



Camden Safeguarding
Children Board

MEMBERS'
INDUCTION
BOOK

2017

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CHAIR'S WELCOME

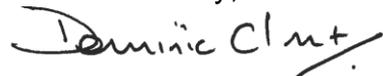
As Chair of Camden Safeguarding Children Board I'm delighted to welcome you onto the Board which is the key statutory mechanism for agreeing how the relevant organisations in Camden will co-operate to safeguard and promote the welfare of children and young people in the borough.

As a Board member it is essential that you are able to speak for your agency and contribute to decision making on their behalf. It is expected you will keep your agency apprised of Board decisions and any tasks it requires its partners to carry out.

The Board meets every two months and I would ask you to make it a priority to attend. Please notify the Board's Development Officer if you are unable to attend a meeting for any reason and where possible, arrange for a colleague of equivalent seniority to attend in your place.

The Board is at its most effective when partners work in a culture of mutual challenge, learning, support and improvement and I look forward to working with you in what a recent Ofsted safeguarding inspection report described as '*a well-established and mature partnership that carries out its statutory duties effectively*'.

Yours sincerely,



Dominic Clout QPM
Chair of Camden Safeguarding Children Board

OUR VISION STATEMENT

All children and young people in Camden are safe and thriving

OUR MISSION STATEMENT

Working in partnership to keep all children and young people safe and thriving within an environment where safeguarding is everybody's business and intervention and support is timely and right for individuals and families

OUR VALUES

- Respect for children, young people and their families
- Making a positive difference to the lives of children and young people
- Working together in partnership
- Collective and mutual challenge between partners to keep children safe
- Involving communities at a local level
- Valuing and responding to diversity

CSCB BUSINESS MANAGER AND DEVELOPMENT OFFICER

The LSCB Business Manager and Development Officer are the 'go to' people if you have questions about the Board.

In the main, these officers work closely with the Chair and vice-Chair to ensure the Board, its members and its subgroups can meet the demands placed on them by the local authority, DfE and Ofsted.

CSCB Business Manager:

Dinishia Mitford who can be contacted at dinishia.mitford@camden.gov.uk or by phone on 020 7974 6658

CSCB Development Officer:

Jerrie Andrews who can be contacted at Jerrie.Andrews@camden.gov.uk or by phone on 020 7974 1276

To see what the Safeguarding Children Board encompasses please go to www.cscb.org.uk

In particular, on the Training page you will find everything about the CSCB multi-agency safeguarding training programme. Please go to [CSCB training calendar](#) for the most up to date calendar of training events.

These courses are free to all members of the multi-agency safeguarding network (statutory and voluntary agencies and organisations and Board lay members) who have completed basic safeguarding awareness training.

Registration and applications to attend courses are made online.

Enquiries about training should be addressed to the CSCB multi-agency training consultant, Jennifer Pearce at jennifer@jenniferpearce.com

WHAT IS A LOCAL SAFEGUARDING CHILDREN BOARD...

Local Safeguarding Children Boards (LSCBs) were established by the Children Act 2004.

The LSCB is the key statutory mechanism for agreeing how the relevant agencies in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

Safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment;
- Preventing impairment of children's health or development;
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care;
- Enabling children to have optimum life chances and enter adulthood successfully.

...AND WHAT DOES IT DO?

Local authorities and LSCB partners have a statutory obligation to establish and support the operation of the LSCB, the role of which is to scrutinise local arrangements. To do this it should have a separate identity and an independent voice and should not be subordinate to, nor subsumed within, other local structures in a way that might compromise it.

