



MILTON KEYNES SAFEGUARDING CHILDREN BOARD CONSTITUTION

The following agencies and organisations have signed up to the MKSCB Constitution:

..... Milton Keynes Children & Young People's Services

..... NHS Milton Keynes

..... Thames Valley Police

..... Milton Keynes Community Health Services

..... MK Hospital Foundation Trust

..... Thames Valley Probation

..... CAFCASS

..... Youth Offending Service

..... MKC Community Wellbeing

..... Voluntary Sector Representative

..... MKC & MK PCT Joint Adult Mental Health Service

..... On behalf of BME Community Organisations

..... Oakhill Secure Training Centre

..... HMP Woodhill

..... Milton Keynes College

..... Community Safety Partnership

October 2009

CONSTITUTION FOR MILTON KEYNES SAFEGUARDING CHILDREN BOARD (MKSCB)

1. PURPOSE

The Milton Keynes Safeguarding Children Board was established under section 13 of the Children Act 2004 as the statutory mechanism for agreeing how the relevant organisations within Milton Keynes co-operate to safeguard, promote the welfare of children and young people and ensure the effectiveness of the work undertaken by partners in this area.

MKSCB is a multi agency independent strategic, rather than operational, Board. It and its activities are part of the wider Children's Trust (CT) arrangements, without being subordinate to, or subsumed within those arrangements.

2. SCOPE OF MKSCB

The scope of the Milton Keynes Safeguarding Children Board is as follows:

- Activity that aims to prevent maltreatment of any child in Milton Keynes
- Activity that aims to prevent the impairment of health or development of any child in Milton Keynes
- Activity that aims to ensure that children are growing up in circumstances consistent with safe and effective care

In particular, MKSCB will carry out these activities by focusing on:

- Mechanisms to identify abuse and neglect wherever they occur
- Work to increase the understanding of safeguarding children's issues in the professional and wider community
- Work to ensure that organisations working or in contact with children operate safe recruitment and HR practices
- Monitoring the effectiveness of each organisation's implementation of their duties under s11 of the Children Act 2004
- Ensuring children know who they contact when they have concerns about their own safety and welfare
- Monitoring how agencies work together to safeguard children and young people and deliver statutory child protection functions
- Monitoring the effectiveness of multi-agency risk meetings, including MAPPA and MARAC

Proactive work that aims to target vulnerable children including:

- Evaluating and agreeing levels of need and intervention for work with families whose children have been identified as 'in need', but where the child is not suffering or at risk of suffering significant harm
- Work to safeguard and promote the welfare of children who are potentially more vulnerable than the general population, for example, privately fostered children, children missing from home, or children with disabilities
- Evaluating the systems in place that identify individuals who pose risk to children

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

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

3. FUNCTIONS OF MKSCB

The broad functions of the Board are as follows:

- a) The Board is responsible for ensuring that the Milton Keynes Children's Trust has a coherent strategic approach to safeguarding, and that all Children's Trust partners are performing their safeguarding responsibilities.
 - *By annual overview report on safeguarding in Milton Keynes to the Children's Trust and Local Strategic Partnership which provides an honest assessment of the local arrangements and the challenges to be addressed by the Children's Trust.*
 - *By half-yearly reports to Children's Trust on progress against the MKSCB business plan and any important issues arising.*
 - *By the Board being consulted on relevant draft strategies prepared by the Children's Trust.*
- b) The Board is responsible for developing and agreeing, in partnership with the Children's Trust, the staying safe priorities in the Children and Young People's Plan and regularly reviewing these outcome indicators so that work within and across agencies is held to account.
 - *By MKSCB input into Children's & Young People's Plan and annual reviews of this through the provision of the annual report assessment of safeguarding arrangements and challenges to be met and reviews of this annually, and*
 - *By quality assurance of partners' safeguarding practice.*

- c) The Board is responsible for ensuring the development and maintenance of multi-agency safeguarding policies, procedures and good practices across Milton Keynes.
 - *By Policy & Procedures sub-group*
- d) The Board is responsible for ensuring that single and inter agency training on safeguarding and promoting the welfare of children is provided to meet the needs of the children's workforce and others in Milton Keynes and evaluating the impact of this training on the children's workforce.
 - *By Training & Development sub-group*
- e) The Board is responsible for raising awareness around how children can be safeguarded and their welfare promoted, and how this is everybody's business and ensuring that it has a high profile in Milton Keynes.
 - *By Communication & Engagement sub-group*
- f) The Board is responsible for ensuring effective quality assurance systems are in place across and within all partners, and that scrutiny systems across agencies are in place to carry out its responsibilities through audits and data analysis as appropriate.
 - *By Quality Assurance sub-group developing annual audit priorities and a programme which is agreed by the Board, and monitoring agencies' progress against these and action plans from Serious Case Reviews and individual management reviews*
- g) The Board is responsible for encouraging and monitoring safe recruitment and workforce practices across all services and agencies.
 - *By Safer Workforce sub-group*
- h) The Board is responsible for monitoring all child deaths that occur in Milton Keynes and enquiring into and evaluating all unexpected child deaths.
 - *By Child death Overview Panel*
- i) The Board is responsible for ensuring that effective arrangements are in place to determine when to hold a Serious Case Review, to ensure the review is carried out in an efficient and independent manner, and to ensure that learning from the review is disseminated across partner agencies and wider and leads to improved practice.
 - *By Serious Case Review Panel*
- j) The Board will agree priorities and a Business Plan annually to ensure its functions and priorities are carried out.
 - *The Business Management Group will monitor progress against these and oversee the work of the sub-groups against their work programmes developed from this Business Plan*

4. GOVERNANCE and ACCOUNTABILITY

Independence

- a) MKSCB has a unique statutory role in ensuring that partners are cooperating, that effective safeguarding arrangements are in place across the partnership, and assisting with the planning and delivery of services for children and young people. The Board must be able to form a view of the quality of local activity, challenge organisations as necessary and speak with an independent voice.
- b) The Board Members represent their agencies and must be of sufficient seniority to do so, but also have a responsibility to ensure effective safeguarding within their agencies and across partner agencies.

