



MEMBER MANAGEMENT COMMITTEE

Meeting to be held in Leeds Civic Hall on
Tuesday, 20th April, 2010
at 5.00 pm

MEMBERSHIP

Councillors

J Dowson
P Gruen
T Hanley
E Nash

S Bentley (Chair)
J Matthews

G Latty
J Procter

T Leadley

D Blackburn

A G E N D A

Item No	Ward	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded)</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

Item No	Ward	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration</p> <p>(The special circumstances shall be specified in the minutes)</p>	
4			<p>DECLARATIONS OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct</p>	
5			<p>PROPOSALS FOR NEW CHILDREN'S TRUST ARRANGEMENTS</p> <p>To consider the report of the Interim Director of Children's Services seeking Member Management Committee approval to designate the new Children's Trust Board and revised Leeds Safeguarding Children Board as Strategic and Key Partnerships.</p>	1 - 20

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Originator: Martyn Stenton

Tel: 395 0215

Report of the Interim Director of Children's Services

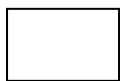
Member Management Committee

Date: 20th April 2010

Subject: Leeds Children's Trust Board and Leeds Safeguarding Children Board

Electoral Wards Affected:

All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Executive Summary

- 1.1 The report seeks Member Management Committee approval to designate the new Children's Trust Board and revised Leeds Safeguarding Children Board as Strategic and Key Partnerships.
- 1.2 In line with recommendations to Executive Board on 7th April 2010, Members are asked to nominate three Elected Members including the Lead Executive Member for Children's Services to serve on the Leeds Children's Trust Board, and the Lead Executive Member for Children's Services to serve on the Leeds Safeguarding Children Board. This takes into account the latest statutory guidance published in March 2010 and will ensure that Member appointments are in place before Board meetings take place at the end of April 2010.

2.0 Purpose Of This Report

- 2.1 To seek Member Management Committee approval to designate the new Children's Trust Board and revised Leeds Safeguarding Children Board as Strategic and Key Partnerships and appoint Elected Members to serve on them.

3.0 Background Information

- 3.1 A report to the Executive Board on 7th April 2010 proposed new Children's Trust arrangements for Leeds from April 2010. This includes setting up a new Children's

Trust Board and revising the Leeds Safeguarding Children Board. It is planned for both the Boards to have meetings later in April, in line with statutory expectations and to allow the new arrangements to move forward swiftly. A copy of the report to Executive Board is appended for information.

4.0 Main Issues

- 4.1 The proposed make up of the new Children's Trust Board and revised Leeds Safeguarding Children Board includes places for Elected Members of the Council including the Executive Lead Member for Children's Services.
- 4.2 Three Elected Member places on the Children's Trust Board were proposed in the report to Executive Board. This provides consistency with Elected Member places on other key Leeds Initiative partnerships (such as the Leeds Initiative Executive and Healthy Leeds Partnership). Within the existing Children's Trust arrangements the Children Leeds Partnership is one of the strategy and development groups of the Leeds Initiative. Under the new arrangements this will be part of the role of the Leeds Children's Trust Board.
- 4.3 Recently updated statutory guidance published in March 2010 requires both the Lead Executive Member for Children's Services and Director of Children's Services to serve on the Children's Trust Board and Safeguarding Children Board.

5.0 Implications For Council Policy And Governance

- 5.1 The Appointments to Outside Bodies Procedure Rules state that where a request to make an appointment is received then determination of this will be based on one or more of the following criteria being met:
- the proposed appointment is a statutory requirement;
 - the proposed appointment would be consistent with the Council's policy or strategic objectives; and/or
 - the proposed appointment would add value to the Council's activities.
- 5.2 Where an organisation is deemed to have met one or more of these criteria, Members are requested to allocate it to one of the following categories:
- Strategic and Key Partnerships – participation contributes to the Council's strategic objectives and community leadership role
 - Community and Local Engagement – not necessary to fulfil strategic or key partnership role but, nonetheless, beneficial in terms of leading, engaging and supporting the community from an area or ward perspective.
- 5.3 The appointing body for Strategic and Key Partnerships is the Member Management Committee.
- 5.4 Members are asked to agree that appointments to the Children's Trust Board and Leeds Safeguarding Children Board meet the criteria above and fall into the Strategic and Key Partnerships category.
- 5.5 Members are also asked to make Elected Member appointments in accordance with the recommendations of the Executive Board, namely:

- i. Three Elected Members including the Lead Executive Member for Children's Services are nominated to serve on the Children's Trust Board, and
- ii. The Lead Executive Member for Children's Services is nominated to serve on the Safeguarding Children Board

5.6 The Appointments Procedure advises the Member Management Committee to have regard to the principle of securing an overall allocation of places which reflects the proportion of Members from each Political Group on the Council as a whole and to have regard to a Members current interests prior to making any appointment to avoid any potential conflict of interest.

