Leeds Safeguarding Children Board
Minutes of the meeting held on Friday 18th January 2013

Present
Jane Held        Chair of LSCB
Nigel Richardson Leeds City Council, Director of Children's Services
Councillor Ted Hanley Leeds City Council
Richard Jackson   West Yorkshire Police, Divisional Commander
DCI Mark Griffin  Detective Chief Inspector, West Yorkshire Police
Diane Hampshire  Leeds West CCG, Director of Nursing and Quality
Maureen Kelly    Head of Safeguarding, Senior Designated Nurse
Ellie Monkhouse  Leeds North, South and East CCG, Director of Nursing and Quality
Judy Bedford     Children’s Services Manager, NSPCC
Peter Harris     Primary Headteacher’s Forum
Sharon Yellin    NHS Airedale, Bradford and Leeds (Chair of CDOP)
Dee Reid         LCC, Head of Communications Chair of Communications task & finish group
Hilary Barrett   CAFCASS
Dr Chris Buller  NHS Leeds Partnership Foundation Trust, Named Doctor and Consultant Psychiatrist
Rebecca Gilmour  Youth Offending Service, Acting Head of Service
Sara Snell       Wetherby YOI, Governor
Jill Asbury      Leeds Teaching Hospitals Trust, Divisional Nurse Manager
Clare Macdonald Leeds City College, Vice Principal
Saleem Tariq     Leeds City Council, Chief Officer, Children’s Social Work Service (for Steve Walker)
Kevin Ball       Operations Manager, West Yorkshire Probation
Julia Suddick    Adult Safeguarding Board, Adult Social Care (for Dennis Holmes)
Andy Croft       Wetherby YOI, Head of Safeguarding
Sam Prince       Leeds Community Health Care NHS Trust, Executive Director of Operations
Bridget Emery    LCC, Chief Officer Strategy and Commissioning, Environments and Neighbourhoods
Mariya Naylor    Place2be (Chair of the Third sector reference group)

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
Karen Shinn       LSCB Assistant Manager
Sam Middleton     Leeds Community Health Care NHS Trust, Head of Service Healthy Child Pathway
Sinead McGuinness Leeds City Council, Children’s Services, Governance Team

Apologies
Dennis Holmes     Adult Safeguarding Board, Adult Social Care
Steve Walker     Leeds City Council, Deputy Director, (Safeguarding, Specialist and Targeted Services)
Paul Brennan     Leeds City Council, Deputy Director (Learning Skills and Universal Services)
Sharda Parthasarathi NSPCC
Dennis Holmes     Adult Safeguarding Board, Adult Social Care
Steve Walker     Leeds City Council, Deputy Director of Children’s Services

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<tr>
<th>Item</th>
<th>Description</th>
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<tbody>
<tr>
<td>1.0</td>
<td><strong>Introductions / apologies / new members</strong></td>
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<tr>
<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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<td>1.2</td>
<td>DCI Mark Griffin was formally confirmed as new deputy representative for West Yorkshire Police replacing Julie Sykes.</td>
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<td>1.3</td>
<td>Ellie Monkhouse was welcomed to the board and confirmed as NHS Director of Nursing and Quality representative for Leeds North, South and East CCGs.</td>
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<td>2.0</td>
<td><strong>Minutes of previous meeting</strong></td>
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<td>2.1</td>
<td>The minutes of the meeting on 16th November 2012 were agreed as a true and accurate record.</td>
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<td>3.0</td>
<td><strong>Minutes of executive group meetings to note</strong></td>
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<td>3.1</td>
<td>The board noted the minutes of 14th December 2012.</td>
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<td>3.2</td>
<td>Jane Held re-iterated the invite to board members to attend an Executive meeting to observe the proceedings.</td>
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<td>3.3</td>
<td>Bryan Gocke stated that at the LSCB Executive meeting on the 14th December 2012 a report by the Learning and Development subgroup on the Workforce Development Strategy had been presented. Bryan noted that the purpose was for the Learning and Development subgroup and LSCB Executive to address the challenge of;</td>
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<td>- The need to explore income generation options, reduce costs and increase the scope of the Learning and Development programme.</td>
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<td>- Maintaining the current commitment across the partnership to the delivery of core multi-agency safeguarding training through a pool of trainers drawn from partners.</td>
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<td>Bryan added that the LSCB Executive had requested that the Learning and Development subgroup;</td>
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<td>- Revise and develop the Workforce Development Strategy.</td>
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<td>- Maintain the Training Pool delivery of ‘free of charge’ mandatory multi-agency training.</td>
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<td>- Explore the development of a differentiated charging policy for non-mandatory courses and events.</td>
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<td>3.4</td>
<td>Peter Harris raised a query over the report on ‘The effectiveness of revised care and control policies in Specialist Inclusion Learning Centres (SILCs)’. Peter requested clarification as to why this was only applicable in SILC settings and not mainstream schools. Bryan Gocke stated that the audit had been completed as the result of a serious case review (SCR) that was completed in 2010 and which raised concerns about policies in SILC settings. Jane Held stated that the broader implications of this would be investigated with Paul Brennan.</td>
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3.5 The minute relating to the SUDIC Review was discussed and clarification sought.

