Leeds Safeguarding Children Board
Minutes of the meeting held on Friday 14th September 2012

Present
Jane Held Chair of LSCB
Nigel Richardson Leeds City Council, Director of Children’s Services
Councillor Judith Blake Leeds City Council, Lead Member for Children’s Services
Richard Jackson West Yorkshire Police, Divisional Commander
Diane Hampshire Designated Nurse, Safeguarding (for Jo Coombes)
Richard Chillery Leeds Community Healthcare NHS Trust, General Manager
Sharon Yellin NHS Airedale, Bradford and Leeds (Chair of CDOP)
Peter Harris Primary Headteacher’s Forum
Amandip Johal CAFCASS, Service Manager
Dee Reid LCC, Head of Communications (Chair of Communications task & finish group)
David Radford Advisor to the Board
John Lennon Chief Officer Adult Social Care & Adult Safeguarding Board (for Dennis Holmes)
Rebecca Gilmour Youth Offending Service, Acting Head of Service
Sally Dawson The Market Place, Young Lives Leeds (for Barry Graham)
Jill Asbury Leeds Teaching Hospitals Trust, Divisional Nurse Manager
Clare Macdonald Further Education, Vice Principal, Leeds City College
Paul Brennan Leeds City Council, Deputy Director of Children’s Services
Saleem Tariq Leeds City Council, Chief Officer, Children’s Social Work Service (for Steve Walker)
Kathryn Shaw NSPCC (for Angela Maguire)
Sara Snell Wetherby YOI, Governor

In attendance
Dr Peter Ehrhardt Designated Doctor, Community Paediatrics, SJUH
Carol Carson Leeds City Council, Head of Integrated Safeguarding Unit
Steve Boorman Leeds City Council, Section Head Social Care, Legal Services
Bryan Gocke LSCB Manager
Lucy Chadwick LSCB Business Unit, Communications and Engagement Officer
Phil Coneron LSCB Assistant Manager
Jean Pyatt LSCB, Quality Assurance Officer
Sinead McGuinness Leeds City Council, Children’s Services, Governance Team

Apologies
Sam Prince Leeds Community Health Care NHS Trust, Executive Director of Operations
Paul Sharkey LSCB, Assistant Manager
Dr Chris Buller NHS Leeds Partnership Foundation Trust, Named Doctor and Consultant Psychiatrist
Barry Graham Young Lives Leeds, Chief Executive, Browning House
Jo Coombes Director of Quality and Nursing, NHS Airedale, Bradford & Leeds
Dennis Holmes Adult Safeguarding Board, Adult Social Care
Steve Walker Leeds City Council, Deputy Director of Children’s Services
Rob McCartney Leeds City Council, Environment & Neighbourhoods, Head of Housing Support
Angela Maguire Assistant Director, NSPCC
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<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
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<tbody>
<tr>
<td>1.0</td>
<td>Welcome and introductions, membership changes and new appointments</td>
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<td>1.1</td>
<td>The Chair welcomed everyone to the meeting, particularly those attending for the first time. Introductions were made and apologies noted.</td>
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| 2.0   | Minutes of previous meeting                                                |
| 2.1   | The minutes of the meeting on 22 June 2012 were agreed as a true and accurate record. |

| 3.0   | Minutes of executive group meetings to note                                |
| 3.1   | The board noted the minutes of July and August's LSCB Executive meetings. Richard Jackson noted that item 13.2.1 of August's Executive meeting minutes be amended to note 'and a 30 strong team'. |
| 3.2   | Jane Held confirmed that the Board were content that the business of the LSCB Executive Board was being communicated to the LSCB Board in an open and transparent manner. |

| 4.0   | Action Tracker                                                             |
| 4.1   | The board noted the action tracker and agreed a number of updates. Bryan Gocke highlighted a number of additions to the tracker template, including a completion date field and checkpoint field. Bryan stated that the template was still under development. Bryan noted the number of actions with a Red rating. In particular it was noted that Phil Coneron was progressing the work on recruiting lay members, Child Sexual Exploitation Training would be delivered in Autumn 2012 in conjunction with the Integrated Safeguarding Unit and that the recruitment process to replace Barry Graham as Third Sector Chair was on going. |

