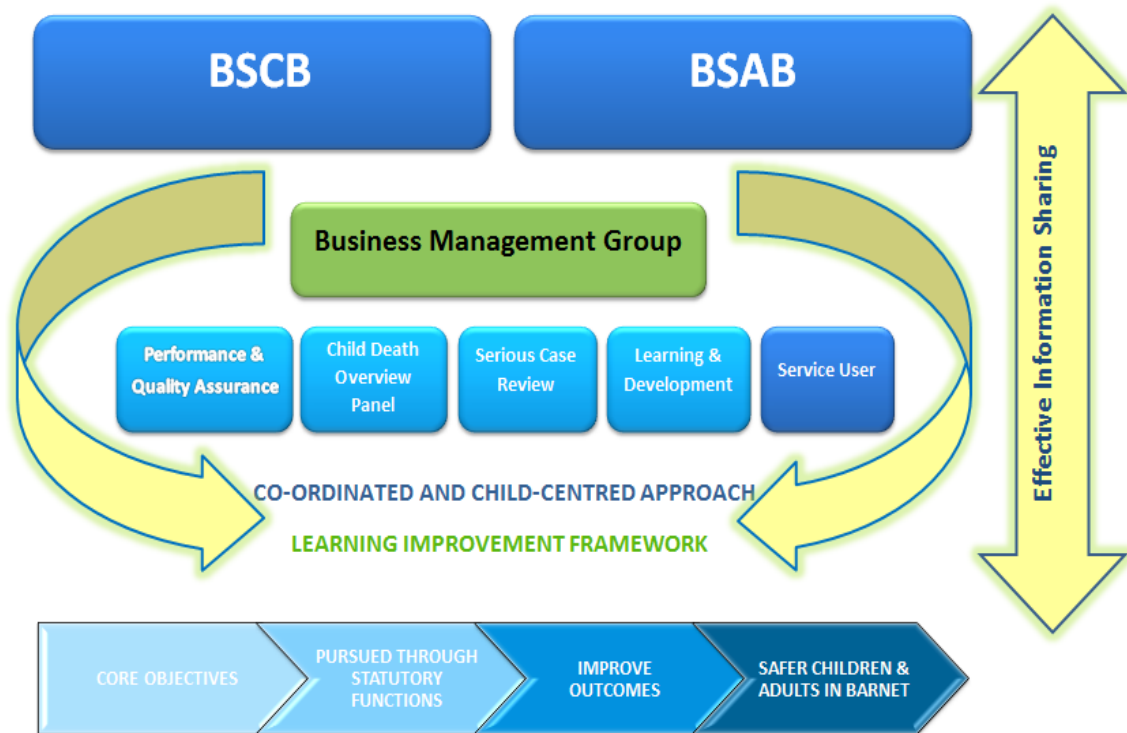


Figure 2: Structure Chart

4.1 The plan is for core business to be delivered by the Boards and sub-groups in four 12 weekly cycles as projected in Figure 3 on page 8. Each sub-group will meet between BSCB meetings and update the BSCB on progress made against the Priority Objectives. The terms of reference have been reviewed and are set out below.

BOARD / SUB GROUP MEETINGS	A	A	A	M	M	M	J	J	J	J	J	J	A	A	A	S	S	S	S	O	O	O	N	N	N	D	D	D	D	J	J	J	F	F	F	F	H	H	H	H													
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12										
BSCB																																																					
BMG (Exec Group)																																																					
PQA Sub-Group																																																					
CDOP Sub-Group																																																					
SCR Sub-Group																																																					
L&D Sub-Group																																																					
Service User Forum																																																					

Figure 3: Proposed Timetable 2014

Barnet Safeguarding Children Board (BSCB)

4.2 **Barnet Safeguarding Children Board (BSCB)** and Barnet Safeguarding Adults Board (BSAB) remain 2 separate entities, however, they will meet consecutively on the same day every 12 weeks. This serves a dual purpose:

- Firstly, to co-ordinate more effectively and efficiently the work of all Board partners and,
- Secondly, to enable the new single Independent Chair for both Boards to facilitate good channels of communication, maintain robust oversight of safeguarding issues for children *and* adults, identify emerging trends and co-ordinate a strategic response in order to drive improvement in performance and deliver better outcomes for Barnet.

4.3 BSCB Members (attached in Appendix 1) hold a strategic role in relation to safeguarding and promoting the welfare of children within their own organization. BSCB Members will:

- Speak for their organization with authority;
- Commit their organization on policy and practice matters; and
- Hold their own organization to account and hold others to account.

4.4 BSCB membership includes lay community members as well as the voluntary sector to ensure there are good links between BSCB and community groups, strong public engagement in local child safety issues and an improved public understanding of BSCB's child protection work.

4.5 In recognition of the fact that all schools (including independent schools, Academies and free schools) have duties in relation to safeguarding children and promoting their welfare, BSCB membership includes representatives from all schools in the area. The mechanism in place will ensure that all schools can receive and feedback comments to BSCB.

4.6 BSCB will ultimately be responsible for ensuring that its statutory functions are properly discharged and for the delivery of the BSCB Business Plan 2014-2016.

- 4.7 BSCB also has an important role in ensuring that other partnerships, namely the Children's Trust Board (CTB), Health and Wellbeing Board (HWBB) and Safer Communities Partnership Board (SCPB) are effective in safeguarding children and young people. By working with other Boards and partnerships, BSCB will both inform and draw on the Children and Young People Plan, the Joint Strategic Needs Assessment and the crime strategic assessment. By strengthening these partnerships and providing rigorous challenge to their effectiveness (particularly the CTB's Priority to "keep children and young people safe") BSCB will ensure there is a properly co-ordinated approach to safeguarding and that collectively children's welfare is being promoted. BSCB will also link directly with other bodies as appropriate such as the Domestic Violence Forum and the Family Justice Board.
- 4.8 The Lead Member for Education, Children and Families (Barnet's Lead Member for Children's Service (LMCS)) will be sent all BSCB reports. In line with statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services (updated in April 2013) the Lead Member will continue to be a participating observer of BSCB and will attend meetings wherever possible. The Lead Member may engage in discussions at BSCB but not be part of the decision making process in order to provide the LMCS with the independence to challenge the Director of Children's Service (DCS) and others when necessary.

