



GOVERNANCE FRAMEWORK

MOD SAFEGUARDING CHILDREN & YOUNG PEOPLE BOARD

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Directorate Children & Young People,
Personnel & Support Command
(Ramillies Bldg, 2nd Floor, Zone 8, IDL 436)
HQ Land Forces, Marlborough Lines, Andover, Hants SP11 8HJ
(Mil) 94391-7419 (Civ) 01264 381419

Contents List for Governance Pack

	Page No.
1. Glossary of Terms	3
2. MOD Executive Level Safeguarding Arrangements for Children and Young People 0-18	4
3. Safeguarding Partnership Agreement between Board Members	5
4. Membership and Constitution of Safeguarding Board	7
5. Terms of Reference	12
6. Quality Assurance	18-20
7. Partnership/Section 11 Agreement	21
8. Annex A: Governance Interfaces	22
9. Annex B: Role and Function of Local Children's Safeguarding Boards	23

Supporting Policy Framework

- MOD JSP 834
- Working Together to Safeguard Children 2010
- Children Act 2004
- Statutory Guidance – The Roles and responsibilities of Lead Members and Directors of Children's Services 2009
- The Protection of Children in England: Action Plan (The Government's Response to Lord Laming 2009)

1. GLOSSARY OF TERMS

AG	Adjutant General
ALS	Army Legal Service
AWS	Army Welfare Service
BFEYS	British Forces Early Years Service
BFHS	British Forces Health Service
BFSWS	British Forces Social Work Service
CMRS	Courts Martial Reports Service
CO	Commanding Officer
CRB	Criminal Record Bureau
CRT	Central Referral Team
CYP	Children and Young People
CYPP	Children and Young People Plan
CYPTB	Children and Young People Trust Board
DCSF	Department of Children, Schools and Families (<i>wef Jun 10, re-named Dept for Education</i>)
DCS	Director Children's Services
DDS	Defence Dental Service
DCYP	Director Children Young People
ICRS	Independent Conference and Review Service
MOD	Ministry of Defence
QA	Quality Assurance
SB	Safeguarding Board
SCE	Service Children's Education Agency (under review)
SOBA	Standing Orders for the British Army
SSAFA	Soldiers, Sailors Airmen and Families Association
T&D	Training and Development Group
TORs	Terms of Reference

2. MOD EXECUTIVE LEVEL SAFEGUARDING ARRANGEMENTS FOR CHILDREN AND YOUNG PEOPLE 0-19

2.1 The MOD Executive Safeguarding Arrangements Governance Pack is in place to provide Board members, partner organisations and agencies and local commands including garrisons, stations and ISODETs, with a clear description of the MOD's overarching Safeguarding arrangements, the role of the Executive Safeguarding Board (SB) and how that role is to be undertaken. It also describes how the SB will achieve external and internal assurance and sets out the MOD's approach to multi-agency working and the responsibilities and accountabilities required to provide appropriate and robust safeguarding arrangements. The SB's influence is primarily targeted at the overseas Service community. In the UK context, the statutory responsibility sits with the relevant local authority; however, where possible and appropriate, the MOD should seek representation on the relevant local authority LSCBs in order to ensure that the specific needs of Service children and young people engaged in Service-led activities are taken into account when developing safeguarding policy and practice at local authority level.

2.2 The priorities and objectives for the SB will be included in and aligned with the MOD Children and Young People's Strategy & Improvement Plan, the MOD Children and Young People's Trust Board (CYPTB) and local arrangements for safeguarding. They will also be published in the MOD SB Business Plan (under development) and progress will be monitored and reported annually to the MOD CYPTB. The focus of the SB's work will be on those areas of development and activity which can help to provide the safest possible environment in which Service children and young people can be supported to improve their outcomes as set out in the Every Child Matters Framework and prioritised within the MOD Children and Young People's Strategy & Improvement Plan.

2.3 The Governance arrangements and supporting documents will be reviewed annually and further documentation will be added and/or amended subject to changes to UK legislation, MOD policy updates and/or local issues and areas of learning.

2.4 This Governance Framework should be retained by SB members and shared with their respective agencies/organisations. It should be passed to Board member's successors should posting or job appointment arrangements require changes to membership.

2.5 All SB members are required to sign the enclosed receipt and the Partnership protocol document which reflects Board members' awareness of and their responsibilities and accountabilities as set out in the Section 11 arrangements included in Working Together to Safeguard Children.

2.6 At Command level and where relevant at Garrison/ISODET level, it is expected that local Governance arrangements will be aligned with those of the MOD SB.

Acknowledgement:

The contents of this pack are based on Government Working Together to Safeguard Children Policy Guidance and also build on previously published Governance arrangements for the LSCBs developed on behalf of UKSC and PJHQ for locations overseas.

3. SAFEGUARDING PARTNERSHIP AGREEMENT BETWEEN BOARD MEMBERS

Duty to Safeguard

3.1 This document represents an agreement between the MOD SB as the body with the strategic authority designated by the Adjutant General on behalf of the MOD and the MOD CYPTB as defined in Section 13(4) to (6) of the Children Act 2004 (with particular reference to the context of service communities overseas). It also recognises the two-way duty to co-operate between the MOD as the quasi Children's Services Authority worldwide and each Board Partner as set out in Section 13(7) of the Act as it applies to the MOD overseas context.