**Agreed / Action**

4.2
- That the action tracker is updated for each meeting and that those actions completed are removed.  
- An interim update on outstanding actions is provided to Jane Held.  
- Work to continue on completion of the policy development template

| 5.0   | LSCB sub groups                                                            |
| 5.1   | The Board noted the report of activity undertaken by the sub groups. Bryan Gocke drew the board's attention to the update provided by the Child Death Overview Panel (CDOP). The backlog in the number of cases has begun to decline. Nigel Richardson raised a concern over the rate at which cases were being reviewed and the number of outstanding cases, in particular how this equated in terms of national comparators, Sharon Yellin confirmed that Phil Coneron was providing support and that she was confident that the backlog of cases would be reduced. |
| 5.2   | Bryan Gocke noted that the first LSCB email bulletin had been circulated across the partnership with a positive response. |
5.3 Bryan Gocke drew the board’s attention to the activity of the Front Door reference group. The report noted that following the introduction of revised arrangements there had been a decrease in the number of referrals accepted by CSWS. Nevertheless, the number of contacts from partners had increased, indicating that more multi-agency conversations were taking place about C&YP where there were concerns. Progress on establishing a multi-agency presence is being made. Jane Held added that she has visited the Front Door/Contact Centre and has requested a piece of work to be undertaken on referrals.

**Agreed / Action**

5.4
- Sharon Yellin to provide an update report on CDOP activity (with particular attention to individual agencies, capacity and timescales) to the next Executive Board meeting on 12 October 2012.

6.0 **Annual Review Report (David Radford)**


6.2 David drew the board’s attention to the conclusions of the report and the proposal that partner agencies provide a Safeguarding Report to the LSCB as part of the Annual Report process for 2012/13, with each agency using the same format.

6.3 He suggested that the board consider the impact of the new Ofsted inspection framework, specifically that the LSCB’s annual reporting process should incorporate Ofsted descriptors with particular attention to a child’s journey through the child protection system and the effectiveness of multi-agency working. Nigel Richardson suggested that the Ofsted Framework, the Children and Young People’s Plan and the City Priority Plan needed to be incorporated as part of the reporting process.

6.4 Jane Held noted that Ofsted had scrutinised the current format and that the expectation is that Ofsted grade descriptors are integrated into the reporting format including achievements to date, progress on the previous year’s work and recognition of future challenges. Jane suggested that the format needed to outline the board’s knowledge of front line activity and the difference that LSCB work is making at the front line. Jane noted that this was a significant and on-going challenge.

6.5 Bryan Gocke suggested that the Learning and Improvement Framework also needed to be integrated into the format.

6.6 Progress on the Business Plan has also been made. Jane Held will be carrying out appraisals with board members, undertaking front line visits, and auditing a sample of case files where safeguarding has been identified as a concern.

**Agreed/Action**

6.7
- That the Annual Report format is refreshed as an urgent piece of work and a proposed draft format be provided to the Executive board by 12 October 2012.
- That the proposed draft format be considered by the Executive board and then reviewed by the LSCB board.
### Performance items for decision/agreement

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<tr>
<th>7.0</th>
<th>Quarter 1 Performance Report</th>
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<tr>
<td>7.1</td>
<td>Diane Hampshire introduced the Quarter 1 Performance Report 2012/13 on behalf of Sam Prince. Diane noted that the report set out performance data for four sets of criteria; Looked After Children, Children with Child Protection Plans, the Child's journey through the Safeguarding System and the Strategic Priority 'Learn and Improve'.</td>
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<td>7.2</td>
<td>Diane summarised the key findings of the report. She noted that the number of children with Child Protection Plans had remained relatively stable with a peak in August 2011. There was good evidence of the improving timeliness of Child Protection Conferences and there has been a reduction in the numbers of Looked After Children, an obsession indicator (although this number remains relatively high overall). Concerns remained around the timeliness of health needs assessments and dental checks. Diane also noted that performance needed to be measured on the story surrounding this and not solely on the data scrutinised.</td>
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<td>7.3</td>
<td>Diane identified two key changes influencing the Safeguarding system during the period, changes to the front door arrangements and the re-launch of simplified CAF processes. Practitioners were now able to seek advice from the Children's Social Work Service (CSWS) Duty and Advice team without the need for a formal request for service/referral. Diane noted that there was evidence of developing multi-agency Early Help activity across the city. She stated that the number of CAFs carried out compared favourably in comparison with other cities of a similar size, however concerns regarding this benchmark were raised.</td>
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<td>7.4</td>
<td>She also highlighted some of the impact these findings will have in Quarter 2. The number of re-referrals to CSWS has been identified as a concern and CSWS are undertaking work to address this issue. The re-structure of CSWS continues to have an impact on performance, although it is anticipated that this will begin to diminish as the changes are embedded into the Service.</td>
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<td>7.5</td>
<td>The report also included details of Health Visitor (HV) staff numbers and outlined some of the pressures facing front line practitioners.</td>
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<td>7.6</td>
<td>Nigel Richardson thanked the Performance Management sub group for their work in this area and suggested that this level of scrutiny was required across all agencies. Nigel proposed that all agencies needed to collect evidence and meet children and young people on a direct and individual basis in order to heighten the visibility of their needs and evaluate the quality of service currently provided. Reviews/audits were necessary to challenge current practice, evaluate performance and inform processes. Jane Held noted that the evaluation/audit process needed to address concerns over the questions asked and highlighted the need to have a robust mechanism in place to monitor what is happening, how the board uncovers this and addresses any concerns. Jane reiterated the need for a collective board approach to this work and the need to sample some of this contact.</td>
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<td>7.7</td>
<td>Diane Hampshire raised concerns over actual activity in connection with the roll out of the revamped CAF process. Saleem Tariq suggested that evidence of CAF activity should be identifiable in the gap between the level of Duty and Advice service contact with practitioners resulting in no referral/requests for service and the number of formal referrals. Jane Held noted that there is currently a duty system in place, in the form of a weekly review group and that this data could be extracted relatively easily.</td>
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7.8 Sharon Yellin raised questions over the fall in the number of Core Assessments and LAC reviews carried out. Saleem Tariq stated that the timeliness of Core Assessments was directly linked to the re-structure of the CSWS and that performance in this area should return to a reasonable level once those changes were entrenched.

