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Childrens Services Improvement Board Chair – Stuart Smith

Wednesday 27th February 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 CBMDC
Cllr Adrian Farley	Lead Portfolio Holder Children and Families CBMDC
Cllr Mike Gibbons	Chair of Children’s Overview and Scrutiny CBMDC
Kersten England	Chief Executive
David Niven	Chair – Bradford Safeguarding Children Board
Gladys Rhodes-White	Interim Strategic Director, Childrens CBMDC
Joanne Hyde	Strategic Director Corporate Resources CBMDC
Maggie Smallridge	Probation
Sally Scales	Representing Karen Dawber Chief Nursing Officer, Bradford Teaching Hospitals NHSFT
Phil Witcherley	Head of Policy and Performance CBMDC
Michelle Turner	CCGs – representing Helen Hirst
Helene Stewart	DfE
Bev Wilson	DfE
Ann Baxter	LGA Adviser
Heather Lacey	Primary Schools rep
Heidi Hardy	Programme Support Officer (minutes)
In attendance	
Anne Chester-Walsh	Interim AD Social Care Improvement CBMDC
Jenny Cryer	AD Performance, Commissioning and Partnerships 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
Traci Taylor	Principal Social Worker
Apologies	
Karen Dawber	Chief Nursing Officer – Bradford Teaching Hospitals NHS Foundation Trust
Ali-Jan Haider	Director of Strategic Partnerships Executive Lead for Bradford Districts CCG
Cllr Imran Khan	Deputy Leader and Portfolio Holder Education and Learning
David Byrom	Head of Service Throughcare
Chatty Athwal	Team Manager – Social Work CBMDC Staff reference group representative

Ref.	Action / Decision	Action Owner
<p>1.</p> <p>1.1</p>	<p>Welcome and Apologies, introductions and structure of meetings</p> <p>The Chair welcomed everyone to today's Board. A round of introductions was made.</p> <p>The Chair drew everyone's attention to the 10 specific areas for improvement identified by Ofsted and stressed that these were to be the priorities for improvement.</p> <p>The Chair noted that attendance will be scrutinised by Ofsted to ensure that all partners are engaged in the improvement journey.</p> <p>It was agreed that the Improvement Board will meet every 6 weeks.</p> <p>It was noted that the young people's voice is important and there are various mechanisms for young people to feedback.</p> <p>The Chair explained that project management has been brought in to drive the improvement strands but this needs to be linked in with Social work leadership too.</p> <p>Ian Tomlinson and Sam Nicol will undertake this piece of work until 22nd March 2019 at least.</p> <p>Chair stressed that this board will continue until such time when the improvements made are evident and sustainable, and the board can confidently handover the responsibility of the actions under the auspice of 'business as usual', to the respective board such as Community Safety; Children's Safeguarding Board and the Children's Overview and Scrutiny Committee.</p> <p>These Boards and committees will then be confident to operate as a 'self righting authority and will know the key success indicators and how to raise concerns.</p> <p>Kersten England advised that there is a proposal for the current programme management to sit alongside Safeguarding in the Office of the Chief Executive, accountable to Place in the next couple of weeks.</p>	
<p>2</p> <p>2.1</p>	<p>Minutes 30 January 2019</p> <p>The minutes were agreed as an accurate record following corrections in attendance and titles.</p>	
<p>3.</p> <p>3.1</p>	<p>Matters Arising</p> <p><i>Item 2.8</i> Michael Nugent will attend when requested by the Chair and is not a full member of the board.</p> <p><i>Item 4.12</i> David Niven confirmed there was a S11 report in schools and S175's.</p> <p>Action: David Niven to bring a report on S11 and S175 to a future meeting of the Improvement Board.</p> <p><i>Item 7.0. Social Work Healthcheck report.</i></p>	<p>David Niven</p>