Relationship to the Children's Trust

- c) In order to ensure an ongoing and direct relationship with the Children's Trust, the MKSCB Chair will be a member of the Children's Trust Board, attending meetings, receiving reports and participating in discussions, ensuring that safeguarding issues are considered in these.
- d) The Chair will present the Board's Annual Report to the Children's Trust Board on an annual basis. The Director of Children's Services will similarly present and share the Children and Young People's Annual Report/Plan to MKSCB.
- e) MKSCB Chair will also report on the Board's progress against its business plan to the Children's Trust Board on a half-yearly basis and raise any concerns MKSCB may have regarding the effectiveness of the Children's Trust or its members in safeguarding children.

Accountability

- f) MKSCB is accountable to the Chief Executive of the Council, through the Director of Children's Services (DCS), and Lead Member for Children's Services in respect of its governance. However it will act independently in respect of monitoring safeguarding arrangements and thus it is within its remit to scrutinise the safeguarding arrangements of all responsible organisations within Milton Keynes and will report annually to the Local Strategic Partnership
- g) The Board is accountable to its core funding partners. It will produce an annual report on its progress which will be presented to the Children's Trust Board and to the executive bodies of core funding partners
- h) Work of the Board is scrutinised by overview & scrutiny committee arrangements. This committee will also share its work in relation to safeguarding matters with MKSCB.

- i) It is the responsibility of the Director of Children's Services (DCS) and the Lead Member for Children's Service, as well as of partner agencies to ensure that an effective Safeguarding Children Board is in place.
- j) The DCS is accountable to the Chief Executive for the effective working of the Board and will be challenged where appropriate by the Lead Member.

The Role of Elected Members and Non-Executive Directors

- k) The Lead Member for Children's Services is politically accountable for ensuring the local authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and should provide the political leadership needed for the effective co-ordination of work with other agencies with safeguarding responsibilities and thus should be a 'participant observer' member of MKSCB. As such, the Lead Member will attend meetings as an observer, receive all written reports, engage in discussions, ask questions and seek clarity, but will not be part of the decision-making process and thus will have the independence to challenge when necessary from a well-informed position.
- l) The Lead Member for Children Services in the Local Authority will pay particular attention to how the Children's Trust is fulfilling its responsibilities to safeguard and promote the welfare of children, and will hold the Director of Children's Services to account.
- m) Other Local Authority elected members and non-executive directors of other Board partners cannot be members of the MKSCB.
- n) The Lead Member for Children's Services can ask to speak to the Chair in order to seek the Chair's view on the Board's effectiveness and whether partners are fulfilling their responsibilities. The Lead Member will meet with the Chair quarterly to ensure the Lead Member is kept informed of current issues. The Lead Member should inform the Director of Children's Services of their intention to do so. The Chair may also contact the Lead Member and should likewise inform the Director of Children's Services.

The Function of Challenge

- o) One of the primary functions of MKSCB is to set in place quality assurance mechanisms to monitor the effectiveness of work carried out by the partners to safeguard and promote the well-being of children; this covers not just the quality of the joint work that goes on between partners' agencies, but also the quality of the work within individual agencies.
- p) MKSCB will receive and scrutinise regular quality-assurance reports by individual agencies to identify good practice and highlight any shortcomings within those agencies. If shortcomings are identified,

MKSCB and the agency in question will agree a remedial action plan. The implementation and resulting impact of the action plan will be reviewed by MKSCB.

- q) If a Board partner is found not to be performing effectively in safeguarding and promoting the welfare of children, and MKSCB is not convinced of the adequacy of the planned action to improve practice, the MKSCB Chair, in consultation with the Director of Children's Services, will explain these concerns to those individuals and organisations concerned, and seek to provide support and ensure adequate action is taken to improve practice.
- r) Whilst MKSCB has a role in coordinating and ensuring the effectiveness of work being done by local individuals and organisations in relation to safeguarding and promoting the welfare of children, it is not accountable for their operational work. Each Board partner has their own existing lines of accountability for safeguarding and promoting the welfare of children by their services. MKSCB does not have the power to direct other organisations.

Dispute Resolution between Board Partners

- s) If there is a dispute between MKSCB partners, dispute resolution procedures will be followed. Within 28 days of the Board determining that a dispute exists, the MKSCB Chair, in consultation with the Director of Children's Services (DCS), will convene a joint meeting of the parties in dispute. This should take place as soon as is reasonably practicable, but within three months. In most cases the Chair of MKSCB will chair the meeting. The agenda will be agreed jointly by the Chair and the parties in dispute. The aim of this meeting is for both parties to agree a formula for resolving the dispute, or agree the issues that separate them and possible ways forward.
- t) Where there is no agreement, either party may suggest to the Chair that an independent mediator be appointed to resolve the dispute, which course of action requires the agreement of the partners. If they cannot agree this within 28 days, the MKSCB Chair, in consultation and agreement with the Director of Children's Services may refer the dispute to a Chartered Institute for Arbitrators to be resolved.
- u) If there is a dispute between a MKSCB partner and the Chair similar dispute resolution procedures will be followed. The DCS will convene a joint meeting of the parties in dispute within the same timescales and with the same aims as (q) above. Where there is no agreement either party may suggest to the DCS that an independent mediator be appointed. If the partners cannot agree this within 28 days the DCS, in consultation with the Chief Executive, may refer the dispute to the Chartered Institute for Arbitrators to be resolved.

