



REVISED LSCB
PROPOSALS FOR STRUCTURE & SUB GROUPS

Report of: Bryan Gocke, Manager LSCB

Report to: Leeds Safeguarding Children Board meeting on 27 April 2010

1.0 Purpose of report and decisions to be made

- 1.1 The newly constituted Board is required to make decisions about the structure and operation of the LSCB.
- 1.2 This report makes proposals re the:
- (i) frequency of Board meetings.
 - (ii) establishment of a combined executive / serious case review sub committee.
 - (iii) third sector reference group.
 - (iv) retention and development of currently established sub groups.
 - (v) development of area safeguarding children groups
 - (vi) reviewing of currently established task / working groups
 - (vii) election of a vice chair to the Board.
 - (viii) identification and agreement of sub group chairs
 - (ix) chairing arrangements for task / working groups
 - (x) reporting arrangements for sub / task / area groups.

2.0 Context

- 2.1 The previously constituted Board received the final version of the review commissioned in July 2009 by the Independent Chair of the LSCB and the Director of Children's Services at its meeting on 26 January 2010.
- 2.2 A number of decisions were made about the structure of the new Board's arrangements:
- That the new structure would not incorporate a large 'executive co-ordinating group', with the intention of reducing bureaucracy.
 - That the currently established Third Sector sub group should not be continued. Members of Third Sector organisations should be involved in

the work of the Board throughout its structure. Consideration to be given to the setting up of a 'Third Sector information sharing group.'

- Standing sub groups would comprise: Serious Case Review sub committee, Child Death Overview Panel, Performance Management & Quality Assurance, Learning & Development, Policy and Procedures.
- Area Safeguarding Children Groups (5 across the city) should be developed further to undertake a local monitoring role and provide the LSCB with strategic safeguarding intelligence.
- Task and finish / working groups to be established as appropriate. Current groups comprise: Missing Children & Young People, E safety, Criminal Justice, Child Sexual Exploitation.

- 2.3 In March 2010 the DCSF issued revised guidance 'Working Together to Safeguard Children.' Chapter 3 sets out the role, scope, functions, membership, governance and operational arrangements for Local safeguarding children Boards.
- 2.4 3.88 states that 'it may be appropriate for the LSCB to set up working groups of sub groups on a short term or standing basis. 3.91 states that 'all groups working under the LSCB should be established by the LSCB and should work to agreed terms of reference, with explicit lines of reporting, communication and accountability to the LSCB'. Chairs of sub groups should be LSCB members.
- 2.5 3.89 states that 'it is possible to form a core group or executive group of LSCB members to carry out some of the day to day business by local agreement.
- 2.6 3.90 states that 'in undertaking the child death review processes (WT chap 7), LSCBs should set up a Child Death Overview Panel which has a standing membership and whose chair is a member of the LSCB.
- 2.7 LSCB functions are set out in 3.12 – 3.44 and form the basis of required work streams / potential standing sub groups.

Functions relating to existing LSCB standing sub groups comprise:

- Thresholds, policies and procedures – Policy & Procedures sub group
- Single and interagency safeguarding training – Learning & Development sub group
- Monitoring & Evaluation - Performance Management sub group
- Child deaths – Child Death Overview Panel
- Serious Case Reviews – Serious Case Review sub committee

Functions where future consideration could be given to establishing sub groups include:

- Communicating and raising awareness – Communication sub group
- Participating in planning & commissioning – Planning & Commissioning sub group

- 2.8 The 'Leeds Safeguarding Children Board Governance Document' presented to

the LSCB at this meeting (27 April 2010) sets out the basis on which the Board and sub groups will operate. An overview of the remit of each group is appended to this report.

2.9 **Proposal 1**

That the Board meets every two months (alternate months to meetings of the Children's trust Board).

3.0 **Executive Group**

3.1 Following the LSCB meeting on 26 January 2010, discussion with the new Interim Director of Children's Services suggests that the establishment of a small Executive Group should be considered. This would be responsible for:

- Agenda setting for Board meetings.
- Expediting board business.
- Identification of emerging issues and co-ordinating responses as appropriate.

3.2 The Executive Group would meet between full Board meetings. To be effective the Executive Group needs to be flexible in undertaking business. Its membership would comprise board members drawn from key safeguarding partners:

- Independent Chair LSCB (chair of executive group)
- Director of Children's Services
- Chief Officer CYPSC
- West Yorkshire Police
- Health

Professional advisors to the board to attend:

- LSCB Manager
- Legal Advisor

Representatives from other partner agencies to be co-opted as required by the LSCB Chair.

3.3 In seeking to maximise flexibility and reduce bureaucracy, a further suggestion is made that consideration be given to amalgamating the responsibilities of an executive group with those of the standing serious case review sub committee.

4.0 **Standing Serious Case Review sub committee**

4.1 Chapter 8 of Working together 2010 sets out the reviewing and investigative functions of local safeguarding Children boards with respect to Serious Case Reviews (SCRs). The process of undertaking a SCR is complex and

demanding, requiring the co-ordination of inputs from partner agencies and independent professionals against tight timescales and eventual evaluation by Ofsted.

