



# **Hillingdon Local Safeguarding Children Board (LSCB) Constitution**

*Executive Board and Operational Board*

*June 2017*

## 1. INTRODUCTION

- a) Children can only be safeguarded properly if key agencies work well together. The Children and Social Work Act 2017 requires each local authority to establish local arrangements to ensure that children are safeguarded. The main duties of the Board are:
- To coordinate 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
  - To ensure the effectiveness of what is done by each such person or body for these purposes
- b) This document outlines how Hillingdon Local Safeguarding Children Board will carry out its role and function as required by The Children and Social Work Act 2017, related regulations and guidance. It should be read in conjunction with Chapter 3 of Working Together 2015.

## 2. VISION AND PURPOSE

Our vision is for every child and young person to be safe and physically and emotionally secure as possible, by minimising risk of harm as much as we can.

The Hillingdon LSCB will hold agencies to account, both separately and together, to ensure that all are working as effectively as they can, and will promote and encourage joint working to secure our vision.

## 3. MAIN OBJECTIVES

- a) To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in Hillingdon.
- b) To ensure the effectiveness of what is done by each such person or body for that purpose (s14(1) Children Act 2004).

Safeguarding and promoting welfare includes '**protection from harm**'. In accordance with guidance this is a key function of the Hillingdon LSCB, along with ensuring that all staff are appropriately skilled and equipped to carry out their safeguarding role. It also incorporates a greater focus on monitoring the effectiveness of early help and intervention in order to ensure that children's welfare is promoted at an early stage and problems are prevented from escalating.



#### 4. SCOPE

The work of the Hillingdon LSCB includes safeguarding and promoting the welfare of children in three board areas of activity:

- a) Activity that affects all children and aims to identify and prevent maltreatment, or impairment of health and development, and ensure children are growing up in circumstances consistent with safe and effective care e.g. recruitment and training, safeguarding awareness.
- b) Proactive work that aims to target particular groups - those children who are potentially more vulnerable or 'in need' (Children Act 1989)
- c) Responsive work to protect children who are suffering, or are likely to suffer significant harm.

The Hillingdon LSCB will work across all three categories, whilst being mindful of the core function of protection from harm as identified above.

The Hillingdon LSCB does not hold any operational function; this remains the responsibility of the member agencies. The Hillingdon LSCB does not have the power to direct organisations, but operates by the authority inherent in its membership, and by challenge through other strategic bodies, particularly the Health & Wellbeing Board, and the Hillingdon Community Safety Partnership.

#### 5. FUNCTIONS

Functions of the Hillingdon LSCB are laid out as follows:

- a) Developing policies and procedures for safeguarding and promoting welfare. These to include:
  - Action in response to concerns, including thresholds for services, protocols for assessment, and the conduct of enquiries under Section 47, as well as clarity around when the local authority will apply for court proceedings or take children into care on a voluntary basis
  - Recruitment, training and supervision of those who work with children
  - Investigation of allegations concerning people who work with children
  - Co-operation with neighbouring authorities
  - Identification and safeguarding of potentially vulnerable groups, particularly privately fostered children, trafficked or missing children
  - Any other areas as identified locally
  
- b) Communicating the need to safeguard and promote the welfare of children by:

- Ensuring that relevant information about safeguarding is available to all Hillingdon residents and staff
  - Engaging in dialogue with children, young people and their families to ensure that the Board is responsive to their views about safeguarding
  - Being proactive in responding to local concerns and issues
  - Consulting with lay members, and relevant community groups
- c) Monitoring the effectiveness of what is done to safeguard and promote the welfare of children, by use of:
- Regular audits across and within agencies
  - Regular monitoring of performance information and the Board's action plan
  - Feedback from agencies, children and young people and families
- d) Participating in the planning of services, through:
- The development of an Annual Report that comments on the effectiveness of child safeguarding in the area
  - Regular reports and challenge to other strategic bodies, particularly the Health & Wellbeing Board and executive board of partner agencies
  - Consideration and feedback on strategic plans developed across the partnership
- e) Undertaking Serious Case Reviews in accordance with relevant criteria, actions are implemented and ensuring that the learning is embedded in practice.
- f) Ensuring that procedures are in place for a coordinated response to unexpected child deaths and collecting and analysing information about child deaths.

