

Document Control

Protective Marking [tick one below]

Unclassified		Protected	
Restricted		Confidential	✓

**Childrens Services Improvement Board
Chair – Stuart Smith
Friday 31st July 2020**

Attendees:	
Name	Job Title
Alisa Newman	Superintendent West Yorkshire Police
Amandip Johal	Head of Service - Safeguarding Reviewing and Quality Assurance
Ann Baxter	Local Government Associate
Claire Threapleton	HR Manager, Children's Services
Cllr Adrian Farley	Cllr - Lead Portfolio Holder Children and Families
Cllr Mike Gibbons	Cllr - Leader of The Conservative Group
Irfan Alam	Deputy Director Social Care CBMDC
Jane Booth	Chair and Independent Scrutineer – The Bradford Partnership
Joanne Hyde	Strategic Director Corporate Resources CBMDC
Mandy Lakes	VCS
Mark Douglas	Strategic Director Children's Services CBMDC
Michelle Smith	Interim General Manager, Adult Physical Health and Children's Services
Michelle Turner	Bradford CCG
Phil Hayden	Director of Programmes Children's Services and Innovation and Improvement
Ruth Shaw	HoC Women and Children CCG
Sue Lowndes	Education and Learning Strategic Manager
Stuart Smith	Chair of the Improvement Board
In attendance	
Lisa Turner	Programme Support Officer - minutes
Apologies / Invited	
Anne Lloyd	Director of Human Resources
Ali-Jan Haider	Bradford CCG
Craig Tuplin	Vice Principle, Bradford College
Chris Chapman	Director of Finance
Cllr Jeanette Sunderland	Cllr - Leader of The Liberal Democrat & Independent Group
Cllr Susan Hinchcliffe	Cllr - Leader of the Council
David Walmsley	Assistant Director (Office of the Chief Executive)
Ginny Robinson	Acting Headteacher, Midland Road Nursery and Abbey Green Nursery School
Graham Bailey	Student Services Manager, Bradford College
Heather Lacey	Shirley Manor Primary School
Heather Wilson	Commissioner (Youth Provision)
Heidi Hardy	Programme Support Officer
Helen Hirst	Bradford Clinical Commissioning Group's accountable officer
Jane Carr	Partner in Practice Yorkshire and Humberside
Janice Hawkes	Barnardo's
Jenny Cryer	Assistant Director (Office of the Chief Executive)
Jill Asbury	Airedale ANHSFT
Karen Dawber	Chief Nurse at Bradford teaching Hospital Trust

Kersten England	Chief Executive
Lawrence Bone	Deputy Manager for Childrens, Safeguarding Partnership
Maggie Smallridge	Head of Bradford & Calderdale National Probation Service
Marium Haque	Deputy Director, Education and Learning
Mustansir Butt	Scrutiny and Overview Lead Officer (Corporate Resources)
Osman Khan	West Yorkshire Police
Parveen Akhtar	City Solicitor (Corporate Resources)
Patrick Scott	Chief Operating Officer NHSFT
Peter Horner	VCS
Philippa Hubbard	Interim Chief Operating Officer & Director of Nursing Professions and Care Standards / DIPC
Rachel Stirland	DAP Representative
Sally Fryer	West Yorkshire Police
Sally Scales	Sally Scales, Director of Nursing / Deputy Chief Nurse Bradford Teaching Hospitals NHS Foundation Trust
Tehmina Hashmi	Executive Principal, Bradford Academy
Traci Taylor	Principle Social Worker

Ref.	Notes / Action / Decision	Action Owner
1.	<p><u>Welcome and apologies</u></p> <p>Introductions were made. See above list of apologies.</p>	
2.	<p><u>Comments and feedback from meeting held 5 June 2020</u></p> <p>Stuart pointed out developments with on-line learning tools mentioned within the last minutes on page 7. Amandip confirmed that a platform has been purchased and development has started. Conversations are ongoing with Partners to ensure learning and training is mirrored. Jane shared that a review completed the previous day highlights for the need for one training platform that partner agencies can access with the service and agencies writing their own tailored on-line learning as training provided by Bradford College does not offer this. Stuart pointed out that training needs to continue in some form, it is not known how long we will be under current restrictions therefore there is a need to maximise on-line training. Jane reassured that 58 courses had still been accessed during May and June, however, the face to face Criminal Exploitation course starting next week has been cancelled due to yesterday's announcement and has been rebooked for 15th October 2020.</p>	
3.	<p><u>Action Log</u></p> <p>Cllr Gibbon's shared concern that information was being shared without full knowledge of representation, Stuart undertook a roll check on those that were in attendance today.</p> <p>Action/Note 31 – A peer review took place last week which had a positive outcome, we have not yet received formal recommendations but the direction of improvement was endorsed and there was clear recognition of improvement. Peer review members did state that a lot of progress had been made in a short period of time and now was the time to embed and monitor outcomes.</p>	