6.0 Legal And Resource Implications

6.1 The legislative basis for the detailed proposals in the Executive Board report is contained in the Children Act 2004, as amended by the Apprenticeships, Skills, Children and Learning Act 2009. Within the Act, the City Council is defined as a children's services authority and has a requirement to establish the Children's Trust Board and Safeguarding Children Board. Recently updated statutory guidance published in March 2010 requires both the Lead Executive Member for Children's Services and Director of Children's Services to serve on the two Boards.

7.0 Recommendations

7.1 It is recommended that:

- 7.1.1 The Leeds Children's Trust Board and Leeds Safeguarding Children Board are designated as Strategic and Key Partnerships
- 7.1.2 The Lead Executive Member for Children's Services is nominated to serve on the Leeds Children's Trust Board and Leeds Safeguarding Children Board in line with the latest statutory guidance
- 7.1.3 Two additional Elected Members are nominated to serve on the Leeds Children's Trust Board to strengthen Elected Member involvement in the new Children's Trust arrangements at Board level

Background Papers

Report to Executive Board 7th April 2010

Appointments to Outside Bodies Procedure Rules

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Report of the Interim Director of Children's Services

Executive Board

Date: 7th April 2010

Subject: Proposals for New Children's Trust Arrangements.

Electoral Wards Affected: all



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In



Not Eligible for Call In

(Details contained in the report)



EXECUTIVE SUMMARY

1. The report proposes new Children's Trust Arrangements for Leeds from April 2010, which includes setting up a new Children's Trust Board and revising the Leeds Safeguarding Children Board.
2. The proposals take account of recent reviews of current arrangements along with updated statutory guidance. This requires a new Children's Trust Board to be in place from April 2010.
3. The proposals were discussed in a number of partnership arenas and also circulated widely to partners and stakeholders. Responses were requested by 26th March where possible to allow this report to be presented at this month's Executive Board.
4. The new **Leeds Children's Trust Board** will have a remit including:
 - Bringing together statutory partners to strengthen co-operation arrangements
 - Having a local vision for children, young people and families
 - Overseeing a new style Children and Young People's Plan
5. Proposed membership of the new Board includes Leeds City Council, NHS Leeds, Youth Offending Team, West Yorkshire Police, West Yorkshire Probation, Job Centre Plus, Government Office and representatives from Schools, Further Education Colleges, Third Sector and a Lead GP. The independent chair for the Leeds Safeguarding Children Board would also be a member.

6. In relation to the City Council, it is proposed that there are three Elected Members on the Board including the Executive Lead Member for Children's Services who is also nominated as initial Chair for the Board. The Executive Lead Member also has an important link to the Leeds Safeguarding Children Board as a 'participant observer', as required by the latest Government guidance on Safeguarding.
7. The revised **Leeds Safeguarding Children Board** will have a remit including:
 - Providing a local, independent partnership vision for safeguarding children and young people
 - Co-ordinating work to safeguard and promote the welfare of children and young people
 - Ensuring the effectiveness of work to safeguard and promote the welfare of children and young people
8. Proposed membership includes an Independent Chair, Leeds City Council, Health Sector representatives, Youth Offending Team, West Yorkshire Police, West Yorkshire Probation, CAFCASS, HM YOI Wetherby, East Moor Secure Unit, NSPCC and representatives from Schools, Third Sector and two Lay Members. The Board will be supported by professional advisors: a designated Doctor, Nurse, Legal Advice and Leeds Safeguarding Board Manager.
9. It is planned for the new Children's Trust Board and revised Safeguarding Children Board to have their first meetings later in April. This is in line with statutory expectations and will allow the new arrangements to move forward swiftly. Both Boards will then consider the detail required for sub group arrangements to allow them to operate effectively. The Children's Trust Board will also consider a framework for development of the new Children and Young People's Plan so that it can be prepared and agreed with all partners by April 2011.
10. Executive Board approval is sought to progress work to establish the new Children's Trust Board and revised Leeds Safeguarding Children Board in line with the detailed proposals contained within the report.