5. ROLE OF THE CHAIR OF MKSCB

- a) The Chair is responsible for chairing all main MKSCB meetings. The Chair will agree the agenda and correct and agree the minutes. The Chair will represent the Board at formal meetings with Ofsted, Government Office and other scrutiny bodies.
- b) The Chair will be a member of the Children's Trust Board and present an annual report of the MKSCB's activities, including an assessment of the effectiveness of the local safeguarding arrangements and the challenges for the next year to the Children's Trust.
- c) The Chair is also responsible for raising safeguarding issues with the Children's Trust Board as the representative of MKSCB and challenging the Board and its members if these are not addressed appropriately.
- d) The Chair should be independent, either as a voluntary or paid position under contract. The Chair does not report to the DCS or the Lead Member, but should liaise with them and brief them on a quarterly basis. The chair is however accountable for the effectiveness of their work as the MKSCB chair and this will be appraised by the DCS.
- e) Board members will be consulted on the appointment of the Chair and with the DCS review the appointment at least every 2 years to consider how effective the current arrangements are and whether the objectives of the board are being met under the current Chair.
- f) There will be a clear role description for the Chair. The Chair's role will include the requirement to challenge partner agencies at a senior level where there are concerns about safeguarding performance or systems
- g) The Chair will be supported by the Head of Safeguarding in the Council, in an advisory capacity. Practical support and administration will be provided by the MKSCB team.

(See appendix 1)

6. STRUCTURE

Milton Keynes Safeguarding Children Board

- a) The full board will meet at least four times per year.
- b) The full board will be chaired by the Independent Chair, who will agree the agenda.
- c) The board will elect a vice chair who will chair the meeting on occasions that the Independent Chair is unable to do so.

- d) Membership should be from all key agencies or major service areas represented, and at as senior level as possible, reflecting 'Working Together 2006' guidance (Para 3.55) which states that they should hold a strategic position within their organisation with respect to safeguarding and promoting the welfare of children. Board members must be able to:
- Speak with authority within their organisation
 - Hold their organisation to account
 - Commit their organisation on policy and practice
- e) Initial membership of MKSCB will consist of one senior representative from the organisations/services below:
- Lead Member for Children's Services (as a participant observer)
 - Director of Children's Services
 - MKC Children & Young People's Services, Children's Social Care
 - Schools (Primary and Secondary)
 - Community Wellbeing - Adult Social Care and Housing
 - NHS Milton Keynes - Commissioner
 - Milton Keynes PCT - Provider
 - MK Hospital Foundation Trust
 - Strategic Health Authority
 - Designated health professional
 - Community Safety Partnership
 - Police
 - CAF/CASS
 - Connexions Service
 - Probation
 - Voluntary sector representative(s)
 - Youth Offending Service
 - MKC & MK PCT Joint Adult Mental Health Service
 - MKC Children and Young People's Services, Early Years & School Improvement
 - 2 lay representative, resident in Milton Keynes
 - BME Community Organisation
 - Oakhill STC
 - HMP Woodhill
 - Milton Keynes College
- f) Attendance will be monitored and reported as part of the annual report and any issues regarding attendance of agencies will be raised with the agency concerned.
- g) Quoracy - A meeting of the MKSCB requires at least eight members, representing at least four separate agencies, to be quorate. No decisions can be made without the meeting being quorate.

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

Business Management Group

- a) Below the MKSCB will be an Business Management Group which will meet at least six weekly.
- b) The membership of this group will be senior operational managers from key agencies: CYPS Children's Social Care, NHS MK, Police, Third Sector, Schools, Probation, and other members may be co-opted as required
- c) The purpose of this group will be to plan the work required by the Board, ensure the development and implementation of the Board's Business Plan and Annual Report and to performance-manage the work of the sub-groups.
- d) The Business Management Group will also be responsible for supporting interagency working, greater joint working and training and development with partner agencies.
- e) The Business Management Group will be chaired by the Assistant Director of CYPS, Children's Social Care (as this agency has the lead responsibility for safeguarding through legislation). The Business Management Group will elect a vice chair to take over the chairing responsibilities when the chair is unable to attend.
- f) Members of the Business Management Group will be expected to provide regular reports of progress within their agencies and to address any safeguarding issues identified within their agency on behalf of MKSCB.
- g) The Business Management Group will be supported by the Business Manager from the safeguarding team. The Strategic Manager, Safeguarding will act as an advisory officer both to the Chair of the MKSCB (and MKSCB as a whole) and to the Business Management Group.
- h) The Business Management Group will provide a progress report to every MKSCB meeting.

7. MKSCB SUB-GROUPS

The proposed sub-groups are as follows:

- **Quality Assurance** (ensuring that audits take place in services, audits of multi-agency practice, examination of data from individual agencies, and on a multi-agency basis, monitoring of progress against action plans)
- **Policy & Procedures** (ensuring that effective inter-agency policy and associated procedures are in place and available to all relevant staff)
- **Communications & Engagement** (responsible for raising awareness of safeguarding, the profile of MKSCB, maintenance of an effective website, effective communication with the public and with parents and children, MKSCB publications and promotion)
- **Training and Development** (responsible for producing the training strategy and monitoring its effectiveness)
- **Safer Workforce**
- **Child Death Overview Panel**
- **Serious Case Review Panel** (responsible for recommending to the chair when Serious Case Reviews (SCRs) and Individual Management Reviews should take place, for selecting the independent chair and authors for SCRs, and for proposing the membership of panels for specific SCRs)

Each sub-group will have a chair and vice-chair, clear terms of reference reviewed annually, and an annual work-plan. Sub-groups will report to the Business Management Group. Sub-groups will meet ca. 6 weekly.