The statutory functions of the LSCB are clearly stated in 'Working Together to Safeguard Children'. They are to:

- develop local policies and procedures as specified in the regulations for how the different organisations will work together on safeguarding and promoting the welfare of children;
- communicate the need to safeguard and promote the welfare of children and participate in local planning;
- undertake a Serious Case Review where abuse or neglect of a child is known or suspected, a child has died, or 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;
- review the deaths of all children who are normally resident in their area and put in place procedures to ensure that there is a coordinated response by relevant organisations to an unexpected death of a child. *Statutory guidance on Learning and Improvement* sets out the process that must be followed when undertaking these reviews and Serious Case Reviews;
- monitor and evaluate the effectiveness of what is done by partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve. This should include as a minimum:
- assessing the effectiveness and impact of the help being provided to children and families, including early help; and quality assuring practice for example through joint audits of case files involving practitioners and

- identifying lessons to be learned;
- assess whether Board partners are fulfilling their statutory obligations under section 11 of the Children Act 2004 and parallel duties and asking Board partners to self-evaluate;
- monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children; and
- produce and publish an annual report on the effectiveness of safeguarding and promoting the welfare of children in the local area. The purpose of this report is to ask whether safeguarding arrangements are working, and if not, why not. It should provide local partners and the public with a rigorous and transparent assessment of the performance of local services. Once published the annual report should be submitted to the Chief Executive and Leader of the Council, the local Police and Crime Commissioner and the Chair of the health and wellbeing board.

LSCBs will not usually be operational bodies, nor do they deliver services to children and their families. However, an LSCB may take on an operational and delivery role in line with its objectives as set out in Section 14 of the Children Act 2004:

- Co-ordinate, monitor and support what is done by
- each person or body represented on the LSCB for the purposes of safeguarding and promoting the welfare of children in the area of the authority;
- Ensure the effectiveness of what is done by each such person or body for that purpose.

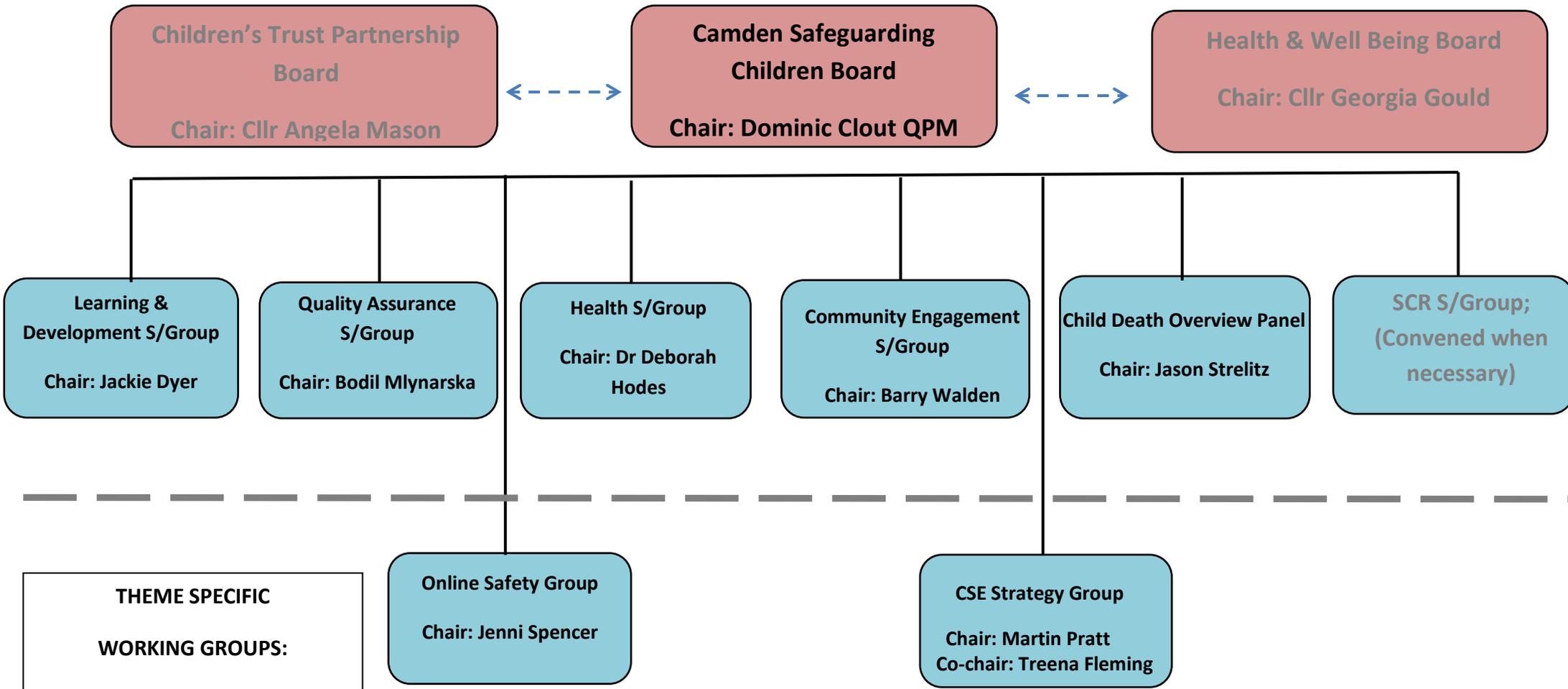
For more information please see the *London Child Protection Procedures* which are published by the London Safeguarding Children Board and are available at www.londoncp.co.uk and '*Working Together to Safeguard Children*' (2013) which is available on the CSCB website: www.cscb.org.uk under 'Professionals/Policies and Guidance/National Policies and Guidance'.