Business Management Group (BMG)

- 4.9 *Frequency of Meeting :*
12 weekly, in between BSCB meetings
- 4.10 *Chair :*
Independent Chair
- 4.11 *Membership :*
All the Chairs of the sub-groups as well as those agencies which have a direct responsibility for the safeguarding of children or are financial contributors to BSCB, represented at a senior level. For list of membership, see Appendix 1.
- 4.12 *Terms of Reference (strategy, performance, budget):*
- support and drive delivery of the BSCB and BSAB Priorities;

- make recommendations to BSCB for improvements in multi-agency practice;
 - monitor and improve performance and take appropriate action when it is off track;
 - provide direction to and track performance of the sub-groups;
 - drive learning and improvement and embed a culture of continuous learning and improvement;
 - establish BSCB budget and agree partner contributions.
- 4.13 BMG Members must ensure communication processes within their agencies and or organisations are effective and robust and that key messages about safeguarding and learning, which either come from BSCB or need to go to it, are delivered and where necessary acted upon.
- 4.14 As BMG will service both BSCB and BSAB a split agenda with allocated time slots will be circulated in advance to ensure the meeting is efficiently run and fully effective.

BSCB Sub-Groups, Standing Panels and Task Groups

- 4.15 BSCB will deliver its core business through a number of Sub Groups :
- Performance and Quality Assurance (PQA),
 - Learning and Development (L&D), and
 - Service User sub-group (SU).
- 4.16 There will also be 2 standing panels in relation to child deaths:
- Standing Serious Case Review Sub Group (SCR) and
 - Child Death Overview Panel (CDOP).
- 4.17 Task Groups will be utilised as deemed appropriate in order to draw on specialist expertise from frontline practitioners and other experts.

- 4.18 Each sub-group standing panel and task group is required to produce a quarterly progress report for BSCB and or BSAB as appropriate.

Performance and Quality Assurance (PQA)

- 4.19 *Frequency of Meeting :*

12 weekly, in between BMG meetings.

- 4.20 *Chair :*

Deputy Borough Commander / Designated GP for Child Protection

- 4.21 *Membership :*

See Appendix 1

- 4.22 *Terms of Reference : evaluate and monitor performance of all partners*

- Oversee policies, procedures and practice across all agencies to ensure they are relevant, accessible and up to date;
- Establish and maintain the right datasets aligned to Priorities in BSCB's Business Plan that properly measure performance for each partner;
- Review the above partner performance data that relates to the achievement of BSCB and BSAB objectives against the Priorities as well as partners' plans, e.g. Local Authority's Children and Young People Plan;
- Provide commentary and analysis on the data to BMG, BSCB and BSAB highlighting areas of concern;
- Inform annual objective setting of BSCB and BSAB;
- Set the benchmark for audits and conduct the same to ensure agency compliance with s11 Children Act 2004;

- Commission and conduct multi-agency case audits (no more than 4 each year) into issues that arise from the data or from other sources and make recommendations to improve multi-agency practice;
- Set the remit and make recommendations to BMG on Task Groups to respond to local or national emerging issues;
- Review completed Standing SCR Action Plans and ensure steps are in train for each partner to action and embed learning in their respective organisations.

Learning and Development (L&D)

4.23 *Frequency of Meeting :*

12 weekly, in between BMG meetings.

Chair :

Karen Jackson, Assistant Director Adult Social Care

4.24 *Membership :*

See Appendix 1

4.25 *Terms of Reference :*

- Maintain a local learning and improvement framework which is shared across local organisations who work with children and families. This will enable organisations to be clear about their responsibilities, learn from experience and improve services as a result. *NB – speak to DG re Learning and Improvement Framework (p65 W T2013);*
- Identify and inform multi-agency learning and development requirements of staff and volunteers in response to changes in the law and best practice;
- provide a comprehensive range of training aligned to multi-agency priorities;

- Oversee BSCB and BSAB multi-agency learning and development programme to ensure that the children and adults services as well as partner organisations are properly equipped to deliver sound safeguarding practice as well as respond to local priorities and national developments;
- Quality assure locally delivered safeguarding training;
- Ensure the learning and development programme promotes equalities and diversity;
- Advise BMG, BSCB and BSAB on learning and development requirements and any issues with regard to attendance;
- Liaise with the SCR sub-group and CDOP and ensure lessons from local and national SCRs (or other relevant reviews or audits) are incorporated into the learning and development programme;
- Collaborate with other LSCBs and the London Children Safeguarding Board as appropriate to embed best practice;
- Utilise skills of BSCB partners to deliver training where appropriate;
- Collaborate with partners in planning and commissioning training within the agreed budget.

Service User (SU)

- 4.26 *Frequency of Meeting* :
12 weekly, in between BMG meetings.
- 4.27 *Chair* :
Sue Smith, Business Manager, BSAB
- 4.28 *Membership* : See Appendix 1

4.29 *Terms of Reference* :

- Raise awareness about abuse of vulnerable adults using creating methods of communication and information;
- Help to give confidence to vulnerable adults to deal, or be a crucial part in dealing with these problems;
- Help vulnerable adults become as much a part of mainstream life as possible;
- Help establish good practice amongst those health and social care providers and working collaboratively with local agencies and networks in the community;
- Create a better thought culture about dignity, equality and human rights.

Serious Case Review Sub Group

This will carry out the functions set out in Section 5 below.

Child Death Overview Panel

This will carry out the functions set out in Section 6 below.

