

Meeting Title:	Kent Safeguarding Children Board
Date:	30 th July 2014
Time:	2pm – 5pm
Location:	Medway Room, Sessions House
Chaired by:	Gill Rigg

Members Attendance at Meeting:

Name	Title	Representing	Apologies	Attended
Gill Rigg	KSCB Independent Chair	KSCB		✓
Aisha Paulose	Named GP for Safeguarding Children for Kent and Medway	NHS England	Apologies	
Andrew Ireland	Corporate Director, Social Care, Health & Wellbeing	KCC		✓
Andrew Scott-Clark	Acting Director of Public Health	KCC		✓
Angela Slaven	Early Help and Preventative Services	EYPS, KCC		✓
Bethan Haskins	Chief Nurse – NHS Ashford CCG and NHS Canterbury & Coastal CCG	Clinical Commissioning Groups	Apologies	Steve Beaumont attended
Cynthia Allen	Director	Kent, Surrey & Sussex CRC	Apologies	
Florence Kroll	Director of Early Help and Preventative Services	EYPS, KCC		✓
Julie Pearce	Chief Nurse & Director of Quality & Operations	EKHUFT	Apologies	Sally Smith attended
Karen Proctor	Director of Nursing and Quality	KCHT		✓
Mark Janaway	Programme and Performance Manager	KSCB		✓
Mairead MacNeil	Director for Specialist Children's Services	KCC	Apologies	
Mike Stevens	Lay Member	KSCB	Apologies	
Nadeem Aziz	Chief Executive	Dover District Council		✓

KENT SAFEGUARDING CHILDREN BOARD

Nick Sherlock	Head of Adult Safeguarding	KCC	Apologies	Carol Mckeough attended
Patricia Denney	Assistant Director of Safeguarding and Quality Assurance	SCS, KCC		✓
Patrick Leeson	Corporate Director, Education and Young People's Services	EYPS, KCC		✓
Peter Oakford	Cabinet Member for Specialist Children's Services	KCC		✓
Roger Sykes	Lay Member	KSCB		✓
Sally Allum	Director of Nursing	NHS England		✓
Sean Kearns	Chief Executive	CXK Limited		✓
Stephen Bell	Director of Business Improvement	CXK Limited	Apologies	
Steve Hunt	Head of Service	CAFCASS Kent		✓
Tim Smith	Detective Superintendent	Public Protection Unit, Kent Police		✓
Tina Hughes	Approved Premises Manager/SPO	National Probation Service (East & SE Region)		✓
Helen Crook	Board Support Assistant / Minute taker	KSCB		✓

In attendance:

Name	Title	Representing	Apologies	Attended
Sarah Skinner	Service Business Manager	Virtual School Kent		✓

No.	Agenda Item
1.	<p>Introductions and Apologies</p> <p>Gill Rigg welcomed members to the meeting and apologies were noted.</p> <p>Patricia Denney informed members that Mairead MacNeil has taken early retirement and as such will no longer be a member of the Board.</p>
2.	<p>Young Person Presentation</p> <p>Sarah Skinner introduced herself to members as the Service Business Manager for Virtual School Kent. She explained that a DVD was made at the request of the Leader of Kent County Council on children's experience of care with the intention of hearing the voice of children in Kent.</p>

