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Childrens Services Improvement Board Chair – Stuart Smith

Wednesday 17 April 2019 1 pm to 3.30 pm
Committee Room 1, City Hall

Attendees:

Name	Job Title
Stuart Smith	Chair
Cllr Susan Hinchcliffe	Leader of the Council
Cllr Adrian Farley	Lead Portfolio Holder Children and Families
Janice Hawkes	Barnardos/Young Lives
Kay Rushforth	Bradford Royal Infirmary
Ginny Robinson	Head of Abbey Green Nursery School
Craig Tupling	Bradford College Deputy CEO
Jane Booth	Chair Bradford Safeguarding Children Board
Michelle Turner	Director of Quality of Nursing
Ali-Jan Haider	Director of Strategic Partnerships Executive Lead for Bradford Districts CCG
Ann Baxter	Local Government Associate
Helene Stewart	Department for Education and Skills (DfES) Independent advisor
Chatty Athwal	Children’s Services Staff Reference Group
Alisa Newman	District Commander, West Yorkshire Police
Barry Scarr	Interim Finance Director
Jill Asbury	Chief Nurse from Airedale NHSFT
In attendance	
Anne Chester-Walsh	Interim AD Social Care Improvement CBMDC
Anne Lloyd	Director Human Resources CBMDC
Marium Haque	Deputy Director Education and Learning
Cath Knowles	Children’s Consultant Improvement Advisor
Steve Hemming	Head of Communications
David Walmsley	AD Office of the Chief Executive
Apologies	
Maggie Smallridge	West Yorkshire Probation
Traci Taylor	Principal Social Worker
Jenny Cryer	AD Performance, Commissioning and Partnerships CBMDC
Heather Lacey	Primary representative
Helen Hirst	Bradford Clinical Commissioning Group’s accountable officer
Phil Witcherley	Head of Policy and Performance
Cllr Imran Khan	Deputy Leader and Portfolio Holder Education and Learning
Cllr Mike Gibbons	Chair of Children’s Overview and Scrutiny Committee
David Byrom	Head of Service Throughcare
David Horn	CEO Beckfoot Trust

Lyndsey Brown	Headteacher, Oastlers School
Kersten England	Chief Executive
Di Drury	Head of Social Care
Mark Griffin	Safeguarding Board Manager
Patrick Scott	Chief Operating Officer – NHS Foundation Trust
Debra Gilderdale	Director of Nursing and Professions NHS Foundation Trust

Ref.	Action / Decision	Action Owner
1.	Welcome and apologies Introductions were made. See above for list of apologies.	
2.	Minutes of last meeting held 27th February 2019	
3.	<p>Matters arising</p> <p><i>Item 3.1 (item 2.8 from meeting held 30 January 2019)</i> David Niven to bring a future report on S 11 and 175 to a future meeting. The Chair requested that a report on 11 now 175 later.</p> <p><i>Item 4.5 CQC Inspection.</i></p> <p>CQC report to be presented at 29th May meeting</p> <p>For clarity the looked after children system is Children Looked After. Michelle Turner confirmed that the CCGs have been advised that the report will now be available at the end of April 2019 for factual accuracy. The CCG would be happy to lead a discussion with the system about the key messages arising from the report at the next meeting in May 2019.</p> <p>Action: HH liaise with Michelle regarding the CQC report and schedule this on to the May Improvement Board agenda.</p> <p><i>10.9 Amendment to wording to say “available” rather than “more clear”.</i></p> <p><i>10.4 Safeguarding policy review</i> Jane Booth reported that Cath updated the information sharing and thresholds document. This will be presented to the Safeguarding Board in June before it comes to this meeting. The safeguarding board will progress the consent item. Neglect Strategy will be a future item that the Safeguarding Board will address.</p> <p>Action: HH to add Safeguarding policy review to the forward plan once it has been to the Safeguarding Board and report on progress on the continuum of need.</p> <p>The minutes were signed off as a correct record.</p>	<p>HH</p> <p>HH</p>
4.	<p>Action Tracker</p> <p>The board reviewed the action tracker and the following actions are to be noted:-</p> <p><i>IB 13 – Assessments and Supervision</i> The chair asked for two standing items on future agendas:-</p> <ul style="list-style-type: none"> Revised supervision policy and implementation 	

