



Leeds Safeguarding Children Board  
Minutes of the meeting held on Monday 23<sup>rd</sup> May 2011

**Leeds Safeguarding Children Board**  
**Monday 23<sup>rd</sup> May 2011, South Leeds Youth Hub**

**Present**

Jane Held	Chair of LSCB
Nigel Richardson	Director of Children's Services
Jackie Wilson	Chief Officer, Children and Young People's Social Care (Chair of Policy and Procedures Sub Group)
Chief Supt Richard Jackson	Divisional Commander, West Yorkshire Police and Vice Chair of LSCB
Sam Prince	Acting Managing Director, NHS Leeds Community Health Care (Chair of Performance Sub Group)
Jill Asbury	Divisional Nurse Manager, Leeds Teaching Hospitals
Sharon Yellin	NHS Leeds, (Chair of CDOP)
Barry Graham	Chief Executive, Browning House (Chair of Third Section Reference Group)
Clare MacDonald	Leeds City College (co-opted member representing FE Sector)
Martyn Stenton	Leeds Community Safety Partnership
Sally Boulton	Chair of Primary Headteacher Forum, Haigh Road Infant
Kevin Ball	Operations Manager (West Yorkshire Probation) (Chair of Learning and Development Sub Group)
Matthew Ward	NHS Leeds PCT
Mick Mills	Head of Residence, Wetherby Young Offenders Institute
Dennis Holmes	Adult Safeguarding Board, Adult Social Care
Angela Maguire	Assistant Director, NSPCC
Rebecca Gilmour	Leeds Youth Offending Service (for Maggie Smith)
Chris Buller	Named Psychiatrist, NHS Leeds Partnership Foundation Trust (for later part of meeting)

**In attendance**

Bryan Gocke	LSCB manager
Sheila Hall	Deputy LSCB manager
David Ashcroft	Performance Management Consultant
Diane Hampshire	NHS Leeds, Designated Nurse, Safeguarding
Kate Arscott	Children's Services – Governance and Partnerships
William Newham	Children's Services (minutes)
Pat Toner	Children's Services – Strategic Manager (Education)

**Apologies**

Cllr Judith Blake	Executive Lead Member for Children's Services
Steve Boorman	Section Head Social Care, Legal Services (Professional Advisor)
Deborah Lightfoot	Interim Head of Safeguarding and Review
Dr Chris Hobbs	Designated Doctor, Safeguarding
Maggie Smith	Deputy Head of Service, Leeds Youth Offending Service
Dr Chris Buller	Named Psychiatrist, Leeds Partnership Foundation Trust (for earlier part of meeting)
Diane Drury	Service Manager, CAF/CASS
Andy Carter	Head of Communications, LCC (chair of Communications task and finish group)

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### Not Present

Martin Fleetwood

Rob McCartney

Chair of Secondary Headteacher Forum, Temple Moor High School

Environment and Neighbourhoods

Item	Description
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<b>1.0</b>	<b>Welcome and introductions</b>
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1.1 Jane Held welcomed colleagues to the meeting, introductions were made and apologies delivered.

<b>2.0</b>	<b>Membership</b>
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2.1 Jane Held updated the Board on a number of membership changes:

- Matt Ward (NHS Leeds PCT) has replaced Philomena Corrigan.
- Martyn Stenton (Community Safety Partnership) has replaced Gillian Mayfield.
- Rob McCartney (Environment & Neighbourhoods) has replaced Bridget Emery.
- Jane Held also introduced Kate Arscott (Children's Services Governance and Partnerships) who will be supporting the LSCB and CTB on an interim basis picking up some of the responsibilities previously covered by Martyn Stenton and Rebecca Suaznabar.

Jane Held noted thanks to those who had served and stepped down and thanks to those taking up post

#### **Agreed / Action**

2.2 The board agreed the membership changes and confirmed Richard Jackson as vice chair of the LSCB in place of Philomena Corrigan.

<b>3.0</b>	<b>Minutes and Matters arising of the last meeting on 21.03.2011</b>
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3.1 The minutes of the last meeting were agreed as a true and accurate record, with the following updates and amendments.