1.0 Purpose Of This Report

- 1.1 The report proposes new Children Trust Arrangements for Leeds from April 2010 which includes setting up a new Leeds Children's Trust Board and revising the Leeds Safeguarding Children Board.
- 1.2 Executive Board approval is sought to progress work on this in line with the proposals contained within the report.

2.0 Background Information

- 2.1 The proposals in this report relate to recent reports to Executive Board on Children's Services which have covered matters such as improvement arrangements, the strategic review and area and locality governance arrangements.
- 2.2 One of the aspects of the strategic review of Children's Services presented to the Board last month was about Children Leeds Partnership Arrangements. This referred to reviews of our current arrangements along with updated statutory guidance which requires us to put in place a new Children's Trust Board from April 2010.
- 2.3 At the meeting of the Executive Board in December 2009, Members approved the development of area and locality Children Leeds Partnerships and agreed that these would be formally part of the Children's Trust arrangements in Leeds. These will, therefore, be part of the proposed structure of the new Children's Trust arrangements to provide the 'locality dimension'.
- 2.4 Leeds developed its existing Children's Trust arrangements in response to the original requirements of the Children Act 2004. These were approved by the Council's Executive Board in September 2006 and February 2007 and have operated since that time. An appendix to the report provides a summary of the current arrangements in Leeds.
- 2.5 Over recent months officers have reviewed current Children's Trust and Safeguarding Board arrangements, looked at what other areas have done and taken account of the Government's draft updated guidance on Children's Trusts and Safeguarding. Proposals were then developed for new arrangements to commence from April 2010. These were discussed in a number of existing partnership settings as well as being circulated widely to partners and stakeholders. Responses were requested by 26th March where possible to allow this report to be presented at this month's Board meeting.

3.0 Key Drivers for Change

- 3.1 The current Children's Trust arrangements were examined at the Children's Services Governance Seminar at the end of September 2009. The seminar considered how existing arrangements were functioning and how they helped Leeds deliver strong, coherent partnership working and improved outcomes for children and young people in a changing climate.

- 3.2 Linked to the review of the Children's Trust arrangements, but as a distinct piece of work, an independent review of the Leeds Safeguarding Children Board was carried out in the latter part of 2009. This also considered the changes required as a result of new Government guidance following the second Laming enquiry and specific concerns raised through local inspections.
- 3.3 The Apprenticeships, Skills, Children and Learning Act was introduced in November 2009 and brings in new statutory requirements with updated guidance about working together for Children's Trusts and Safeguarding. Draft guidance on both of these aspects was produced for consultation shortly after the Act was introduced. Revised guidance on 'Working Together to Safeguard Children' was then published on 17 March 2010 and revised guidance regarding Children's Trusts is expected imminently. Much of this is effective from April 2010.
- 3.4 In line with Audit Commission advice on good practice, the Council adopted (and earlier this year updated) a Significant Partnership Framework as a tool to support effective partnership working and good governance arrangements. This will be used to support the Council and its partners to build on our strong foundations of partnership working in Leeds as the new Children's Trust arrangements take shape.
- 3.5 **Key findings from reviews of current arrangements**
- 3.5.1 Key findings from the review of Children's Trust arrangements identified the main strengths of current arrangements as:
- i) Lots of partners engaged
 - ii) Engagement of young people
 - iii) Better co-operation between services taking place
 - iv) Much progress since arrangements set up (as captured in latest Children and Young People's Plan for example)
- 3.5.2 Conversely, shortcomings of the current Children's Trust arrangements were:
- i) Current arrangements are complex and difficult to understand
 - ii) Variable attendance at key partnership meetings
 - iii) Links between different elements of the Trust arrangements were sometimes weak
 - iv) Direction and forward planning, consistency and performance management were not as strong as they should be
- 3.5.3 Key findings from the Independent Review relating to the Safeguarding Children Board cover:
- i) The existing Board was too large, comprising of 30 members
 - ii) Its effectiveness was limited due to insufficient seniority, restricting the ability to make strategic decisions and hold agencies to account for safeguarding issues
 - iii) It had become over reliant on a small number of dedicated people who attended most of its groups

- iv) There was a consensus that the Board needs to be more performance focused and improve the way it scrutinises the effectiveness of safeguarding practice

3.5.4 The review identified that the Safeguarding Children Board should be comprised of more senior representatives of the main agencies delivering safeguarding services to children, their parents and carers. Board members should be able to speak for their organisation with authority; commit their organisation on policy and practice matters; and, have a mechanism to hold their organisation/sector to account. In addition, sub-groups to the Board should have strengthened membership with enhanced roles.