## 6. LEARNING AND DEVELOPMENT

The Hillingdon LSCB aims to promote a culture of continuous learning and improvement across the organisations that work together to safeguard and promote the welfare of children.

The local learning and improvement framework provides for a full range of reviews and audits which are aimed at driving improvements to safeguard and promote the welfare of children. These include:

- a) Regular performance reviews
- b) Regular multi-agency case audits

c) Case reviews

- Serious Case reviews on accordance with the criteria
- Child Death reviews
- Reviews of child protection incidents that fall below the threshold for a Serious Case Review
- Reviews of good practice

## 7. MEMBERSHIP

Membership is in accordance with The Children and Social Work Act 2017. The statutory members are the Local Authority, Police and Health. Expectations of members are as follows:

***All members of the Executive Board:***

- Are nominated by the Chief Executive or equivalent in the relevant organisation
- Speak for their agency with authority, feedback and hold their agency to resources, policy and practice to ensure that the Board can effectively fulfil its functions
- Contribute an agreed level of resource, in money or kind to ensure effective functioning of the Board
- Co-operate and share information as appropriate and relevant with other members in fulfilling the functions of the Board
- Act as an objective member of the Board - this may sometimes take precedence over their role as representative of their own agency
- Attend regularly and consistently - absence at two meetings (without sending agreed and appropriate representation) will result in contact and appropriate follow up from the Chairman
- Read papers and other documentation and participate fully in the Board's work - this will include ensuring agency contribution to sub-committees
- Ensure that identified actions for themselves/their agency are carried out, and that any person deputising for them is appropriately briefed

***Schools:***

- Speak for, and on behalf of the body of school they represent
- Ensure that communication mechanisms are in place to ensure effective communication to and from these bodies

***Cabinet Members:***

- Will receive all papers and will attend occasionally as a participant observer, in order to fulfil functions of challenge and ensuring effective operation
- Will take a safeguarding report annually to full Council



### ***Chief Executive of the Council***

- Will hold the Chair to account for the effective working of the Hillingdon LSCB
- Will receive all papers and will attend occasionally as a participant observer in order to ensure effective operation of the Board

### ***Director of Children's Services***

- Will ensure that all appropriate local authority services engage effectively with the Hillingdon LSCB
- Will ensure effective engagement with the Children's Trust

### ***Police/Probation/Youth Offending Service/UK Border Force***

- Will ensure that legal responsibilities delivered in relation to core functions in each agency give due regard to the protection of children, and promoting their welfare

### **Membership of the Hillingdon LSCB Operational Board:**

#### ***Lay Members***

- Will help to make links between the Hillingdon LSCB and community groups
- Will support stronger public engagement in local child safeguarding issues

#### ***Officers of the Hillingdon LSCB***

- Will ensure effective operation of the Board and its sub-committees, in accordance with the standards below
- Will ensure that the Board has the relevant information and advice to fulfil its functions (see membership list)
- Each member agency of the Hillingdon LSCB has a responsibility to contribute to the strategic direction and effective work of the Board. This should take precedence, if necessary, over their role as a representative of their organisation. Members are accountable to each other and to the organisation that they represent for the work of the Hillingdon LSCB, committees, task groups and panels
- Board members are collectively responsible for co-ordinating local agencies safeguarding children arrangements and for ensuring that all agencies working with children in Hillingdon undertake their safeguarding duties and responsibilities
- Focus agency activity on delivering improved outcomes for children in the priorities outlined in the Hillingdon LSCB Business Plan



## 8. OPERATIONAL ARRANGEMENTS

### 8.1 Chairing

The Board is chaired by an independent person. The Chairman is accountable to the Chief Executive of the local authority and to the Board. In the absence of the Chairman, the Board will be chaired by the Deputy Chairman.

### 8.2 Relationship with other strategic bodies

The Hillingdon LSCB operates independently from the other strategic bodies, and focuses particularly on safeguarding and promoting welfare. Through the development of protocols the Hillingdon LSCB will ensure that safeguarding issues feed into local priority setting and planning and that key local priorities are taken account of in the work of the Hillingdon LSCB. The Hillingdon LSCB Chairman attends the Health & Well-Being Board and through this and the annual report process, the Hillingdon LSCB will feed into priorities for the Children and Young People's Plan. The Hillingdon LSCB annual report is presented to the Health & Wellbeing Board, the Community Safety Partnership and Council Cabinet. The Hillingdon LSCB has also developed protocol with the Corporate Parents Forum, the Domestic Violence Action Forum and the Youth Offending Service Management Board.