7.9 John Lennon raised the question of how the data sat in comparison with national and regional targets. Jane Held noted that this measure was not built into the data and that this would only be incorporated into the performance reporting process if it was deemed useful. Jane also stated that the board needed to be aware that the different agencies had different measures of performance and achievement.

Agreed/Actions

7.10
- To receive and note the findings of the Quarter 1 Performance Report.  
  All
- To initiate a piece of work surrounding practice (Request that the Performance Management Sub group liaise with the weekly review group to identify use and performance of the simplified CAF process).  
  CSWS/ISU
- Performance Management sub group to identify three cases where the journey through the safeguarding system is followed and outline the expectation of relevant agencies at each stage in the process. Jane Held stated that these cases needed to be illustrative of the process from initial contact through to outcome.  
  PMSG
- Personal Education Plans (for LAC) to be reviewed.  
  PB/SW

8. Quality Assurance and Audit Programme (Verbal update via Phil Coneron)

8.1 Phil Coneron gave a verbal update on the on-going work on the Quality Assurance and the Audit Programme of the LSCB, highlighting work being undertaken on 2 strands: Phil noted that 10 cases had been identified where the child/young person had been on a Child Protection Plan (CPP) for at least 15 months.

8.2 (S1) The effectiveness of Child Protection Plans

8.2.1 An interim report (on 10 cases) from the multi-agency audit pool will be presented to the Executive on 12.10.12. The audit tool was being updated to enable the full audit of 25 cases to be completed by March 2013

8.2.2 The audit tool rated effectiveness against four standards; planning, participation, implementation and reviewing judging quality as: high, good, acceptable or poor. Of the ten cases considered, overall five were rated as ‘acceptable’ and five as ‘poor’. No child / young person was deemed to be at immediate risk of significant harm, although there were concerns in some of the cases about a lack of evidence that work to reduce risk was effective.

8.2.3 Areas of positive practice identified include:

- Work with parents and family members
- Consistent attendance of professionals at Core Group meetings
- RCPCs held within statutory timescales
- Evidence of effective challenge by CP Conference chairs
- Overall, evidence of improving outcomes for C&YP.
8.2.4 Emerging learning includes:

- Concerns about evidence of ‘drift’ in some cases (lack of progress against action plans and inconsistencies in setting out timescales for completion of actions) raising questions about how effective was management and core group oversight of the CP Plan.
- The impact of multiple changes of social workers.
- Analysis of ‘risk’ often parent rather than child focussed.
- Views of C&YP at ICPCs & RCPCs need to be more consistently recorded
- Difficulties experienced by the auditors in accessing the full suite of CP documents.

8.2.5 Sharon Yellin commented that the audit indicated that overall the services currently being provided to children and young people subject to child protection plans fell short of the standards expected by the LSCB.

Carol Carson added that this was a reflection on multi-agency working and that all LSCB members had a responsibility to ensure that child protection plans were ‘SMART’ (Specific, Measurable, Achievable, Realistic and Timely).