3.2 MOD SB partners must acknowledge the importance of undertaking the Duty to Co-operate by appointing as their representatives, those whose roles and seniority enable them to contribute to developing and maintaining strong and effective inter-agency arrangements to proactively co-ordinate and monitor the effectiveness of what the MOD SB and each Board Partner does for the purposes of safeguarding and promoting the welfare of Service children (with particular reference to those living overseas). The SB will operate through agreed procedures and protocols and will ensure that services to safeguard and promote the welfare of children living overseas are adequately resourced to meet their core responsibilities.

3.3 SB partners recognise the importance of ensuring that the Board membership covers both the leadership and managerial competencies and the professional qualifications and expertise to meet its safeguarding duty and responsibilities.

3.4 All partner organisations and their members will:

- Respond to and address safeguarding issues that are raised through the MOD CYPTB and/or Command level LSCBs, within the knowledge and skill base of their representatives and partner organisations.
- Commit sufficient time to MOD SB Business
- Commit to working together focused on the objectives of the Board
- Commit resources to the appropriate and necessary level agreed with and between the partner representatives and their organizations.

3.5 Members of the SB will be supported with appropriate levels of induction and training and a copy of the Governance pack and all relevant MOD Standing Orders, Policies and relevant UK legislation as it applies in the context of Service children and young people living overseas.

3.6 Board partners agree to support their respective representatives to enable them to fully participate in the activities and responsibilities of the Board including any time-limited groups (Serious Case Review (SCR) and Child Death Overview panels (CDOP)) as required.

3.7 Each SB partner accepts responsibility for monitoring the performance of its representatives on the MOD SB, its sub-groups, and the effectiveness of arrangements for attendance and contribution at and feedback from meetings. Each Board Member has a duty to notify the Director Children Young People (DCYP) and the wider Board membership of any shortfall in staffing or resources which may have an impact on their service's contribution to maintain effective safeguarding arrangements. This requirement is particularly pertinent to the availability of managerial staff and frontline practitioners including qualified social workers, health workers, probation service workers and relevant police/RMP officers.

3.8 The following documents and information underpin the safeguarding Governance arrangements set out in this pack. SB members agree to have regard to them at all times and relevant persons and bodies will take into account their requirements in order to co-operate with colleagues on wider groups and time-limited ad-hoc groups.

- Membership of MOD SB including roles and responsibilities
- Terms of Reference and membership agreements for the MOD SB
- Terms of Reference for sub-groups
- Working Together to Safeguard Children 2010
- JSP 834 Safeguarding Children (MOD) – currently in revised Draft format
- MOD Executive CYPTB Governance Pack.

3.9 All SB Partners will ensure that their nominated statutory or non-statutory members have an up to date enhanced CRB check and any other requirements for suitability as laid down in SOBA(G) 3352.

Statutory/Board Partner Agencies

3.10 Board membership is based on the policy guidance set out in Working Together to Safeguard Children 2010 Ch. 3, and interpreted to reflect the Service context.

- Surgeon General's Office
- Defence Dental Service
- Service Children's Education(SCE)
- Army Welfare Service (AWS) – Safeguarding Lead
Probation Service
- Service Police (JRT)
- Chairs of Command level Safeguarding Boards (UKSC, PJHQ)
- Army Legal Services (ALS) – to be determined/consulted further
- Military Courts Services (MCS)
- Single Service Child Protection lead officers
- Third Sector Organisation
- Service Schools.

The following organisations will be invited to attend the meetings in the capacity of professional advisor:

- British Forces Social Work Service (BFSWS) through the Director of Social Care
- British Forces Health Service (BFHS) – through the Director of Operations (contracted service)
- Independent Conference and Review Service (ICRS) UKSC

Notes:

1. *DfE, Government Office and DCDS(Pers) representation will be co-opted to provide legislative and policy guidance and best practice advice*
2. *DCYP will hold a seat on the Board and AG will be invited to attend as relevant/required.*

3. *The Chair of the Board will be appointed by AG and will be independent of the partners/agencies represented as agreed by the MOD CYPTB.*

4. MEMBERSHIP AND CONSTITUTION OF SB

Accountability and Reporting

4.1 The MOD SB is established under the authority of the AG in accordance with MOD policy and direction and works within the principles of the Children Act 2004 (Section 13). Further detailed guidance is included in Working Together to Safeguard Children (2010 Chapter 3) and JSP 834.

Purpose

4.2 The purpose of the MOD SB is to put in place consistent world wide governance arrangements for safeguarding on behalf of the Service community overseas and to ensure that minimum legislative requirements as set out in UK Guidance including Working Together to Safeguard Children (and Young People) are in place. The group will achieve this through providing the strategic leadership, co-ordination and advice on policy direction and will ensure the effectiveness of Command-level safeguarding arrangements and services through assessing their compliance with the legislation.