Serious Case Reviews

5.1 Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out the functions that BSCB must discharge (see paragraph 1.3 above on pages 3 and 4). This includes the requirement for BSCB to undertake reviews of serious cases (SCRs) and advise the authority and Board partners on lessons to be learned (Regulation 5(1)(e)). Regulation 5(2) defines a “**serious case**” as one where –

(a) abuse or neglect of a child is known or suspected; and

(b) either :

- (i) the child has died; or
- (ii) the 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.

5.2 Where the criteria in Regulation 5 are met, an SCR **must** be carried out. It is important that all members of BSCB understand the criteria for determining whether a statutory review is required and BSCB conducts these reviews when necessary.

5.3 Regulation 5(2)(b) includes cases where a child died by suspected suicide.

5.4 In addition, an SCR should always be carried out when a child dies in custody, in police custody, on remand or following sentence, in a Young Offender institution, in a secure training centre or a secure children's home, or where the child was detained under the Mental Health Act 2005.

5.5 BSCB should also consider conducting reviews on cases which do not meet the SCR criteria in order to capture both good practice, lessons to be learned and provide useful insights into the way organisations are working together to safeguard and protect the welfare of children.

5.6 All actions arising from reviews should be driven forward to ensure there is a lasting improvement to services which safeguard and promote the welfare of children and protect them from harm.

Decision whether to initiate SCR

5.7 Where Barnet is the area in which the child is normally resident BSCB should decide whether an incident notified to them meets the criteria for an SCR.

5.8 BSCB delegates the decision to initiate an SCR to the SCR sub-group, however, the final decision rests with the BSCB / BSAB Chair. Where appropriate the Chair will seek peer challenge from another LSCB Chair when considering the decision and also at other stages of the SCR process.

5.9 The National Panel of Independent Experts (the Panel) should be consulted by the SCR sub-group for advice on both initiation of SCRs and publication of the same. The SCR sub-group and the BSCB Chair

should have regard to the Panel's advice when deciding whether or not to initiate a SCR, when appointing reviewers and when considering publication.

- 5.10 BSCB are required to notify Ofsted and the Panel know their decision with regard to initiating a SCR for a case notified to them.
- 5.11 Where a decision to initiate a SCR is made, the sub-group will agree on a core group of professionals from that group i.e. an **SCR Panel** to manage the process and work closely with the Reviewer(s) appointed (see 5.12 below). The SCR Panel will ensure report meets the terms of reference, is of a high standard and provides sound analysis. It will also ensure the content of the Executive Summary is suitable for publication, ensuring that it accurately represents the full SCR, includes the Action Plan in full and is fully anonymised apart from including the names of the SCR Panel Chair, the report author and the job titles and employing organisations of all the SCR Panel members. In all cases there should be consensus on the content of the report but if this cannot be achieved the SCR Chair will refer the matter to the BSCB Chair.

Appointing Reviewers

- 5.12 BSCB is required to appoint one or more suitable individuals to lead the SCR who have demonstrated that they are qualified to conduct reviews using the approach set out in Working Together 2013. The lead reviewer of the SCR should be independent of BSCB and the organisations involved in the case.

BSCB is required to provide the Panel with the name(s) of the individual(s) they appoint to conduct the SCR. BSCB must consider the Panel's advice with regard to appointment of reviewers.

Engagement of organisations

- 5.13 BSCB must ensure that there is appropriate representation in the review process of professionals and organisations who were involved with the child and family. Proper **engagement** will ensure that important factors in the case can be identified and appropriate action taken to make improvements. BSCB may decide as part of the SCR to ask each relevant organization to provide information in writing about its involvement with the child who is the subject of the review.

Timescale for SCR completion

- 5.14 SCRs should normally be completed within 6 months from the date it is initiated. Where there is a risk of contamination of evidence or potential prejudice due to ongoing court proceedings, legal advice should be obtained.
- 5.15 Where the 6 month timetable is at risk, every effort should be made while the SCR is in progress to :
- (i) capture points from the case about improvements required; and
 - (ii) take corrective action.

Agreeing improvement action

- 5.16 BSCB must oversee the process of agreeing with partners what action they need to take in light of the SCR findings.

Publication of reports

- 5.17 All SCR reports should be published and readily accessible on BSCB's website for a minimum of 12 months and thereafter made available upon request. This will facilitate national sharing of lessons to be learnt and good practice in writing and publishing SCRs.

Serious Case Review Sub Group

- 5.18 *Frequency of Meeting :*
12 weekly, in between BMG meetings.
- 5.19 *Chair :*
Jo Moses, Head of Safeguarding
- 5.20 *Membership :*
See Appendix 1

5.21 *Terms of Reference* :

- Assess within 2 weeks of notification whether cases notified to BSCB meet the criteria for a SCR;
- Recommend to the BSCB or BSAB Independent Chair whether or not a full SCR should be undertaken with reasons;
- Where a decision is taken to initiate a SCR, the sub-group will work with the BSCB / BSAB Chair and the appointed reviewer and agree on a core group (SCR Panel) if appropriate, to develop appropriate terms of reference and facilitate the timely progress of the SCR;
- Ensure any SCR report addresses the following:
 - (i) provide a sound analysis of what happened in the case, and why, and what needs to happen in order to reduce the risk of recurrence;
 - (ii) be written in plain English and in a way that can be easily understood by professionals as well as the public;
 - (iii) be suitable for publication without needing to be amended or redacted;
 - (iv) be written in a way that publication is unlikely to harm the welfare of any children or vulnerable adults involved in the case.
- Commission other reviews where the criteria for an SCR are not met but learning could be gained;
- Coordinate learning from national SCRs or other local reviews (SUIs, MAPPA reviews or DHRs);
- Liaise with Learning and Development sub-group to ensure the key messages and learning are captured in the multi-agency learning and development programme;
- Maintain and oversee progress of agreed actions through an action log.