8.2.6 She stated that the current audit work needed to be reviewed in light of the fact that it covered a period when a new ‘strengthening families’ approach had been introduced (in August 2011) in order to provide a clearer focus on the operation of CP plans to improve outcomes for C&YP. Phil Coneron noted that the cases to be audited in the next phase will have been entirely managed under the new arrangements and will therefore test out how effective these are being.

8.2.7 Phil commented on the need for Child Protection Conferences to identify individuals best placed to represent the views and opinions of the child/young person concerned, not solely social workers e.g. a school contact. He also proposed that Conference chair's meet with children in advance of meetings and that the minutes of those meetings make clear the explicit wishes and outcomes for the child/young person.

8.2.8 Saleem Tariq stated that work was being undertaken at reviewing the current practice and that key issues are around the quality of plans, practice and assessments. Saleem noted that care planning needed a multi-agency approach and that Leeds City Council were currently working with the DfE and Barnardo’s in relation to care planning. He stated that the board's understanding needed to identify what was making children vulnerable and the risk factors.

8.2.9 Saleem stated that the change of social workers which the audit had highlighted was an unavoidable part of the re-structure process and that those changes were now embedded. He added that the replacement of the Electronic Social Care Reporting (ESCR) system would also contribute beneficially to this area.

8.3 (S5) Effectives of revised care and control procedures in Special Inclusion Learning Centres (SILCs)

8.3.1 This audit will be presented to the Executive on 12.10.12.
8.3.2 The audit has identified concerns about the implementation of actions agreed in response to recommendations from a serious case review by Education Leeds. A misunderstanding has been identified about the provision of independent advocacy for children and parents making complaints following incidents of restraint and policies and procedures about restraint processes were found not to conform to statutory guidance.

8.3.3 Action has already been taken to revise the model care and control policy for use by SILCs and the final report makes recommendations about supporting them in its implementation.

8.4 Agreed/Actions

- Reports for audits (S1) & (S5) to be presented to the Executive on 12.10.12. PC
- Relevant partners to be asked to consider the learning from the audits, identify the implications for their services and staff, and present action plans to address areas for improvement identified to the Executive on 14.12.10. PC

- In the light of audit (S1) the Learning and Development sub-group to work with CSWS in relation to improvement in care planning, practice and quality of assessments. Diane Hampshire will discuss with Saleem Tariq outside of the LSCB board meeting. L&D SG/CSWS
- The Performance Management sub-group to consider how the impact of audits on outcomes for C&YP can be monitored and evaluated. SP
- Partner agencies to respond to a request from the Chair of the performance Management sub group to provide more auditors for the audit pool. SP

9.0 Refreshed Performance Management Framework

9.1 Bryan Gocke presented the Refreshed Performance Management Framework. Bryan noted that the new framework includes some immediate changes to the reporting template and scorecard in light of Working Together 2012 and the Children's Safeguarding Performance Information Framework. Some measures have been added and the focus for 2012/13 will be to increase the population of the added measures and increase multi agency input into the scorecards.

9.2 Bryan noted the proposal that the framework incorporate two surveys of practitioners in order to obtain their views about (i) the effectiveness of CP core Groups and (ii) the support they receive and the impact of their work with C&YP. Nigel Richardson added that this type of engagement was important in gaining an understanding of the views and work of front line practitioners. Nigel suggested that board members might benefit from shadowing the activity of front line staff (e.g. Health visitors, police and social workers) and their interaction with children and young people. Phil Coneron noted that the Board had started to consider this activity. Jane Held welcomed the suggestion.

9.3 A full refresh of the Performance Management Framework will be undertaken for 2013/14.

9.4 Actions/Agreed

- The Board accepted the refreshed Performance Management Framework for 2012/13
- To undertake a full refresh of the PMF for 2013/14 PC
- That plans are made for board members and the audit team to shadow front line practitioners. BG
10. **Looked After Children Obsession Report**

10.1 Steve Walker’s report to the Leeds Children’s Trust Board: Update on Children’s Services Obsessions – Reducing the need for children to be looked after (Help children to live in safe and supportive families) was noted.

11. **Strategic items for discussion/agreement**

**Learning and Improvement Framework**

11.1 Bryan Gocke introduced the outline LSCB Learning and Improvement Framework (cover report and framework). Bryan noted that the Working Together consultation (2012) suggested that LSCBs develop a framework to co-ordinate and collate the outcomes from learning and improvement activity across the partnership.

11.2 Bryan added that the Board needed to evaluate the impact of learning and the influence this has on improvements in multi-agency working and the impact on outcomes for children and young people.