- 4.2 8.14 states that ‘many LSCBs have a standing SCR sub committee to oversee and quality assure all SCRs undertaken by the LSCB and to provide advice to the LSCB Chair on whether the criteria for conducting a SCR have been met.’ Membership should include representatives from:

- CYPSC
- Health
- Education
- Police

and other partners as relevant.

- 4.3 With the flexibility to co-opt representatives from across the full board as appropriate the proposed membership of the Executive Group (3.2 above) would fulfil the criteria for a standing SCR sub committee. A more streamlined approach to decision making regarding SCR processes would be facilitated by the attendance of the Independent LSCB Chair.

- 4.4 The time pressures inherent in the SCR process would require the Exec Group / SCR sub committee to be flexible in its response, particularly in consideration of whether a notified serious childcare incident met the criteria for undertaking a SCR (a decision that has to be made within one month of notification). Preparatory work by the LSCB Support Team in the collation of information from partner agencies should allow most meetings to be conducted on a ‘virtual basis’ through electronic sharing of information and professional opinion. Nevertheless, there will be some occasions where the complexity of the issues under consideration will require an extraordinary meeting (to be determined by the LSCB Chair).

- 4.5 Conducting the SCR sub committee in this manner will shift the emphasis from the current ‘committee based approach’ to a more ‘officer supported approach’ with the Independent Chair taking account of the opinions expressed by sub committee members in making decisions about SCRs. This has the potential to be a more efficient and manageable system.

4.6 **Proposal (2)**

(a) That a combined Executive / standing SCR sub committee be established to:

- (i) Meet (at a minimum) quarterly between Board meetings to maintain oversight of day to day business and inform the planning of the LSCB work programme.
- (ii) Make recommendations to the LSCB chair as to whether notified serious child care incidents meet the criteria for undertakings SCRs; agree terms of reference and appoint Independent Authors and

Panel Chairs where SCRs are initiated; and quality assure the completed SCR documentation before submission to Ofsted.

(b) That the Board schedules meetings on a quarterly basis. Extraordinary meetings to be convened as appropriate by the Independent Chair of the LSCB.

5.0 Third Sector reference group

5.1 The currently constituted Third Sector sub group, supported by a 0.5 agency worker based in the LSCB Support Team has undertaken a range of activities designed to promote safeguarding activity including: day conferences and workshops; input into the LSCB training programme; the development of agency Child Protection policies and procedures; and undertaking s(11) 'duty to safeguard' self evaluation audits. The work of group is valued across the sector.

5.2 The proposed Third Sector representative on the Board will draw on the work and networking undertaken by the group. It would make sense if the representative chaired this group.

5.3 Proposal (3)

(a) That the current Third Sector group be re defined as a 'reference' group with a remit to:

- (i) Continue to raise awareness and promote safeguarding activity across the sector
- (ii) Contribute to enabling the Third Sector representative on the LSCB to provide a sector perspective at Board meetings.

6.0 Other LSCB sub groups

6.1 The independent review of the LSCB received in January 2010 recommended the retention and development of the following sub groups:

- Child Death Overview Panel
- Policy & Procedures
- Performance Management & Quality Assurance
- Learning & Development.

6.2 The Board may wish to establish other sub groups to address specific responsibilities outlined in Chapter 3 of Working Together 2010. Potential groups could include:

- Communication sub group
- Planning & Commissioning sub group

6.3 Membership of the sub groups should be drawn from across the partnership, including officers with a particular focus on safeguarding and include officers

from agencies not directly represented on the Board. In order to maintain continuity it is proposed that the membership of current sub groups is retained, with consideration to be given to widening membership from across the partnership.

6.4 Proposal (4)

- (a) That the sub groups outlined in (6.1) above are retained within the LSCB structure.
- (b) That consideration be given to the establishment of other sub groups as appropriate.

7.0 Area Safeguarding Children Groups

7.1 The review of the LSCB identified that retaining Area Safeguarding Children groups (ASCGs) would enhance communication between first line managers / practitioners and the Board. The ASCGs present an opportunity to enhance locality working and hold agencies to account at a local level on safeguarding practice issues.

7.2 It was acknowledged that the support to and functioning of the groups required reviewing to ensure that they became a fully functioning component of the LSCB.

7.3 Proposal (5)

That in conjunction with the Children's Trust Board the evaluation of the Area Safeguarding Children Groups undertaken within the LSCB Review is completed and proposals made for their future operation and support.

8.0 Task and finish / working groups

8.1 Proposal (6)

That the LSCB Support Team and Task Group chairs undertake a review of the task groups, presenting proposals for their future operation to the November meeting of the LSCB.

9.0 Chairing Arrangements

9.1 The arrangements for the independent chairing of the board are outlined in the accompanying paper to the Board meeting on 27/04/10 – 'LSCB Governance Document.'

9.2 Proposal (7)

(a) That the Board agree a process for the election / agreement of a Vice Chair who is able to deputise for the Independent chair in his/her absence.

(b) That the Board agree the appointment of a Vice Chair at its meeting in July

2010.