	<p>The 10 minute DVD was shown to members and a discussion was then held:</p> <ul style="list-style-type: none"> • Members expressed that they found the DVD very powerful and insightful with the key messages being that children want to be more involved in decisions made about their living arrangements and also that they would like more consistency in their Social Worker (one child mentioned having 7 different Social Workers). • Angela Slaven asked whether the DVD is available to all Social Work teams. Sarah Skinner explained that hard copies are in the process of being made but that a link will not be circulated so that an element of control can be held as to how widely the film is distributed. • Peter Oakford informed members that the DVD had previously been shown to Kent County Council Members with a presentation given by a young person which was very well received. • Nadeem Aziz was concerned about the fact that some of the children stated they did not know what was happening to them when they were taken into care. He also stated however that even if explained to them they may not be able to fully understand the circumstances. Members discussed this point and felt that the removal of children is always very difficult but the actual perception of the child is key. Explaining to the child after the event why things were done would be beneficial. The support given to the parents is also crucial. • Sarah Skinner explained that the DVD will be used as a training resource with the hope that discussions will then take place between Social Workers about items brought up in the DVD and how they can address these. • Members then discussed the ‘so what?’ element of the DVD and what is actually being undertaken to address the issues that the children and young people brought up. Sarah Skinner explained that most of the young people in the DVD have sat on the Youth Council at some point and expressed how helpful it was for them to be part of the DVD and to reflect on their experience. Also, the film will be shown at a future Children in Care Council meeting. Sarah Skinner also mentioned the possibility of repeating the process of filming in another 5 years to see if issues have improved. • Members also discussed the issue of consistency and the fact that even if the Social Worker cannot be contacted at all times there should be someone available for children in care to speak to for help and advice. <p>The fact that the Board meeting was opened with the voice of the child was welcomed.</p>
<p>3.</p>	<p>Minutes, Actions, Matters Arising</p> <p>The minutes of the last Board meeting were discussed by members.</p> <p>Sally Allum referred to the second to last paragraph of agenda item 9, page 8 of the previous minutes. Sally Allum asked this to be amended to reflect the fact that the Sussex Partnership Trust provide Tier 3 services.</p> <p>The action log was discussed and amendments will be made to the log accordingly. Members agreed that the minutes could now be signed off as a true and accurate account.</p> <p>Florence Kroll was welcomed as a new member of the Board.</p>
<p>4.</p>	<p>Role of Board and Executive</p> <p>Mark Janaway presented the item.</p> <p>At the May Executive meeting a discussion was held on the structure, governance, role and membership of the Executive and Board. Mark Janaway and Gill Rigg discussed the options available, concentrating on the roles and responsibilities of the Executive and Board and their membership.</p> <p>This paper was originally presented at the Executive meeting on 16th July and amendments have now been made in accordance with members’ views and comments.</p>

The paper outlined the proposal for the Executive to be stood down and a 'Business Group' established with immediate effect. It will comprise of Sub Group Chairs and will receive updates of each Sub Group's activities and how they are contributing to the KSCB Business Plan. Following every meeting, a summary report will be submitted to the Board with activity highlights and any recommendations and decisions for the Board to consider. The Board will then be the final decision makers. This will mean that all KSCB Sub Groups have a specific formalised route into the Board. The proposal also outlined the role and governance between the Business Group and the Board and the membership.

The paper also proposed that the Education Advisory Group becomes a formal Sub Group and that the Serious Case Review Sub Group becomes the Case Review Sub Group as the Sub Group looks at wider forms of reviews, not just SCRs. It will also broaden the scope of what this Sub Group looks into, including good practice reviews. Mark Janaway explained that the KSCB Constitution has also been updated to reflect these changes.

Members discussed the proposal and commented as follows:

- Roger Sykes asked why some are named 'Sub Groups' and some 'Safeguarding Groups'. Members agreed that to be consistent, all will now be formally known as 'Groups'.
- Members stated that some of the job titles in the suggested core membership are incorrect and asked that these be updated.
- Tim Smith mentioned the Task and Finish Groups that are currently set up, such as 'Missing' and asked whether the chairs of these should sit on the Business Group. Gill Rigg explained that the Business Group can decide on a case by case basis which chairs need to be in attendance.

Gill asked members whether they were in agreement to her approaching staff to ensure that all KSCB Groups have relevant Chairs, especially now that Mairead MacNeil (chair of the Case Review Group) has retired. This was agreed.

Members agreed to the Business Group and Board proposal and understood that these will take place every two months from 2015.

Members also agreed to the Education Group becoming a formal Group of the Board and for SCR Sub Group to now be the Case Review Group.