There may be additional task and finish sub groups to address particular priorities in the business plan or to address national initiatives.

8. PARTICIPATION

It is vital that children and young people, parents and all the communities, including black and minority ethnic, and faith groups in Milton Keynes are aware of the importance of safeguarding children, and that this is everybody's business.

To promote this MKSCB will engage with focus groups, building on those existing groups where these exist.

MKSCB will develop a participation plan which will include communication marketing of the MKSCB and the development of publicity materials.

9. DECISION-MAKING

Any matter requiring a decision to be made by MKSCB between meetings and which does not, in the opinion of the Chairperson, require a special meeting to be convened, will be decided by the Chairperson in consultation with the Assistant Director, CYPS Children's Social Care, as chair of the Business Management Group and the Strategic Manager Safeguarding as MKSCB advisor. Any decision made should be reported and ratified at the next full MKSCB.

10. COMPLAINTS

The MKSCB will operate a complaints procedure aimed at resolving grievances related to MKSCB's functions. The MKSCB will adopt a written complaints procedure, which will be posted on the MKSCB website and provided in writing to service users as required.

11. BUSINESS PLAN

The MKSCB will produce a three-yearly business plan. The Business Plan will be developed in consultation with Board members along with other stakeholders. The MKSCB Business Management Group will be responsible for coordinating the development of the Plan and its presentation to the MKSCB.

The MKSCB Business Plan will be presented to the Children's Trust Board for comment prior to being presented to the MKSCB for approval. Individual partners are expected to use their own internal governance arrangements to seek wider endorsement of and contribution to the plan.

Each sub-group will develop more detailed plans for those areas of the business plan that fall within their area of responsibility. These plans will be agreed by the Business Management Group, and Sub-Group Chairs will report on the progress against these plans to the Business Management Group which will submit a report on progress to each meeting of MKSCB.

The Business Management Group will co-ordinate the production of an annual report, identifying the progress of the plan. The annual report will include reports from each sub-group in respect of progress within their areas of responsibility.

The MKSCB business plan and annual reports will be public documents and will be posted on the MKSCB website.

12. FUNDING

The MKSCB constituent agencies will contribute annually, at an agreed payment level or, where previously agreed, through services in kind to the funding required to meet the responsibilities, duties and objectives of the MKSCB.

The financial year will run from the 1st April to the 31st March the following year, with contributing agencies being invoiced by the 1st October each year.

Milton Keynes Council, on behalf of MKSCB, will act as accountable body and administer the pooled budget. Agreement of the funding agencies will be sought on how any under-spend is managed. Similarly, the funding agencies will need to agree as to how any projected overspend should be managed.

A budget report will be provided to each meeting of MKSCB, as part of the report from the Business Management Group, and an annual statement will be produced in the Annual Report. Periodic independent audits of the budget will be reported to MKSCB.

13. REVIEW

The Constitution will be reviewed annually, with Government Office South East input to provide some independent advice.

This draft constitution will be amended as necessary to ensure compliance with further national guidance as and when this is published.

APPENDIX 1

Independent Chair - Job description

Salary: Paid on sessional basis. It is anticipated that this role will require the post holder to work between one or two days a month.

This position reports to:

Chief Executive of Milton Keynes Council

KEY OBJECTIVES OF THIS POST:

1. To chair Milton Keynes Safeguarding Children Board (MKSCB) meetings.
2. To ensure that MKSCB operates effectively, with a collaborative framework and has an independent, objective and authoritative identity.
3. To provide direction and ensure MKSCB's ability to independently fulfil its statutory objectives of co-ordinating and monitoring the effectiveness of inter agency work to safeguard and promote the welfare of children.
4. To ensure a collaborative approach to MKSCB and ensure that partner agencies cooperate and effectively safeguard and promote the welfare of children.

STAFF RESPONSIBLE FOR:

None

DUTIES AND RESPONSIBILITIES/ FUNCTIONAL LINKS:

1. To agree the agenda for MKSCB with the Assistant Director of CYPS, Children's Social Care and MKSCB Business Manager.
2. To ensure the efficient running of the Board, effectively chair meetings of the Board and follow up decisions as required including items for "Chair's Action".
3. To read the Board papers and prepare for meetings.
4. To ensure the minutes accurately reflect MKSCB discussions, agreements, actions and ensure timely distribution of these.
5. In conjunction with the Assistant Director of CYPS, Children's Social Care and the Strategic Manager, Safeguarding, and other partners ensure that key issues

and national developments are brought to the attention of and considered by MKSCB and its sub groups.

6. To actively participate in regional LSCB Chairs fora and disseminate learning from these events to MKSCB members as appropriate
7. To ensure concerns are raised should board partners not perform effectively in safeguarding and promoting the welfare of children, raising this with the individual and/or organisation involved.
8. To facilitate effective partnership working of MKSCB and ensure MKSCB carries out its functions to safeguard and promote the welfare of children and young people in Milton Keynes.
9. To ensure MKSCB produces and publicises an annual business plan, and progress is regularly reviewed.
10. To ensure all MKSCB plans and reports are endorsed by board members and where appropriate made available to the public.
11. To ensure there is in place an effective inspectoral and auditing system within the organisations and representatives on MKSCB.
12. To contribute to discussions on the MKSCB budget.
13. To provide independent arbitration as necessary when conflicts of interest arise within MKSCB.
14. To respect confidentiality of sensitive information provided by the partners of MKSCB.
15. To ensure with others that the voices of children, young people and their families are well represented in the work of MKSCB.
16. To ensure MKSCB contributes to the delivery of staying safe and broader safeguarding priorities across the ECM agenda through reporting to and liaison with other strategic partnerships where required.
17. To respond to media enquiries on behalf of MKSCB, in consultation with the Director of Children's Services and partner agencies.