3.2 *Re: point 2.4* – Jane Held updated the Board that recruitment for the 'Head of Safeguarding' post will be taking place on 10<sup>th</sup> July. Representation from the LSCB will include Jane Held, Jackie Wilson, Richard Jackson and a health colleague.

3.3 *Re: point 6.10* – Jane Held updated the Board that the letter to all partner agency chief officers regarding the funding formula and the contribution from their agency will be sent this week.

3.4 *Re: point 7.7* – With regard to the publication of the Child Death Overview Panel report on the LSCB website, it was agreed that the CDOP recommendations to the LSCB would be included in the CDOP work plan commissioned by the LSCB and included in the report.

3.5 *Re: point 8.9* – Issue re: child trafficking will be considered at the executive meeting in June.

3.6 *Re: point 11.9* – Jane Held updated the Board that the letter has gone out to partners setting out their duty in law to provide staff to attend Initial Child Protection Conferences (ICPCs) all year

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round including school holidays and asking them to ensure arrangements are in place to enable this to happen. However there have been some concerns about the manner in which this was communicated with Headteachers and a number of lessons have been learnt as a result around how to handle messages of this nature.

Diane Hampshire commented that it is very important that this learning is taken into account when we are dealing with GPs. Diane added that there are different issues to be addressed with GPs, for example the submission of reports, and she is happy to take a lead on this.

Sally Boulton commented that it is usually Headteachers that have to attend during school holidays. Sally suggested that there is some work to be done on why attendance at conferences is comparatively low in Leeds and that we should look to other authorities to see if there is any learning for the board to consider.

Pat Toner commented that he will be meeting with Headteachers and will explore this suggestion further. Consideration should also be given as to how the developing cluster arrangements could be used to address this issue.

### **Agreed/Action**

- Diane Hampshire to lead on communicating the relevant messages regarding attendance at ICPCs to GPs in liaison with Bryan Gocke
- Jane Held to meet with the Headteachers' Forum.
- Pat also agreed to meet with Clare MacDonald with regard to the role of the further education sector.

### **4.0 Minutes of executive group meeting 28.04.2011 to note**

4.1 The board noted the minutes. No comments were made.

### **5.0 Action Tracker**

5.1 The Board noted the action tracker. Jane Held commented that in future actions that were completed would be removed from the tracker after their completion was reported to either the Executive or the Board. No comments were made.

### **6.0 Issues and decisions from sub groups to note**

6.1 The Board noted the summary of issues addressed and decisions made at LSCB Sub Groups. No comments were made.

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### Strategic items for discussion / agreement

#### 7.0 LSCB Strategic Plan 2011-15

- 7.1 Bryan Gocke introduced the final draft of the LSCB Strategic Plan 2011-15. This is the final draft following an extensive period of consultation with partners and the Children's Trust Board (CTB) through a focused development session.
- 7.2 The plan is based on the concept of a child or young person's journey through the safeguarding system and sets out the Board's vision, values, principles and purpose. The plan links with and complements the Children & Young Peoples Plan (CYPP) and forms a basis of support and challenge to the CTB in delivery of its first priority outcome – that children and young people are safe from harm.
- 7.3 Delivery of the plan will be through annual business plans with objectives developed against each priority area. The LSCB sub, reference and task groups will act as programme boards to drive the work forward in line with detailed work plans.
- 7.4 Along with the CTB, the LSCB will use an Outcomes Based Accountability approach to driving improvements in services and outcomes for children and young people.
- 7.5 The amount of work that had gone into drafting the Strategic Plan and Business Plan was acknowledged. In future, the development process will aim for better engagement of stakeholders, especially children and young people. It was agreed that a development session should be arranged on children and young people's participation, drawing on third sector expertise, and linking into existing participation groups.
- 7.6 It was also agreed that Bryan Gocke should be involved in attending partner organisations' key governance meetings to promote the Plan following approval by the Children's Trust Board, to help raise the profile of the LSCB.