### 8.3 Meeting and decision making

The Board will meet four times per year in accordance with the annual performance cycle, and meetings will last for three hours. Meeting dates will be posted on the Hillingdon LSCB website, one year in advance. The Operational Board will meet two weeks prior to the Executive Board and will decide on agenda items.

The Chairman may call extra-ordinary meetings at any time in response to key events, to progress the work of the Board or at the request of members. These occasions will be kept to a minimum.

A Board meeting will only be quorate if a minimum of 8 people from at least three agencies are present.

A register of attendance will be kept and comments about attendance will be reflected in the annual report.

Each meeting will allow adequate time for discussion, and decisions will, in the main be reached by consensus, and dissent will be recorded.

If it is not possible to reach consensus, a vote will be taken by show of hands, with a majority decision. Absent members may be contacted by the Chairman if necessary, or if they have expressed a prior view.



The Board will operate to the following minimum process standards:

- Draft agenda and request for papers to be circulated 2 weeks before Board
- All papers and additional agenda items to be submitted 1 week before the Board meeting
- Minutes to be circulated two weeks after Board meeting

#### 8.4 Support to members

New members will be offered an induction meeting with the Chairman and Business Manager, or lead officer. This will take place as soon as practicable after appointment. Members who resign are expected to give the Chairman due notice of their resignation, and to facilitate new representation. They will be invited to an exit meeting with the Chairman.

#### 8.5 Sub-Committees

Much of the work of the Board will be carried out at the Operational Board, but some work will be specific to specialist sub-committees. Each sub-committee will have specific terms of reference. The Board will agree the Business Plan priorities. SMART actions will be developed by the sub-committees and these will form the Board's action plan. Each sub-committee may provide specialist advice or information to the Board. Any other actions identified by the sub-committee should fit with the Board's priorities and will be agreed by the Board.

##### i. Performance and Quality Assurance

**Chair** - LA Performance Manager

**Role** - This group combines the old performance sub-committee (data) and the Risk Panel (case audits). To receive and analyse performance data from all relevant agencies and inform the Board about trends and quality of performance. To assess the quality of multi agency practice by undertaking multi agency practice audits as agreed by Hillingdon LSCB, to report to Hillingdon LSCB and to carry out and report on changes in practice following Hillingdon LSCB led improvements.

##### **Membership**

- LSCB Business & Development Manager
- LSCB Performance & Quality Assurance Officer
- P&Q, LBH
- CNWL
- Police
- THH
- Border Force



## ii. Child Death Overview Panel

Reviews all child deaths in the borough, and takes action to alert agencies and the public to risks. Refer cases to SCR group as appropriate.

## iii. Joint Safeguarding of Children & Vulnerable Adults arriving through Heathrow Airport

**Chair** - Border Force Senior Officer

**Role** - This sub-committee is unique to the Hillingdon LSCB and its aim is to continue to strengthen the partnership that we have with Heathrow Airport and the LA. Operations at Heathrow remain a priority for children's social care who support Border Force Officers in preventing child trafficking and potential victims of FGM being taken out of and returning to the UK.

Members of the asylum intake team and MASH delivered training with Border Force to British Airways crew to raise awareness of safeguarding concerns and how to report them. This was a highly successful event and hopefully will be rolled out across other airlines.

The sub-committee now includes information regarding vulnerable adults travelling through the airport and therefore we have representatives from adult services.

### Membership

- Hillingdon LSCB/SAB Training & QA Officer
- Hillingdon LSCB/SAB Business Manager
- Border Force
- Harmondsworth/Colnbrook
- T5 Senior Officer
- T2 Senior Officer
- Tascor
- Office of Children's Champion
- ECPAT
- NHS Hillingdon CCG
- CSE Prevention Manager, LBH
- The Children's Society
- British Airways
- Border Force Intelligence
- Metropolitan Police
- Customs
- Service Manager, LBH
- Tactical Response Command



#### iv. Child Sexual Exploitation

**Chair** - Head of Service, Safeguarding & Quality Assurance

**Role** - The CSE sub-committee was originally formed as a task and finish group, but due to the high priority placed on CSE within the Hillingdon LSCB, it is now a substantive sub-committee that reports directly to the Operational Board. The sub-committee has a robust action plan based on the model of Prevention, Protection and Prosecution.