4.3 Safeguarding and promoting the welfare of children and young people is defined as:

- Protecting children from maltreatment
- Preventing impairment of children's health and development
- Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care and undertaking the role so as to enable those children to have optimum life chances and to enter adulthood successfully (Para. 3.4 Working Together to Safeguard Children 2010)

4.4 Child protection is a part of safeguarding and promoting welfare and refers to protecting specific children who are suffering or at risk of suffering significant harm (Working Together to Safeguard Children 2010, Ch 3 para. 3.6.).

4.5 The MOD SB will undertake its work inclusively, mindful of the diverse needs of the children and young people within the Service community and will at all times promote equality of opportunity.

4.6 In order to promote the highest standards of safeguarding work the Board will promote a culture of constructive professional tension and challenge and one of continuous improvement from and between the member organisations.

4.7 The MOD Executive SB will primarily focus on those groups of service children and young people (0-18) living in Service communities overseas and for whom it has statutory responsibility. Its priority will be those C&YP who are suffering or at risk of suffering significant harm and promoting the welfare of those children and young people. In doing so the Board will ensure that work to protect children and young people is properly co-ordinated and effective. Young People under 18 may be in the Armed Forces as recruits or trainees. Looking after under 18s in the forces comes under the MOD's comprehensive welfare arrangements which applies to all

members of the Armed Forces. Commanding Officers are well aware of the particular welfare needs of younger recruits and trainees (and their spouses where applicable). They are fully committed to co-operating with statutory and other agencies as relevant to the context, in safeguarding and promoting the welfare of under 18s. The Local Authority Children's Social Care Team or the Contracted Provider for overseas, have a responsibility to monitor the wellbeing of young recruits/trainees who are care leavers and those joining the Armed Forces should have unrestricted access where possible within the overseas context, to social care workers.

The Governance arrangements have been developed in line with these parameters and based upon policy guidance. (Para 2.176/7 Ch. 2 Working Together to Safeguard Children 2010).

The Board will also undertake a "champion and advocate role" in respect of the following groups:

- Children and young people (0-18) who belong to the Service community but reside within the UK where the LA has the statutory responsibility.
- Children and young people (0-18) who engage in youth and cadet activities provided by the MOD within the UK and who are not members of the Service community.

Objectives, Scope and Functions

4.8 The Board will achieve its defined purpose in line with the guidance set out in Chapter 3 (Para. 3.3-3.39) of Working Together to Safeguard Children 2010 and will seek to apply the guidance in the most appropriate way to meet the service context. In particular it will focus on:

- The development, implementation and robust performance management of its published Business Plan and core objectives
- Engaging in work streams that help to safeguard all Service children and young people and aim to identify and prevent maltreatment or impairment of health and development
- Ensuring that proactive and preventative work that targets particular at risk groups is prioritised
- Ensuring that arrangements for responsive work to protect children who are suffering, or at risk of suffering maltreatment are in place
- Responding to issues arising at Command level and/or garrison/station/ISODET level Local Children's Safeguarding Boards (LSCBs)
- Responding to the recommendations from Serious Case Reviews (SCRs) undertaken at Command level LSCBs to ensure that the learning points are communicated consistently and the agreed actions monitored.

The key objectives of the Executive SB as defined in Para 3.3 Working Together to Safeguard Children Ch. 3 2010:

- To co-ordinate what is done by each person/body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the care of the MOD overseas
- To ensure the effectiveness of what is done by each person/body for that purpose.

4.9 The Board will seek to achieve this by providing strategic leadership, direction and co-ordination and through supporting the development of and agreement to approved MOD and UK

safeguarding policies and procedures as they affect Service children and young people living overseas, and to ensure an interagency approach to their implementation. Service children and young people resident in the UK will primarily fall within the responsibilities of the host LA safeguarding arrangements although it is expected that there will be close liaison with them through relevant qualified tri-Service and/or single Service personnel representation at Local Safeguarding Children Board (LSCB) level. The DCYP will seek to develop a strategic relationship with senior representatives of UK local authorities and the devolved governments to raise awareness of the specific needs and vulnerabilities of Service families living in their localities.

4.10 The specific functions of the Executive MOD SB are based upon recommendations (where contextually relevant) from Chapter 3 Para 3.12-3.49 Working Together to Safeguard Children 2010 – **see Annex B.**

- Ensuring that the training needs of people who work with children or in services which affect the safety and welfare of children meets minimum standards
- Ensuring that the recruitment of key personnel at local level who engage in safeguarding business with children meets “Safer Recruitment” minimum standards
- Taking a strategic overview of the outcomes of local investigations of allegations concerning people at local level who work with children and young people and ensuring that any agreed actions are implemented
- Taking a strategic overview of practice relating to the safety and welfare of privately fostered children and young people
- Developing a strategic level interface with DCFS, devolved Governments, relevant Government Offices to ensure where possible, appropriate influence re the development and/or impact of emerging and current national legislation and policy and to seek where possible access to additional resources to support implementation
- Communicating and raising awareness within the MOD of the need to safeguard and promote the welfare of children and young people in everything we do and of how to do so
- Monitoring and evaluating the effectiveness of the impact of the work of the Board and its partners individually and collectively
- Reviewing the findings of reports concerning the deaths of Service children and young people and SCRs and learning and communicating the lessons which arise from these as relevant
- Keeping abreast of emerging and amended UK legislation and amending MOD policies and practices as relevant to the overseas context, in line with these changes
- Maintaining and monitoring known risks and ensuring that appropriate mitigation procedures are put in place.