3.6 Actions/Agreed

- That the board note the minutes of the Executive group meeting.
- That the board accept the recommendations of the LSCB Executive on the Workforce Development Strategy.
- That the draft minutes be amended to accurately reflect that the SUDIC Review will:
  - Identify how people are referred to / supported by bereavement services
  - Refer the issue of the commissioning of bereavement services to the CTB and the Joint Commissioners
- To ensure that mainstream schools and FE establishments are aware of the revised care and control policies.

4.0 Action Tracker

4.1 Bryan Gocke stated that there were currently 72 actions being progressed. Bryan added that there were 16 actions now completed and to be removed from the action tracker. There are no actions with a red rating and 8 rated as amber. Steady progress was being made to progress actions and the number of outstanding actions from 2011/12 had reduced.

Agreed / Action

4.2 That the action tracker is updated and those with a completed rating to be removed.

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 item 9.4, Bryan stated that this should record ‘The procurement exercise for the redevelopment of the LSCB website is on-going’.

5.2 Bryan Gocke stated that the Child Sexual Exploitation strategic subgroup had been established and had its inaugural meeting on 14th December 2012. Bryan stated that the Terms of Reference had been agreed and that the action plan had been revised to incorporate the findings of the Rochdale report and the interim report of the Office of Children’s Commissioner. Bryan informed the board that local procedures had been revised in December 2012 as an interim position and that the revised West Yorkshire Safeguarding Procedures would be in place in March 2013.

5.3 Clare MacDonald stated that she would be interested in becoming involved with the CSE subgroup.

5.4 Sharon Yellin queried whether the Annual S(11) audit findings had been disseminated to commissioners. Phil Coneron confirmed that this would be disseminated to Sharon Yellin, Ellie Monkhouse and Diane Hampshire.

5.5 Carol Carson added that a conference had taken place on the 15th January which focused on the Strengthening Families Approach to Initial Child Protection Conferences. Carol added that the conference was attended by over 90 professionals and its co-ordination had been supported by the LSCB Business Unit.
5.6 Diane Hampshire stated that the new Children's Services Front Door arrangements were producing positive responses and that the board should be assured that as a result of the new arrangements positive outcomes were being achieved. Diane also took the opportunity to compliment Sal Tariq and the Duty and Advice team for the positive work.

Agreed / Action

5.7  
- Clare MacDonald to be added to the membership of the CSE subgroup.
- Phil Coneron to disseminate the Annual S(11) audit findings to commissioners.

**Performance items for decision / noting**

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<th>6.0</th>
<th>Children's Services Front Door Arrangements, progress report</th>
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6.1 Sal Tariq presented board members with a Front Door progress report. Sal stated that 6 months into the new arrangements some significant progress had been made and that the data was already beginning to illustrate improvement compared to 2008-2010. Due to the new arrangements there was an increase in the number of quality conversations between professionals which considered the option of Early Help services and as a result there was a fall in the number of referrals accepted for statutory intervention and in the number of initial assessments undertaken.