	<ul style="list-style-type: none"> Regular audit of supervision – regular standing item. (every other meeting to include a random sample of SW supervision meetings, frequency and quality plus complete personnel file for that SW) <p><i>IB 14 – audit of relocation of CSE.</i> Alisa Newman reported that staff had not yet moved back and were awaiting functional arrangements of the MASH. It was agreed to leave on the action tracker and to change RAG colour to Orange.</p> <p><i>IB25 – Partner updates.</i> Work has started. It was agreed to keep amber at to ensure all perspectives are covered.</p> <p><i>IB8 – Forward plan for Improvement Board</i> The forward plan is being drawn up and remains amber. It was agreed to bring the forward plan to the May meeting. Action: HH to add the forward plan for Improvement Board to the next agenda.</p> <p><i>IB6 – Analysis from Social Work Health</i> Report scheduled for the May meeting. Traci Taylor will present the item.</p> <p><i>IB24 – Anne Lloyd – what good looks like in terms of workforce plan to incorporate into HR plan.</i> It was agreed to bring this item along with new DCS input to the July meeting. Anne Lloyd to present the item.</p> <p>IB28 – It was agreed to bring a future report to the Improvement Board on Reg 33 and 44 visits to Children’s Homes and Recommendation 41 visits to social care offices.</p> <p>Action: Stuart agreed to liaise with Gladys and Ann Chester Walsh regarding a future report on Reg 33 and 44 visits to Children’s Homes and Recommendation 41 visits to Social Care Offices.</p>	<p>HH</p> <p>SS</p>
<p>5.</p>	<p>Children’s services Directors Report</p> <p>Gladys Rhodes White gave an update on progress made to date and upcoming events.</p> <p><i>First monitoring visit 6th and 7th March 2019.</i></p> <ul style="list-style-type: none"> Verbal feedback received and shared with the Board. Future monitoring visits will be published. Lots of positive progress was noted and staff embracing changes made. Support and challenge bringing confidence in Front Door and MASH. Changes have been made by moving to Front Door to ensure advice is given in a timely manner. Trajectory needs to be maintained and we continue to work on the rest of the actions in the action plan. There is a challenge to reduce caseloads of social workers. Preparations for next monitoring visit on 10th, 11th June CIN and CP and children who are subject to Public Law Outline (PLO). <p>Ann Baxter queried whether have Ofsted asked for a written response in relation to the front door service offered to 16-17 year olds. GRW confirmed that no verbal feedback had been given although cases likely to be sampled to evidence progress.</p> <p>Ali-Jan Haider questioned the workforce challenge across West Yorkshire. GRW confirmed that a piece of work was on-going and that the Council had agreed uplift to</p>	