3.6 **New Government Requirements from April 2010**

3.6.1 New statutory requirements relating to Children's Trusts cover:

- i) The Children's Trust Board will be placed on a statutory footing from April 2010
- ii) The responsibility for developing, publishing and reviewing the new style Children and Young People's Plan passes from the local authority alone to the Children's Trust Board
- iii) The first new-style plan must be in place by April 2011; to include all services that affect children and young people's well being, but should focus on what the partners will do together to deliver main cross cutting priorities
- iv) Responsibility for implementing the plan remains with individual partners, who are under a duty to have regard to the plan. The Children's Trust Board is responsible for monitoring the extent to which the partners act in accordance with the plan and to publish an annual report which sets this out
- v) Schools, further education and sixth form colleges and Job Centre Plus will become new statutory 'relevant' partners and must be represented on the Children's Trust Board

3.6.2 Government guidance on 'Working Together to Safeguard Children' covers aspects relating to the Safeguarding Board, including how it operates, its membership and the requirements of it. This was fed into the Independent Review of Safeguarding which took place in Leeds and aspects of it are reflected in the proposed make-up and operating arrangements for the revised Safeguarding Children Board. The revised guidance now available will be shared with all Members of the Safeguarding Children Board as part of their induction to the re-launched Board.

3.6.3 The latest Government guidance also comments in detail on the relationship between the Children's Trust Board and Safeguarding Children Board in order to try and support the effectiveness of both. Key points are:

- i) The Children's Trust Board is specifically accountable for overseeing the delivery of the Children and Young People's Plan. The Safeguarding Children Board is responsible in turn for challenging the Children's Trust Board on their success in ensuring that children and young people are kept safe.

- ii) The Safeguarding Children Board should maintain a separate identity and independent voice and be consulted on issues which affect how children are safeguarded and their welfare promoted.
- iii) The two Boards will need an ongoing and direct relationship with regular communications, ensuring there is no duplication of activity and no unhelpful strategic or operational gaps in policies, protocols, services or practice.
- iv) The Safeguarding Board will be required to produce an annual report on the effectiveness of safeguarding, highlighting challenges to overcome and, where needed, challenge the Children's Trust Board to take the strategic action required across services to help keep children safe. The Safeguarding Board will present an annual report to the Children's Trust Board and the Children's Trust Board will in turn respond through the Children and Young People's Plan.
- v) Local Authority Chief Executives should ensure that: the relationship between the Children's Trust Board and Safeguarding Children's Board is working effectively, clear responsibilities have been assigned for improving services and outcomes, and targets for improving safeguarding and progress against them are reported to the Local Strategic Partnership.

3.7 The combination of these drivers provides a strong case for significant change to current Children's Trust arrangements in Leeds.

4.0 Proposed New Children's Trust Arrangements

4.1 Proposals for new Children's Trust arrangements were developed for consultation before being presented to Executive Board. This includes a new Leeds Children's Trust Board (LCTB), revised Leeds Safeguarding Children Board (LSCB) and initial thinking about sub structure arrangements to allow the two main Boards to carry out their breadth of functions effectively. This will allow the LCTB and LSCB to have Boards of a workable size and have meetings which are suitably focused. Each of the two main Boards will need to consider the structure required to enable each of them to progress partnership priorities effectively.

4.2 Consultation

4.2.1 The reviews of existing arrangements were discussed in existing partnership settings along with the rationale and initial proposals for new arrangements. This includes meetings of the Safeguarding Board, Children Leeds Partnership, Integrated Strategic Commissioning Board along with the Children's Services Leadership Team and Children's Services Leadership Forum.

4.2.2 More detailed proposals were then developed for new arrangements to commence from April 2010. These were discussed in a specially convened meeting of the Children Leeds Partnership on 25th February and in the last meeting of the Integrated Strategic Commissioning Board on 1st March. The proposals were also circulated widely to partners and stakeholders. This includes all named partners within the proposals, all existing members of current Children's Trust arrangements and all Elected Members of the Council.