6.2 Sal stated that the appropriateness of referrals was also improving with particular improvement in referrals from the police, education and health. Diane Hampshire stated that she had attended a meeting at Leeds General Infirmary to review referrals, the majority of which were entirely appropriate. Sal added that the stationing of a social worker at Millgarth police station had helped improve the communications between the Police and Children's Social Work Service (CSWS). This has resulted in positive outcomes for children and young people and better communications between the services. Sal added that the objective is to have a fully multi-agency duty and advice team in place by the 1st April 2013. Sam Prince stated that a health worker should be in place within the next week.

6.3 Sal informed the board that weekly review meetings were put in place shortly after the re-structure of Children's Social Work Service. The purpose is to review decisions, create a robust audit system, ensure multi-agency input and review exit points. Sal added that the ambition is to establish multi-agency weekly review meetings in the three areas of the city. Jane Held requested that a further report on progress be presented to the board in 6 months. Jane stated that this should include both quantitative and qualitative data on the new arrangements.

6.4 Mariya Naylor raised some concern that Third Sector partners often struggled with referrals and requested that the LSCB dispute resolution process be circulated to partners. Sal added that the objective was also to have the Third Sector represented in the multi-agency team and suggested that he discuss with Mariya Naylor a proposal to raise awareness about the changing arrangements across the Sector.

6.5 Richard Jackson suggested that there was a need to discuss co-location further and that the board should consider regional and national approaches to multi-agency working e.g. the Multi Agency Safeguarding Hub (MASH) approach. Richard added that this could be an item for discussion at the next Executive meeting and that the Executive should consider inviting Nigel Boulton to the meeting. Diane Hampshire agreed that it may be useful to have a debate on national approaches but that it would be important to identify the best approach for Leeds. Nigel
Richardson agreed that Leeds would need to grow its own strategy and ensure the development of a more effective system for Leeds.

6.6 Hilary Barrett stated that in terms of national comparators Leeds had received positive feedback. The view was that in Leeds challenges are being met and it is making positive progress.

6.7 Jane Held added that the intelligence gained should be informing the timetabling of commissioning and commissioning decisions. Sal Tariq added that intelligence highlighted the issues of domestic violence, substance misuse and mental health issues as contributing to concerns around children.

6.8 Richard Jackson stated that activity was on-going by the community safety partnership and police around domestic violence. Jane Held suggested that a short life working group be established to include Adult Social Care, Children’s Social Work Service, Police, Community Safety Partnership and CAFCASS representation to review domestic violence initiatives.

6.9 Sharon Yellin also raised some concerns over the nature of the language used. Sharon stated that the term ‘request for service’ was unhelpful as it did not account for incidences when partners receive advice. Sharon also stated that the term ‘no further action’ suggested a finite end to a process when in fact other support networks can be working with children and families. Sal Tariq stated that some of the terminology was not particularly helpful and did not reflect a multi-agency approach to services. Sal added that some of this was due to the Electronic Social Care Recording system (ESCR) and that the new system to replace ESCR should record multi-agency approaches and outcomes. Nigel Richardson agreed that the language was significant as it was influential in setting perceptions.

6.10 Agreed/Action
- That the LSCB dispute resolution process be disseminated to practitioners and first line managers across the partnership. BG
- Sal Tariq and Mariya Naylor to discuss raising awareness across the Third Sector through briefings / presentations. LC/ST/MN
- That the progress of the new front door arrangements be noted and that a further report be presented to the board in 6 months which includes both quantitative and qualitative data. ST/SW
- That a multi-agency team be in place by the 1st April 2013. ST/DH/RJ
- That the Executive board explore various regional and national approaches to multi-agency working including the MASH model. BG/RJ
- That a short life working group be established to review activity around coordinated responses to domestic violence. BG

7.0 LSCB Audit Report (S5); Care and Control Policies in SILCs

7.1 Phil Coneron gave a summary of the audit Report of the Performance Management subgroup on ‘The effectiveness of revised care and control policies in Specialist Inclusion Learning Centres (SILCs) and the outcomes for children where independent advocates are provided when complaints are made by parents and children’. Phil noted that;
- The audit had been completed as a result of a Serious Case Review (SCR) that had been completed in June 2010. The purpose of the audit was to follow up on the recommendations and actions following the SCR.
- The key findings of the audit noted that a model care and control policy had been
developed by Education Leeds which included reference to the Parent Partnership service and had been issued to SILCs. However, none of the policies reviewed in the SILCs included reference to it.