	<p>some social worker salaries. A large benchmarking exercise was undertaken comparing with other LAs which is being finalised and staff will be informed of the outcome in due course. Anne Lloyd confirmed that discussions will take place with the unions. This will be a priority taking into consideration staff morale</p> <p>Jane Booth reported that an analysis of multi agency audit work will be undertaken over next 5-6 weeks before Ofsted arrive.</p> <p>Gladys Rhodes White thanked the partnership for aligning their scrutiny.</p> <p>Chatty Athwal mentioned that salary levels was still a big issue for staff in comparison to what other LA's were offering and it was important for staff retention. Anne Lloyd confirmed that some social work staff pay rises would be backdated to 1st April.</p> <p>Action: Stuart Smith asked that HR (Anne Lloyd) bring report to the Board on where we are at with Social Worker pay and monitor it's impacts over the coming months. HH to add as a future agenda item on the forward plan.</p> <p>Gladys Rhodes White asked for meeting with key strategic partners to see what we need to look at in relation to impact of increased demand. Gladys felt that the biggest need is that all partners fulfil their own responsibilities in terms of CP core groups including good attendance and consistency with case conferences and reports. Need better input from partners in terms of CP Plans and on going work with families subject to plans.</p> <p>Stuart emphasised the importance of all partners receiving feedback on any referral in a timely manor (within 48 hours on most occasions) and that this should be measured so that refers are confident of swift communication, even if the response is NFA from social care and or Early Help.</p> <p>There was a discussion on the need to adopt a locality working model for EHP in partnership with all key stakeholders. The route to reduce demand at the front door is through effective multi agency integrated locality Early Help and Prevention.</p> <p>Anne Chester-Walsh mentioned that strategy meetings have moved to front door from assessment and that Keighley have issues with police attendance and our arrangements for conference calling arrangements which needs to be addressed. There is also a need to continue to have conversations about how this is managed.</p> <p>Janice Hawkes confirmed the VCS were looking at wider issues and are keen to be involved. It was felt there was a need to make better use of technology for example SKYPE.</p> <p>Cllr Hinchcliffe mentioned at a recent Health and Wellbeing Board there was a discussion on locality working. It was noted this can't be co-terminus as partners work to different boundaries so partners need to communicate across localities.</p> <p>Action: Gladys Rhodes White to pick up Locality Working as part of the work programme.</p>	<p>AL HH</p> <p>GRW</p>
<p>6.1</p>	<p>Audit report February 2019</p> <p>Audits in February took place around Front Door and MASH and also additional cases. 6 cases were audited by Ofsted and were re-audited by us, after moderation 50% were inadequate and 50% required improvement Safeguarding Board have undertaken audits of some LAC cases again findings similar. Audit of youth homelessness work found the same issues as Ofsted found however it was noted that improvements will have been made by next visit.</p>	

	<p>Gladys Rhodes White reported that the DfE interventions unit have supported a request for Partners in Practice (PIP) to come and help on Quality Assurance. East Riding will provide PIP support from 22 – 30th May 2019.</p> <p>Anne Chester-Walsh felt the Audit April will identify managers who audit own cases. Constructive challenge will happen as part of Back to Basics and will demonstrate training is starting to show results. There will be a deep dive of healthchecks into all Social work teams and performance teams to analyse data, dip sample cases and sit alongside managers and workers and feedback findings and talk about improving quality of practice which will give confidence and support to address practice is that is not good enough.</p> <p>Stuart Smith asked what capacity there was in terms of who and how many cases would be DIP sampled and how many were thematic.</p> <p>Action: Jenny to provide Stuart Smith with details of the department’s capacity to audit each month in each of the categories ie. Case audit, thematic audit, supervision audit, corrective action audit etc.</p> <p>Cllr Farley stressed the need to focus on supervision of front line social workers. He reminded the board that AYSEs are in regular discussion with him and there is a need to ensure we provide support and nurture them.</p> <p>Alisa Newman requested that when doing audits, to consider that this is the opportunity for partners to receive feedback. Stuart Smith confirmed that that the Safeguarding board multi agency audits will pick up on multi agency feedback.</p> <p>Action: Gladys Rhodes White to ensure we formally write to partners on issues coming out of single agency audits.</p>	<p>JC</p> <p>GRW</p>
<p>6.2</p>	<p>Performance and Impact Report See 6.3</p>	
<p>6.3.</p>	<p>Vital Signs Report David Walmsley presented the new format of the Vital Signs Report. He pointed out that this was the opportunity to give challenge regarding volatility. The Chair agreed that the report format was on the right track for helping any future scrutiny committee understand where the improvement journey was at.</p> <p>Action: The Chair requested that at some point the Vital Signs report will go to Overview and Scrutiny either as a full report or by exception.</p> <p>It was noted that timely CP conferences cannot be sustained unless there are more staff.</p> <p>In terms of caseloads the average is a strategic target but we must be mindful of highest and lowest caseload staff and teams and also the protected caseloads of AYSE etc. The Chair pointed out that the number of de-escalations or step-downs or discharged from care shows staff taking the right actions and can be part of this report.</p> <p>The Chair reminded the Board that the voice of the child is central to our consideration of the ‘Lived Experience’ and needs to be monitored in casefile audits and opportunities for young people to attend scrutiny and other meetings with elected members and partners should be prioritised.</p> <p>Action: DW/PW to discuss the content of the Vital Signs report with the senior leadership team to add in details of duration of CP plans and to think about adding in referrals.</p>	<p>PW</p> <p>PW/GRW</p>