- 4.2.3 Key issues from feedback on the proposals relating to the matters covered in this report about the remit and make up of the new Children’s Trust Board and Leeds Safeguarding Children Board are:
- 4.2.4 Strengthening Elected Member involvement in the new arrangements at Board Level – this has led to a proposed increase in Elected Members sitting on the new Children’s Trust Board from 1 to 3.
- 4.2.5 A slight increase in direct representation from schools on the new Boards – 3 proposed on the Children’s Trust Board and 2 on the Leeds Safeguarding Children Board to allow a mix of representatives from different types of school and different localities.
- 4.2.6 Ensuring effective links are made with the work of the Adult Safeguarding Board and Safer Leeds Partnership – it is proposed to have a representative of each on the Leeds Safeguarding Children Board.
- 4.2.7 The new Leeds Children’s Trust Board should set out clearly what its vision and under-pinning values are for Children’s Services in the City; the Board will need to clarify governance, accountabilities and decision making arrangements.
- 4.2.8 Responses to the proposals and nominations to the new Boards were requested by 26th March where possible. This was to allow the report to be presented at this month’s Executive Board and to allow meetings of the Children’s Trust and Safeguarding Boards to be arranged for later in April. Any other key points received following the publication of the agenda will be circulated to Members prior to the meeting, with the Executive Board being updated verbally at the meeting. A summary of the responses and comments which relate to other matters such as support structures for each of the Boards will be reported to the new Boards.
- 4.3 The following sections provide further detail about the proposed arrangements for the new Leeds Children’s Trust Board and revised Leeds Safeguarding Children Board.

4.4 New Leeds Children’s Trust Board

- 4.4.1 In order to develop new clear, dynamic and effective arrangements to drive improved outcomes for children, young people and their families, it is proposed to set up a new Children’s Trust Board with the following remit:
- i) To bring together statutory partners to strengthen co-operation arrangements
 - ii) Provide a local vision for children, young people and families
 - iii) Oversee Children Trust arrangements to ensure stakeholder engagement, integrated service delivery and drive improved outcomes for children, young people and families
 - iv) Oversee new style Children and Young People’s Plan and financial planning

- v) Link to Leeds Initiative strategic partnerships, seeking wider support for priorities which impact on children, young people and their families and giving support to the city strategy
- vi) Support and drive delivery of LAA and Improvement Plan targets
- vii) Influence local, sub regional and regional activity to improve services and facilities for children, young people and families

4.4.2 Both the remit and the membership of the Board are based on statutory guidance. As a statutory body, the Children's Trust Board can only exercise functions conferred upon it by primary legislation or regulations.

4.4.3 If Executive Board supports these proposals and sufficient members are available, it is planned for the new Board to have its first meeting later this month. This is in line with statutory expectations and will allow the new arrangements to move forward swiftly.

4.4.4 Within the existing arrangements, the Children Leeds Partnership is one of the strategy and development groups as part of the Leeds Initiative family of partnerships. As part of the new arrangements this would become part of the role of the Leeds Children's Trust Board. This will ensure that the new Children and Young People's Plan is fully consistent with the 'Vision for Leeds' sustainable community strategy which is currently under revision. The LCTB will also have an important role in agreeing and shaping the full range of Local Area Agreement targets that relate to and impact on children, young people and their families.

4.4.5 To allow the new LCTB to be effective, partners were requested to nominate representatives who are senior members of their organisation and able to comment on the full range of their organisation's interests. They will also be required to report back on debates in the LCTB and make decisions committing the organisation to take action and provide resources to deliver the Children and Young People's Plan. Each partner retains its existing formal lines of accountability for delivering its functions as is currently the case. Each partner will therefore be required to answer for their organisation's delivery of their commitments in the Children and Young People Plan through meetings and reporting arrangements established by the new LCTB.

4.4.6 The following make up of the new Leeds Children's Trust Board is proposed:

- i) Statutory 'relevant partners' who have a duty to co-operate:
 - Elected Members, Leeds City Council – three representatives including the Executive Lead Member for Children's Services
 - Director of Children's Services, Leeds City Council
 - Representative(s) of NHS Leeds and other local health organisations (arrangements currently being confirmed with health partners)
 - Youth Offending Service – one representative
 - West Yorkshire Police – one representative
 - West Yorkshire Probation –one representative
 - Schools –three representatives, to be confirmed by arrangements put in place via Education Leeds
 - Further Education Colleges – one representative
 - Jobcentre Plus – one representative