Ref.	Notes / Action / Decision	Action Owner
	<p>A total of 31 cases were audited with no practice issues being identified as well as it being noted no child was at risk. Decision making was found to be correct with the thinking behind decisions being clear on files. All cases showed evidence of good management oversight.</p> <p>Peer review members did share that the picture they were expecting to see of 'dysfunction' as describe by partners, was not what was found. They shared that it was felt that partners were describing what things were like at the point of the inadequate judgement in 2018. This highlights the need for more work to be undertaken with partners around bringing them on board with practice.</p> <p>Action: Share the formal recommendations from Peer review with Improvement Board Members once received.</p>	<p>Mark Douglas/ Irfan Alam</p>
<p>4.</p>	<p><u>Directors report</u></p> <ul style="list-style-type: none"> <p>DfE stocktake</p> <p>Formal feedback from DfE will be received on 10th August, however, the roundup meeting at the end of the day was positive. DfE shared that staff reported they had felt a change in culture over the last 12 months and they felt safer and much better supported, this is believed to be due to a stabilised management team and the crucial role of Practice Supervisor.</p> <p>Staff shared that the areas they are waiting on are: -</p> <ol style="list-style-type: none"> 1. Updates of the LCS forms which have been redesigned and are due to go live in the next few weeks 2. Implementation of the Supervision Database 3. Implementation of the Audit Database 4. Implementation of an E-learning platform which is now in the development stages 5. Retention and recruitment which Claire, new HR Manager, will be leading on and progressing <p>One other area raised by staff was around Video Conferencing, this is not available on current laptops due to the Workspace set up, however, Chris Chapman has approved that laptops will be changed for identified staff across the service to ensure video conferring is available.</p> <p>Michelle T shared that herself and Irfan undertook case study work which helped understand what was going on in the front door in more detail as well as what is not happening.</p> <p>Action: Work together once the DfE formal report comes back to look at areas of struggle for Health to improve partnership working.</p> <p>Mandy L suggested Children's Services putting together a video recording such as for You Tube to show partners the process of referrals coming in to the front door.</p> 	<p>Michelle Turner / Irfan Alam</p>

Ref.	Notes / Action / Decision	Action Owner
	<p>Summarised by Phil highlighting key points and the areas in red</p> <p>Page 7 – outlines the implementation of Score Cards building on vital signs reports</p> <p>Page 11 – Amandip shared that meetings have been set up to look at understanding the feedback from children. Viewpoint is currently used but felt MOMO would be better to capture the child's real life everyday things.</p> <p>Page 13 – Ruth shared that Health are currently meeting on how they can ensure face to face appointments are happening with vulnerable children as well as ensuring Paediatricians are concentrating on vital areas identified by a triage process and areas such as weight and height being undertaken elsewhere. Michelle S updated that these discussions continue this afternoon.</p> <p>Action: Update the Improvement Board on the outcomes of Health discussions relating to children being seen face to face and the make up of the different teams that will look at different elements of a child's health and wellbeing.</p> <p>Page 23 – Phil updated that there has been a delay with Core Mandatory Staff Training works.</p> <p>Page 30 – Phil update that there has been some progress with Early Childhood Services, however, some elements are in red due to delays caused by Covid 19 with colleagues needing to respond to the Covid 19 emergency. An Advert has recently gone out looking for staff to move across on secondment to spend 3 days a week over an 8 to 10-week period on this work, the closing date is 7th August. Current contracts have been reviewed on joint and none joint commissioning as well as Jodie Dixon looking at needs and demand.</p> <p>Page 41 – Jane shared that she has sight of a recent Domestic Abuse report which looks at the current situation and likely pressures post Covid 19. A worry is that all support services are full and unable to take on new referrals. Mark shared that a sum of funding has been agreed, some of which will go into Children's Services with a priority for delivering support coming out of lockdown.</p> <p>Page 47 – The work around understanding the key indicators of success for PLO work has not yet started.</p> <p>Page 48 - Good Life Story Work and delays were covered in the Progress Report.</p> <p>Page 49 – Fostering Services peer reviews will now be held as internal reviews.</p> <p>Action: For any further questions and comments on the Revised Improvement Plan, please feed these through the tracker.</p>	<p>Ruth Shaw/ Michelle S</p> <p>All</p>