Action:

- **4.1 - Mark Janaway, with the KSCB Business unit will ensure that dates for Board and Executive meetings for 2015 are set up and circulated.**
- **4.2 – Mark Janaway will update the Constitution in line with members' decisions.**

5. Early Help

Patrick Leeson presented the item 'Step Up Step Down Protocol'.

Due to the development of more integrated early help services, there was a requirement to look again at services for children and cases that could be stepped down from Social Care and those that need to be escalated. There was also a need to ensure consistency across the County and provide clear procedures for all staff.

This Protocol has already been considered and signed off by the Education and Young People's Services Divisional Management Team, the Specialist Children's Services Divisional Management Team and the Early Help and Preventative Services Divisional Management Team. It is now required to be presented to Board members.

Florence Kroll stressed the importance of this protocol to aid and assist front-line staff and managers in their roles and also to use as a framework for practitioners to understand the relationship between assessment and delivery.

Members discussed the protocol and commented as follows:

- Gill Rigg felt that this is an ambitious proposal that will be very positive if put into effect. She asked that the Board see regular reports on progress.
- Sean Kearns referred to the element of timeliness in terms of communication and also the setting out of the protocol as a process flow chart so that staff can see a physical diagram of whether a step up or step down process needs to take place.
- Patrick Leeson explained that a trial of the protocol will take place during September and October 2014 and then the trial will be evaluated to see how it is working in practice with any adjustments being made.
- Andrew Ireland felt that the protocol will be an important addition for staff as the system as a whole, particularly as stepping down carries such important implications.
- Gill Rigg stressed that if the Board agree to the protocol being put in place, it will mean that significant decisions need to be made in terms of cross-agency working and ownership. Gill Rigg expressed that Board members will be expected to ensure that staff within their agency put the protocol into action.
- Patricia Denney felt that CiN reviews should have the same level of priority as CP reviews and that CiN reviews need to have multi-agency input. Andrew Ireland agreed and stated that the 2012 Ofsted inspection picked this up as key issue. Patricia Denney also felt that Board members need to cascade to colleagues the importance of attending CiN reviews. Board members agreed to report issues to the Board if any arise.
- Gill Rigg explained that a key issue for the Business Group will be to ensure that Groups are implementing the protocol.
- Andrew Scott-Clark felt that there is a need to ensure that the protocol is operated consistently across Kent so that no inconsistencies or inequalities arise. Patrick Leeson explained that from September, a monthly performance report will be presented so work within each district of Kent can be identified.

Members agreed to all 3 recommendations put forward in the document. Patrick Leeson explained that the evaluation will be undertaken in October so he can report to Board members in the November meeting.

Action:

- **5.1 - Patrick Leeson will present an update report on the Step Up Step Down Protocol to the November Board meeting.**

Patrick Leeson presented the item 'One Year Plan'.

The purpose of this Plan is to set out what will be achieved in the first year of transforming Early Help and Preventative Services in Kent. It sets out a number of service developments that need to take place and also sets outcome targets to demonstrate the impact of Early Help in the first year of integration.

Patrick Leeson explained that the arrangements will be circulated in September so requested that Board members contact Florence Kroll as soon as possible if they have any thoughts or suggestions.

Action:

- **5.2 - All Board members are to contact Florence Kroll as soon as possible if they have any thoughts or suggestions for the 'One Year Plan'.**

6. Health Report

Sally Allum presented the item.

Sally Allum and Mark Janaway have discussed all of the challenges made by the Board and have asked for assurance through the Health Safeguarding Group (HSG). Sally Allum explained that a consolidated report will in future be presented to the Board.

This report focuses on CQC North/West Kent localities and also CAMHS provision - Tier 2 and 3 Sussex Partnership Trust (SPT) and Tier 4 for SLAM. The SPT have heightened scrutiny in terms of performance and have provided

assurance in terms of urgent referrals being treated within a 24 hour period. A commissioning proposal is in place with regards to the pathway and commissioning from Tiers 1 to 4. This proposal has already been presented to the HOSC and will be presented to the HSG in due course.