KEY FUNCTIONAL LINKS:

- Staff and managers within the CYPS Directorate
- Staff and managers across other partners, such as NHS MK, MK PCT, MK Hospital, GPs, Police, Probation, Schools
- Other Council services and directorates
- Elected Members

- Children's Trust Board
- Milton Keynes Local Strategic Partnership
- Voluntary and Community Organisations
- Other LSCB chairs in the South East region

PERSON SPECIFICATION

Experience:

1. Chairing complex professional meetings at a senior level in an efficient and effective manner.
2. Working in children's services or the public sector or the voluntary sector at a senior level.
3. The safeguarding arena in an operational context.

Skills:

4. Leadership skills in negotiating and facilitating resolution of issues across agencies.
5. Organisational abilities to ensure the smooth operation of MKSCB.
6. Good communication and presentation skills.

Knowledge:

7. Knowledge of the legislation underpinning children's services, and in particular the safeguarding legislation, regulations and guidance.
8. Knowledge of developments in integrated working across health, education and social care.
9. Knowledge and understanding of supporting and promoting the welfare of children and prevention from harm and neglect.

APPENDIX 2

Expectations of Milton Keynes Safeguarding Children Board members:

1. To read papers in advance of meetings.
2. To bring a copy of meeting papers as distributed.
3. To attend meetings, and when unable to, to send apologies in advance and supply an appropriate deputy. Agencies must ensure 100% attendance.
4. To arrange for an appropriate representative to attend when the identified member is unable to attend a meeting. This should not occur in more than 25% of each year's scheduled meetings.
5. To respond to communications and act as a channel of communication between their own agency and the Board.
6. To participate in the meetings both as a member of the Board and as a representative of their agency.
7. To promote the aims of the Board in their own agency/organisational area.
8. To contribute to the development of the Board as an effective, efficient and inclusive team.
9. To raise concerns with the Chair as necessary.
10. To share responsibility with partners for ensuring delivery of the business plan.
11. To 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 MKSCB objectives, and that any shortfalls are brought to the attention of the Board and agency.
12. To be the named safeguarding 'champion' for their agency in all matters relating to MKSCB and/or sub-groups.
13. To take a lead role in safeguarding children in their agency/professional group and lead on work as required by the Board.
14. To contribute to and examine regular updates, data and analysis of individual and joint agency safeguarding children performance indicators.
15. To 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 that recommendations are taken forward.

Board Members' Terms and Conditions

It is expected that MKSCB 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 renewable term of three years on MKSCB (although it is recognised that personnel changes may

affect this). 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 MKSCB 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.

MKSCB membership 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 MKSCB. 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 primarily MKSCB staff and 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 3

MKSCB BUSINESS MANAGEMENT GROUP TERMS OF REFERENCE

Core Objective

The aim of the MKSCB Business Management is to ensure the delivery of the MKSCB Business Plan on behalf of MKSCB and provide operational management of this.

Core Membership

The MKSCB Business Management Group membership is as follows: -

- Police
- NHS Milton Keynes
- Children and Young People's Services
- Third sector representative
- Schools
- Probation

Strategic Manager Safeguarding and MKSCB Business Manager will provide advice and support to the Business Management Group.

The Business Management Group may invite or consult other agencies and organisations as required. In particular MKSCB sub-group chairs will be expected to attend meetings when there are issues on the agenda that come within their remit.

The Assistant Director, CYPS Children's Social Care from the Local Authority will chair the Business Management Group.

Frequency of Meetings

The Business Management will meet 6 weekly. The minutes of the Business Management Group will be circulated to all MKSCB members for information.

Functions

1. To be responsible to MKSCB for developing the business plan and other priorities identified by MKSCB and ensure timely progress is made against these.

2. To agree the work plans of the sub-groups and to performance-manage progress against these.
3. To appoint the sub-group chairs and ensure multi-agency representation on these.
4. To co-ordinate MKSCB sub-group activity and to consider reports from the sub-groups.
5. To support individual agencies in developing action plans to address identified safeguarding issues and to challenge them where these are not considered to be effective.
6. To propose the MKSCB annual budget to the Board and monitor the expenditure, ensuring the efficient use of MKSCB resources.
7. To provide an update report to each MKSCB meeting.
8. To identify national and local initiatives requiring a response from the MKSCB.
9. To be responsible for the production of the MKSCB Annual Report.

These terms of reference to be reviewed annually and agreed by the MKSCB

APPENDIX 4

TERMS OF REFERENCE FOR SUB GROUPS

QUALITY ASSURANCE SUB-GROUP

OVERALL AIMS

- To monitor and evaluate what is done by MKSCB partners, individually and collectively to safeguard and promote the welfare of children.
- To enable partners to be confident that MKSCB is effective in meeting its statutory obligations for quality assurance.

TERMS OF REFERENCE

1. To drive a range of single and multi-agency quality assurance activity in line with agreed priorities for the year, to review findings of audits and develop and take forward actions identified as being needed.
2. To agree performance indicators for safeguarding children (as proposed by the data reporting working group).
3. To agree with constituent agencies the management information that is required to inform the agency and the MKSCB of the effectiveness of their safeguarding activities.
4. To initiate multi-agency audits of safeguarding activities to establish if the procedures and standards of the Board are being adhered to.
5. To be informed of individual agency's audits on safeguarding children and to have the findings presented to the sub group.
6. To ensure that systems are in place to receive the views of parents and, when appropriate children, who are receiving services to safeguard children, including from complaints.
7. To ensure that the views of professionals in all agencies are sought on the effectiveness of MKSCB policies and procedures.
8. To commission audits and self-assessment in response to specific priorities.
9. To review the impact of audit findings on practice.
10. To monitor MKSCB and individual agencies progress against Serious Case Review and Individual Management Review action plans

MEMBERSHIP

In order to impact on the system effectively it is suggested that senior managers are identified as members from, as a minimum:

- MKNHS Designated Nurse for Safeguarding Children
- Police
- Probation
- Children and Young People's Service, School Improvement
- Third Sector
- Children and Young People's Service, Children's Social Care
- Children and Young People's Service, Knowledge and Information Manager (chair of data reporting working group).