Child Death Reviews

The Board's Statutory function

6.1 Regulation 6 of the Local Safeguarding Children Board Regulations 2006 imposes an additional statutory function (to those already referred to in Regulation 5) on BSCB in relation to deaths of children normally resident in Barnet. Regulation 6 requires BSCB to:

- (a) collect and analyse information about each death with a view to identifying-
 - (i) any case giving rise to the need for a review mentioned in Regulation 5(1)(e) (SCR to advise on lessons to be learned);
 - (ii) any matters of concern affecting the safety and welfare of children in the area of the authority; and
 - (iii) any wider public health or safety concerns arising from a particular death or from a pattern of deaths in that area; and
- (b) put 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.

6.2 Analysis of data must be within the context of national and local developments and this is particularly important where low numbers are concerned.

6.3 Working Together 2013 provides guidance on the balance to be achieved between forensic and medical requirements and supporting the family. The overall principle of the child death review process is to learn lessons and reduce the incidence of preventable child deaths in the future. Every child death is a tragedy and all professionals supporting parents and family members must assure them that the objective of a child death review is not to allocate blame but to learn lessons and prevent further such child deaths.

Cause of death

- 6.4 The responsibility for determining the cause of death rests with the coroner or the doctor who signs the medical certificate of the cause of death. This responsibility does not lie with the Child Death Overview Panel.

BSCB responsibilities with regard to child deaths:

- 6.5 BSCB must ensure that the Board's statutory functions with regard to child deaths are properly discharged. It must:
- ensure that each death of a child normally resident in Barnet is reviewed by a Child Death Overview Panel (CDOP);
 - ensure CDOP is properly established with a fixed core membership drawn from organisations represented on BSCB with flexibility to co-opt other relevant professionals to discuss certain types of death as and when appropriate;
 - inform CDOP of cases when a child who is normally resident in their area dies abroad so that such deaths can be reviewed;
 - ensure there is a proper procedure in place for co-ordinating a response by the local authority, Board partners and other relevant persons to an unexpected child death.

Designated person

- 6.6 The BSCB Chair must decide who will be the designated person to whom the death notification and other data on each death should be sent. BSCB's designated person is the BSCB Administrator.

Designated Safeguarding Board

- 6.7 In cases where organisations in more than one area have known about or have had contact with the child, lead responsibility should sit with the LSCB for the area in which the child was normally resident at the time of death. Organisations or other LSCBs which have had involvement in the case should co-operate in jointly planning and undertaking the child death review.
- 6.8 In the case of a “Barnet” looked after child, BSCB will exercise lead responsibility for conducting the child death review, involving other LSCBs with an interest or whose lead agencies have had involvement as appropriate. If the designated board is in dispute legal advice should be obtained without delay.

Child Death Overview Panel (CDOP)

- 6.9 *Frequency of Meeting:*
12 weekly, in between BMG, however, an urgent panel will be convened as appropriate if it is required to consider an urgent matter.
- 6.10 *Chair:*
Assistant Director, Health Improvement
Note the individual should not be involved in providing services to children and families in Barnet.
- 6.11 *Membership:*
See Appendix 1
This must include at all times a professional from public health as well as child health.
- 6.12 *Terms of Reference:*
- review all child deaths up to the age of 18, excluding those babies who are stillborn and planned terminations of pregnancy carried out within the law;
 - collect and collate information on each child and seek relevant information from professionals and, where appropriate, family members;

- discuss each child’s case, and provide relevant information or any specific actions related to individual families to those professionals who are involved directly with the family so that they, in turn, can convey this information in a sensitive manner to the family;
- determine whether the death was deemed preventable, that is, those deaths in which modifiable factors may have contributed to the death and decide what, if any, actions could be taken to prevent future such deaths;
- make recommendations to BSCB or other relevant bodies promptly so that action can be taken to prevent future such deaths where possible;
- identify patterns or trends in local data and report these to BSCB;
- where a suspicion arises that neglect or abuse may have been a factor in the child’s death, refer the case back to the BSCB Chair for consideration of whether an SCR is required;
- agree local procedures for responding to unexpected deaths of children;
- co-operate with regional and national initiatives – for example, with the National Clinical Outcome Review Programme – to identify lessons on the prevention of child deaths;
- prepare an annual report of relevant information for BSCB which will inform the BSCB annual report.
- aggregate the findings from all child deaths to inform local strategic planning, including the local Joint Strategic Needs Assessment, on how to best safeguard and promote the welfare of children in the area.

Definition of preventable child deaths

6.13 These are defined by Working Together 2013 as those in which *modifiable* factors may have *contributed* to the death. These factors are defined as those which, by means of nationally or locally achievable interventions, could be modified to reduce the risk of future child deaths.

- 6.14 CDOP when reviewing each case must consider modifiable factors, for example in the family and environment, parenting capacity or service provision, and consider what action could be taken locally and what action could be taken at a regional or national level.

Definition of unexpected death of a child

- 6.15 This is defined in Working together 2013 as the death of an infant or child (less than 18 years old) which was not anticipated as a significant possibility for example, 24 hours before the death; or where there was a similarly unexpected collapse or incident leading to or precipitating the events which lead to the death.
- 6.16 If professionals are uncertain, the designated paediatrician responsible for unexpected deaths in childhood should be consulted. If in doubt, the processes for unexpected child deaths should be followed until the available evidence enables a different decision to be made.
- 6.17 For ease of reference, the Working Together 2013 Flowchart is inserted below (Figure 4). This sets out the process to be followed for all child deaths.