Ref.	Notes / Action / Decision	Action Owner
6.	<p><u>Vital Signs</u></p> <p>Summarised by Irfan</p> <p>KPI's are going up despite increased pressures of Covid 19 and demand with contact being almost back to pre-Covid 19 levels. Referrals are slightly decreasing, however, Assessments are at the same level as the previous 2 years.</p> <p>Number of Child Protection Plans are increasing, some of this is due to the delays in deplaning as partners do not have the confidence to deplane during Covid 19. Amandip and Lawrence have undertaken some dip sample work and more children are coming off plans than originally thought and no serious issues were identified. Amandip confirmed that the right thresholds are in place.</p> <p>The number of children in care continues to increase with numbers reaching 1300 during July.</p> <p>Timeliness is up with 80% of face to face visits happening, Jane shared that once staff got their heads around remote working, a high level of face to face visits have been happening for children on CIN and CP Plans with children in care already being seen face to face.</p> <p>Contact for 57% children continues to happen, this has been consistent for 4 weeks.</p> <p>Jane update that the current Vital Signs report was done in advance of this meeting and does not reflect the recent positive outcomes data from the Front Door.</p> <p>Action: Bring 10 week's worth of Front Door data along with narrative to the next Improvement Board Meeting</p> <p>DfE identified in their recent visit that caseloads continue to be balanced, Irfan shared that this is closely monitored with understanding peaks and their timespan which is usually short term.</p> <p>Minor improvements on recruitment and on starters and leavers compared to the previous year. Analysis work is being undertaken to understand the reason why staff leave. Cllr Gibbon's raised the point that too much is being spent on agency staff and feel that people do not want to come and work in Bradford stating that a grip is required and costs need to come down. Mark agreed adding that work is currently being undertaken with corporate services as well as plans for a recruitment drive to take place in September. Claire added that her role will be to look at an Invest to Save Model to bring the agency numbers down. Stuart shared that during the DfE visit, he spoke with a staff member who started 4 years ago as an ASYE, they had 60 on the same course and 40 came to Bradford for placement, however, today, there are less than 10 left in Bradford. They shared that if they spoke with others on the same course now around the current culture, they would probably consider returning, word of mouth is going to play a key role, Claire added that a referral program would encourage this.</p> <p>Mark shared that there has been improvement with sickness management due to a more stabilised Management workforce. Sickness levels have been decreasing,</p>	<p>Nabeel H/ Laura Copley</p>

Ref.	Notes / Action / Decision	Action Owner
	<p>particularly during Covid 19, this is believed to be around response to the emergency as well as staff being able to work from home. Claire will be doing some focused work on sickness Management.</p> <p>Stuart shared that there should be an improvement seen in PEP's come autumn with their being a new lead for virtual schools.</p> <p>Jane and Mark shared that an issue around education and employment for care leavers due to Covid 19 has been identified. There needs to be a clear strategy and increased council investment to ensure they receive a tailored and bespoke offer. Added to this, children who had been expelled have not had a new education provision identified to return to in September, this is being looked at by Danielle Wilson and Heather Wilson who will produce an assurance report.</p> <p>Cllr Farley shared concern of increase in demand on the front door from September, Mark agreed that an increase is expected but that the Front Door was sufficiently staffed. Irfan further added that a contingency plan was in place if the Front Door could not cope. Stuart shared that it was important to have a number that triggers an increase in workforce.</p>	
7.	<p><u>Audit Report</u></p> <p>Amandip Summarised the report.</p> <p>Amandip shared that prior to DfE visit the stance was to delay changing the Audit form with a view that there will be a future electronic system, however, she has made the decision to re-look at the current form and will be working on this from next week.</p> <p>Training around the Supervision Policy was due to start next week, however, this has been cancelled due to yesterday's announcement.</p> <p>Practice Guidance around visits has been signed off this week.</p> <p>Audits have highlighted that the turnover of Managers has impacted on identifying what 'Good' looks like. Monthly dip sampling continues to ensure actions from audits are completed.</p> <p>Mark commented on the report being good with Stuart adding that it was brutal were it needed to be.</p> <p>Mandy L asked whether auditing and reports would be completed on other areas such as Early Help, Amandip confirmed that all parts of Children's Services will be pulled under one audit service and will cover Early Help as well as other areas, the guidance and forms have recently been signed off for all areas. Amandip also confirmed that the audit team will only cover in-house audits and not on partners. Phil added that Chad and Jane are working with Practice Leads on developing auditing systems for partner agencies.</p> <p>Amandip shared that the audits are undertaken in a coaching and mentoring way rather than pointing out what has and has not been done. Stuart shared all staff who had been interviewed as part of their audit found the experience beneficial and the</p>	

Ref.	Notes / Action / Decision	Action Owner
	<p>target should be to increase the number who experienced a face to face (or virtual) discussion with their auditor.</p> <p>Michelle S shared that they would like to triangulate their own audits with Children's Services, Stuart agreed that they could submit their own report. A Johal</p> <p>Action: Submit an Audit report for the next Improvement Board Meeting.</p>	<p>Amandip Johal</p>
<p>8.</p>	<p><u>The Bradford Partnership update</u></p> <p>Jane summarised the report.</p> <p>Jane shared that there will be a delay on Front Door report until actions from Peer review visit have been completed.</p> <p>Stuart shared that the Police NFA referrals are around domestic violence, Sally F is arranging to meet with Nabeel to look at these cases more closely. Jane shared they are confident now on what to be alarmed about whereas this was not the case previously.</p>	
<p>9.</p>	<p><u>Any Other Business</u></p> <p>Verbal out of meeting update from Heather Wilson</p> <ul style="list-style-type: none"> • The Build a Girl contract ended at the end of March 2020. • Young people's engagement; as many of our practitioners in Children's and Youth Service are continuing to work directly with young people, all be in garden gate style visits, and there have been some small groups getting support via some of the various social media platforms so there are still a number of opportunities to hear young people's voices. Whilst there is an acknowledged improvement on case note files around evidencing the voice of the child this is still not where we would want this to be and this is still something we need to relentlessly push through service areas and to ensure this does not get lost in the new ways of working that many staff are having to adopt. 	