4.11 The work of the MOD SB will be conducted within the framework of its work programme set out in the Board’s Business Plan (currently under review), with clear priorities and objectives which will also be aligned to those set out in the MOD Children and Young People’s Strategy and Improvement. Plan (2010-2013)

Links with Children and Young People (CYP) and their Parents/Carers

4.12 The MOD SB through its links with the Command-level and local SB arrangements will ensure that it explores the wishes and feelings of children and young people and their

parents/carers about the priorities and impact of the safeguarding arrangements and access to services. The Board will also require the Command/local Boards to consider with children and young people and their parents/carers how they can contribute to the development of services.

Strategic Relationships

4.13 The DCYP will be a member of the MOD SB and the AG will attend where relevant and possible as a participant observer. The named Chair of the MOD SB will be a member of the CYPTB and routinely report the SB's progress to the overarching CYPTB. At Command/local level, DCYP and the AG will be represented by appropriate civilian and military personnel.

4.14 The SB and Command/local level SBs will be formal consultees in the development and subsequent reviews of the MOD Children & Young People's Improvement Strategy & Plan. The SB's objectives and priorities will contribute to the priorities of the Children & Young People's Improvement Strategy & Plan.

Governance and Scrutiny

4.15 The MOD SB's annual report on progress and its Business Plan will be presented by the individual Board members to their respective Governance bodies and the Chair will present it to the MOD CYPTB. The role of such bodies is to hold their organisation and its Board representative and members to account for their contribution to the overall effective functioning and impact of the MOD SB.

Chair

4.16 AG will appoint the Chair of the MOD SB in line with UK guidance which advocates the independent nature of the role. The Chair will have a crucial role in making certain that the Board operates effectively and secures an appropriate independent voice for the SB within the wider governance framework of the CYPTB. The Chair is required to act objectively and to distinguish their role as Chair from any day to day role they may hold within the MOD or otherwise.

4.17 The position of the Chair will be reviewed on an annual basis and subject to appropriate support and guidance from the DCYP.

Membership

4.18 The roles, accountabilities and responsibilities of individual members are contained within the ToRs and membership agreements to which all are signatories.

4.19 In order to reflect where possible Section 13(3) of the Children Act 2004 and subsequent guidance, the statutory members of the MOD SB will be made up by the agencies listed above in Section 4.

4.20 The involvement of voluntary organisations and professionals with specific responsibility in respect of safeguarding will be secured through membership of the sub-groups and/or Command/local level safeguarding arrangements.

4.21 Roles and Responsibilities of the MOD SB

- Ensure that the Board and its sub-groups fulfil the minimum statutory functions as laid out in Working Together to Safeguard Children and as far as is possible within the context in which it operates
- Provide strategic direction, co-ordination and planning in respect of the interagency safeguarding functions of the Board on behalf of the MOD and to commission research as required to inform practice
- Develop, publish and oversee the implementation of the SB's Business Plan based on the priorities agreed by the Board and in line with the overarching priorities of the MOD CYPTB and Children & Young People's Improvement Strategy & Plan
- Undertake the Board's monitoring and challenge role in respect of any partner organisation that is not performing its duty and responsibilities effectively
- To ensure that the CYPTB and, in particular, AG and the DCYP are kept informed of progress, priorities and emerging risks
- Identify resource requirements for the operation of the Board and its activities and ensure robust financial monitoring is in place
- Maintain a focus on safeguarding at all times and particularly during any periods of organisational change and/or deployment
- Work in conjunction with the MOD CYPTB with respect to improving the Staying Safe outcomes
- Identify and co-ordinate any workstreams that cross over between the Board and the work of the MOD CYPTB
- Publish the draft Annual Report for presentation to the MOD CYPTB
- Ensure appropriate interface in respect of Governance and strategic planning, with Command-level LSCB arrangements
- Ensure that any lessons learned and/or best practice at Command/local level are communicated across the Service community. This responsibility applies particularly in relation to Serious case reviews (SCRs).

5. TERMS OF REFERENCE (TORS) AND MEMBERSHIP AGREEMENT FOR THE SB

These ToRs should be read in conjunction with the MOD SB Constitution

Introduction

5.1 The SB is the lead strategic multi-agency body that is responsible for ensuring consistent and rigorous approaches to safeguarding and promoting the welfare of children and young people living in overseas Commands and ISODETs. Delivery at local level is the responsibility of the relevant Commands and is set within the framework of Command level safeguarding arrangements but at all times account should be taken of the overarching MOD safeguarding governance arrangements.

