

Minutes

In Attendance:

Joanne Hyde (Chair)	Cllr Susan Hinchcliffe	Cllr Adrian Farley
Cllr Mike Gibbons	Gladys Rhodes White	Jenny Cryer
Jim Hopkinson	Di Drury	Julie Cowell
Marium Haque	Clare Mulgan	Phil Witcherley
Scott Bissett	Jill Asbury	Chatty Athwal
David Niven	Traci Taylor	Janice Hawkes
Ann Baxter	Ali Jan Haider	Caroline Levene (Notes)

Ref No.	Action/Decision
1.0	Welcome and Introductions
1.1	Joanne welcomed everyone to the meeting. Introductions were made. Apologies noted from Helen Hirst, David Byrom, Peter Horner, Mark Griffin, Deborah Gilderdale, David Walmsley.
2.0	Notes of the Previous Meeting held on 16 December 2018 and Matters Arising
2.1	Accepted as an accurate record of the meeting subject to removal of “this is non-negotiable” at 4.2.
2.2	Matters arising picked up on action tracker and updates included on tracker.
2.3	<u>(4.9) Partnership Working</u> The feedback meeting was changed at short notice at Doncaster’s request so a number of people were unable to attend. The feedback will be discussed in full when it comes to the Board in March.
2.4	<u>(7.3) Social Work Remuneration Review</u> Existing Job Profile’s are being considered to ensure they are fit for purpose and then they will go to the grading panel after 24 January. The final outcome should be known by end February. We will need to allow times to discuss any changes with the TU’s..
2.5	<u>(10.1) Staff Survey</u> Consideration of a wider staff survey was discussed. The Communications team to draft. SB asked if co-located staff from partner agencies could be included.
2.6	<u>(10.2) Work Environment</u> Some improvements made, e.g. soft seating areas, suggestion boxes in place. Parking issues have been raised – Joanne advised this was being looked into.
3.0	Statement of Action – Sign Off
3.1	Will now be referred to as the Improvement Plan. IB needs to sign off so that the Plan can be submitted to Ofsted. Six key themes identified and now includes leads and timelines. At the end of each theme an outline of what good looks like is included. The plan will include progress update and RAG ratings which will be blue, once the Board has signed off the actions as complete. Gladys to provide progress report at each Board meeting. The

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3.2	<p>Board may wish to focus on themes or sections of the plan in detail so they can have oversight on progress. AB agreed it would be useful to focus on a theme at each meeting as the Board will need to provide scrutiny and challenge.</p> <p>Cllr Farley noted growing concern around the Front Door/MASH and the ability to make rapid progress. GRW acknowledged that rapid progress has not been made and additional measures are needed to move things forward at pace. Additional capacity is being brought in and a dedicated session was held last week to start remodelling the Front Door.</p> <p>AJ asked for wording on CAMHS to be included.</p> <p>Following feedback, sign off for activities will be included with the date for completion.</p> <p>Work is in progress to develop robust programme management tools to enable effective scrutiny and oversight of required actions. These will be accompanied by a comprehensive performance framework.</p> <p>JA asked that once actions had been completed where will these be monitored to ensure quality is maintained. GRW advised the Children's Trust Board and the Safeguarding Board would have overview on maintenance of improvements. Some LA's keep the IB arrangement in place once the Notice is lifted to ensure routine scrutiny of performance and quality.</p> <p>JH noted Section 3 – Enabler Support needs to be stand alone and embedded in other plans.</p> <p>Cllr Gibbons noted Scrutiny is not mentioned and will have to play its part in the journey of improvement.</p> <p>Action: Any further feedback on the Plan should be provided to JC by 23 January.</p>
4.0	<p>Peer Review – Update</p> <p>Peer review confirmed Ofsted's findings. Paul Moffat to be invited to a meeting in March to discuss this in more detail. The Council's response to the findings will be sent this week.</p>
5.0	<p>Highlight Activity Report</p> <p>Jenny updated on progress as outlined on the activity tracker.</p> <p>AJ asked who would be leading the work around the MASH. GRW has set up a sub-group of the Safeguarding Board which she is chairing and Alisa Newman is Vice Chair. If anyone would like to join the group they are welcome.</p>
6.0	<p>Data Dashboard</p> <p>PW updated on a document which will be co-produced by Children's Services and Phil's team. There will be a weekly KPI tracker to identify key trends and a forecast report will be available to Team Managers weekly in an automated process. Workshop will be held to ensure these are the right measures/outcomes.</p> <p>Quality: Some data from Annex A but need to look at how we track, e.g. cases previously closed, consent, etc. GRW advised which indicators provide a good window for testing threshold and areas of need. Critical is timeliness and effectiveness and whether what is being done reduces demand and ensures targeted support is in place. Ofsted saw poor</p>