OUR CURRENT STRATEGIC PRIORITIES

- Robust core safeguarding practice, with a continuing focus on domestic abuse, mental ill-health, substance abuse, troubled adolescence, child sexual abuse and all forms of exploitation
- Evidenced partnership effectiveness so that the Board is in a strong position to make a positive safeguarding assurance statement in its annual report
- Improvement through learning with an evidenced culture shift that results in high quality performance

Camden Safeguarding Children Board Structure

2017/18



The Board is also supported by a quarterly meeting of all Sub-Group Chairs to review progress against the CSCB Annual Business Plan.

CSCB MEMBERSHIP (October 2017)

NAME	AGENCY	CONTACT
Angela MASON	Cabinet Member for Children	Angela.Mason@camden.gov.uk
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Jerrie ANDREWS	CSCB Development Officer	Jerrie.Andrews@camden.gov.uk

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Treena FLEMING	Detective Superintendent Camden, MPS	Treena.Fleming@met.pnn.police.uk

WHAT IS EXPECTED OF A MEMBER OF THE LSCB?

The CSCB meets bi-monthly, on Tuesdays, from 12noon – 2pm. Board papers will be sent out seven days before each meeting.

All meetings are fully minuted and minutes distributed to members as soon as possible but no later than a month after the meeting.

Minutes of previous meetings are available on request from either the CSCB Business Manager or CSCB Development Officer.

The Board is not an operational group, but on occasion, it may discuss specific cases. This information will be confidential and should only be shared with colleagues outside the Board on a strictly 'need to know' basis.

Attendance expectations:

- Agencies must ensure 100% attendance. A Board member who knows in advance that they cannot attend a meeting should arrange for an appropriate colleague to attend in their place. A member whose attendance is irregular, or who fails to attend and/or delegates for more than two consecutive meetings, or makes a habit of leaving meetings early, will be contacted by the Chair to agree remedies for achieving consistent attendance.

Frequency of CSCB Sub Groups:

- Sub Groups will meet either bi-monthly or quarterly.

The Chair of the CSCB will meet with the CSCB Sub Group Chairs on a quarterly basis.

Communications:

- The Chair is the primary spokesperson of the CSCB.
- Where the Chair is independent and accountable to the council's Chief Executive, all press enquires and requests to represent the CSCB must be cleared with the CEO before responding to them.
- Where there is a serious situation, which results in significant media and public interest (such as a serious injury or death of a child), the Director of Children, Schools and Families will brief the Chair, after which they will issue a joint response. Board Partners are expected to liaise and agree on an appropriate communication strategy.

Members' Roles and Responsibilities

Members are expected to:

- Read papers in advance of meetings.
- Bring a copy of meeting papers as distributed.
- Attend meetings, and when unable to, send apologies in advance and supply an appropriate deputy. Agencies must ensure 100% attendance.