The Board works within the principles under Section 13 of the Children Act 2004

Roles and Functions

5.2 SB members represent the views of the statutory member organisations and have a senior strategic role in relation to safeguarding and promoting the welfare of Service children

5.3 Board members will:

- Speak on behalf of their organisation/service with authority
- Commit resources on behalf of their organization/service
- Commit their organisation/service on policy and practice matters
- Hold their organization/service to account

Remit

5.4 The remit of the SB is to:

- Ensure that the MOD SB and its supporting sub-groups fulfil the statutory functions laid out in Working Together to Safeguard Children 2006 (under review)
- Understand and act upon the Section 11 duty to co-operate (Children Act 2004)
- Provide strategic direction, co-ordination and planning in respect of the safeguarding functions of the wider Board
- Be an effective motivator for setting and maintaining standards of work
- Contribute to the Board's monitoring and challenge role in respect of any partner organisation that is not performing effectively.

5.5 Oversee the core functions of the MOD SB by:

- Developing policies and procedures (in liaison with DCDS(Pers))
- Communicating the need to safeguard and to promote the welfare of children & young people
- Ensuring the issue and review of the co-ordinated responses at local level to unexplained child deaths and analyzing information about child deaths across the Commands so that the learning is addressed through the CYPTB.
- Monitoring activities undertaken at local level to safeguard and to promote the welfare of children & young people including safer employer recruitment
- Reviewing the outcomes of SCRs undertaken at local level and ensuring that the learning points are communicated widely to those involved in practice at local level
- Agreeing the Annual Report and Strategic Plan
- Ensuring sufficient and appropriate training is available to equip the children's workforce to safeguard vulnerable children
- Resolving any high level inter-agency difficulties and tensions with the support of DCYP and/or the CYPTB
- Ensuring that the priorities of the MOD SB influence the priorities of the MOD Children & Young People's Improvement Strategy & Plan
- Ensuring that lessons learned from SCRs and inter-agency working are used to improve practice
- Agreeing and/or supporting any other activity that contributes to and/or facilitates the work of the SB and helps to achieve its objectives
- Making recommendations to the CYPTB in respect of the planning and commissioning of services which will further safeguard children and young people and promote their welfare.

5.6 The SB may co-opt additional members from Board Partners as necessary to ensure an appropriate balance of knowledge, expertise and skills.

5.7 The designated Safeguarding Manager who will hold the role of AD CYP (Safeguarding) in the Directorate Children & Young People within HQ Land Forces (PSC) and working Defence-wide, will co-ordinate the development of the Business Plan and liaison with Board Partners and external agencies as relevant. The designated SB secretary will arrange meetings including drawing up agendas, producing and distributing minutes.

Frequency of meetings

5.8 The Board will meet three times per year in accordance with the programme of meetings for the MOD CYPTB. At Command level, the LSCBs will determine their own meeting schedules which should not be less than every 3 months and their respective Chairs will be invited to attend and report local progress and issues to the MoD SB.

Accountability

5.9 The SB reports to the CYPTB which in turn is accountable to the Secretary of State. However, it retains independent accountability as a Safeguarding Board for its work.

There will be some members of the MoD SB who are also members of Command-level Safeguarding Boards and/or the CYPTB. This will assist with the important process of communication between partners and Boards.

Budget/Resources

5.10 The SB will need to determine its resource requirements and identify potential budget sources and thereafter monitor expenditure requirements in connection with its agreed purpose and objectives to inform future spending reviews.

Review of ToRs and Constitution

5.11 ToRs and Constitution will be reviewed annually although amendments may be made on a more frequent basis subject to legislative or policy changes.

Suggested Sub-Group Structure to support the SB as required and to enable it to undertake its strategic functions as set out above.

Policy, Procedure and Publicity Group

Introduction

5.12 The MOD is strongly committed to working in partnership in order to safeguard and promote the welfare of children and young people within the overseas community.

5.13 The Policy, Procedure and Publicity (PP&P) Group is one of the Sub-Groups, initially established under the terms of the Governance arrangements for the MOD SB.

5.14 Together the Sub-Groups are tasked with enabling the MOD SB to achieve their key function of safeguarding children.

Role and Function

5.15 Primarily the PP&P Group has the responsibility to: review, write, revise, prepare and communicate the MOD SB policy, procedures and publicity materials that relate to the effective multi agency work of safeguarding and protecting children and young people that comply with statutory functions.

Accountability

5.16 The PP&P Group works under the authority of the SB, which in turn it reports to the CYPTB.

5.17 The PP&P Group receives its direction and tasking from the SB, but is also expected to recommend issues or pieces of work that it considers require action in response to emerging legislative and practice developments.

Membership

5.17 Core membership of the PP&P Group is drawn from the Board Partners/their designated representatives of the SB.

The final decision on Board Partner representation rests with the sending agency.

5.18 Each agency representative must be of sufficient standing to be:

- Accountable to their sending agency and able to represent a corporate view.
- Responsible to the group for the effective dissemination of information within their sending agency.