	<p>Action: Traci Taylor to bring an updated Social Work Healthcheck report to the next meeting.</p> <p><i>Item 6.15. Governance Structure. Cath confirmed that she had completed a draft governance document and it had now been passed to Sam Nichol for information and further consideration</i></p> <p>Action: Sam Nichol to bring a proposed document to next meeting.</p>	<p>Traci Taylor</p> <p>Sam Nichol</p>
<p>4.</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p>	<p>Action Tracker</p> <p>It was agreed that the action tracker required reviewing, and that this would be picked up by Sam Nichol and Ian Tomlinson as part of the work they are undertaking.</p> <p><i>Young People's Engagement Plan:</i></p> <p>Jenny Cryer confirmed that a Business Plan is currently being formulated by Build A Girl and a report will be brought to a future meeting of this board. Action: Jenny Cryer to bring a report to a future board meeting.</p> <p>KE stressed the need to be sighted on this and a few reps will attend the board and discuss what approach will be taken. Action: The Chair to have a follow up conversation with Build a Girl.</p> <p><i>Risk Log</i> Gladys Rhodes White stressed the need to agree a risk log for the board. Action: Stuart Smith/Gladys Rhodes White to have a conversation and agree the risk log with advice from Ian Tomlinson/Sam Nicol.</p> <p><i>CQC Inspection</i> Michelle Turner reported that she had recently received notification that there will be a full Inspection of Looked after Children for Health. The Inspection started Monday this week and will last 1 week. A full report will be available mid April.</p> <p>Michelle was impressed with partnerships dealing with high level issues. Joanne Hyde stressed the need to revisit actions against the plan. Action: Michelle Turner to table a report at the next board in April.</p>	<p>Sam Nichol/Ian Tomlinson</p> <p>Jenny Cryer</p> <p>Stuart Smith</p> <p>Stuart Smith/ Gladys Rhodes White</p> <p>Michelle Turner</p>
<p>5.</p> <p>5.1</p> <p>5.2</p>	<p>Directors report</p> <p>Gladys Rhodes White reported that feedback on the Action Plan had now been received from Ofsted on the 18th February 2019. The feedback was very helpful and highlighted the need to see more details of how we will achieve – the 'so what?' question and the focus from the children's perspective.</p> <p>Actions:</p> <ul style="list-style-type: none"> Gladys Rhodes White to meet with the Lead Regional Inspector Jan Edwards and discuss the feedback. The Chair to have a follow up conversation with Gladys Rhodes White. 	<p>Gladys Rhodes White</p> <p>Stuart Smith</p>

<p>6.2</p>	<ul style="list-style-type: none"> • How do we look at our statistical neighbours for a series of measures? • How do we manage our data with partners e.g. Neighbourhood Policing data? <p><i>Next steps</i></p> <p>Phil welcomed feedback. A working group around Liquid Logic and LCS to be set up and will hold proper discussions around partnerships and data sharing.</p> <p>Michelle thanked Phil for the simplicity of the presentation and welcomed Health and LAC metrics line of sight.</p> <p>Ann Baxter questioned Members access to data if shifting towards a self service way of working and stressed the need to have consistent messages.</p> <p>Phil acknowledged the need to know what Members want to track over time.</p> <p>Cllr Hinchcliffe concerned that it's difficult to know which PI's are critical and there must be standardisation. Chair suggested a slice of about 12 indicators for Members to keep a grip of as a 'parameter/heartbeat/healthcheck report' for Members of Children's Overview and Scrutiny.</p> <p>Alisa and Gladys welcomed the presentation and use of Power BI to show live multi-agency partnership data for staff as a future ambition.</p>	<p>Phil Witcherley Michael Nugent</p>
<p>7.</p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p>	<p>Audit Report</p> <p>Jenny Cryer gave a short update on the recent audit activity and explained there will be a full paper presented to the Board at its next meeting.</p> <p>A small team of 3 auditors have been working since December 2018. Following a recent Dip sampling and Peer Review of the MASH there are positive signs emerging. This was welcomed by partner agencies.</p> <p>A broader audit of cases was identified by Doncaster and Ofsted which highlights the need to tackle Social Work practice where there is still work to do.</p> <p>Gladys confirmed that workshops have taken place where the consent form and understanding of thresholds documents have been shared and discussed. The sessions have been extremely well attended by staff across all agencies. The new consent policy is now much clearer and will be tested out further, with the anticipation that this will support partners when referring in.. Again Gladys stressed the importance of getting the basics right.</p> <p>Kersten queried at what point do we address performance? Gladys made it very clear that when staff have the right caseloads and tools then every member of staff is to be held to account. Learning and development will be provided.</p>	<p>Jenny Cryer</p>