- The audit highlighted a misunderstanding of the role of the Parent Partnership Service as it does not provide an independent advocacy service.
- The role of the Local Authority Designated Officer (LADO) in the undertaking of an investigation of a complaint against a member of staff was not referenced in the reviewed care and control policy.
- The audit also identified that the model care and control policy did not meet statutory guidance in a number of areas and remedial measures have been taken to address this.
- The audit raised some concerns as to the robustness of the measures put in place by Education Leeds in addressing the recommendations of a Serious Case Review. The Performance Management subgroup will continue to check and monitor actions and recommendations as the result of SCRs.

7.2 Nigel Richardson noted that the care and control policy could be applicable in a range of settings other than SILCs. Jane Held confirmed that this matter would be addressed by Paul Brennan.

7.3 Sara Snell stated that the independent advocacy service for children and young people was organised via Barnardo's. Sara added that Wetherby Young Offender Institution (YOI) could illustrate evidence of advocacy work with Barnardo’s. Jane Held requested that an item for the next agenda include a report on Safeguarding activity at Wetherby YOI.

7.4 Diane Hampshire requested confirmation on how those issues identified by the Performance Management subgroup audit would be followed up. Phil Coneron stated that an action plan was being progressed and would be monitored by the Performance Management subgroup.

7.5 Jill Asbury raised a concern as to the handling of the complaints process and compliance with Section 11. Jill suggested that the partnership needed to review how the voice of the child or young person is heard in the complaints process and also how it informs it.

7.5 Dee Reid raised a concern over the regular auditing of all serious case review recommendations and action plans. Nigel Richardson stated that this was undertaken by the executive subgroup sitting as the standing SCR sub committee. Jane Held added that it was difficult to ascertain the extent to which all actions were embedded in practice and that the Board had limited capacity to do so. Jane stated that the expectation was that partner agencies had a responsibility to carry out SCR recommendations and to ensure their action plans were put in place and implemented. Those agencies also had a responsibility to carry out audits to ensure measures were put in place in addition to the monitoring carried out by the LSCB. Bryan Gocke added that the Serious Case Review system relied upon partner assurance that actions and recommendations were carried out.

Agreed/Actions

7.6

- That the board accept the recommendations of the report of the Performance Management subgroup.
- To ensure that mainstream schools and FE colleges are aware of the model care and control policy.
- Wetherby YOI to provide a brief report to the board on current Safeguarding practice.
- Performance Management sub group to provide a summary report of the follow up PB/PC

All

SS

PC/SP
audits of the implementation and impact of the revised care and control policy in silica.

- To remind partner agencies of their responsibility to ensure that SCR and LLLR action plans are fully implemented and that accurate assurance is provided to the LSCB.

### 8. LSCB Quality Assurance and Audit Programme update

#### 8.1
Sam Prince stated that a proposal was being made that all board members become pro-active in the quality assurance and audit programme of the LSCB. The suggestion is that board members review the case files of vulnerable children in conjunction with front line staff. This would be the multi-agency partnership conducting an audit of multi-agency working. Sam stated that if required, full training would be provided.

#### 8.2
Nigel Richardson stated that in principle this could be a useful exercise and that it may be useful to undertake this activity in light of the child’s journey through the child protection system. Nigel added that this would also be useful in capturing the various agency responses to the child’s needs. Richard Jackson agreed that this would be a useful and interesting exercise that would give board members a greater understanding of partner work.