5.19 Core membership – See Para. 3.10

- British Forces Social Work Service (BFSWS) through the Director of Social Care (contracted service)
- Independent Conference and Review Service (ICRS)
- British Forces Health Service (BFHS) – through the Director of Operations (contracted service)
- Surgeon General's Office
- Service Children's Education(SCE)
- Army Welfare Service (AWS) – Safeguarding Lead
- Probation Service
- Service Police (JRT)
- Chairs of Command level Safeguarding Boards
- Army Legal Services (ALS)
- Military Courts Services (MCS)
- Defence Dental Service (DDS)
- Single Service Child Protection lead officers
- Third Sector Groups

Method of Working

5.19 A Vice-Chair will be drawn from within the core membership of the PP&P Group.

5.20 Administrative support, to undertake the tasks of the PP&P Group, will be drawn both from within the core members of the PP&P Group and from the main agencies with responsibilities for helping to safeguard and protect children.

5.21 The PP&P Group will formally meet every three-four months. (Frequency of meetings will be reviewed in light of the range of allocated tasks.)

5.22 Attendance of 5 or more core members will constitute a quorum.

5.23 A record of decisions of the formal PP&P Group meetings will be made and circulated to all core members.

5.24 Signed minutes are to be forwarded to the SB Secretary after each meeting in order for them to be forward to all Wider Board members, prior to SB meetings.

Training and Development Group (T&D)

Introduction

5.25 The SB is strongly committed to the development and delivery of safeguarding training through its development agenda.

5.26 Those involved in the safeguarding of children and young people need to have the appropriate knowledge and understanding of the relevant UK legislative framework, which informs the SB policies and procedures, together with a thorough knowledge of relevant standing orders and the policies of individual organisations.

5.27 Structurally the Training and Development (T&D) Group is responsible for strategy and co-ordination of safeguarding training, as well as the safeguarding training implementation group, which has separate membership and reports to the T&D Group.

Roles and Functions

5.28 The primary role of the T&D Group is to identify and design a safeguarding training strategy which can be applied at local level in response to local contexts in consultation with the Commands, as well as to ensure the delivery and evaluation of multi agency safeguarding training to all those working, in either a paid or voluntarily capacity, with Service children and young people in the MOD area of responsibility living overseas. The training strategy clarifies which elements of training is delivered by the T&D Group, eg Levels 2 and 3 multi-agency safeguarding training and which are the responsibility of other structures, eg Common Assessment Framework and Domestic Abuse training.

5.29 It remains the responsibility of individual agencies/organisations to ensure that their staff are competent and confident to carry out their safeguarding responsibilities.

5.30 The T&D Group has a number of principles relating to both the function of the group as well as to the training that is delivered. These are to:

- Maintain a child focus.
- Promote partnership working.
- Be informed by current legislation and relevant research.
- Work together in the best interests of children, young people, their families and carers.
- Promote diversity, equality and respect for all.

Accountability

5.31 The T&D Group works under the authority of the SB, which in turn reports to the CYPTB.

5.32 The T&D Group Chair will follow through issues of accountability with individual organisations to ensure consistency, for example in attendance, participation and related developmental issues etc.

The safeguarding training implementation group is accountable to the T&D Group Chair.

Membership

5.33 Membership of the T&D Group is drawn from the representative stakeholders of the SB including:

- British Forces Germany Health Service (BFHS)
- Army Welfare Service (AWS)
- British Forces Early Years Service (BFEYS)
- Service Children's Education (SCE)
- Independent Conference and Review Service (ICRS)
- Police Service (RMP).

5.34 The T&D Group will retain the flexibility to co-opt additional representatives as and when required.

Meeting Management Arrangements

5.35 **Frequency.** The T&D Group will meet a minimum of 3 times per year. Dates for a 12 month period will be set at the beginning of each calendar year.

5.36 Meeting Agenda and Recording

- All agenda items should be forwarded to the chair with one week's notice of T&D Group meetings.
- Minutes will be circulated to the Chair and Deputy Chair for agreement prior to distribution. Minutes will be circulated, within two weeks of the meeting to which they relate, to all members.
- Signed minutes are to be sent to the SB Secretary after each meeting in order for them to be forwarded to all wider board members, prior to SB meetings.

Tasks for the Training and Development

5.37 Co-ordinate the production of a multi-agency training strategy, training programmes and learning materials that recognise single and multi-agency roles and responsibilities. This strategy will be established within the context of research, recommendations from the E&RP Group and practice developments.

5.38 Develop and implement a training plan based on the priorities identified by the SB and in adherence to standards of practice.

5.39 Develop monitoring and evaluation systems to ensure effectiveness, relating to:

- Strategy. The effectiveness of the T&D Group process itself, including organisational attendance and participation.
- Implementation. The desired outcomes of the training plan, for example quality of content of training, quality of delivery, attendance and participation by individual organisations at training events.

5.40 Consider issues of resource and staffing of provision to assist the effective implementation of the training plan.

5.41 Collate T&D Group contribution to the SB Strategic Plan.

5.42 Contribute to the wider safeguarding agenda

5.43 Establish, support and maintain a pool of suitably experienced trainers, for example through the provision of training for trainers courses etc.