Flowchart 6: Process to be followed for all child deaths

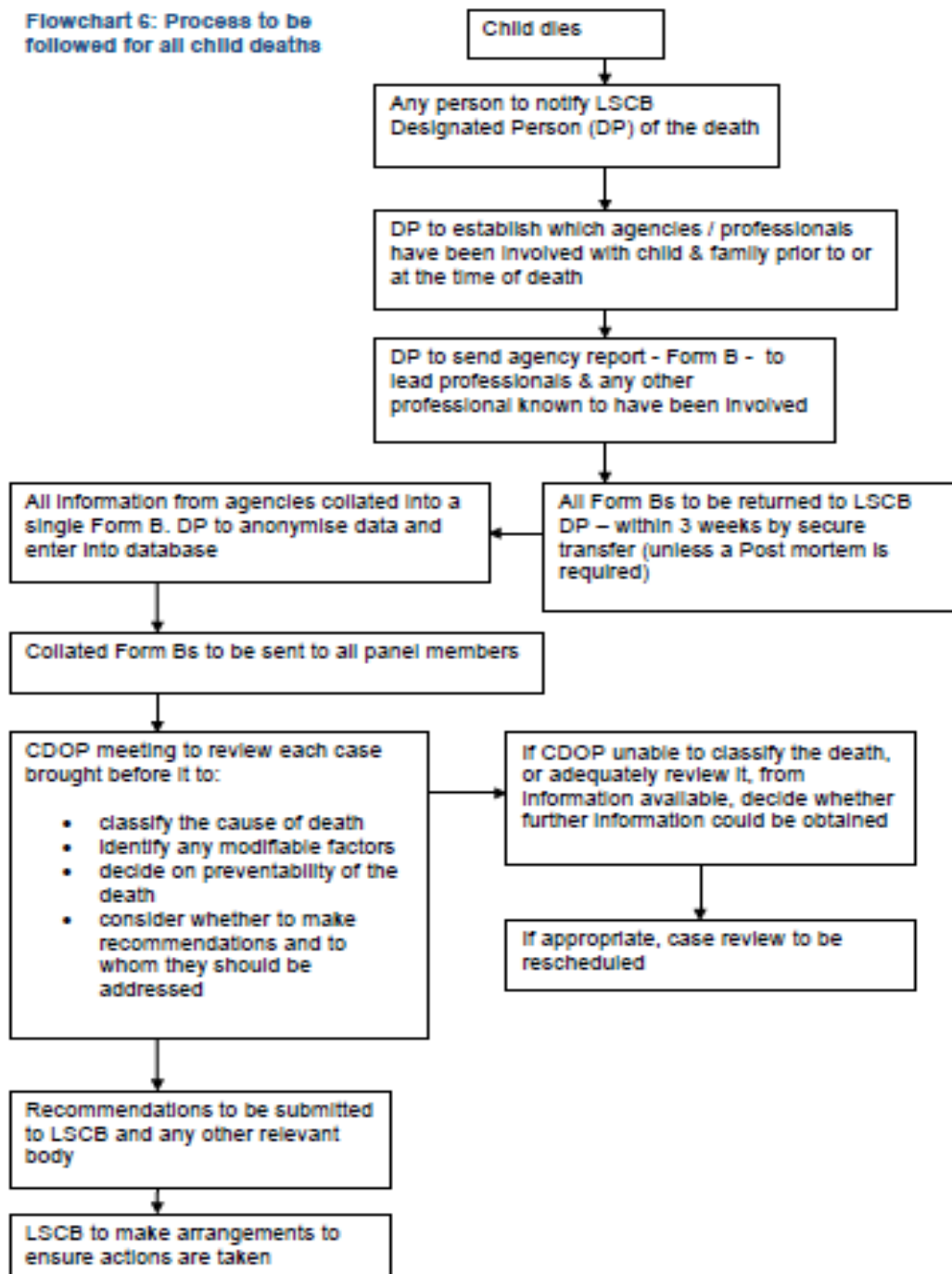


Figure 4 : Working Together flowchart for process to be followed for all child deaths

Procedure for professionals to follow when a child dies unexpectedly

6.18 Again, for ease of reference, the Working Together 2013 flowchart for the process to be followed is inserted below (Figure 5).