- Arrange for an appropriate representative when the identified member is unable to attend a meeting. This should not occur in more than 20% of each year's scheduled meetings.
- Respond to communications and act as a channel of communication between their own agency and the Board.
- Participate in meetings both as a member of the Board and as a representative of their agency.
- Promote the aims of the Board in their own agency.
- Contribute to the development of the Board as an effective, efficient and inclusive team.
- Raise concerns with the Chair as necessary.
- Share responsibility with partners for ensuring delivery of the business plan.
- Be responsible for their agency's financial contribution to safeguarding children and ensure that the resources allocated by their agency, both financial and human, are used effectively to meet the CSCB objectives, and that any shortfalls are brought to the attention of the Board and agency.
- Be the named safeguarding 'champion' for their agency in all matters relating to the CSCB and/or Sub Groups.
- Take a lead role in safeguarding children in their agency/professional group and lead on work as required by the Board.
- Contribute to and examine regular updates, data and analysis of individual and joint agency safeguarding children performance indicators.
- Ensure, as part of the Serious Case Review and Child Death Review process that management reviews are completed in full within the set timescales, and recommendations taken forward.

Members' Terms and Conditions

- It is expected that CSCB members will be representatives of senior management within their agencies/organisations, for example, second or third tier in larger organisations, and able to commit their agencies/organisations to joint working and in some cases the allocation and/or reshaping of resources to support the work of the Board.
- Each member is required to give priority to attendance at Board meetings and any additional activities that may be required to fulfil the Board's objectives.
- It is expected that named representatives will normally serve a minimum of three years on the CSCB. This should be considered by agencies when nominating their representative on the Board.
- It is recognised that, in many cases, nomination will be of a specifically designated post. However, when an agency is anticipating change, it is most important that they give consideration to ensuring continuity of their representation on the Board.
- No fees will be paid by the CSCB for agency time or for representatives' expenses, except where a member attends and represents the Board on a conference, etc., at the Board's request.

- Agencies will be expected to respect shared information as confidential and all members will be expected to sign a confidentiality clause.

CSCB membership is defined roles by three categories

Core members must:

- Hold senior management positions within their organisation;
- Be able to commit their agencies to joint working and in some cases the allocation and/or reshaping of resources to support the work of the Board;
- Have a lead role for safeguarding children within their agency/professional group and lead on work as required by the Board.

Professional advisors and Sub Group Chairs:

- Are seen as experts, or as having a comprehensive understanding of a particular issue which may assist the Board in progressing work.
- May be seen as a safeguarding 'champion' for their agency in all matters relating to the CSCB. The Board recognises that members who are identified thus, are neither accountable for their organisations, nor in a position to commit their organisations to joint working, nor able to allocate and/or reshape resources to support the work of the Board.

Board administration and development support:

- Provides development and administrative support to the Board to assist with coordinating and progressing work areas. Such members are neither accountable, nor in a position to commit their organisations to joint working, nor able to allocate and/or reshape resources to support the work of the Board.

APPENDIX 1

CSCB SUB-GROUPS

All Sub-Group meetings are fully minuted and minutes are available on request from either the CSCB Business Manager or CSCB Development Officer.

Unlike the main Board, sub-groups are operational and will routinely discuss specific cases. This information is confidential and should only be shared with colleagues outside the sub-group on a strictly 'need to know' basis.

QUALITY ASSURANCE

- Contribute to self-evaluation with regard to safeguarding as part of the inspection process.
- Monitor the implementation of findings and recommendations of Serious Case Reviews and the Child Death Review Panel.
- Lead on monitoring of management information from participating agencies.
- Take lead responsibility for multi-agency audits.
- Review child protection thresholds, based on practice/audit findings, and if relevant, develop guidance.
- Contribute to the annual CSCB Business Plan.
- Ensure that a **multi-agency audit programme** is in place, and that findings from audits are reported to the QA s/group and LSCB.

COMMUNITY ENGAGEMENT

- Contribute to an on-going safeguarding information, accessibility and communication strategy, working with children and young people, parents and the wider community, including faith and BME groups.
- Explore and agree how best to ensure effective two-way communication between the LSCB and stakeholder groups on child protection and broader safeguarding issues within local communities, in line with the requirements of 'Working Together to Safeguard Children' (2013).
- Regularly monitor and, where appropriate, contribute to existing information for parents, young people and communities on safeguarding issues.