#### 8.3
Dr Chris Buller raised a concern that whilst audits were crucial he did not have experience as a social care practitioner and therefore may find it difficult to audit a social care file. Sam Prince stated that the audit programme focused on the impact of multi-agency working on outcomes for C&YP and that engagement of board members from across the partnership, from different agencies, was an important part of this.

#### 8.4
Sharon Yellin stated that this activity would require clear standards as currently different agencies have varying auditing standards. Jane Held agreed that knowledge of the various models and methodologies used by partners should inform the development of the LSCB QA and Audit Programme.

#### 8.5
Jane Held added that the audit programme should include random sampling of cases and ensure the embedding of action plans. Jane also noted that partners needed to provide outcomes of audits undertaken by their services to the Performance Management subgroup and that specific audits may be requested as required.

#### 8.6
Councillor Hanley welcomed the opportunity for board members to become involved in a multi-agency audit. Councillor Hanley also suggested that Councillor Blake would like to be involved in this activity. Councillor Hanley requested that Jane Held contact Councillor Blake to discuss this further.

**Agreed/Actions**

#### 8.7
- That the board commits in principle to all partners being involved in a multi-agency audit programme.  
  
  To draw on methods used by partners in order to explore the range of audit models available for inclusion in the developing LSCB QA and Audit programme.
  
  To include consideration of:
    - Dip sampling implementation and embedding of SCR & LLLR action plans
    - Partner input into the LSCB Audit Register
    - Partners to provide audit outcome summaries to the PMSG on request
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- PMSG to request that partners undertake specific audits as required
- S(11) audit process to be used to evaluate partner complaint processes and how the voice of the child is included in this.

- Jane Held to contact Councillor Blake to discuss Lead Member involvement in auditing.

9.0 Joint Inspection Arrangements

9.1 Nigel Richardson stated that the new Ofsted framework for joint inspection arrangements would be in place in April 2013.

9.2 Nigel also stated that the Integrated Safeguarding Unit was undergoing a thematic review by Ofsted of the Independent Reviewing Officer (IRO) service. Nigel added that this would involve an element of case management review. Nigel informed the board that this would be carried out over two days, 30th and 31st January 2013 with the objective of providing assurance that the service was effective, independent and robust.

9.3 Nigel informed the board that Ofsted could still carry out a Safeguarding inspection and that Children’s Services was still in discussion with Ofsted regarding a Looked After Children (CLA) and Care Leavers pilot inspection. Nigel added that Children’s Services have identified services for Care Leavers, aged 18 – 24 years as an area for improvement.

9.4 Nigel stated that Ofsted have also announced a number of changes to the arrangements for inspections for Looked After Children and Care Leavers which would be tested in the remaining pilot inspections. These include:
  - A short notice period for an inspection in order to ensure that arrangements can be made to engage children and young people in the inspection.
  - Replacing the ‘adequate’ grade with ‘requires improvement’.
  - That a judgement of ‘inadequate’ in any contributory judgement is likely to mean that overall effectiveness is ‘inadequate’.

10. Early Help Services
Children’s Trust Board Early Intervention and Prevention Strategy

10.1 Jim Hopkinson presented the Early Intervention and Prevention Strategy. Jim stated that the strategy had been discussed at the December 2012 meeting of the Children’s Trust Board and that the strategy had been written to reflect the new structures across Children’s Services including Early Help, Targeted Services and Complex Needs. Jim also noted that the strategy was designed and written to sit alongside the Operational Handbook and the Early Start Professionals handbook. Jim invited board members to provide feedback.

10.2 Diane Hampshire raised a question over whether the strategy had been communicated to Clinical Commissioning Groups. Diane stated that the strategy and an understanding of services needed to be communicated to health professionals.

10.3 Bryan Gocke suggested that some of the content required updating. Nigel Richardson also suggested that the strategy could be expanded to include further detail on restorative practice and family group conferencing.

10.4 Actions/Agreed
That the Early Intervention and Prevention Strategy be agreed and received by the board subject to the agreed amendments.