Affiliated Groups

Time-limited Task Groups

Review Arrangements

The constitution and ToRs of all sub-groups will be reviewed annually by the Executive Board

6. QUALITY ASSURANCE (SAFEGUARDING PROCESSES)

6.1 QA in Social Care includes the following:

- A commitment to quality
- Defined standards
- Up to date procedures and guidance that match expected standards
- Appropriate induction, training and support for all staff
- Regular monitoring and review of work to ensure it follows agreed procedures
- Checking of standards, procedures and service delivery against users' perspectives
- Systematic collection and analysis of key data and information to inform practice and risk management processes
- Regular audits of standards, procedures and outcomes.

6.2 The QA function will be delivered at arm's length from the operational delivery and will be provided by the Independent Conference and Review Service (ICRS). Leadership for this service will be provided at Command Level by a qualified social worker who has recent/current experience working within a children's social care environment. The DCYP will meet with the ICRS leads outside of the meeting framework of the Executive level/Command level Safeguarding Boards to maintain an understanding of caseloads and independent reviews in progress.

6.3 Day to day leadership and responsibility for safeguarding processes and the ICRS will rest with the designated managers however the DCYP will monitor the ongoing relationship between the QA function and the operational managers to ensure a "healthy tension" is maintained at all times.

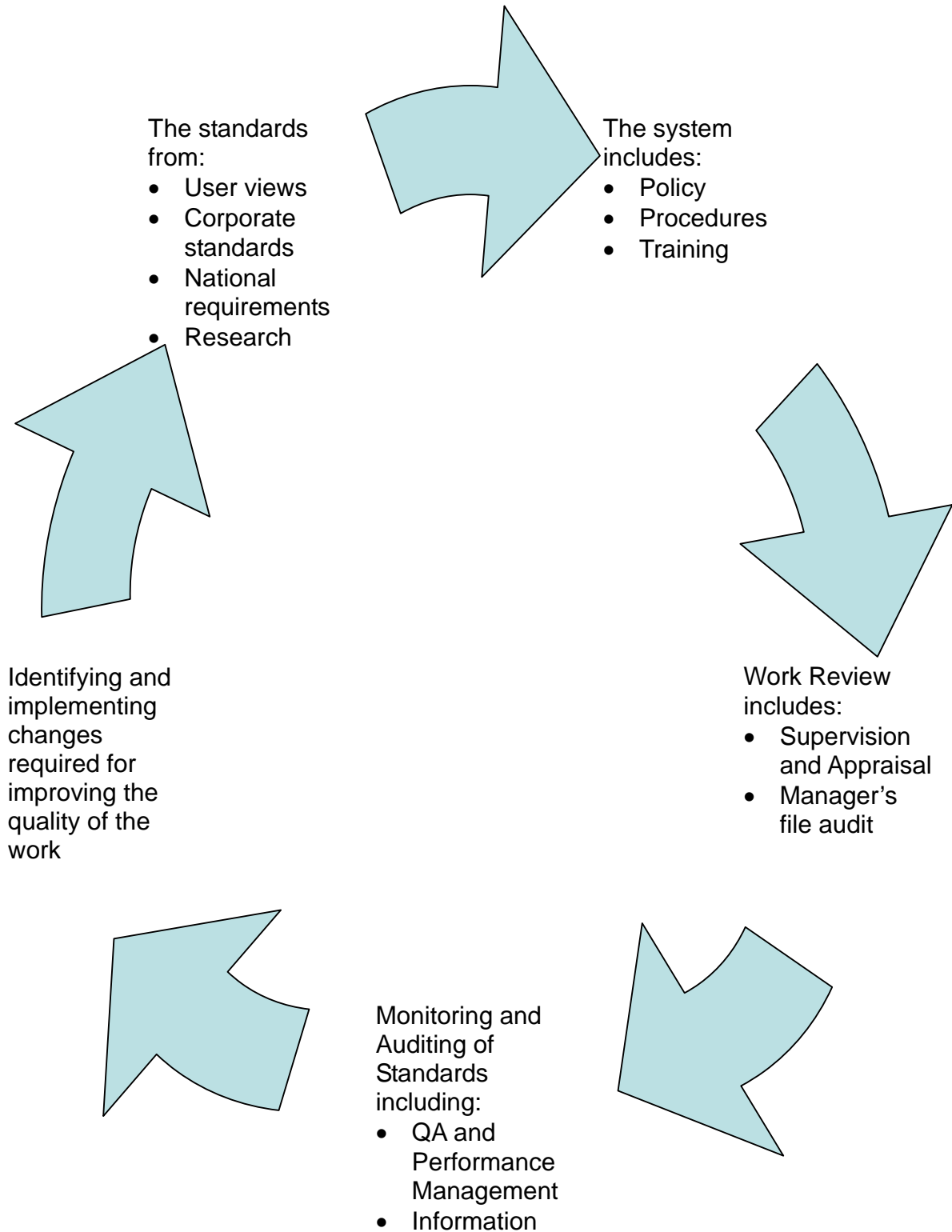
6.4 The overall management of operational services at Command level must be an experienced and qualified Social Worker who recognises the importance of listening to the ICR Manager.