7.6	<p>Ann Baxter asked at what point we would return to business as usual. Jenny Cryer confirmed that at present external audit support is being used in relation to children in need of help and protection cases to focus on areas of concern and to support the service. There has been audit training and moderated audit taking place in the Through care teams to build audit capacity in this service and this will be extended to the children and family teams.</p> <p>Gladys stressed the need to grow and improve the role of internal scrutiny and informed the Board that a request has been made for support from a Partner in Practice to develop Bradford's QA function.</p> <p>The audit actions tracker was welcomed by the Board.</p>	
8.	<p>Front Door/MASH</p> <p>8.1 Inspection report showed the need to track staff supervision. Dip sampling needs to be tracked. All agreed we must establish this is being done consistently.</p> <p>8.2 Training of new Foster Carers also requires tracking.</p> <p>8.3 More on quality of Social Work practice, life story work, chronology oversights of work, auditing every month and show the trajectory of improvement. This will be shown as a performance or HR report as demonstrated by other LA's. Need to be qualitative and quantitative and show what is behind the figures.</p> <p>8.4 Gladys confirmed that some of this will be established through the Safeguarding Board and through the Children's Trust Board.</p>	
9.	<p>Peer Review update</p> <p>9.1 Anne Chester-Walsh updated on the recent Peer Review of the Front Door (MASH and Early Help Gateway) arrangements in Bradford.</p> <ul style="list-style-type: none"> • It was noted there is evidence of commitment to improvement the service by the workforce. • Consolidation of pathways in Front Door • Staff know the service. • Changes in policy. • Good rational write ups in case files. <p>9.2 <i>Main Areas of concern to address</i></p> <ul style="list-style-type: none"> • Contact in pathways • Drop off points – risk • Poor management – risk • Recording consent – partners lack of accessible data and throughput – need to understand data <p>9.3 What has happened</p> <ul style="list-style-type: none"> • Need to record everything. • Move strategy meetings to assessment services. 	

<p>9.4</p> <p>9.5</p>	<ul style="list-style-type: none"> • Process modelling to meet and project demand. • Front Door meetings – learning from audit cases and complaints • Weekly performance meetings – data on 1 page 1 click system. • Dip sampling shows upwards progression. • Mock inspection held and welcomed by staff. • Scoreboard – easy plan. <p>The board welcomed the improvements and it was pointed out that these changes had taken place without stable management but with the teams stepping up and the support of partners for which the Board were very grateful.</p> <p>Recruitment of managers is underway and will provide stability. Systems will be adapted to ensure the voice of a child is captured. Need to ensure that CSE and missing in Education are cross referenced. Will invite police back in from CSE to ensure Front Door is maintained and will re-design for the future.</p> <p>The Chair thanked the Peer Review team for their report and to Doncaster for the loan of Anne Chester-Walsh.</p>	
<p>10.</p> <p>10.1</p> <p>10.2</p> <p>10.3</p> <p>10.4</p> <p>10.5</p> <p>10.6</p> <p>10.7</p> <p>10.8</p>	<p>HR update</p> <p>Anne Lloyd gave an update on the recent HR activities relating to Children’s improvement. It was agreed that there are enough Social Workers for demand. Cases, volumes and targets are being looked at along with the escalation process. All Social Workers will be tracked to ensure they have a managed workload. Anne and the Chair have discussed other LA’s HR reports.</p> <p>The Chair emphasised that either social care managers or HR officers would need to provide a regular update/audit of supervision levels across the social care workforce to include case supervision initially but eventually also reflective supervision, group supervision and social work observations of practice to reach the ‘outstanding’ standard in this regard.</p> <p>It was noted that in terms of pay and retention that a review of grading has taken place and a report will be taken to CMT and to this board.</p> <p>The Corporate Induction programme has been reviewed including the knowledge portal on the web. It was noted that sickness absence is at a good level compared with other LA’s.</p> <p>Future reports will cover updates on Recruitment; Establishment changes/staffing levels, recruitment, retention and pay, training/development, sickness absence statistics.</p> <p>Anne Chester-Walsh stressed the need to address staff off sick. It was agreed that it would be easy to convert agency staff to permanent posts.</p> <p>Training and support is now in place for every post.</p> <p>Cllr Farley voiced concern regarding welcome and induction letters which</p>	<p>Anne Lloyd/ Anne Chester Walsh/ Jenny Cryer</p>