Diane Hampshire and Ellie Monkhouse to feedback to the Clinical Commissioning Groups.

To review in 6 months and at year end.

11. Early Start progress update

11.1 Sam Middleton gave a presentation on Children’s Centre and Health Visiting service forming Early Start teams in Leeds. Sam stated that the aim of the Early Start teams was to ensure children and families are supported through evidence based practice to have the best start in life and achieve good health and wellbeing, learning and school readiness outcomes. Sam added that families lay at the heart of this model and the aim was to ensure that Early Start teams were working with those families in most need to provide community, universal and universal plus services. Sam stated that the Early Start teams were working closely with the family nurse partnership.

11.2 Sam set out the principles underpinning the integrated approach and provided the board with an update on progress. She noted that the two services have come together to form Early Start teams with Health Visitors now based in Children's Centres, meaning that the teams have been re-aligned to children’s centres reach areas and the clusters. Sam added that training was on-going for staff and that the Health Visitor Team and Children's Centre Teams were meeting together. Sam stated that the Operational Handbook was being tested across the city and a joint safeguarding strategy has been agreed.

11.3 Sam also noted that pre-birth assessments were being used more effectively and there was better communications between midwifery teams. The audit process for Early Start has been initiated and families are being involved in this.

11.4 Sam stated that further developments were on-going and that from September 2014 onwards the number of places in early education for two year olds will increase significantly. Sam stated that the health visitor workforce will be increasing and the aim was to have 52 Full Time Equivalent staff in place by 2015. Further training has been scheduled including 3 sessions (Outcomes Based Accountability style) Helping Hands training, Babies, brains and bonding (performance and outcome based) and Birth and Beyond (community based ante-natal training).

11.5 Andrea Richardson provided a brief summary of the key developments within the Early Start area. Andrea noted that;
- 4500 places for 2 year olds would be created in Leeds in 2014. Andrea stated that staff would need to be deployed across the city according to needs and that this will be subject to review.
- Ofsted outcomes for Children’s Centres in Leeds are above the national average, 82% are rating as either good or outstanding.
- The service is currently developing a dashboard to measure performance data.
- The posting of a social worker at Millgarth Police Station is also having a positive impact on the transfer of information regarding domestic violence.

11.6 Diane Hampshire enquired if Early Start teams had any case studies or positive stories from service users. Sam Middleton confirmed that the service would ensure that positive responses
Nigel Richardson also commented that the Early Start model needed to be understood in relation to the child's journey and in conjunction with the Duty and Advice Team and Children's Social Work Service.

Bryan Gocke commented that lessons could be learned in collaborative working from the Early Years and health teams experience and shared with the Workforce Reform subgroup of the Children's Trust Board.

Sal Tariq stated that a meeting had taken place regarding the timeliness of pre-birth assessments and identifying risks in a timely manner. Sal added that this process required a co-ordinated multi-agency approach to review the plan and ensure intervention proceedings were not running into the post birth period. Hilary Barrett also stated that early intervention and a robust structure needed to be in place in the case of care proceedings due to the time scales in the family justice system.

Sharon Yellin added that from April 2013 – 2015 the Clinical Commissioning Groups will move to the NHS Commissioning Board. Sharon added that Jane Mischenko has raised a question over how this will be structured.

**Actions/Agreed**

- That the experiences of collaborative working and combining of shared professional cultures be feedback to the Workforce Reform subgroup of the Children’s Trust Board.
- Sharon Yellin to request that Jane Mischenko forward an email seeking clarification about the regional structure of the NHS Commissioning Board to Nigel Richardson.

**Common Assessment Framework (CAF) Implementation feedback from Cluster Seminars**

Bryan Gocke stated that at the last meeting board members requested that the LSCB Business unit highlight the need to increase the use of the CAF as the underlying tool to managing the Early Help part of the safeguarding system in Leeds.