<p>7.</p> <p>7.1</p> <p>7.2</p>	<p>Progress against the Improvement Plan – Sam Nicol</p> <p>Children’s Improvement Plan Implementation and Proposed Governance Structure</p> <p>Sam Nicol gave an update on progress to date. It was agreed that the Children’s Partnership Board to be reframed as a technical Programme Board reporting against the plan to this board. Membership will be refreshed and partners will not need to attend but will be involved in projects and workstream activity. SRO’s will report into the Programme Board.</p> <p>Concern was expressed around escalation from the Programme Board to this which needs to be supported by partners. It was noted that each workstream to have an SRO supported by programme management. Child Friendly City will be represented across all workstreams.</p> <p>Ali-Jan Haider advised that in terms of the Children’s trust and Children’s TIG that the programme management approach needs to align with this Board and transformation.</p> <p>Actions:</p> <ul style="list-style-type: none"> • AJH to have conversation with Sam Nicol around Children’s Trust and TIG how this is redefined to align with this Board, transformation and workload pressures. • HH to revise Board membership lists and re-circulate dates. <p>The Programme Structure was agreed by the board with suggested amendments.</p>	<p>AJH</p> <p>HH</p>
<p>7.3</p>	<p>Highlight report to the Improvement Board</p> <p>Sam Nicol presented the highlight report to the board and it was noted that tool will support improvement against the action plan.</p> <p>Following discussion, the Board felt it was good to be able to see things on track and done and things that we are likely to miss the target date. The style and content will be worked on over the next couple of months, thematic areas will be reviewed and tasks to be aligned to SRO’s as the project moves forward.</p>	
<p>8.</p>	<p>HR update</p> <p>Anne Lloyd gave the board an update on the latest HR position. Key points from the presentation include:-</p> <ul style="list-style-type: none"> • AD Social advertisement going out next week. • Caseloads continue to reduce and those areas with over 25 will be addressed. • Apprenticeships being offered to people leaving care and CRW’s to be retrained as social workers. • Social worker pay plan to deliver and get messages out and backdate to 1 April. Will apply to some SW’s but not all. • Attrition lower and will continue to be monitored • Workforce performance and development – sessions taking place between April and June 40 dedicated spaces for Children’s Managers and will cover a range of areas of training. • Sickness absence continues to reduce • More to be done to support employees around mental health. 	

