

Minutes

In Attendance:

Kersten England (Chair)	Chief Executive CBMDC
Cllr Susan Hinchcliffe	Leader of the Council CBMDC
Cllr Adrian Farley	Lead Portfolio Holder Children and Families CBMDC
Cllr Mike Gibbons	Chair of Children's Overview and Scrutiny CBMDC
David Niven	Chair – Bradford Safeguarding Children Board
Jenny Cryer	AD Performance, Commissioning and Partnerships CBMDC
Helen Hirst	Bradford CCGs accountable officer
Michelle Moverley	Head of Human Resources CBMDC
Traci Taylor	Principal Social Worker CBMDC
Michael Nugent	Consultant – Children's Services Data and Performance CBMDC
David Byrom	Head of Service Throughcare and Resources CBMDC
Joanne Hyde	Strategic Director Corporate Resources CBMDC
Janice Hawkes	Assistant Director Children's Services - Barnardos/Young Lives
Marium Haque	Deputy Director Education and Learning CBMDC
Scott Bissett	Chief Superintendent West Yorkshire Police – Bradford District Commander
Chatty Athwal	Team Manager – Social Work CBMDC
Heidi Hardy	Staff reference group representative Programme Support Officer (minutes) CBMDC

Apologies:

Ali Jan-Haider	Director of Strategic Partnerships Executive Lead for Bradford Districts CCG
Jill Asbury	Airedale NHS Trust
Debra Gilderdale	Bradford District Care Trust
David Walmsley	AD Office of the Chief Executive CBMDC
Phil Witcherley	Head of Policy and Performance CBMDC
Ann Baxter	LGA Adviser
Karen Dawber	Chief Nursing Officer – Bradford Teaching Hospitals NHS Foundation Trust
Anne Lloyd	Director Human Resources CBMDC

Ref No.	Action/Decision
1.0	Welcome and Introductions
1.1	Kersten welcomed everyone to the meeting. Introductions were made.
2.0	Notes of the Previous Meeting held on 16 January 2018 and Matters Arising
2.1	The minutes were agreed as an accurate record of the meeting.
2.2	Matters arising discussion re the action tracker and updates included on tracker.

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2.3	<p><u>Young People's Engagement Plan</u></p> <ul style="list-style-type: none"> • Build a Girl have been commissioned to lead this work. Heather Broadbent is the lead. • "You Said We Did" noticeboards managed by Joe Mackrill – Social Media Apprentice. • Some issues around the audit template however this has been improved. Action: Jenny Cryer to bring update to next meeting. <p>Kersten England registered a concern regarding having Young People's influence in the Plan. The Build a Girl work will help achieve a young people friendly version of the plan.</p>
2.4	<p><u>Corporate Induction</u> MM to provide an update at the next meeting.</p>
2.5	<p><u>Remuneration for Social Workers</u> The grading panel will take place on Thursday 31st January 2019. Social Work profiles to be graded and mapped. The process needs to be managed and communicated to staff through the Staff Briefings.</p>
2.6	<p><u>Social Work Health Check</u> Item deferred to next meeting. Traci Taylor will provide a paper in advance of the board.</p>
2.7	<p><u>Comprehensive Plan regarding working environment, performance management and enablers to be brought to the next meeting.</u></p>
2.8	<p><u>Forward Plan to be drawn up for the Improvement Board to include cyclical reports</u> Kersten England announced she would be stepping down as interim Chair of the board. Stuart Smith has been appointed as Independent Chair as from 4 February 2019. Agenda setting and papers to be signed off before each meeting with Stuart. Cycle and frequency of meetings to be agreed by the new Chair.</p> <p>Cath Knowles has been appointed as an improvement consultant. Cath will help deliver the plan.</p> <p>Michael Nugent joins the board and will provide consultant support for Children's Services Data and Performance issues.</p> <p>Heidi Hardy has been appointed as Programme Support Officer and will provide support to the Independent Chair Stuart Smith, the Improvement Board and the Partnership Boards.</p>
2.9	<p><u>Re-audit of KIT cases</u> David Byrom to take to SLG next week for KIT test – will re-audit cases 3 weeks before. DB to bring an update to the next meeting.</p>
2.10	<p><u>Consider NE Lincs performance framework</u> Kersten England and Michael Nugent to pick up.</p>
3.0	<p>DFE Improvement Adviser See 2.8 above.</p>
4.0	<p>Statement of Action – Sign Off</p>
4.1	<p>Deadline for the submission of the Improvement Plan to Ofsted is 4th February 2019.</p>