- ii) As each Children's Trust Board should always include some non-statutory members it is proposed that make up of the Board also includes:
 - Third sector – one representative
 - Sure Start Children's Centres – one representative
 - Lead GP – one representative, confirmed by arrangements put in place via Leeds PCT
 - Children and Learner Strategic Adviser (CSLA), Government Office Yorkshire and the Humber
 - Leeds City Council Director/Senior Officer – one representative to provide linkage to key council services which impact on children, young people and their families e.g. community safety, housing, leisure, adult social care
- iii) Independent Chair of the Leeds Safeguarding Children Board

4.4.7 This will give a new Children's Trust Board with around 20 members plus Secretariat.

4.4.8 A proposal within the consultation document was for the Executive Lead Member for Children's Services to be the initial chair of the new Board. This emphasises that this Executive Board position has a pivotal role in championing children, defining political priorities for them and their families and is an elected representative of the local community. The Executive Lead Member also has an important link to the Safeguarding Children Board as a 'participant observer', as required by the latest Government guidance on Safeguarding.

4.5 Arrangements to support the new Children's Trust Board

4.5.1 The consultation document on the proposals identified that the following elements were likely to be required to make the Children's Trust Board effective for Leeds:

- i) Arrangements for wider stakeholder engagement and participation of children, young people, parents and carers
- ii) Arrangements to drive commissioning, planning, performance and ensure connectivity between different elements of the Trust
- iii) Area and locality partnerships, taking forward the framework agreed at the Council's Executive Board in December 2009
- iv) Sub groups to focus on key priorities and statutory requirements such as the 14-19(25) learning agenda

4.5.2 Initial proposals were then outlined for comment and to allow further work to be done to present options and analysis to the new Children's Trust Board. This will include analysing views put forward in the consultation period and considering sub group proposals in detail to include functions, membership and linkages. Work is also being done to look at the range of existing partnership groups in the city and how they would relate to the new structure being proposed. This may bring scope to slim down the existing number of partnership groups as well as improving clarity about roles and accountabilities. It is planned to present an initial report to the first meeting of the new Children's Trust Board to start to take this work forward.

4.5.3 Agreement through the Children's Trust Board would be the only mechanism to establish sub groups within the recognised governance structure. Migration to the

new arrangements would then commence after consideration of the different elements by the Children's Trust Board. 2010/11 will therefore be a transitional year, enabling new arrangements to be embedded by the time the first new style Children and Young People's Plan is in place in April 2011. This will take place alongside the organisational change to take place in the Authority as part of the development of an integrated Children's Services Directorate as discussed at Executive Board in March.

4.5.4 A key element of the work to develop the new structure of the Children's Trust is strengthening the area and locality governance arrangements. This takes account of the framework approved at the Executive Board in December 2009 and will need to ensure the area and locality partnerships are effectively linked to the work of the new Children's Trust Board.

4.5.5 Members may recall that it was agreed that Area Committees should be represented on the Area Children Leeds Partnerships by Children's Champions from the relevant wedge areas and also that the Local Children and Young People Partnerships would include elected members. Further local developments regarding this and related matters, such as the formation of new school Trusts in particular localities (which may require the consideration of involvement of elected member and officer representatives on the new school Trust boards), will be reported to the relevant Area Committees.

4.5.6 It is proposed to bring a further report to the Executive Board on the structure of the Children's Trust later in the year. This would also provide progress on the arrangements established and take account of any revisions in Government guidance regarding Children's Trusts.

4.6 **Revised Leeds Safeguarding Children Board**

4.6.1 The proposed remit for the Leeds Safeguarding Children Board, based on that set out in Government guidance on 'Working Together to Safeguard Children' is:

i) To provide a local, independent partnership vision for the safeguarding of children and young people

ii) To co-ordinate work to safeguard and promote the welfare of children and young people:

- Developing policies and procedures
- Participating in the planning of services
- Communicating and raising awareness
- Responding to unexpected child deaths

iii) To ensure the effectiveness of work to safeguard and promote the welfare of children and young people through evaluation and advising on ways to improve:

- Publication of an annual report
- Performance management, monitoring and quality assurance
- Undertaking Serious Case Reviews
- Analysis of the deaths of all Leeds children

4.6.2 In line with the findings of the review of Safeguarding in Leeds and Government guidance, the Safeguarding Children Board should be comprised of more senior representatives of the main agencies delivering safeguarding services. Board

members should be able to speak for their organisation with authority; commit their organisation on policy and practice matters; and, have a mechanism to hold their organisation/sector to account. As with the Children's Trust Board, each partner retains its existing formal lines of accountability for delivering its functions.