#### **Agreed/Action**

The Board agreed that:

- The LSCB Strategic Plan 2011-15 be approved
- The plan to be presented to the CTB
- The plan to be uploaded to the LSCB website
- A development session would be arranged on children and young people's participation
- Bryan Gocke to attend partner agency governance meetings to present the plan

#### 8.0 LSCB Business Plan 2011/12

- 8.1 Bryan Gocke followed on from the Strategic Plan to present the linked LSCB Business Plan for 2011/12. The plan has been developed within the framework of the Strategic Plan and in the light of the development session held on 6<sup>th</sup> May. The plan identifies specific objectives for the first year, desired outcomes that we are seeking and lead groups for each objective.

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- 8.2 The LSCB sub, reference and task groups will review outstanding tasks from 2010/11 and make proposals for those to be included in their 2011/12 workplan; to revise and work up detailed workplans to address objectives, set timescales, identify personnel and resources required; and review progress at each meeting. Both the executive and full LSCB will receive reports against objectives at regular meetings using a simplified project management process. Reports to the full Board will be on an exception basis.
- 8.3 It was suggested that, once the work plans had been produced, a short section should be added to the executive summary of the Strategic Plan to highlight "In Year one we will..."
- 8.4 Jane Held recommended that a small amount of resource is used to develop and promote the final version of the Strategic Plan and Business Plan online following approval by the CTB

### **Agreed/Action**

- The board approved the Business Plan 2010/11 for publication and reporting to the CTB
- A small amount of resource to be used to promote the strategic plan following approval by the CTB, to be published on the website by the end of July 2011.

## **9.0 'Managing the child's journey', multi agency working and managing the 'front door'**

- 9.1 Nigel Richardson introduced this item and commented that one of the key challenges for the Board is the rate of referrals to Social Care. We don't want to stop referrals but want to get much smarter about how we deal with them. Nigel added that before we get into a serious discussion we need to really understand the context. Nigel proposed that a future meeting of the LSCB is held in the duty room as an 'action learning' session to see first hand the 'bombardment' of calls.
- 9.2 Nigel proposed that the board commission a local updated version of David Thorpe's regional work which would provide a detailed analysis of a snapshot of referrals (300 referrals followed for a 1 year time period. Referrals followed even if they go somewhere else other than social care.) A draft of the regional work will be available very soon and would be circulated to the board.
- 9.3 Jackie Wilson commented that in 2009/2010 there were 26,000 requests for service of which 15,000 went to social care as referrals. We need to better understand what happened to the 9,000 that were not passed to social care. The numbers have escalated more in Leeds than elsewhere and we need to understand why. She also referred to preventative work that avoids cases entering the 'front door'.

### **Agreed/Action**

- Summary report of regional work to be circulated to the board.
- A commissioning proposal to be brought to the next LSCB meeting on 15 July covering the local proposal for an extension of David Thorpe's work, and also any other research proposals relating to LAC and early support.
- A future LSCB meeting to be held in the duty room.

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### 10.0 Munro Review

- 10.1 Jane Held introduced the report which set out a short briefing on key messages in the final report of the Munro Review for LSCB partners, with a commentary on the implications for Leeds children and young people and their families and communities; for the LSCB; and for the transformation programme.
- 10.2 Nigel Richardson commented that it is important to note that it is an independent review with a set of recommendations which has been put to the government. He reminded Board members that the law hasn't changed yet.
- 10.3 Jackie Wilson recommended that as a board, irrespective of the review, we should focus on a return to a level of quality social work in Leeds.