Its key functions are:

- Scope the scale of the problem within Hillingdon by collecting and monitoring local data
- Share responsibility among members for the coordination and delivery of the CSE action plan
- Report to Hillingdon LSCB on progress, highlighting any specific barriers or areas of risk within the implementation of the action plan
- Raise awareness of sexual exploitation, missing, trafficked and gang related children/young people within agencies and communities
- Encourage the reporting of concerns about sexual exploitation, missing, trafficked and gang related children/young people
- Support the identification of training and awareness needs
- Disseminate guidance and examples of good practice

Its aim for 2016/17 is to ensure that the CSE prevention and intervention strategy is embedded into practice to ensure the risk of young people is reduced.

#### **Membership**

- AD, SC & QA Service
- Hillingdon LSCB/SAB Business Manager
- Duty Teams
- CSE Prevention Manager
- Early Intervention & Prevention
- Targeted Programmes
- Metropolitan Police
- MASH
- Hillingdon CCG
- Hillingdon Hospital
- SEN CWD
- Stronger Communities Manager
- Healthwatch Hillingdon
- Youth Offending Service
- CP Officer for Education



- Children's Resources
- CAMHS

## 9. OPERATING PRINCIPLES

All work will be carried out to comply with the seven Nolan principles of public service:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

All work will promote equality of opportunity and will take into account the diverse needs of children, young people and their families.

## 10. MONITORING AND INSPECTION

The Hillingdon LSCB has the role of monitoring and reporting on the effectiveness of safeguarding arrangement in Hillingdon.

It will do this through regular scrutiny of information contained in the BID, the Performance data set, quality audits and the actions contained in the Business Plan.

It will also itself be subject to scrutiny, through local arrangements and any external inspection process. The effectiveness of the Hillingdon LSCB will contribute to judgements made by any local assessment current at the time, the unannounced and announced safeguarding inspection, and individual service inspections.

The Hillingdon LSCB will therefore develop measures to demonstrate its effectiveness in ensuring positive outcomes for children. These will include ensuring that all statutory partners are effectively carrying out their safeguarding responsibilities.

These Terms of Reference will be reviewed annually.

### **Membership - Hillingdon LSCB Operational Board**

- Assistant Director, SC & QA, LBH
- Head of Service, SC & QA, LBH
- Service Manager, Early Intervention Service
- Hillingdon LSCB Business & Development Manager
- Heathrow Director, UKBF



- Named Nurse, CNWL Trust
- Named Nurse, THH Trust
- Designated Nurse, NHS CCG
- Designated Doctor, CCG
- Borough Police
- CAIT
- London Fire Brigade
- Youth Offending Service
- Healthwatch Hillingdon
- Lay Members

### **Membership - Hillingdon LSCB Executive Board**

- Lead Member (participating observer)
- Hillingdon LSCB Business & Development Manager
- Divisional Director of Operations, CNWL Trust
- CCG GP Lead
- Borough Commander, Met Police
- Director of Children's Services, LBH
- Secondary Schools
- Primary Schools
- Head of Education, Performance & Policy Standards, LBH
- Director of Nursing, THH
- Probation Service
- CRC
- London Fire Brigade
- Public Health
- CAFCASS
- Uxbridge College

### **LINK GROUPS**

#### **i. Health Network**

**Chair** - Designated Nurse

**Role** - To implement Government guidance and monitor practice across all health agencies. To analyse key issues and bring to the attention of Hillingdon LSCB. To carry out specific actions on behalf of Hillingdon LSCB that relate to health agencies.

#### **Membership**

- Designated Nurse & Doctor
- All named health professionals
- Specialist health visitor
- Midwives



- Mental Health professionals
- Lead GP CCG
- Named GP

## ii. Schools Cluster network

**Chair** - Schools Officer/LADO

**Role** - To develop and promote good working relationships and improve communication between schools and Children's Services. To ensure that schools are aware of all relevant safeguarding issues and practice.

### **Membership**

- Heads/lead safeguarding professionals from all schools within cluster area
- Social Care staff
- Schools Officer
- Local Authority Designated Officer (LADO)