Bryan stated that the LSCB Business unit had arranged three cluster safeguarding seminars attended by approximately 27 local authority partners, cluster chairs and targeted services leaders. Bryan provided a summary of feedback to the board. Bryan noted that;

- Some concerns were raised as to how long the implementation was taking and if the focus should continue to be on the CAF rather than 'high quality assessments'.
- Some of the barriers to implementation include a lack of capacity, confidence and competence within partner agencies.
- That there is an inconsistency in the ownership and promotion by partners.
- That there was a continued silo approach in professional attitudes and values.
- That there is a lack of sophisticated data for planning.

Bryan also noted that some opportunities for the promotion of CAFs were identified:

- The Children’s Trust Board to more effectively promote the benefits of CAF.
- Possible re-branding.
12.3 Bryan summarised the recommendations of the report:

To re-iterate and re-enforce the partnership commitment to developing and implementing a whole system approach underpinned by the principles established by the CTB:

- ‘Never do nothing’
- A restorative approach – seeking to work with C&YP and their families
- Strengthening Families methodology
- High expectations, challenge, support
- Common professional values, attitudes, behaviours
- Common principles of supervision

To consider the appropriateness of the current approach:

Do the current CAF arrangements have the potential to consistently and comprehensively ensure ‘the right service at the right time’ and deliver improved early help outcomes for C&YP; and what developments should be considered to ensure this is progressed at pace?

Or

Given the procedural changes expected in the new Working Together, should a ‘whole system’ multi-agency assessment framework be developed that provides consistency in approach from early help through to statutory intervention?

12.4 Jim Hopkinson stated that it was unclear as to the appropriate number of CAFs that the authority should be completing. Jim added that in summer 2012 Dr Mark Peel had given assurance that the system in Leeds was fit for purpose and that in 2010/11 the number of CAFs being instigated compared well with other similar local authority areas. Diane Hampshire also stated that the issue around numbers of CAF required clarity on how many need to be completed and how many are enough. Diane also expressed disappointment that in 2013 staff did not feel confident or competent in undertaking the assessment.

12.5 Richard Jackson stated that there was a low take up CAFs by the police, however a lot of activity did go on in other areas where in effect CAFs were being completed by other means. Richard raised the question of how this could be captured.

12.6 Jim Hopkinson stated that a programme of training had been delivered around simplified CAF processes. Jim added that the training had been well received and positive responses were recorded.

12.7 Actions/Agreed

- That the board receive the report
- That the board support the recommendation that work continues to implement the revised CAF processes and to develop a more sophisticated understanding of CAF / CAF equivalent activity and the ‘CAF Gap’.
13 Strategic items for discussion / agreement
Proposal for Voice and Engagement Children and Young People

13.1 Dee Reid stated that through work with Lucy Chadwick and the Voice and Influence team a workshop for the Board on ‘Engaging young people in the work of the LSCB’ had been organised and took place on the 6 December 2012. Dee added that the workshop was attended by over 20 participants representing a variety of partners.

13.2 Dee stated that the recommendations of the report were:

- That the board accept the model in Appendix 1.
- That the board engage with the Leeds Youth Council to provide an opportunity for other young people to be involved / consulted
- That the board use and develop the relationship with Leeds City College by inviting young people on appropriate courses to supplement their learning with a role as a representative for the LSCB.

Clare MacDonald added that a number of students had already expressed an interest to be involved with this.

13.3 Dee Reid stated that an issue may arise in identifying and allocating the resource required to undertake the work in developing children and young people’s engagement with the LSCB and that this issue may need to be addressed separately.

13.3 Agreed/Actions

- That the board accept the recommendations of the report.
- To identify the resource implications of accepting the proposal.