Other members to be co-opted as required and will be reviewed in line with the development of the work programme.

In addition to the sub-group meetings, the sub-group may wish to establish task groups to undertake specific work areas, for example multi-agency audit groups or a task group to agree and implement a multi-agency safeguarding dataset (ie DAR) or to monitor specific action plans.

REPORTING ARRANGEMENTS

The Quality Assurance sub-group will report to the Business Management Group.

QUORACY

Meetings will be considered quorate if two different agencies are represented at the meeting. In such circumstances where communication with all sub-group members is necessary to progress the work, this can be by email.

DATA REPORTING WORKING GROUP

OVERALL AIM

To develop a comprehensive data set and reporting arrangements that can support MKSCB Quality Assurance Sub-Group in monitoring the effectiveness of safeguarding within agencies.

TERMS OF REFERENCE

1. To identify the data that is already collected within agencies that relates to safeguarding.
2. To explore how other data required could be collected.
3. To develop processes for the collection of this data.
4. To develop a reporting format that enables the easy identification of trends and areas of concern.

MEMBERSHIP

Membership will as a minimum include:

MKC Children and Young People's Service Knowledge and Information Manager (chair)

MKC Knowledge and Information team members (as required)

MK NHS Data Officer

MK Hospital Data Officer

Thames Valley Police Data Officer

Data Project Analyst

Other members to be co-opted as required and will be reviewed in line with the development of the work programme

REPORTING ARRANGEMENTS

The Data Reporting Working Group will report to the Quality Assurance Sub-Group with the chair of the working group being a member of the QA sub-group.

The group will be a task and finish group, although the provision of the data will be an ongoing task.

QUORACY

Meetings will be considered quorate if two different agencies are represented at the meeting. In such circumstances where communication with all sub-group members is necessary to progress the work, this can be by email.

POLICY & PROCEDURES SUB-GROUP

OVERALL AIM

The main focus of the MKSCB Policy & Procedures Sub-Group is developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority. (Working Together 3.18)

TERMS OF REFERENCE

1. To develop local policies, procedures, protocols and guidance documents on behalf of MKSCB in response to government publications/guidance, recommendations from serious case reviews and audits.
2. To be responsible for commissioning and reviewing the web based policy and practice guidance and ensuring this is kept up to date.
3. To review and endorse the work of any working group established to produce or revise inter-agency procedure documents.
4. To review and comment upon agencies safeguarding policies, ensuring these are in line with MKSCB overarching policies and procedures.
5. To contribute to MKSCB Business Plan and Annual Report and to provide regular reports to MKSCB Business Management Group.

MEMBERSHIP

Membership will as a minimum include:

Milton Keynes Council Children and Young People's Service, Children's Social Care
MKNHS

Milton Keynes Hospital Trust

Thames Valley Police

MKSCB Business Manager

Milton Keynes Council, Children and Young people's Service, Universal/Targeted Services

Other members to be co-opted as required and will be reviewed in line with the development of the work programme. The sub-group will involve other representatives to bring a perspective, particularly a practitioner perspective, to its work, especially when developing new procedures.

REPORTING ARRANGEMENTS

Accountability is to the MKSCB Business Management Group.

QUORACY

Meetings will be considered quorate if two different agencies are represented at the meeting. In such circumstances where communication with all sub-group members is necessary to progress the work, this can be by email.

In respect of quoracy for approving procedure documents to go to MKSCB for ratification, three different agencies are required to approve, but this can be agreed by email after the meeting if necessary.

COMMUNICATIONS & ENGAGEMENT SUB-GROUP

OVERALL AIM

Communicating to people and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done, and encouraging them to do so (Working Together 3.29)

TERMS OF REFERENCE

1. To communicate and raise awareness of the need to safeguard children amongst agencies and communities.
2. To develop and oversee MKSCB communication plan which identifies the range of the audiences and the most effective means of communicating with them.
3. To promote the work of MKSCB and its policies and procedures through development and maintenance of MKSCB website, the production of newsletters and information leaflets etc
4. To develop and oversee MKSCB participation and consultation arrangements with children, young people, families, communities and professionals.
5. To develop overall dissemination plan for information and guidance from the MKSCB to its partners
6. To develop and manage MKSCB media plan including identifying opportunities for pro-active media coverage.

MEMBERSHIP

Membership will as a minimum include:

Milton Keynes Council Children and Young People's Service, Children's Social Care
Milton Keynes PCT (provision)

Thames Valley Police

Milton Keynes Hospital

Milton Keynes Council Children and Young People's Service, Universal Services

Milton Keynes Council Children and Young People's Service, Communications
Officer

Milton Keynes Council Children and Young People's Service, Children and Young
People Participation Officer

MKSCB Business Manager

Voluntary Sector

MKSCB Lay Member(s)

Other members to be co-opted as required and will be reviewed in line with the development of the work programme

REPORTING ARRANGEMENTS

Accountability is to the MKSCB Business Management Group.

QUORACY

Meetings will be considered quorate if two different agencies are represented at the meeting. In such circumstances where communication with all sub-group members is necessary to progress the work, this can be by email.