Steve Beaumont explained that confidence seems to be growing on the part of the refer to CAMHS. A place of safety for children has also been identified. Steve Beaumont stressed the need for the appropriate Tier to be utilised. 8 more beds have also been made available for Tier 4, in advance of the national review. Sally Allum felt that this was a positive interim solution.

Sally Allum explained that the HOSC also challenged best practice and looking at what 'good' is.

Members discussed the Health report and commented as follows:

- Roger Sykes questioned whether the Board really has an understanding of the effect that waiting times between assessment and treatment are actually having on children. Sally Allum explained that SPT have been asked about user feedback and have demonstrated that they are taking this on board to improve their services. Members were concerned however that the perspective of the user is not fully known. Also, knowledge is low on cases that were missed or needed to be escalated immediately. Steve Beaumont explained that serious incidents are usually around tier 4.
- Patricia Denney felt that there is a need to look at more rapid ways of transfer from one authority to another and also the suitable transfer of care into Kent CAMHS.
- Steve Beaumont explained that the transition from children to adults is also an issue with a current complaint around this at the moment. Andrew Ireland explained that this issue regularly gets raised and the risk management of these cases is paramount.
- Andrew Scott-Clark will liaise with Steve Beaumont outside of this meeting regarding the performance managing of providers.

With regards to the CQC report, Sally Allum explained that this review took place in April 2014. There are 14 recommendations within the papers with an action plan. The actions are multi-faceted and some are also multi-agency. Some have already been completed and some are on-going. The CCGs have lead on the response back to the CQC. Steve Beaumont explained that the report is now in the public domain. This report highlights some very positive areas of great practice as well as some concerns, one being 'looked after children'. Steve Beaumont explained that the action plan has been submitted to the CQC but a reply has not yet been received.

Gill Rigg requested an update at a future Board meeting. Steve Beaumont confirmed that an update will be presented to members at the February 2015 Board meeting.

Action:

- **6.1 - An update report for Board members on the CQC report and action plan will be presented to the February 2015 Board meeting.**

7. Challenge Log Update

Mark Janaway presented the item.

An emerging theme from the current Ofsted reviews of LSCBs is how the LSCB identifies, records and undertakes challenge. Gill Rigg therefore proposed setting up a 'challenge log' of how challenges are being made and the resulting evidence as to what happens as a result of the challenge.

Mark Janaway has liaised with other Board Managers across the South East - there does not at the moment seem to be a consistent template, with some LSCBs having no log and others having them in a formal fashion with challenges being recorded from across all areas of business.

As the Board needs to evidence professional challenge between partners, a formal challenge log has been

produced. Challenges made at meetings and actions then taken have been logged and the log is now being presented to Board members for their view. The challenge log was presented to Executive members at the May meeting where members requested the addition of a RAG rating column to recognise the intensity of the challenge.

The proposal is for the challenge log to be owned by the Business Group so that members can challenge in that forum and then bring any challenges or issues to the Board as appropriate.

Members discussed the challenge log and commented as follows:

- Tim Smith felt that the legitimacy of the challenge also needs to be looked into and that Board members should have a chance to agree on whether certain challenges are legitimate as a lot of time will be spent on actioning requests made to agencies.
- Members felt that having a double RAG rating makes the log into more of a risk register format.
- Florence Kroll brought up challenges that may stay as 'red' due to the fact that they are continuous. She requested a further column to be put in so that notes can be added explaining what is currently being done to improve the RAG rating.

Members agreed with the principal of the challenge log but felt that the above comments need to be considered.

Patricia Denney informed members that Liz Railton attended the 16th July Executive meeting to observe. She has since stated that she feels that challenges are made by the Board but that they are being slowly progressed. Challenges are identified but they are not then being actioned as quickly or effectively as possible. Patricia Denney then explained that the outcome from the Improvement Review will be received on Friday 1st August. The Annex A peer review will commence on 23rd September with the Board being reviewed in late Autumn/Winter.

Members agreed to the recommendations contained within the challenge log report.

Action:

- **7.1 - Mark Janaway will amend the Challenge Log as per the views put forward by Board members and ensure that it is on the agenda of each Business Group meeting.**

8.