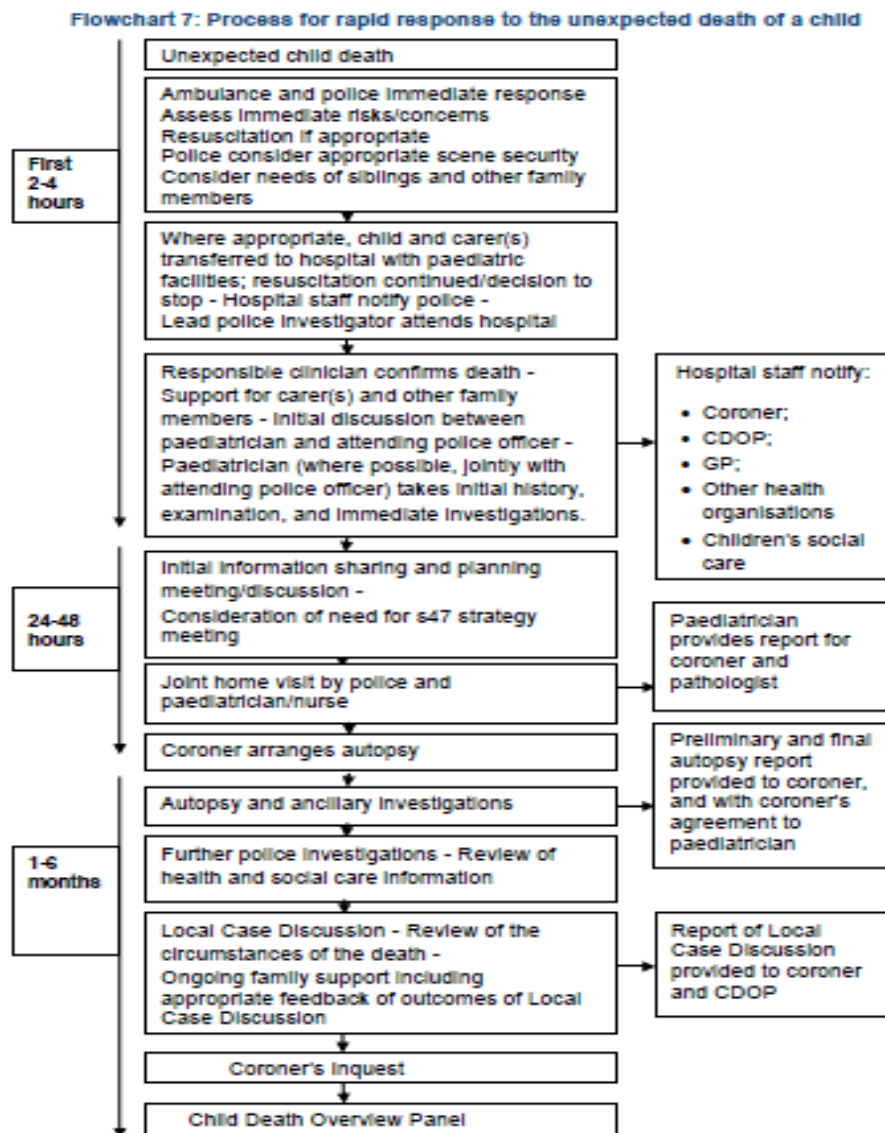


Figure 5 : Process for rapid response to unexpected deaths

6.19 The consultant clinician (in a hospital setting) or the professional confirming the fact of death (if the child is not immediately taken to Accident and Emergency) should inform :

- the local designated paediatrician with responsibility for child deaths
- the coroner
- the police

- 6.20 The police will begin an investigation into the sudden or unexpected death on behalf of the coroner.
- 6.21 A paediatrician will initiate an immediate information sharing and planning discussion between the lead agencies (health, police, local authority social care) to decide what should happen next and who will do it.
- 6.22 The detailed guidance in Working Together 2013 will be applied by all professionals including the coroner and pathologist.
- 6.23 The specific statutory functions of the Registrars of births and deaths, Coroners, Medical Examiners, Clinical Commissioning Groups and Designated Paediatrician are set out on pages 75-77 of Working together 2013.

BSCB Chair, Accountability & Resourcing

- 7.1 To provide effective scrutiny, BSCB is independent. It is not subordinate to, nor subsumed within, other local structures.
- 7.2 It must follow that BSCB must have an independent Chair who will hold all agencies to account. It is the responsibility of the Chief Executive of the local authority (Head of Paid Service) to both appoint and remove the BSCB Chair with the agreement of a panel including BSCB partners and lay members. The Chief Executive, drawing on other BSCB partners, and where appropriate, the Lead Member will hold the Chair to account for the effective working of BSCB and will be held to account for the effective working of BSCB (Working Together Guidance 2013 para 3.12-3.13).

- 7.3 The BSCB Chair will work closely with all BSCB partners including the Director of Children’s Service (DCS) for the local authority. The DCS has responsibility within the local authority, pursuant to section 18 of the Children Act 2004, for improving outcomes for children and young people, children’s social care functions and local co-operation arrangements for children’s services. The DCS is a member of BSCB.
- 7.4 As set out in paragraph 1.8 above, the Chair must prepare and publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in Barnet. This will provide a rigorous and transparent assessment of performance and effectiveness of local services, identify weaknesses and include lessons from reviews undertaken.
- 7.5 The annual report will also list contributions made to BSCB by partner agencies and details of BSCB spend, including on SCRs, child death reviews and other spend such as training. All BSCB members have an obligation to provide BSCBs with reliable resources (including finance) that enable BSCB to be strong and effective. Members are required to share the financial responsibility for BSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.
- 7.6 The BSCB Chair will network with peers and have access to training and development opportunities.
- 7.7 BSCB will be supported by a Business Manager and an administrator to perform effectively.
- 7.8 The vice Chair of BSCB will be the DCS or nominated representative.

Responsibilities of BSCB Members

- 8.1 Safeguarding is everyone’s responsibility. It must follow that all BSCB Members are committed to safeguarding and properly understand their individual responsibilities as well as their collective responsibilities for their agency, organization or service. All members must drive forward actions agreed by BSCB or sub groups and report back on progress.
- 8.2 In addition, all Members must:
- Attend meetings when required or send nominated representatives ;

- Ensure there is effective communication with their agency, organization or service to disseminate information from BSCB;
- Collate and provide timely meaningful management information and data to properly inform the performance, quality and assurance framework in order to drive improvement in performance and align resources (including training and development) to BSCB Priorities and objectives;
- Co-ordinate activity for their agency, organization or service and report back to BSCB or the relevant sub-group;
- Ensure their agency, organization or service is represented at the right level for sub groups and task groups;
- Adhere to the required level of confidentiality
- Report any difficulties within or between Members and work with partners to find effective solutions.
- Be up to speed on developments and “front door” activities for their agency, organization or service to properly inform BSCB activities.

Links with Adults & other Boards

- 9.1 The appointment of a new single Independent Chair for both BSCB and BSAB will facilitate good channels of communication, maintain robust oversight of safeguarding issues for children *and* adults, identify emerging trends and co-ordinate a strategic response in order to drive improvement in performance and deliver better outcomes for Barnet. This cross-cutting approach will improve co-ordination of safeguarding activities for children and adults.
- 9.2 The Director for Adult Social Services (DASS) as well as the Assistant Director, Adult Social Care are members of BSCB and BMG. This will ensure any transitions or interface issues between the Children’s Service and Adults’ Service are speedily resolved. Representatives from the Mental Health

Trust, the DV & VAWG Group (Domestic Violence and Violence Against Women and Children) and Housing also attend BSCB or one of its sub-groups.

9.3 The Family Services Director from BSCB liaises directly with the DASS with regard to any transition or any other issues that arise.

9.4 Other Boards include:

- **Children's Trust Board (CTB)**

CTB is accountable for overseeing the delivery of the Children and Young People Plan. BSCB's annual report will be presented to CTB.

- **Health and Wellbeing Board (HWBB)**

The DCS and DASS are the links between BSCB and HWBB.

- **Multi Agency Public Protection Arrangements (MAPPA)**

Probation and Police co-chair the MAPPA meetings and are formal links with BSCB.