TRAINING AND DEVELOPMENT SUB-GROUP

OVERALL AIM

The LSCB, or the training sub-group acting on its behalf, has a responsibility to ensure that both single- and inter-agency training is delivered to a consistently high standard, and that a process exists for evaluating the effectiveness of training. This should include ensuring that training meets the standards set out in Chapter 4, Working Together 2006. The LSCB should ensure that outcomes from the evaluation of training inform the planning of training. (WT 2006, 4.27)

TERMS OF REFERENCE

1. Develop and implement the MKSCB Training Strategy including overarching standards for safeguarding training delivery, ensuring this links effectively to Milton Keynes broader workforce planning and developments
2. Develop quality standards for safeguarding training and monitor the effectiveness of training provision
3. Provide or commission an effective annual inter-agency training programme based on an overarching needs analysis for all agencies and groups in Milton Keynes
4. Identify training needs arising from legislative and regulatory change, policy initiatives and developments in professional practice
5. Monitor and evaluate training effectiveness and ensure that training offered is based on the latest research and evidence about what works to promote positive outcomes for children and families
6. Propose an annual budget request for the delivery of the agreed provision
7. To develop and maintain an overview of single agency and multi agency training, evaluating that training
8. Lead on the arrangements for an MKSCB annual conference

MEMBERSHIP

Membership will as a minimum include:

MKC Children and Young People's Service, Children's Social Care

MKNHS

MK Hospital

Milton Keynes College

Schools representative

MKC Children and Young People's Service, Universal Services, (Early Years & Youth/Connexions)

Thames Valley Police

Thames Valley Probation

Voluntary Sector representative

MKC Human Resources (training)

Other members to be co-opted as required and will be reviewed in line with the development of the work programme

REPORTING ARRANGEMENTS

Accountability is to the MKSCB Business Management Group.

QUORACY

Meetings will be considered quorate if two different agencies are represented at the meeting. In circumstances where communication with all sub-group members is necessary to progress the work, this can be carried out by email.

SAFER WORKFORCE SUB-GROUP

OVERALL AIM

Work to ensure that organisations working or in contact with children operate recruitment and human resources practices that take account of the need to safeguard and promote the welfare of children (WT 3.11)

TERMS OF REFERENCE

1. To establish and keep under review policy, procedures and practice relating to the recruitment and ongoing employment of anyone who has professional or voluntary access to children.
2. To assist agencies to develop strategies to meet the standards in item above.
3. To establish systems for reporting statistics from constituent agencies regarding allegations management.
4. To raise awareness and relevant issues across local and national agencies.
5. To keep under review prevailing best practice and legislation on safeguarding in employment and recommend improvements in practice to all relevant agencies.
6. To create a culture in Milton Keynes organisations working with children and young people that supports good practice in the safeguarding of children and young people.
7. The work of the sub group will support and promote the local and legislative requirements of the MKSCB.
8. To provide advice and support to schools and other settings relating to safeguarding in recruitment and HR practices.

MEMBERSHIP

Membership will as a minimum include:

Local Authority Designated Officer

Milton Keynes Council Human Resources

Thames Valley Police

MK PCT

Oakhill Secure Training Centre

MKC, Children and Young People's Service, Targeted Services, Education Welfare Service

MKC, Children and Young People's Service, Children's Social Care

Schools representative

Governor representative

MKC Children and Young People's Service, Universal Services, School Improvement

Voluntary Sector representative

Other members to be co-opted as required and will be reviewed in line with the development of the work programme

REPORTING ARRANGEMENTS

Accountability is to the MKSCB Business Management Group.

QUORACY

Meetings will be considered quorate if two different agencies are represented at the meeting. In such circumstances where communication with all sub-group members is necessary to progress the work, this can be by email.

CHILD DEATH OVERVIEW PANEL

OVERALL AIM

Through a comprehensive and multidisciplinary review of child deaths, the Child Death Overview Panel (CDOP) aims to better understand how and why children in Buckinghamshire and Milton Keynes 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 Buckinghamshire or Milton Keynes.

TERMS OF REFERENCE

1. 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.
2. To ensure the accurate identification and uniform, consistent reporting of the cause and manner of every child death.
3. To collect and collate an agreed minimum data set of information on all child deaths in Buckinghamshire and Milton Keynes, and, where relevant, to seek additional information from professionals and family members.
4. To evaluate data on the deaths of all children normally resident in Buckinghamshire or Milton Keynes, 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.
5. To evaluate specific cases in depth, where necessary, to learn lessons or identify issues of concern.
6. To identify significant risk factors and trends in individual child deaths and in the overall patterns of deaths in Buckinghamshire and Milton Keynes, 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 each death might be prevented in the future.
7. To identify any public health issues and consider, with the Director(s) of Public Health and any other provider services how best to address these and their implications for both the provision of services and for training.
8. To identify and advocate the needed changes in legislation, policy and practices to promote child health and safety and to prevent child deaths.
9. To increase public awareness and advocacy for the issues that affect the health and safety of children.
10. 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 information that may influence their inquiries;

- To ensure that Social Care are aware and to inform them of any specific information that may influence s47 enquires or other action to be taken.
 - To notify the Chair of the LSCB and the Chair of the Serious Case Review Panel - for Serious Case Review consideration.
11. 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.
 12. 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.
 13. To monitor the support and assessment services offered to families of children who have died.
 14. To monitor and advise the LSCBs on the resources and training required locally to ensure an effective inter-agency response to child deaths.
 15. To co-operate with any regional and national initiatives - *eg* the Confidential Enquiry into Maternal and Child Health (CEMACH) - in order to identify lessons on the prevention of child deaths.

MEMBERSHIP

The Child Death Overview Panel will have a permanent core membership drawn from key organisations represented on Milton Keynes and Buckinghamshire LSCBs.