#### Agreed/Action

- The Board received and noted the report
- The Board noted that the report was available for them to use, disseminate and promote across their individual organisations
- The Board requested that the report is published on the LSCB website

#### Performance items for decision / noting

### 11.0 LSCB Performance Management System

- 11.1 David Ashcroft introduced the report which sets out the proposed final framework for future reporting of performance information for the LSCB. The report outlines the framework for a high level performance management system (PMS) as agreed at the January 2011 LSCB, and in line with the priorities of the LSCB Strategic Plan. It illustrates how performance will be measured and monitored.
- 11.2 David led the board through the report and highlighted the key recommendations as:
- To commission joint work with performance teams in partner agencies to complete the detailed reporting format for information that is currently available.
  - Commission work to identify and supply performance information that is not currently collected or available, setting out a timescale for this work to be undertaken.
- 11.3 Nigel Richardson commented that the approach outlined is very positive and the focus needs to be on keeping the process as simple as possible. Nigel added that the appendix 2 'As an NHS Leeds registered infant under the age of one....' is a really useful and thought provoking report, highlighting what it is like for a child or young person growing up in Leeds.
- 11.4 There was a brief discussion around whether there are still any problems with information sharing which may affect the collation of the information that is currently available. General consensus was

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that the Board has moved on a long way and that it would address any issues that arise around information sharing between partners during the development of the process.

- 11.5 Members of the Board welcomed progress. It was agreed that a further report would be brought to the next meeting which would work up the information as fully as possible. There was also a need to assess the effort required to collect any information that is not currently available, as well as identifying any potential proxy measures, in order to inform further decisions about the development of the system.
- 11.6 It was also agreed to review the dates of future LSCB meetings with a view to ensuring that performance information is reported to the Board in as timely a way as possible.
- 11.7 By the end of the year the Board would aim to agree a single side presentation of the 'key' performance measures for use at the Board and across the partnership as a 'dashboard' of performance.
- 11.8 Jane Held thanked Sam Prince, Bryan Gocke, David Ashcroft and members of the Performance Management Sub-Group for the considerable amount of effort that has gone into this work.

### **Agreed/Action**

- That joint work take place with performance teams in partner agencies to complete the detailed reporting format for information that is currently available.
- That work take place to identify and supply performance information that is not currently collected or available, including an assessment of the effort required to fill any information gaps.
- That a report be brought back to the next meeting of the LSCB on 15 July providing as full a set of data as possible, and providing an assessment of information not currently available.
- That the dates of future LSCB meetings be reviewed to ensure that performance information is reported to the Board in as timely a way as possible.
- That the Board agrees a single sheet of 'key' performance measures by the end of the year.

## **12.0 Update on our progress against the Improvement Plan**

- 12.1 Bryan Gocke introduced the report which provided a detailed update on the progress being made by the LSCB against the requirements of the Improvement Plan and more generally in terms of safeguarding children and young people in Leeds. Bryan drew particular attention to section 4 of the report which outlined progress against the key improvement priorities.

### **Agreed/Action**

The board noted the report and in particular the progress against the improvement priorities.

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### 13.0 Planning the LSCB Annual Review

13.1 Bryan Gocke introduced the report which outlined the statutory responsibility of the LSCB to produce an annual report and set out recommendations for the timescale for its completion. The review is intended to challenge and evaluate the effectiveness of safeguarding arrangements for children and young people in Leeds.

13.2 Bryan recommended that:

- An interim report on effectiveness of safeguarding arrangements to be presented to the CTB on the 11<sup>th</sup> July. The review can then be compiled in time for discussion at the 15<sup>th</sup> July LSCB.
- The board undertakes a self assessment of its effectiveness through use of the 'LSCB Challenge and Improvement Tool'
- That some additional capacity is procured for the LSCB Support Team to undertake coordination of this task at short notice.

13.3 The Board agreed that the proposed report to CTB on 15 June should be an opportunity for the CTB to engage with the review process.

13.4 There was some discussion about the most appropriate structure for the annual review and report, as well as the most appropriate self-assessment tool to use. It was agreed to remit the final decision to the Executive.

13.5 Matthew Ward commented that it may be worth considering telling some stories following a child or young person through the safeguarding system.

#### **Agreed/Action**

- CTB to be engaged in the development of the annual report at its meeting on 15<sup>th</sup> June.
- That the timescale for producing, agreeing and presenting the LSCB annual report to the CTB should be by 11 July 2011.
- Jane Held to explore tool-kits for self-assessing the effectiveness of safeguarding arrangements, and that it be remitted to the Executive to decide on the appropriate method to use.
- Recommendation that a decision about additional capacity being procured for the LSCB Support Team to undertake the task to be remitted to the Executive group.
- User friendly Annual Review (including stories) to be produced for publication on the LSCB website following the Board meeting on 15<sup>th</sup> July.