9.3 Formal sub groups have to be chaired by a Board member. This can be achieved either by requiring existing board members to chair the groups and / or to co-opt chairs of the groups onto the board (the latter approach should be considered where specific skills are required). A negative consequence of co-opting all sub group chairs would be the resultant increase in size in the membership of the Board. The number of attendees outlined in the 'LSCB Governance Document' is 25 – viewed as the optimum size for an LSCB.

9.4 **Proposal (8)**

(a) That the Board agree an approach to appointing sub group chairs which draws primarily from the existing membership but seeks to co-opt specific experience as appropriate.

Chairs need to be appointed to the following sub groups as a matter of urgency:

- Policy and Procedures
- Performance Management and Quality Assurance
- Learning and Development

(b) That the Child Death Overview Panel continues to be chaired by Dr. Sharon Yellin, Consultant in Public Health, and that she is co-opted onto the Board.

9.5 Task / working groups established in the previous LSCB arrangements were chaired by a mixture of board and non board members.

9.6 **Proposal (9)**

That the current chairs of the task groups continue in their role until the review proposed in (8.1) is complete.

10.0 Reporting arrangements

10.1 Efficient flow of information within the structure is a prerequisite for the effective functioning of the Board. Each group will report progress against its objectives through a quarterly update of the business plan for consideration by the Board. Nevertheless, it is important that the Board is able to monitor the work of groups in sufficient detail and for groups to be able to raise specific issues for the Board's consideration as appropriate.

10.2 **Proposal (10)**

(a) That minutes of Executive group meetings are received as an agenda item at each Board meeting.

(b) That all sub / task / area groups are to provide Board members (through

the LSCB Support Team) minutes of meetings.

(c) That each Board meeting includes an agenda item that allows (with the prior agreement of the LSCB Chair) members to raise issues emanating from sub / task / area group minutes and / or group chairs to highlight specific issues.

11.0 Conclusions

11.1 This report outlines options for the structure and operation of Leeds Safeguarding Children Board and its constituent parts. It is drawn from the review of the LSCB July 09 – January 2010, discussion at meetings of the previously constituted Board and input from the interim director of Children's Services.

12.0 Recommendations

12.1 The Board is invited to consider the issues identified and make decisions on the proposals made.

Overview of remit of sub groups

As outlined in the LSCB Review (July 2009 – January 2010)

Serious Case Review Sub-committee

- To consider whether a Serious Case Review should be conducted and make recommendations to the LSCB Chair.
- To consider the scope of the review process and draw up clear terms of reference and identify any specific expertise needed for the Overview report author.
- To commission IMRs, overview authors and SCR Panel Chairs
- To receive and quality assure the completed Review (Overview Report, Executive Summary, Composite Chronology and Individual Management Review's from participating agencies)

Child Death Overview Panel

- To understand better how and why children in Leeds die and use the findings to take action to prevent other deaths and improve the health, wellbeing and safety of children and young people.
- To identify any case giving rise to the need for a Serious Case Review
- To identify any matters of concern affecting the safety and wellbeing of children in Leeds
- To identify any wider public health, safety concerns and preventable factors arising from a particular death or from a pattern of deaths in Leeds

Performance Management & Quality Assurance Subgroup

- To monitor the implementation of actions plans generated by Serious case reviews.
- To collate and analyse information from;
 - Performance indicators in agreed data set
 - Performance reports and audits carried out within agencies
 - Section 11 audit annually
 - Audits across themes of service
 - Service user feedback
 - External inspections and audits
- Monitoring the SCR process and overseeing changes to this process
- Develop and implement an annual audit programme which reflects and addresses the business priorities of the LSCB
- Identify and report areas of poor performance to the LSCB
- Be responsible and accountable for taking issues back to all agencies and ensuring that those issues are disseminated.
- To ensure a systematic means of quality assuring the safeguarding work being undertaken by the agencies of the LSCB.

- To develop an annual audit programme to evaluate multi-agency safeguarding practice.
- Through it's Chair, to provide reports to the LSCB on the learning from quality audits and examples of good practice.
- To feed back learning arising from the audit of individual cases to key staff involved in those cases.

This subgroup will ensure performance management and quality assurance data is collected, turned into information, analysed and fed through by the chair of the subgroup to the LSCB for decisions to be made.

Policy & Procedures Sub Group

- Comments and advises on practice developments arising from new legislation, government reports or research findings.
- To maintain, develop and review inter-agency safeguarding procedures, protocols and practice guidance (undertaken on a West Yorkshire basis).
- To carry out work according to priorities as defined by the LSCB.
- To refer all information received in relation to practice issues to the LSCB Management and other LSCB groups as appropriate.

Develop standards for services and agencies

Learning and Development Sub Group

- To ensure that core interagency child protection training is provided to staff across partner agencies in accordance with chapter 4 Working Together 2010.
- To co-ordinate the delivery of core interagency child protection training.
- To develop interagency child protection courses as appropriate
- To quality assure interagency and single agency child protection training.
- To support and maintain the interagency trainer's pool.
- To deliver training for trainers courses.
- To identify safeguarding learning and development needs and make recommendations for response (e.g. the development of new courses, planning conferences, workshops etc as appropriate).