6.5 The DCYP should also from time to time review/listen to other sources of independent feedback as and where available within the context of the individual Commands/overseas garrisons and stations, (including children & young people, foster carers, family advocacy groups such as AFF and school staff).

6.6 The DCYP must also ensure that robust action plans are drawn up following any external/internal review processes and that progress against agreed actions is monitored and reported to the SB and CYPTB.

6.7 The QA process to be adopted by the SB is defined below in diagrammatic format:

The Quality Assurance Process



MOD Executive Safeguarding Board

7. PARTNERSHIP/SECTION 11 AGREEMENT

Signed Undertaking

I have read the Governance Pack

I support the constitution and ToRs of the MOD SB

I confirm my agreement to undertake my responsibilities as a member of the Board as set out in the relevant sections of the Children Act 2004 and Working Together to Safeguard Children 2006 (under review) and JSP 834

Signature and date:

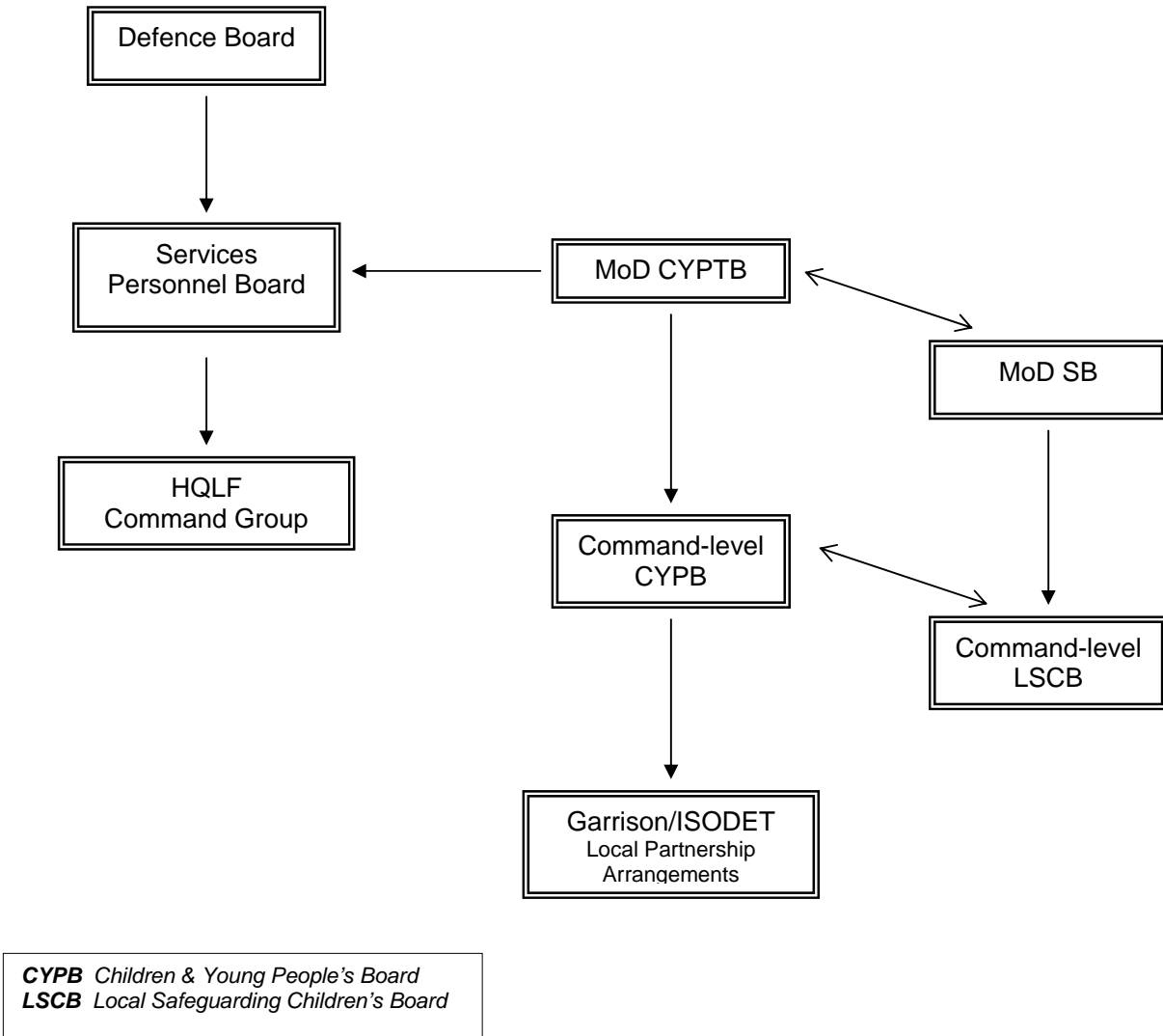
Signature of Member

Agency/Organisation representing

Signature of Head of Organisation

Date

Children and Young People's Governance Interfaces



**Role and Function of
Local Safeguarding Children's Boards (LSCB)**