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6.3	<p>performance so need to look at areas where things are going wrong. MH highlighted the need to align with PEP's and care plans.</p> <p>Quality of Social Work Practice: Lots of indicators in this area and there has been an improvement in December. Caseloads reduced in Keighley. Timeliness of CP conferences; there has been recent improvement however because of the poor performance over previous months we will not have a strong out turn position for the annual figures. Corrective action is being taken.</p>
6.4	<p>Proportion of LAC with Up to Date PEP's: Performance has dipped and therefore work is needed with social workers and schools. The Virtual School to ensure the Corporate Parenting Panel is sighted on this.</p>
6.5	<p>AJ felt overall the targets in the plan are good. In A&E there are useful targets but they are not met due to staffing issues. DD advised that performance clinics are working better with staff taking more ownership.</p>
6.6	<p>Future reports will be tabular. AB advised North Lincolnshire have a good plan and would be happy to share. Phil to follow up. Any further comments to be sent to Phil.</p>
7.0	Summary of Audit Activity
7.1	<p>Nine different lines of audit activity. Jenny provided an update on audits as below:</p> <ul style="list-style-type: none"> • Safe planning; • CP & CIN review of 1,700 cases. Have no unallocated cases. Social Worker caseloads too high. Need to make explicit that there is management oversight; • Children subject to CP Plan for more than 2 years; • Re-audit of Ofsted KIT cases. Action: Di to check all actions for 54 cases are followed up; • Thresholds for ICPC decision making; • MASH dip sample; • Children allocated more than 10 Social Workers in 2 years. One of recommendations was to arrange for contact with YP to see what impact had been on them because of this – where is this captured. Action: To be followed up and brought into audit report – DD; • Enhanced case file audit; • Through care and CLA audit.
7.2	<p>Cllr Farley concerned re quality of Social Work practice in cases where a lot of issues are being identified. How is this being monitored so mistakes are not repeated? JH advised audits are being done and outstanding actions are signed off. Managers are working with individual Social Workers on quality and compliance. When looking at audits and quality, issues are related to caseloads and these remain high in some teams. Teams will move to 4 areas additional Team Managers and Social Workers are needed. Workloads are monitored on a weekly basis but there is no quick fix. Looking at bringing in a Social Work team and also looking at recruitment and retention.</p>
7.3	<p>JH noted there are still 55 agency Social Workers and recruitment doesn't seem to be reducing the number of agency staff. GRW has arranged an urgent meeting to look at impact of turnover, managers and cases. Also looking at cases in the system and doing a full analysis of cases, workers and where allocated. If there is demand in some teams and not others we may need to move workers. If current established posts not sufficient, a business case will be required to set out what is required.</p>

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7.4	Cllr Farley asked if Social Worker Managers had the support they need in place. DD advised investment was being made in Team Manager development and recruitment to Team Managers post in on going to ensure appropriate sized teams to deal with workloads..
7.5	Cllr Gibbons asked about levels of sickness and stress. GRW advised sickness levels did not appear to be a major factor but this will need to be carefully monitored.
7.6	DN noted Ofsted had mentioned reflective supervision and felt it would be good for Team Managers if this could be done and asked if it was part of training. GRW advised this was part of training and the Advanced Practitioner roles would help with this practice but both good operational supervision and reflective practice is needed.
7.7	AB noted both positive and worrying messages; need more staff but perhaps also better terms and conditions. SB noted importance of first line management and asked if there was national guidance on workloads. JH advised there was and the move to 4 localities should help reduce caseloads but at the current time caseloads are increasing. GRW advised post Ofsted there is usually an increase in demand at every level. We need to understand the needs of our communities, how we help families by supporting earlier to reduce need.
8.	Communications Plan
8.1	Deferred.
9.	Staff Engagement Feedback
9.1	Staff Reference Group has met twice. Representatives from across the service. Looked at issues such as lack of business support, space, lack of belief things will change. Action: Terms of Reference agreed and will bring to next meeting. CA had spoken to Croydon about their work. This group will meet once a month and the next meeting will consider communications. Lots of positives from staff but also recognise that there is lots of work to do. Staff are committed to Bradford and want to work on the Improvement Journey.
9.2	AB noted 'You Said, We Did' is a good initiative but need to see a 'so what'. CM advised a FAQ's document is being produced which will give a reflective and considered response to suggestions and show what changes are being made. CA advised things are changing but staff need to see it more clearly.... For example, staff know that pay is being looked at but they want to hear more about when it will be paid.
10.	Safeguarding Board Chair
10.1	DN advised he was stepping down as Chair and a recruitment process for a replacement is underway. Further details to follow. AB queried whether if there was a change to the Chair would the Board change. No changes have been agreed but an options paper will be prepared.
11.	Partnership Updates
11.1	Deferred.
12.	Risk Log
12.1	Feedback needed on any risks or new risks.

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12.2	MH asked if assessments for children and young people with mental health difficulties should be included. GRW will discuss with AJ
12.3	JC asked if out of district placements should be included.
12.4	JC encouraged people to submit risks.
13.	Comparison of Inspection Frameworks
13.1	Paper circulated for information.
14.	Forward Plan
14.1	Deferred.
15.	Any Other Business
15.1	Agreed theme for next Board meeting would be the Front Door.