11.3 Bryan Gocke recommended that this framework should be used across the LSCB sub groups. Jane congratulated Bryan and the LSCB team on their work in this area.

11.4 **Actions/Agreed**

- The Board agreed to adopt the outline Learning and Improvement Framework and for it to be incorporated in the Annual Report for 2012/13.
- Sub groups to provide the detail in the framework and for a first full framework to be considered by the Executive on 14.12.12.

12. **Business Plan 2012/2013**

12.1 Bryan Gocke introduced the Business Plan 2012/2013. Bryan noted that this plan was the culmination of work undertaken since February 2012. The plan has been refreshed for the year and there are a number of amendments for approval by the Board.

12.2 Bryan noted that the objectives and tasks in the business plan have been updated to include a prioritisation rating of 1 = essential and 2 = important. He also noted that at mid-year the majority of RAG ratings of the objectives/tasks of the sub task and reference groups were green (confident of completion within timescales).

12.3 Jane Held welcomed the business plan and the contribution it made as a framework for measuring the Board’s achievement to meeting its objectives. Jane thanked the Board for the work undertaken and invited Board members to take this opportunity to acknowledge and reflect on the work of the Board.

12.4 Councillor Blake noted that she had participated in meetings with other local authorities in the region and suggested that there was an important piece of work to be undertaken connecting Safeguarding board’s around the region. Jane Held added that there was a growing group of Safeguarding board chairs forming networks to share good practice and engage in peer evaluation in the Yorkshire and Humberside region. Jane stated that discussion was ongoing on
the remit of regional and sub regional activity.

12.5 **Actions/Agreed**
- The Board accepted the Business Plan for 2012/13
- For the LSCB to continue to contribute to work on regional and sub-regional basis to promote inter area co-operation sharing of good practice.

13 **Minimum Alcohol Pricing**

13.1 Sharon Yellin introduced a briefing on Alcohol Minimum Pricing in England. The recommendation of the briefing is that the LSCB support the motion to introduce minimum unit pricing on alcohol. Sharon drew the Board’s attention to the number of teenage and child deaths that occur each year as a result of alcohol. Sharon also noted that the national government strategy would be subject to consultation.

13.2 **Agreed/Actions**
Jane Held stated that the LSCB were in principle supportive of Alcohol Minimum Pricing and that the board would provide input at consultation stage.

14 **Items for noting**

14.1 **Adult Safeguarding report annual review**
The Adult Safeguarding report was presented to the LSCB for noting. Jane Held noted that the LSCB report annual review would be presented to the Adult Safeguarding board and that Bryan Gocke has met with Hilary Paxton to discuss common themes of both boards. Jane also noted that a date for a joint board meeting for both children and adults was being considered.

14.2 Richard Jackson suggested that the Community Safety Partnership (CSP) for the area could also be involved in a discussion on broader understanding of safeguarding in Leeds.

14.3 Jane Held noted that a date and an agenda for a joint meeting would be forthcoming.

15 **Response to working together consultation**
15.1 The response to the working together consultation was noted.

16 **Forward plan**
16.1 The Forward plan was presented for noting.

17 **Serious Case Reviews (Confidential session)**
The Board considered lessons learnt from Reviews, progress made in the implementation of action plans and an update of current activity.
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<th>18.0</th>
<th>Any other business</th>
<th>JH/SS</th>
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<td>18.1</td>
<td>Jane Held noted that an education sub group would be set up to support work relating to safeguarding in the education setting.</td>
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<td>18.2</td>
<td>Jane reminded board members that the focus for Ofsted was how the LSCB understood the front line interaction with children and young people and how the LSCB addressed this. Jane added that the focus of the new inspection framework was multi agency approaches to a child’s journey through the Safeguarding system.</td>
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<td>18.3</td>
<td>Jane informed Board members that the NHS had published the new accountability and assurance framework – ‘Interim advice: arrangements to secure children’s and adult’s safeguarding in the future NHS’. Dr Andy Harris will be joining the LSCB board and his membership will be confirmed on attendance at an LSCB Board meeting. Jane noted that the impact of these changes on the Board's structure would need to be considered.</td>
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<td>18.4</td>
<td>Actions/Agreed</td>
<td>JH</td>
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<td>• Jane Held to re-circulate the current structure diagram of the LSCB to the Board.</td>
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<td>19.0</td>
<td>Date of next meeting</td>
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<td>19.1</td>
<td>The next meeting will take place on Friday 16th November at 9.30am – 12.30pm</td>
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