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4.2	GRW explained that CK had completed more work on the plan which is now grouped into 3 areas – Management and Practice, Partnerships and Workstream Platforms.
4.3	GRW drew attention to the Front Door and MASH. A column on Partners has now been included.
4.4	A blue category to be included which shows impacts are happening and improvements can be evidenced. These can be tested at a future point to see if still blue.
4.5	P.11 talks about challenge and outcomes and what this will look like.
4.6	Colleagues are now working on a performance scorecard.
4.7	Need to show what our aspirations are in relation to supervision and spans of control for Social Workers.
4.8	Janice Hawkes stressed the need for reports to be tested at Partnership Board in a timely manner.
4.9	The Improvement Plan to be updated with progress and rag ratings prior to the Improvement Board.
4.10	<p>Helen Hirst questioned where the reference was to the engagement of young people in the plan.</p> <p>Action: Jenny Cryer to ensure that summary is included in the Improvement Plan and will draft a covering letter to Ofsted on behalf of Kersten England.</p>
4.11	<p>Scott Bisset felt a further discussion on changes in the MASH was required and more clarity.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Lisa Turner to timetable a session with Ofsted and Doncaster Peer Review Team. • Discussion item on next Partnership Board agenda on the MASH. A rep from the Doncaster Peer Review Team will attend the Improvement Board next month. • Jenny Cryer to facilitate a meeting with Doncaster.
4.12	<p>David Niven stressed we have a responsibility to challenge schools' readiness in safeguarding. Last year we had difficulty getting the required returns from all schools, including the academies. We ought to illustrate that we have acted on this and the Board, as well as Childrens' Services, will keep close watch on this area of work.</p> <p>MH explained that talks are on-gong with schools. Meetings have taken place with CEO of MATS (Multi-Academy Trusts) and the BPIP (Bradford Primary Improvement Partnership) and implications discussed. Where safeguarding concerns are identified in a school, the Education Safeguarding Team undertake safeguarding visits but there needs to be a more proactive approach to looking at addressing safeguarding issues and engaging better with schools.</p>
4.13	<p>Actions:</p> <p>Needs to be added to the Partnership Section of the plan. MH to pick up. Workshop with schools on Application Thresholds driven by the Safeguarding Board and challenged by the board with a multi agency forum.</p>
4.14	<p>Actions:</p>

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	<ul style="list-style-type: none"> • A letter to be drafted to Ofsted from Kersten England as Chair of the Improvement Board and Cllr Farley to accompany the Improvement Plan and will cover the engagement process. The letter to seek feedback from Ofsted and challenge. Explain that this has been done without a DfE adviser. Need to send a copy of the data set on performance dashboard. • JC to show progress on the Improvement Plan and include Partner arena. • Need to set out month by month programme of discipline – Jenny Cryer/Cath Knowles. • GRW invited help from anyone else at the board today in updating the information in the plan ready to send. • Letter and attachments to be signed off by no later than Monday 4 February 2019.
<p>5.</p> <p>5.1</p> <p>5.2</p>	<p>Monitoring Visit Jenny Cryer gave a verbal update for assurance on the impending monitoring visit. Lots of practical planning and service planning in place.</p> <p>A review of cases that come up in the Peer Review and Inspection is underway.</p> <p>Kersten England asked whether the Police were involved.</p> <p>Action: Jenny Cryer confirmed that she would set up a mentoring session and feedback from the Police to be included. This will be picked up by the Partnership Board in more detail.</p>
<p>6.0</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p> <p>6.6</p> <p>6.7</p> <p>6.8</p> <p>6.9</p> <p>6.10</p> <p>6.11</p> <p>6.12</p> <p>6.13</p>	<p>Director's Report - Front Door</p> <p>GRW updated on progress with the Front Door/MASH.</p> <p>The MASH Strategic Group looked at remodelling of the front door and conducted full staff briefings</p> <p>Early Help Gateway have re-located. Extra measures are in place on timeliness and there is an increase in capacity.</p> <p>Helpline for partners on making referrals now live.</p> <p>A refresh of referrals – thresholds is taking place.</p> <p>Guidance on consent has been issued for consultation.</p> <p>Workshops have taken place and there is active engagement with partners.</p> <p>Contact Centre and Social Worker now first point of contact.</p> <p>Email/phone calls and e-system being addressed by Petra.</p> <p>QA supervision is happening.</p> <p>Need to look at capacity and data demand on front door.</p> <p>Firewalls and timescales for completions of responses have been addressed.</p> <p>Will use technology to track emails and inform decision making and ensure the child is observed by Social Care– tools are available. Requires a mapping exercise. Michael Nugent to support with this piece of work.</p>