4.6.3 The following make up of the revised Safeguarding Children Board is proposed:

- i) Statutory Members
 - Independent Chair
 - Director of Children's Services, Leeds City Council
 - Health sector representatives for: NHS Leeds, Leeds Teaching Hospitals Trust, Leeds Partnerships NHS Foundation Trust and Leeds Community Healthcare
 - West Yorkshire Police – one representative
 - Youth Offending Service – one representative
 - West Yorkshire Probation – one representative
 - CAFCASS – one representative
 - HM Young Offenders Institute Wetherby – one representative
 - East Moor Secure Unit – one representative
 - Schools – two representatives, confirmed by arrangements put in place via Education Leeds

- ii) Other Members
 - NSPCC – one representative (Full Board Member)
 - Lay Members – two representatives (Full Board Members)
 - Third sector – one representative
 - Adult Safeguarding Board – one representative (Full Board Member)
 - Safer Leeds Partnership – one representative (Full Board Member)

 - Executive Lead Member for Children's Services, Leeds City Council (Participating Observer)

- iii) Professional Advisors to the Board
 - Designated Doctor
 - Designated Nurse
 - Legal Advisor
 - Leeds Safeguarding Board Manager

4.6.4 This gives a revised Leeds Safeguarding Children Board with up to 21 members and four professional advisors.

4.6.5 The Board would consider whether it needed to co-opt any additional members as well as requesting others to attend as required to allow the Board to carry out its business effectively. The secretariat will be provided by the Leeds Safeguarding Children Board Manager and his team. The relationship between LSCB support and operational safeguarding advisory functions is currently being reviewed.

4.6.6 Some initial guidance and examples have recently been produced on the role and job descriptions for lay members on the Board. This will be considered and then reported to the LSCB with recommendations for the recruitment and induction process.

4.6.7 Government guidance states that the Children's Trust Boards and Safeguarding Children Boards should be chaired by different people. As is the case in Leeds at

present, the Board would continue to have an Independent Chair. Recruitment for a new Chair for the Board is currently underway. The Chair of the Safeguarding Children Board will be accountable for their work to the Director of Children's Services and regular meetings will be set up for this and to support the development of an effective working relationship.

- 4.6.9 It is planned to present a report to the revised Leeds Safeguarding Children Board on sub group requirements to cover:
- Performance management and quality assurance
 - Policy and procedures
 - Learning and development
 - Serious case reviews
 - Child death overviews
- 4.6.10 The Board will establish task and finish groups to address specific issues (e.g. children and young people missing from care / home) as appropriate.
- 4.6.11 As noted in the Government's guidance on 'Working Together', all groups working under the Board should be established by the Board, and should work to agreed terms of reference, with explicit lines of reporting, communication and accountability to the Board. Chairs of the sub groups should be full members of the Leeds Safeguarding Children Board.

5.0 Implications For Council Policy And Governance

- 5.1 The proposed arrangements build on the council's current partnership working arrangements and corporate governance framework. Implications for governance and proposed roles for the council are outlined in section four of the report.
- 5.2 Work has commenced on constitutions and supporting governance documents for the two Boards. This is taking account of the latest statutory guidance and the council's significant partnerships framework. This may require minor revisions to arrangements for the Children's Trust Board when revised Government guidance is published. Governance arrangements for the Children's Trust is an item on the forward plan for the Corporate Governance and Audit Committee.
- 5.3 The Children and Young People's Plan is currently part of the Council's Budget and Policy Framework. As the responsibility for developing and publishing a new style plan passes from the Local Authority alone to the new Children's Trust Board, this will require an amendment to Article 4 of the Council's Constitution. This will be followed up by a report to the Council's General Purposes Committee.

6.0 Legal And Resource Implications

6.1 Statutory requirements

- 6.1.1 The legislative basis for the proposals in the report is contained in the Children Act 2004, as amended by the Apprenticeships, Skills, Children and Learning Act 2009. Within the Act, the City Council is defined as a children's services authority and has a requirement to establish the Children's Trust Board and Safeguarding Children Board. Draft statutory guidance has been produced relating to the Children's Trust Board and revised guidance is expected imminently. Revised statutory guidance was published on 17 March 2010 on 'Working Together to Safeguard Children'.