Review preparation and feedback

Feedback from Ofsted preparation workshop and current review update.

Mark Janaway presented the item. A workshop was held on 11th July to discuss the preparation for the forthcoming Ofsted review. Board, Executive and Sub Group members were invited and approximately 30 attendees took part. A useful discussion and debate took place at this workshop and also views were put forward on how the Board undertakes business in the future. These views will be fed into Sub Groups and in turn to the Board.

A breakdown has been included on the outcome of current Ofsted reviews and also looks at how well the local authority have done in contrast to the LSCB. The intention of this document is for members to then look into the reasons behind why some LSCBs have done very well and some have received a poor outcome.

Mark Janaway has produced thematic findings from the reviews already undertaken. The intention is to take these findings to each Group to get them to consider the implications for their Group and look at the action they should be undertaking. The recommendation to Board members is that support is given for the work to be undertaken by the relevant Group and then in turn the Business Group.

Members commented as follows:

- Patricia Denney expressed that she found the workshop really helpful with great participation.
- Angela Slaven felt that there was a lot of commitment from attendees in moving issues forward. Also that

there was a good variety of staff with different responsibilities and accountabilities who looked at how learning from the Board could be disseminated.

- Andrew Ireland found the grid of reviews interesting, especially bearing in mind the contrast since 2012 and the differences between outcomes. He stressed that Board members need to look in particular at where the local authority received a 'good' and the LSCB 'required improvement', paying particular attention to why this occurred.
- Roger Sykes informed members that staff seem to be much more confident and passionate in their safeguarding responsibilities now than when he was first appointed as a Lay Member 3 years ago.
- Tim Smith reminded members to bear in mind the scope of the work when comparing Kent to other authorities due to the size of the county. Bearing in mind 'like for like' was agreed by members.
- Mark Janaway explained that the 'Top Tips' was extracted from the SE Association of Independent Chairs' website and provides helpful points from those who have already been through the process.
- Angela Slaven felt that, with regards to the workshop held, what hasn't yet been completed is a quantifying of the comments, analysis of the observations and how Kent are taking them forward. She felt that a summary would be useful for those who attended. Gill Rigg explained that the Business Group will be tasked at looking into the issues that were discussed as part of the workshop. Members agreed with this approach.
- Patrick Leeson felt that some useful proposals were made and now need to be followed through. He also felt that it's useful to have a review on recent reports and welcomed this document put together by Mark Janaway. He did express his thoughts that members still need to have a better sense of what needs to be done and an assessment of the actions for the Board. Patricia Denney explained that any report put together can include Liz Railton's comments.

Report of Short Quality Screening (SQS) of youth offending work in Kent

Patrick Leeson presented the item, which outlines the findings of the recent SQS inspection, conducted from 19th to 21st May 2014. This was a case audit based exercise, where approximately 60-70 cases were looked at in terms of the quality of support for young people and the quality of case work.

This report received a positive outcome with an improvement on the previous YOT inspection – issues previously flagged have been addressed.

Florence explained that in regard to points raised for improvement, an action plan is currently being developed by Nick Wilkinson.

9.

KSCB Annual Report

Mark Janaway presented the item.

The Annual Report was presented by Gill Rigg to full Council on 17th July 2014, with Board members given the opportunity to comment on the draft report prior to publication. Some of the data within the report is yet to be finalised and ratified due to the timing of presentation to full Council. Mark Janaway and Gill Rigg requested that members share the report as widely as possible with colleagues and also explained that it will be published on the KSCB website. It will also be presented to the Health and Wellbeing Board and to the Kent Police and Crime Commissioner.