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6.14	As a result of the feedback from the Doncaster Peer review it was felt that a live screen in the MASH on a live feed from the system would be helpful for staff. It was agreed that it was important to put this in place quickly. Scott Bisset welcomed Michael Nugent's involvement with this piece of work.
6.15	Action: It was agreed that Cath Knowles would bring an aligned Governance Structure to the next Improvement Board.
7.0	Social Work Health Check
7.1	Item deferred to next meeting.
8.0	Audit Plan
8.1	Jenny Cryer updated on the Audit Plan up to December 2019 which is subject to review. This has been matched to other plans. A full time auditor has been appointed in the MASH and will work in case file sampling. Enhanced case file audits are taking place and will listed to the voice of a child. Coaching will be provided and there will be a bank of audits.
8.2	Assessments and Supervision – working with David Byrom on Through Care to shadow audit cases moderated through audit team. Currently have 3 auditors – reduced capacity. Action: Jenny Cryer to liaise with Cath Knowles.
8.1	Scott Bisset advised that the CSE function has now relocated to Javelin House and suggested an audit of the implications of the move. Action: Jenny Cryer to bring a rag rated outcome summary to the Partnership and to the Improvement Board.
9.	Data Dashboard
9.1	Michael Nugent explained that this was in development. Action: Michael Nugent to include the data dashboard in the pack with the letter to Ofsted.
10.	Communications update
10.1	Kersten stressed the need to have good communication by issuing a Directors weekly message. Gladys assured the Chair that there are lots of ways in which communications are happening including through the app and to partners and staff. These will be continuously refreshed and floor walks would be undertaken too. Traci Taylor felt there was still work to do with Team Managers.
11.	Staff Reference Group
11.1	The initial meeting of the staff reference group took place recently. There is wide and diverse representation on the group. Social Work practice and from front line staff use the group to address. The key theme from staff was lack of belief that things will change. Need to look at the "You said we did" and key issues and look at how this is communicated. Kersten England stressed the need to get empowered and ensure every staff member's voice is heard.
11.2	Kersten England explained that the Workforce Plan will come to the Partnership Improvement Group and the Improvement Board.
11.3	Work Profiles – need to know which ones have been nailed.
11.4	Cllr Hinchcliffe queried whether detailed training was included in the Improvement Plan.

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11.5	Traci Taylor assured that training was included.
11.6	Chatty agreed to explore diversity.
11.7	It was agreed to have a short session with the Staff Reference Group. Action: The findings from the group to be presented by Traci Taylor to the Board.
12.0	Risk Log Review
12.1	Gladys Rhodes White advised that she would work with Stuart Smith on what the Risk Log should look like.
13.	Any Other Business
13.1	Need to ensure the Improvement Plan quality assured before submission to Ofsted.
13.2	Action: Need to have an audit check 3 weeks prior to the monitoring visit in March and report back to the next Improvement Board meeting.