- **Youth Shield (Junior Safeguarding Board)**

Youth Shield is Barnet's Youth Safeguarding Board for young people aged 14-25 years run by CommUNITY Barnet on behalf of BSCB and the Police. Youth Shield members plan, develop and deliver a programme of work that focuses specifically on all safeguarding issues for children and young people. Youth Shield comprises 16 members who represent a range of groups and panels for young people across the borough and act as a collective voice for Barnet's young people on safeguarding issues. Youth Shield meets monthly and attends and reports to BSCB quarterly to ensure there is a direct link to BSCB, the voice of the child is heard and a child-centred approach is in place at all times. Youth Shield's contribution will be critical to all workstreams identified under the 4 Priorities in the Business Plan.

- **Safer Communities Partnership Board (SCPB)**

This statutory board for community safety prepares the annual crime strategic assessment, prepares and implements the Barnet Community Safety Plan and has overall responsibility for governance and delivery of community safety interventions. BSCB both informs and is informed by and aligned to the community safety strategy and this is particularly important with regard to the workstreams on domestic abuse (one of the four strategic priorities of

BSCB's Business Plan 2014-2016). BSCB and SCPB will each present their annual reports to each other and ensure that strategies are properly aligned and not duplicated.

- **MARAC (Multi Agency Risk Assessment Panel)**

MARAC is a multi-agency casework panel that reports formally to the Safety Community Partnership Board. BSCB's link to MARAC is the Head of Safeguarding and Quality Assurance to ensure that work is aligned, particularly in relation to the VAWG Strategy (Violence against women and girls).

9.5 By working closely with all partners, BSCB will ensure that its strategic priorities and objectives are aligned to other Partnership and or Board strategies already in train to avoid duplication and achieve maximum impact. Where appropriate and or necessary, there will be reports to BSCB from Boards or Partnerships listed in 9.4 above.

Information Sharing & Confidentiality

10.1 Effective information sharing between professionals and local agencies is essential for effective service provision.

10.2 BSCB will play a strong role in supporting information sharing between and within organisations and speedily resolve any issues or barriers to effective information sharing. BSCB will play a role in embedding the right information sharing culture within legal parameters and align training as appropriate through the Learning and Development sub-group.

10.3 Pursuant to section 14A of the Children act 2004, BSCB can require a person or body to comply with a request for information. This can only take place where the information is essential to carrying out BSCB functions. Any requests for information about individuals must be "necessary" and "proportionate" to the reasons for the request and be mindful of the burden and therefore set out reasons why it is required.

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

Notice of Meetings

- 11.1 Generally, BSCB meetings will be called with at least 7 days notice. However, in exceptional circumstances, meetings may be called on shorter notice if agreed by sufficient numbers to achieve quoracy i.e. 5 members.
- 11.2 The agenda and papers together with venue details will be sent out a week in advance by email. In the event of any accidental oversight or non-receipt, this does not invalidate proceedings at the meeting.

Voting

- 12.1 Where the Board seeks to carry out a vote, the following procedure applies:
- A resolution put to the vote of the meeting will be determined by a majority of representatives present and the method of voting will be by a show of hands;
 - The decision of the Chair as to the right of any person to vote shall be final;
 - The decision of the Chair as to the outcome of the vote will be recorded in the minutes and will be taken as evidence;
 - Any representative who wishes to dissent from a resolution passed by the Board or abstain from voting is entitled to have this recorded in the minutes.

Members' Personal Interests

- 13.1 Any representative who has a direct or indirect pecuniary interest in a contract or proposed contract should declare this interest at the meeting when the contract is first considered or at the next meeting if this relates to interest in a pre-existing contract.
- 13.2 For the purposes of this paragraph, a person shall be treated as having a pecuniary interest in a contract if he/she or any connected person or nominee of his/her is a member of the company or

body with whom the contract has been made or is proposed to be made, or is a partner of or in employment of this company.

13.3 The term contract includes any transaction or arrangement that gives rise to the possibility of financial benefit to a representative.

13.4 Failure to comply will result in the person ceasing to be a representative.

Budget

14.1 BSCB has an agreed joint budget with contributions from member agencies.

14.2 BMG is responsible for reviewing the budget and agreeing contributions annually. BSCB's Business Manager in conjunction with the Chair is responsible for the day to day management of the BSCB Budget.

14.3 All member agencies should contribute its membership of all groups free of charge and where possible make other contributions in kind such as rooms for training and meetings.

14.4 As stated in paragraph 7.5 above, all BSCB members are required to share the *financial* responsibility for BSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies. All Members therefore have an obligation to provide BSCBs with reliable financial resources to be properly co-ordinated and effective.

14.5 BSCB administration is carried out by a Business Unit located within the Children's Services but whose sole purpose is to service the BSCB.

Whistleblowing

15.1 It is essential to the safety of children that all agencies have in place effective systems and a professional culture, which promote the sharing of concerns by staff with their seniors. Child protection concerns about colleagues or managers are difficult for staff to raise because of the potential repercussions.

- 15.2 Senior managers for each organization should ensure an independent, well-publicised whistle-blowing procedure is in place that provides alternative methods of reporting concerns. Externally commissioned services must have their own internal whistle-blowing procedures.
- 15.3 A leaflet should be available to publicise the whistle-blowing procedure. This should provide information about [Public Concern at Work](#), an independent charity whose lawyers can give free confidential advice about how to raise a concern about malpractice at work.
- 15.4 Should any individual or organisation have concerns about their own organisational whistle blowing procedures then those concerns should be raised directly with the Independent Chair of BSCB.