- Identify gaps in order to maximise existing resources and/or produce new materials.
- The Sub Group will also contribute to -
 - Continuing development by the LSCB of a robust strategy for consulting and engaging with communities by identifying and working with existing fora to ensure information is targeted and accessible.
 - Community events and the raising of awareness of safeguarding in local community groups by building on existing fora and events both in the Council and within the community and voluntary sector.
 - Work in partnership with voluntary sector and community groups in order to harness expertise and agree an effective strategy for engagement.

LEARNING AND DEVELOPMENT

- Prepare an annual programme of multi-agency safeguarding training.
- Deliver multi-agency safeguarding training to all agencies and organisations working with children and their families in Camden.
- On occasion, deliver safeguarding training to individual agencies and organisations in the voluntary sector, which have insufficient resources to do it for themselves.
- Keep abreast of training needs arising from research findings, changes to practice and changes in legislation, and ensure these are reflected in the training programme.
- Audit the take-up and evaluate the outcomes of safeguarding training by the multi-agency network.
- Share information on successful training, and where appropriate, adapt it for use in both the single and multi-agency programmes; the same should apply to any related training materials which members know to be effective.
- Regularly share qualitative and quantitative data at S/Group meetings.

ONLINE SAFETY

- Audit and establish what already exists in the borough to enable the safety of CYP from technological abuse and to identify gaps
- Develop an overarching **Online Safety strategy** that sets out the systems and actions that are required to ensure e safety in Camden

- Develop a **communications strategy** to ensure the production and distribution of information that will raise awareness of e safety amongst parents and carers and CYP
- Develop and co-ordinate a range of e safety awareness **education and training** to all agencies, parents and carers, CYP and e safety contact officers
- Develop a model **Online Safety policy/procedure** and to support all agencies in developing and maintaining their own e safety policy
- Create and manage a network of **Online Safety contact officers** in all school settings and agencies who are responsible for responding to incidents and raising awareness of e safety in their setting
- Develop a **system of audit** that will enable the monitoring and reviewing of Camden's e safety strategy
- **Provide support and advice** to all agencies on matters relating to e safety
- To develop a reporting system to ensure a co-ordinated and effective response to specific incidents, including incidents requiring escalation and reporting
- **Monitor** and report on levels of awareness and implementation of e safety policies within all agencies
- Identify, develop and make available a package of **Online Safety resources** aimed at children and young people, their parents and carers and staff

POLICY

(This S/Group is virtual and conducts all its business by email).

- Respond to requests from agencies and organisations for advice on writing a CP/safeguarding policy from scratch or revising an existing policy in line with legislation, research and new developments. The group provides written guidance on Developing a Child Protection Policy, which is available on the Board website (www.cscb.org.uk under Professionals - policies/guidance).
- Ensure that all policies and procedures are in line with both national and local legislation on child protection and safeguarding.
- Ensure that the principles of anti-discriminatory practice are incorporated into all policy statements and practice guidance.
- Act, with assistance of the main Board, as the main platform for consultation on key local and national legislation/guidance.

HEALTH

- To provide a communication network for all designated, named and lead professionals across Camden's health economies.
- To facilitate the sharing of expertise on Safeguarding Children and Looked After Children (LAC) issues and policies.
- Discuss and review new national guidance, consultations and initiatives for safeguarding and LAC.
- Review CSCB workplan and priorities in relation to health services and ensure that decisions made by the CSCB are implemented by the relevant agencies.
- To monitor implementation of recommendations from inspections, single agency reviews and audits and Serious Case Reviews, and seek assurance that these are implemented across the relevant agencies.
- To facilitate peer learning in respect of safeguarding.
- To identify safeguarding training needs across the site and provide a plan to meet those needs and report them to the CSCB Learning & Development Sub Group.

CHILD DEATH OVERVIEW PANEL (CDOP)

PURPOSE

Through a comprehensive and multidisciplinary review of child deaths, the Camden Child Death Overview Panel (CDOP) aims to better understand how and why children between the ages of 0-18 years in Camden die and use our findings to take action to prevent other deaths and improve the health and safety of our children.