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### Serious Case Reviews

- 14.1 Updates on the progress of serious case reviews and local learning lessons reviews were received.

### Items for noting

#### **15.0 LSCB financial statement 2010/11**

- 15.1 Bryan Gocke introduced the report which provided a detailed statement of the financial position at year end 2010/11 and made proposals for the use of part of the strategic reserve in 2011/12.
- 15.2 Bryan outlined that the out-turn figures are better than predicted ('in year' under-spend of £24,000) due to less expenditure on SCRs and external consultancy than planned and despite an increase in the cost of delivering the LSCB training. Therefore the LSCB strategic reserve has been maintained and slightly increased over the year resulting in £145,000 being brought forward into 2011/12.
- 15.3 Bryan recommended that the board use part of the strategic reserve (£70,000) to make up the shortfall in the contributions to the base budget of £20,000 and to fund the establishment of the Commissioning Budget of £50,000.

#### **Agreed/Action**

- The board accepted the financial statement for 2010/11 year end.
- The board approved the use of part of the LSCB strategic reserve in 2011/12 to make up the shortfall in the contributions to the base budget of £20,000 and to fund the establishment of the Commissioning Budget of £50,000.

#### **16.0 Proposal for LSCB Governance Review**

- 16.1 Martyn Stenton introduced the report which proposed a review of the LSCB governance arrangements after a year's operation of revised arrangements for the Board and the onset of a new strategic planning period. Martyn recommended that the board undertakes a brief review of its governance arrangements.

#### **Agreed/Action**

- That the Executive hold a development session on the review, based on the issues raised in the report.
- That Chairs of sub-groups be asked to feed views into the review.
- That a further report be brought back to the next meeting of the LSCB on 15 July.

#### **17.0 Executive Decisions – temp agency / interim posts**

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### **Agreed/Action**

- 17.1 The board noted the executive decision tabled by Bryan Gocke to employ an interim assistant manager for 5 months to implement and operate the Performance Management System, lead on audit programmes, monitor progress on the implementation of SCR action plans and support the establishment of a communications task group.

### **18.0 Ofsted announced inspection**

- 18.1 Nigel Richardson briefly reminded the board of recent inspection history in Leeds adding that Leeds is now due an announced inspection. The inspection could come at any point between now and September, with 10 days notice. He highlighted the importance of all partners being on board and ready to support. We are in a process of change, we do have a good story to tell but acknowledge that there is still a lot to be done.
- 18.2 Jackie Wilson commented that Ofsted now seem to be taking a different approach and are adopting a much wider examination of partnership arrangements. Jackie encouraged members of the board to look at Doncaster's report which highlights this different approach looking more closely at other agencies and from a much broader perspective.

### **Agreed/Action**

- Grade descriptors and methodology for the announced inspection to be circulated to the board along with a link to the Doncaster report and the original announced inspection report for Leeds.
- Announced inspection to remain on the agenda for the LSCB

### **Items for information**

### **19.0 Changes to the Health Service**

- 19.1 Jane Held proposed that she convenes a meeting with key people to discuss the implications of changes in the health service for safeguarding and the LSCB. Nigel Richardson commented that a group has already been established by Tom Riordan and recommended that Jane be invited to attend.

### **Agreed/Action**

- That a report on the implications of changes in the health service for safeguarding and the LSCB be brought to a future meeting.

### **20.0 AOB**

- 20.1 Richard Jackson informed the board that Leeds Community Safety Partnership is undertaking its first domestic homicide review in line with new national requirements.
- 20.2 Martyn Stenton suggested that the Leeds Community Safety Plan be brought to the LSCB

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**Agreed/Action**

- That the Leeds Community Safety Plan be brought to a future meeting of the LSCB.

**21.0 Date of next meeting**

21.1 15<sup>th</sup> July 2011 (9:30 – 12:30) Venue tbc