Appendix 1: Membership

NAME	POSITION	ORGANISATION	BSCB	BSAB	BMG	PQA	CDOP	SCR	L&D	SU
Chris Miller (CH)	Independent Chair	Independent Chair								
Local Authority										
Kate Kennally	Director of Children's Service	LBB								
Nicola Francis	Family Services Director	LBB								
Jo Pymont	Assistant Director, Children's Service	LBB								
Carolyn Greenaway	Head of Service, Assessment and Children in Need	LBB								
Paulette Thompson-Omenka	Interim Head of Service, Children in Care and Provider Service	LBB								
Jo Moses	Head of Safeguarding and Quality Assurance (Chair SCR & PQA)	LBB								
Dawn Wakeling	Director Adult Social Services	LBB								
Karen Jackson	Deputy Director Adult Social Care	LBB								
Duncan Tessier	Early Intervention and Prevention Assistant Director	LBB								
Ian Harrison	Education and Skills Director	LBB								
Delphine Garr	Workforce Development & Learning Manager (Current Chair L&D)	LBB								
Alison Dawes	Head of Education Partnerships and Commercial Services	LBB								
Manju Lakhman	DV Co-ordinator	LBB								
Richard Griggs	BPSI Manager	LBB								
Jackie Stroud	MASH Team Manager	LBB								
Zainab Bundu	Voice of the Child Co-ordinator	LBB								
Lead member for Children										
Clr Reuben Thompstone	Lead Member	Elected Member								
Police										
Adrian Usher	Borough Commander	Metropolitan Police								
Steve Wallace	Detective Superintendent	Metropolitan Police								
John Foulkes	Detective Chief Inspector	Metropolitan Police								
John Cannon	Detective Inspector	CAIT, Barnet and Enfield								
Probation										
Sam Denman	Assistant Chief Officer (Brent, Barnet and Enfield)	National Probation Trust								
Marcia Whyte	Assistant Chief Officer (Brent and Barnet)	CRC								
Youth Offending Team										
Flo Armstrong	Head of Youth and Community	LBB								
Emel Fadil	Operational Team Manager	LBB								
NHS Commissioning Board & Clinical Commissioning										
Paul de Keyser	Designated Doctor for Children's Safeguarding	Barnet and Chase Farm Hospitals NHS Trust								
Prashant Desai	Designated GP for Child Protection	Barnet CCG								
Vivienne Stimpson	Director Quality and Governance	Barnet CCG								
Siobhan McGovern	Designated Nurse, Safeguarding	Barnet CCG								

NAME	POSITION	ORGANISATION	BSCB	BSAB	BMG	PQA	CDOP	SCR	L&D	SU
NHS Trusts and Foundation Trusts										
Laura Fabunmi	Assistant Director, Health Improvement (Chair CDOP)	NCL								
Terina Riches	Director of Nursing	Barnet and Chase Farm Hospital Trust								
Deborah Sanders	Interim Director of Nursing	Royal Free Hospital Trust								
Helen Swarbrick	Named Nurse Safeguarding	Royal Free Hospital Trust								
Nicola Feuchtwang	Designated Paediatrician for Child Death Overview	Barnet and Chase Farm Hospital Trust								
Vacant Post	Named Nurse Safeguarding	Barnet and Chase Farm Hospitals Trust								
Celia Jeffreys	Named Midwife Safeguarding	Barnet and Chase Farm Hospitals Trust								
Elena Hahn	Safeguarding Children	Royal Free Hospital Trust								
Mental Health Trusts										
Mary Sexton	Assistant Director, Safeguarding Children	Barnet Enfield and Haringey Mental Health Trust								
Christine Dyson	Interim Head of Safeguarding for People	Barnet Enfield and Haringey Mental Health Trust								
Lucille Balcombe	Lead Nurse, Safeguarding Children	Barnet Enfield and Haringey Mental Health Trust								
Community Health										
Louise Ashley	Executive Director of Nursing and Quality Governance	CLCH								
Liz Royle	Head of Safeguarding	CLCH								
Yolander Davis	Named Nurse Safeguarding	CLCH								
Coroner's Court										
Lawrie Roach	Coroner	North London Coroners Court								
London Ambulance Service										
Ruth Williams	Community Involvement Officer	London Ambulance Service								
Voluntary Sector										
Janet Matthewson	Head of Children's and Young People's Services	CommUNITY Barnet								
Bilal Khan	Youth Engagement Officer	CommUNITY Barnet								
Barry Rawlings	Safeguarding Adviser	CommUNITY Barnet								
Angela Duce	Director of Operations	Norwood								
Sarah Le-May	Family Support Services Manager	Norwood								
Cecile Kluitse	Family and Children Services Manager	Women's Solace Aid								
Susan Clydesdale Cotter	Director	Fairplay Barnet								
Jenny Daybell	Office Manager	Fairplay Barnet								
Liza Dresner		Resources for Autism								
Representative	Lay Member	55+ Forum								
Representative	Lay Member	Barnet Older Peoples Assembly								
Representative	Lay Member	Barnet African Caribbean Association								
Representative	Lay Member	Barnet Voice for Mental Health								
Representative	Lay Member	Barnet Peoples Choice								
Representative	Lay Member	Barnet Older Asian Association								
Representative	Lay Member	Other Groups								
Education										
Toni Beck	Director of Quality and Learner Experience	Barnet and Southgate College								
Sejal Patel	Assistant Head Teacher (Inclusion)	Whitings Hill School								
Jo Kelly	Head Teacher	The Pavillion Secondary School								
Samson Olusanya	Head Teacher	Christ College, Finchley								
Sara Keen	Head Teacher	Bet Shvilder Primary School								
Rep for Academies, Free Schools, Independent Schools										
Lisa Barry	Projects Manager	Barnet Pre School Learning Alliance								

NAME	POSITION	ORGANISATION	BSCB	BSAB	BMG	PQA	CDOP	SCR	L&D	SU
Lay Members										
Naomi Burgess	Lay Member	Lay Member								
Nigel Norrie	Lay Member	Lay Member								
CAFCASS										
Phyllis Dyer	Service Manager	CAFCASS								
London Fire Brigade										
Steve Leader	Borough Commander	London Fire Brigade								
Housing										
Gladys Mhone	Senior Human Resources Manager	Barnet Homes								
Business Managers										
Hema Parmar	Business Manager	LBB								
Sue Smith	Business Manager (Chair Adult Service User Group)	LBB								
Administrators										
Polly Walsh	Safeguarding Children Board Administrator	LBB								
Vacant Post	Safeguarding Adults Board Administrator	LBB								