6.2 Resources

- 6.2.1 It is proposed that the City Council supports the Secretariat function for both Boards and draws together resources from key partners in the City to support this.
- 6.2.2 It is planned to take an early report to each of the Boards to confirm resource requirements and partner support. This will build on the mechanism and resource currently in place to support the Leeds Safeguarding Children Board and existing resources, which support current Children's Trust arrangements.

7.0 Conclusions

- 7.1 In light of reviews of current arrangements, discussions with partners and updated statutory guidance, there is a strong case for significant change to Children's Trust arrangements in Leeds. This will seek to build on the current strengths of partnership working and stakeholder engagement, whilst putting in place a new clear, dynamic and effective Children's Trust Board to drive improved outcomes for children, young people and their families. It also necessitates strengthening Safeguarding Children Board arrangements to help improve the quality of safeguarding services across Leeds.
- 7.2 It is planned for the new Children's Trust Board and revised Safeguarding Children Board to have their first meetings later this month. This is in line with statutory expectations and will allow the new arrangements to move forward swiftly. Both Boards will then consider the detail required for sub group arrangements to allow them to operate effectively. The Children's Trust Board will also consider a framework for development of the new Children and Young People's Plan so that it can be prepared and agreed with all partners by April 2011.

8.0 Recommendations

- 8.1 Executive Board is asked to:
- 8.1.1 Note the drivers for change and new statutory requirement which requires changes to Children's Trust arrangements from April 2010
- 8.1.2 Approve the proposals for a new Leeds Children's Trust Board
- 8.1.3 Approve the proposals for a revised Leeds Safeguarding Children Board
- 8.1.4 Endorse the proposals contained in section 4 of the report for Council representation on the Boards and recommend to the Member Management Committee that
- i. Three Elected Members including the Lead Executive Member for Children's Services are nominated to serve on the Children's Trust Board, and
 - ii. The Lead Executive Member for Children's Services is nominated to serve on the Safeguarding Children Board
- 8.1.5 Receive an update report later in the year to: highlight progress with the arrangements, take account of any further changes required as a result of updated

Government guidance, and provide further details of the broader Children's Trust arrangements being proposed

Background Documents

- September 2006 Executive Board Report: Proposed Children's Trust Arrangements for Leeds
- February 2007 Executive Board Report: Children's Trust Arrangements – update on progress
- December 2009 Executive Board Report: Area and Locality Governance Arrangements
- March 2010 Executive Board Report: Children's Services Organisational Review
- Children Act 2004
- Apprenticeships, Skills, Children and Learning Act 2009
- Guidance on Children's Trusts, DSCF, consultation draft Nov 2009
- Updated Safeguarding Guidance 'Working Together to Safeguard Children', DSCF, consultation draft Dec 2009
- Lord Laming's report 'The Protection of Children in England: A Progress Report', Mar 2009
- Audit commission report 'Are We There Yet? Improving Governance and Resource Management in Children's Trusts' Oct 2008
- City Council Governance Framework for Significant Partnerships, updated Jan 2010
- New Children's Trust Arrangements for Leeds from April 2010 – Outline of Proposals and Opportunity to Comment, Mar 2010

Appendix

Existing Leeds Children Trust Arrangements

Integrated Strategic Commissioning Board (ISCB)

This includes the legal partners that are required for a Children's Trust. The board commissions services to deliver against priorities in the Children and Young People's Plan and monitors delivery of the plan.

Children Leeds Partnership

The Children Leeds Partnership represents all partners across the city, including those from the voluntary, community and faith sector. It advocates on behalf of the children and young people of Leeds and sets vision, values, strategy and long term direction for Children's Services.

Leeds Safeguarding Children Board (LSCB)

The LSCB promotes the safeguarding and welfare of children and young people by setting standards and identifying best practice, as well as investigating poor practice and complaints.

Open Forums

These are regular events for engaging with children, young people, families and the staff who work with them.

Director of Children's Services Unit (DCSU)

The Children's Services Unit supports the Director of Children's Services, the other parts of the trust arrangements, and the change programme. It is part of Leeds City Council.

Locality Working: five Children Leeds wedge partnerships

Made up of local children's services staff and representatives, these groups:

- Provide local liaison and linkages
- Link to local council and Area Committee structures
- Link to local service providers, partnerships, families of schools and children's centres

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