Members commented as follows:

- Sally Allum felt that this report is much easier to understand than previous reports and is more interesting to read due to the way it is set out. Members agreed with this statement.
- Gill Rigg and Mark Janaway explained that the comments received from Board members, set out within the report were well received by Members.
- Nadeem Aziz felt that the section on the practitioner survey was a little worrying and felt that there is a clear need to improve the knowledge of staff, for example 59% of practitioners do not know the role of the

	<p>Designated Nurse. Gill Rigg explained that Members also brought up this point at Council. Training is currently being tailored to address the issues identified in the practitioner survey and the Safeguarding Partnership Development Officers within KSCB are also working on increasing awareness through their work.</p> <ul style="list-style-type: none"> Patrick Leeson felt that Board members did not have long enough to really consider the report prior to publication. Andrew Ireland referred to the publication dates, asking whether KSCB could in future present at a later Council meeting. Mark Janaway explained that he and Gill Rigg had discussed this and agreed with Andrew Ireland that this may be more appropriate in future, meaning that Board members would have much longer to consider the report and provide their comments and views. Also, the figures would be more accurate within the report. <p>Action:</p> <ul style="list-style-type: none"> 9.1 - Mark Janaway will liaise with Peter Oakford and Democratic Services outside of this meeting regarding a presentation date for the 2014/15 KSCB Annual Report to Council. He will also put a timetable in place to work back from, ensuring that sufficient time is allowed for consultations to be made.
<p>10.</p>	<p>AOB</p> <p><u>Missing Children in Kent</u></p> <p>Patrick Leeson presented the item. Patrick Leeson felt that the latest QE report dated 5th June 2014 to the Executive was not sufficiently explanatory regarding what action is being taken and there is a need to ensure a constructive approach. Much work has subsequently been done and this document presented provides some proposals of action to undertake.</p> <p>Florence Kroll stated that the KSCB has commissioned the Children’s Society to help prepare a consistent and effective approach to conducting return interviews. Two ‘train the trainer’ events have been arranged (26 August and 24 September) with the aim of training 30 practitioners from a range of services.</p> <p>Work has been piloted in west Kent and data is being obtained. There has been an increase in children going missing in the last quarter but a decrease in repeat missing cases which could indicate that work on return interviews is positive. With regards to a single point of contact and notifications, this process is going live on 1st September.</p> <ul style="list-style-type: none"> Sally Allum felt that the progress made is positive. NHS England is a fairly new organisation so is receiving interesting reports. Members discussed the flowchart within the document and expressed how helpful they found it. Sally Allum asked about children missing from other authorities but residing in Kent. Florence Kroll explained that there is another flowchart in place for this. Every local authority should have this process so staff should contact the single point of contact within that local authority. Patrick Leeson explained that this system has been agreed with Medway so the way that the system is set up has to be understood by staff in both Kent and Medway. Tim Smith explained that Kent is a large county and members need to recognise that smaller counties may not have a system such as this. Patricia Denney has fed back the actions being taken to address Missing to Liz Railton. <p>Gill Rigg requested that a further update report be brought to the November Board meeting.</p> <p>Action:</p> <ul style="list-style-type: none"> 10.1 - Florence Kroll will present an update report on Missing to the November Board meeting.

KSCB Lay Members

Mark Janaway presented the item. The Board is required to have a minimum of 2 Lay Members in the core membership. Roger Sykes and Mike Stevens took on the roles 3 years ago. The KSCB would now like to recruit some new Lay Members but do not feel it appropriate to have 2 new members at the same time but rather adopt a staggered approach to maintain a level of continuity. After consultation with the current Lay Members, Mike Stevens has decided to step down with Roger Sykes remaining in role for the time being.

Mike Stevens unfortunately was not able to attend his last Board meeting today but Gill Rigg thanked him for his hard work and contribution to the Board over the last 3 years.

Mark Janaway will start the recruitment process for another Lay Member. Mark Janaway and Gill Rigg requested that members put forward relevant individuals they feel would be appropriate to apply for this role.

Action:

- **10.2 - All Board members to advise Mark Janaway of any colleagues they feel would be appropriate to apply for the role of KSCB Lay Member.**

Future Board Meetings:		
5th November 2014	2pm – 5pm	Medway Room, Sessions House, Maidstone
25th February 2015	2pm – 5pm	Cabinet Room, Sessions House, Maidstone