Milton Keynes core members are:

- Director of Public Health or representative
- Coroner or Coroner's Officer
- Consultant Paediatrician
- MKC, Children and Young People's Service, Children's Social Care
- Thames Valley Police, Police Child Abuse Investigation Unit
- Milton Keynes Hospital, Named Nurse
- Milton Keynes Hospital, Midwifery department
- Lay representative
- MKC, Children and Young People's Service, Universal Services

In some cases members may represent both Milton Keynes and Bucks.

Other members may be co-opted to contribute to the discussion of certain types of death when they occur, particularly when specific issues are identified that require more specialist input.

REPORTING ARRANGEMENTS

The CDOP will report to MKSCB Business Management Group.

The CDOP will produce an annual report which will be presented to MKSCB.

SERIOUS CASE REVIEW PANEL

OVERALL AIM

To meet the statutory functions for LSCBs as laid out in Working Together 2006, Chapter 8.

(NB The terms of reference and membership may need to be amended in line with the finalised revision of Chapter 8)

TERMS OF REFERENCE

The Serious Case Review Panel will be a standing sub-group of MKSCB whose role is to:

1. Review the Milton Keynes processes for carrying out serious case and individual management reviews in line with the national revision of chapter 8 of Working Together 2006.
2. Ensure there is a pool of trained individual management review writers available in Milton Keynes and provide the link with regional and national initiatives for the accreditation of overview report writers.
3. Make recommendations to the chair of MKSCB as to whether a serious case review should be undertaken or whether individual management reports are required from agencies.
4. Recommend to the Chair the scope and TOR of any SCR or IMR recommended including identifying which agencies should contribute to the review, how the family should be involved, whether organisations or professionals from another LSCB area should be involved (see 8.18 of WT 2006).
5. Identify which agencies should be asked to join the standing panel for the purposes of each particular review.

MEMBERSHIP

The *membership of the standing Serious Case Review Panel will be:*

MKNHS Designated Nurse for Safeguarding
Thames Valley Police, Public Protection Unit
MKC Children and Young People's Service
MKC Children and Young People's Service, Children's Social Care, Head of Safeguarding
MKSCB Business Manager (as an advisor)
Independent Chair (if required)

In addition, senior members of other agencies will be identified to join the panel for *specific serious case reviews*. These should be the senior manager commissioning the report, not the report writers, and will be responsible for identifying an appropriate report writer and ensuring the report is completed within timescale and to the required standard.

REPORTING ARRANGEMENTS

The standing panel will report processes etc developed to MKSCB through the Business Management Group.

The standing panel will make recommendations regarding serious case reviews directly to the MKSCB Independent Chair.

Progress on serious case reviews when there is one in progress will be reported to meetings of the Business Management and through this to MKSCB.

SCR Overview Reports, Executive Summaries and Action Plans will be presented to MKSCB.

FREQUENCY OF MEETINGS

The SCR Standing Panel will initially meet six-weekly, to develop processes and ensure these remain in line with national developments.

The frequency of meetings after this will be determined by the group but members must be prepared to be available to meet at short notice when a referral regarding a serious case review has been made.

Whilst a serious case review is in progress, the frequency of meetings for this will be part of the Terms of Reference for that review.

QUORACY

Meetings of the standing panel will be considered quorate if the 3 main agencies (TVP, MKNHS and MKC, CYPS) are represented at the meeting. In such circumstances where communication with all sub-group members is necessary to progress the work, this can be by email.

When the need for a serious case review is being considered or is underway it will be important for all members to attend all meetings.

APPENDIX 5

Expectations of Sub-Groups

All sub-groups will:

1. Develop an annual work plan to take forward the MKSCB business plan priorities that are identified as the responsibility of the sub group.
2. Provide regular reports to MKSCB Business Management Group on the progress against the work plan, highlighting any barriers to achieving the objectives within the agreed timescales.
3. Provide an annual report on the work of the sub group for inclusion in the MKSCB Annual Report, highlighting achievements and areas for improvement
4. Review their terms of reference annually and propose any changes required for agreement by MKSCB.

Sub-Group/Working Group Members' Roles and Responsibilities

Expectations of Sub-Group/Working Group members:

1. To be mandated to act on behalf of their organisation and act as the point of reference, communication and dissemination of information for their agency
2. To read papers in advance of meetings.
3. To bring a copy of meeting papers as distributed.
4. To attend meetings, and when unable to, to send apologies in advance and supply an appropriate deputy. Agencies must ensure 100% attendance.
5. To arrange for an appropriate representative to attend when the identified member is unable to attend a meeting. This should not occur in more than 20% of each year's scheduled meetings.
6. To respond to communications and act as a channel of communication between their own agency and the Board.
7. To participate in meetings both as a member of the Group and as a representative of their agency.
8. To promote the aims of the Group in their own agency.
9. To contribute to the development of the Group as an effective, efficient and inclusive team.
10. To raise concerns with the Chair as necessary.
11. To share responsibility with partners for ensuring delivery of the business plan.
12. To be responsible and accountable for agreeing their respective Terms of Reference and delivering the Group's objectives.
13. To be the named safeguarding 'champion' for their agency in all matters relating to the Group.
14. To take a lead role for safeguarding children within their agency/professional group and lead on work as required by the Group.

15. To contribute to and examine regular updates, data and analysis on individual agency and joint agency safeguarding children performance indicators as requested by the Chair.

Sub-Group Members Terms and Conditions

Sub-group members do not have to sit on the MKSCB, but will be selected on the basis of their skills and knowledge. They must be named by their organisations and attend consistently. In addition, sub-group Chairs can invite representatives from other agencies to attend for specific issues.

Each member is required to give priority to attendance at meetings and to 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 one year on a sub-group. This should be considered by agencies when nominating their representative.

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 sub-group.

No fees will be paid by MKSCB 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.

APPENDIX 6