In carrying out activities to pursue this purpose, the CDOP will meet the functions set out in paragraph 7.4 of *Working Together to Safeguard Children* in relation to the deaths of any children normally resident in Camden. Namely collecting and analysing information about each death with a view to identifying –

- (i) any case giving rise to the need for a Serious Case Review
- (ii) any matters of concern affecting the safety and welfare of children in Camden
- (iii) any wider public health or safety concerns arising from a particular death or from a pattern of deaths in Camden

RESPONSIBILITIES

- To ensure, in consultation with the local Coroner, that local procedures and protocols are developed, implemented and monitored, in line with the guidance in Chapter 7 of *Working Together* on enquiring into unexpected deaths.
- To ensure the accurate identification of and uniform, consistent reporting of the cause and manner of every child death.

- To Collect and collate an agreed minimum data set of information on all child deaths in Camden and, where relevant, to seek additional information from professionals and family members.
- To evaluate data on the deaths of all children normally resident in Camden, thereby identifying lessons to be learnt or issues of concern, with a particular focus on effective inter-agency working to safeguard and promote the welfare of children.
- To evaluate specific cases in depth, where necessary to learn lessons or identify issues of concern.
- To identify significant risk factors and trends in individual child deaths and in the overall patterns of deaths in the Camden, including relevant environmental, social, health and cultural aspects of each death, and any systemic or structural factors affecting children's well-being to ensure a thorough consideration of how such deaths might be prevented in the future.
- To identify any public health issues and consider, with the Director(s) of Public Health and other provider services how best to address these and their implications for both the provision of services and for training.
- To identify and advocate for needed changes in legislation, policy and practices to promote child health and safety and to prevent child deaths.
- To increase public awareness and advocacy for the issues that affect the health and safety of children
- Where concerns of a criminal or child protection nature are identified, to ensure that the police and coroner are aware and to inform them of any specific new information that may influence their inquiries; **to notify the Chair of Camden's Safeguarding Children Board (CSCB)** of those concerns and advise the chair on the need for further enquiries under section 47 of the Children Act, or of the need for a Serious Case Review
- To improve agency responses to child deaths through monitoring the appropriateness of the response of professionals to each unexpected death of a child, reviewing the reports produced by the rapid response team and providing the professionals concerned with feedback on their work.
- To provide relevant information to those professionals involved with the child's family so that they, in turn, can convey this information in a sensitive and timely manner to the family
- To monitor the support and assessment services offered to families of children who have died
- To monitor and advise the CSCB on the resources and training required locally to ensure an effective inter-agency response to child deaths
- To co-operate with any regional and national initiatives – the Confidential Enquiry into Maternal and Child Health (CEMACH) – in order to identify lessons on the prevention of child deaths.

CHILD SEXUAL EXPLOITATION (CSE) STRATEGY GROUP

RESPONSIBILITIES

The Strategic Multi-Agency CSE Group exists to contribute to the safeguarding of children and young people through co-ordinating the partnership's CSE response. Its key responsibilities are to:

- Lead, monitor and inform the CSCB partnership response to CSE through the oversight and analysis of qualitative and quantitative data identifying themes, trends and emergent patterns of concern.
- Ensuring necessary links with other partnership boards such as the CSP and meetings where themes relating to CSE are discussed
- Develop a clear understanding of the prevalence of CSE by ensuring that information and data gathered supports response activity including; disruption, learning and service development.
- Review commissioned services to ensure they are effective and agreed outcomes are being achieved
- Oversee and review outcomes from the MASE
- Oversee and review the effectiveness of proactive and preventative work regarding CSE
- Ensure effective use of resources relating to CSE
- Provide strategic oversight, scrutiny and direction on how safeguarding is addressed relative to child sexual exploitation and children and young people missing from home.
- Incorporate national and local learning in the development of CSCB partnership activity.
- Ensure local projects, communities and young people are consulted with and made aware of CSE and ensure they are involved in identifying areas of concern, gaps in service provision and informing action planning.
- Implement all statutory guidance relating to CSE.