14 Family Justice Review

14.1 Steve Boorman presented the ‘Briefing for the LSCB in relation to the Family Justice Review and Family Justice Modernisation’. Steve summarised the main findings of the briefing:

- The national figures for the timeliness of care proceedings are illustrative of a care proceedings system in which delay for children is endemic.
- The aim of the Family Justice Review was to propose reform which would establish a simpler, more cost effective, timely and just system.
- There has been a decline in the timeliness of adoption; in Leeds the average wait from becoming a Looked After Child to placement with Prospective Adopters is 18 months, with some cases at 24 months. Steve added that for every year of delay children’s chances of adoption reduce by approximately 20%.
- The Family Justice Review has made recommendations to put measures in place to address some of the main barriers in the care proceedings system.
- As a key issue is to reduce the timescales for proceedings, the review recommends that a statutory 26 week time scale is put in place for care proceedings in all but exceptional cases. Steve noted that in Leeds, Family Group Conferencing has begun to have an impact on this process and a great deal of work has already been completed before the
court’s involvement. Steve added that Family Group Conferencing was also accelerating the pre-proceedings process e.g. giving families opportunity to explore the private law route.

- The recommendations also seek to reduce scrutiny of the local authority care plan. Steve noted that the court’s desire to quality assure every aspect of the care plan had caused considerable delay in the completion of proceedings. In Leeds, there is a robust Independent Reviewing Officer (IRO) services in place to quality assure the care plan.

- A West Yorkshire Care Proceedings pilot has been initiated to promote good practice. The key agencies involved are the Courts, CAFCASS and the Judiciary with Steve Walker as the project sponsor.

- Since the instigation of the recommendations there has been some progress in Leeds with a small decrease in proceedings.

14.2 Nigel Richardson thanked Steve Boorman for the excellent summary of the developments in the care proceedings system. Nigel added that the summary was indicative of the effects of Children’s Services work with families and highlighted some of the achievements of the initiatives of restorative practice and family group conferencing.

14.3 Diane Hampshire requested that the latest figures on care proceedings and time scales be made available to the board. Steve Boorman confirmed that once this information was available it would be made available.

14.4 Actions/Agreed
- That a progress report on the West Yorkshire pilot with updated be presented to the board in 6 months.
- That the latest figures on care proceedings and time scales be made available to board members.

15 Financial Planning
LSCB Budget 2013/14

15.1 Bryan Gocke stated that since the annual review in July 2012 there has been extensive review of the LSCB’s funding and expenditure. Reports on the funding and expenditure were submitted to the Executive and Board in both October and November 2012.

15.2 Bryan informed the board that this report sets out proposals from December’s Executive meeting. This includes;
- That a standstill base budget of £521,000 is set for 2013/14.
- To re-order expenditure to respond to emerging pressures impacting on delivery against agreed priorities / challenges including; the LSCB’s capacity to expand the scope and pace of the quality assurance and audit programme, the development and implementation of the Workforce Development Strategy, the progression of the communications strategy and the LSCB Learning and Improvement Framework.
- The planned economies to allow these changes to the budget include a reduction in the LSCB’s chair’s contract to 52 days per annum, a reduction in the use of independent advisers and a reduction in the money set aside for Serious Case Reviews (Linked with the increase in Local Learning Lessons Reviews).
- The exploration of a number of income generation options for 2013/14 including a re-negotiation of partner funding to ensure that base budget expenditure is met without recourse to the strategic reserve. Jane Held stated that partners have been contacted to
15.3 Jane Held conveyed the board’s thanks to Bryan and his team for their continued work on the budget arrangements for the LSCB.

15.4 Action/Agreed

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<th>Items for noting</th>
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<tr>
<td>LSCB Business Plan Update</td>
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<td>• That the report be approved by the board.</td>
<td>All</td>
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<td>• That Jane Held conclude negotiations with partners regarding uplifted funding.</td>
<td>JH</td>
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16.1 The LSCB Business Plan Update was presented for noting.

17 Interim Independent Reviewing Officers (IRO) Report

17.1 The Interim IRO Report was presented for noting.

18.0 Children’s Trust Board (CTB) October 2012 Looked After Children Obsession Report

18.1 The CTB October 2012 Obsession Report was presented for noting.

19.0 Items for future meetings

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<td>• The Forward plan was noted.</td>
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20.0 Serious Case Reviews (Confidential Session) for noting

The Board considered and noted progress made on Serious Case Reviews, Local Learning Lessons Reviews and Single Agency Reviews.

21.0 Date of next meeting

The next meeting will take place on Friday 22nd March 2013.