	<ul style="list-style-type: none"> • Disciplinary and grievances social workers involved in disciplinary process over 6 months current 1% (Council wide 3%). • Sufficiency - Looking at advertising and dedicated support in recruitment side. • Review of weekend working in particular social care and foster care placements which should not impact on partners. • Corporate induction is being developed and will be up and running in May. <p>Following discussion it was noted that team managers won't be involved in pay review – they are key to management grip therefore there is a need to ensure how this is handled through communication with those staff and their career pathways.</p> <p>The chair welcomed progress and asked for detail in future of all stages of the recruitment process including how many jobs are out to advert, how many have been shortlisted, interviewed, offered posts, and how many are working notice with their previous employer before commencing. It was also agreed that a separate track of NQSW, experienced workers and supervising social workers should be monitored. Anne Chester-Walsh agreed the need to track the level of Social Worker we are recruiting. It was agreed that this should form a part of the regular HR overview at least until all vacancies have been filled and caseloads have reached target.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Anne Lloyd/Anne Chester Walsh to look into the capacity for newly qualified. Anne asked to see a target of 35 and needs picking up as part of the risk register. • The Chair asked for a future agenda item under Critical Priority Reports “The work, capacity, recruitment and caseloads of the assessment team” <p>Cllr Hinchcliffe asked to see intelligence on when the numbers will plateau and it was noted that some work on modelling on anticipation has been done (by Michael Nugent) but need to do more on this piece of work and also need to look at the other core cities.</p> <p>A discussion took place around dealing with legacy cases. Needs an understanding of hotspots in order to target these areas and need to look in terms of the risk register including the work of the assessment team and the resources. There is a need to put evidence in business case format.</p>	<p>ACW AL/ ACW</p>
<p>9.</p>	<p>Feedback from Children and Young People Build a Girl will present the children's view of the Improvement Plan and what is happening at the next Board meeting in May.</p>	
<p>9.2</p>	<p>Staff Engagement Steve Hemming fed back from the latest staff communications. It was noted that the number of comments from staff has reduced and will be continuously monitored. The recent staff survey found the need to be more focused on communication. It was felt that staff do value team meetings and staff briefings from management. Some of the internal comms have been improved and a staff briefing will be provided on the run up to the next monitoring visit. We will continuously monitor that staff are receiving messages and make use of the Workspace desktop for messages to staff. This is a top down approach and staff engagement sessions will also pick up as a two way process which is kept live and open.</p> <p>Action: The improvement plan to be broken down for staff in terms of the plan and outcomes they need to achieve. This will be presented in terms of infographics in an easy to read format for staff and SRO's. Ian Tomlinson and Steve Hemming.</p>	<p>IT/SH</p>

	<p>This item to be presented to a future Board meeting.</p>	
<p>10.</p>	<p>Partner Presentations A presentation was given to the Board by Ali-Haider representing Health. The key points from the presentation included:-</p> <ul style="list-style-type: none"> • Understanding the different roles in health – data can be specific to a provider need to be proactive. Would want to address issues of physical and mental health – need to do this as a system. CAMHS is a pressure. • Open complex conversations in Bradford need to ensure we have right people at right meetings need children’s to attend the mental health partnership board. • Joint lobbying strategy for mental health re-launch • Working with mental health champions in schools to instil more confidence that they can access services early on. • Mental Wellbeing Board – got to have good partner representation. • CAMHS – looking at concerns addressed and at Corporate Parenting panel to ensure we look at whole pathway. Working with the Care Trust to build in a rapid care plan in a 6 week period. • Application for more resources • New pathways for self harm. • Whole scale review of referral pathway by July 2019 learning lessons. • New model of care for Tier 4, more intensive treatment. • New pathways will start to make a difference for children looked after. • Needs further discussion on waiting lists and on impacts of moving staff from A to B. • Schools re Future in Mind this is first port of call in supporting schools to address early symptoms of mental health issues. <p>A report was presented to the Board by Jane Booth – Chair of the Safeguarding Board. Key points raised in the presentation include:-</p> <ul style="list-style-type: none"> • Role – need to get this right and be accountable. • Scrutiny and Challenge • Specific QA • Will bring other concerns to this table. • Key delivery partner on multi-agency policy. • <u>BCSB sub-groups</u> • Cessation of former JTAI group – to be transformed into Ofsted Partnership Improvement Group • Will look at way audit is carried out. • Safeguarding and Professional Practice sub-group to undertake related policy and procedural reviews to ensure these reflect best practice. Other groups will look at embedding learning and new practices and evaluation. • Will look at supportive tools – really important for partners. • Audit/challenge event around child’s journey through CIN, CPP, PLO and into Care Proceedings • A huge challenge which will need multi-agency help. 	
<p>11.</p>	<p>AOB None.</p>	

Dates of future meetings	
Date and time	Venue
Wed 29 May - 2 pm to 4.30 pm	Hockney Room, Margaret McMillan Tower
Wed 10 July - 1.30 pm to 4.30 pm	Bronte/Priestley Conference Room, MMT
Wed 4 Sept - 1.30 pm to 4.30 pm	Hockney Room, Margaret McMillan Tower
Wed 16 Oct - 1.30 pm to 4.30 pm	Hockney Room, Margaret McMillan Tower
Wed 4 Dec - 1.30 pm to 4.30 pm	Hockney Room, Margaret McMillan Tower