<p>10.9</p> <p>10.10</p> <p>10.11</p>	<p>some staff had not received. 1 of these members of staff an ASYE had cases allocated to them. Traci Taylor assured that support has been put in for that AYSE and other work has gone on. The expectations are now clear and a lot of work has already been done.</p> <p>Gladys Rhodes White thanked Cllr Farley for making himself more clear to workers and reminded staff to use the 'You said We Did' feedback system to ensure their voices are heard.</p> <p>Ann Baxter queried how Health checks for Social Workers were going and how the appointment of a permanent director of Children's Services was progressing. Kersten England confirmed that shortlisting was taking place with Members.</p> <p>Kersten thanked David Niven for his 10 years as Independent Chair of the Safeguarding Board. His successor Jane Booth has been appointed as his replacement.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Cllr Susan Hinchcliffe asked for the leaver's comments to be sent to Cllr Adrian Farley. • Anne Lloyd to provide an update to the Board on what good looks like as a future item. <p>The Chair thanked Cllr Hinchcliffe and Cllr Farley for funding money in this time of austerity. The Chair also welcomed sickness levels at 11 days.</p> <p>Action: It was agreed to bring a future report to the Improvement Board on Reg 33 and 41 visits to Children's Homes.</p>	<p>Anne Lloyd</p> <p>David Niven</p>
<p>11.</p> <p>11.1</p>	<p>Partners report</p> <p>The Chair reported he would like to develop a partner led work programme helped by the Programme Management Team. Their reports to cover:-</p> <p>Front Door</p> <ul style="list-style-type: none"> • Domestic violence • Prosecution • Re-referral rates <p>Health</p> <ul style="list-style-type: none"> • Health outcomes all looked after children • Mental health tiers 1-4 all children inc assessment waiting times <p>Safeguarding Board</p> <ul style="list-style-type: none"> • Section 11 school check • Consent • Thresholds • Multi-agency audit reports <p>Schools</p> <ul style="list-style-type: none"> • Would be good to hear in terms of the front door looking at rate of 	<p>All Partners</p>

<p>10.2</p> <p>10.3</p> <p>10.4</p> <p>10.5</p> <p>10.6</p> <p>10.7</p>	<p>referral from schools, response form front door staff to school referrals</p> <p>Combined report – Police</p> <ul style="list-style-type: none"> • Missing • CSE/Risk Register • Other • Trafficking <p>Action: The Chair will speak to lead officers where partner leads on these reports.</p> <p>In terms of S47 – improvements are being made:-</p> <ul style="list-style-type: none"> • Threshold events • Common goal and efforts • Bullets 3 – key messages • Give a consistent message. <p>Gladys Rhodes White requested the Chair of the Safeguarding Board to review the Safeguarding Policy.</p> <p>Action: Chair of the Safeguarding Board to review the Safeguarding Policy and bring an update report to a future meeting of this Board.</p> <p>Heather Lacey raised issue around gap between child coming off school roll and not being logged until new school allocated which means Social Worker does not have a roll number. Marium Haque assured that systems are being unpicked to ensure that child will be on school roll on the 6th day. A piece of work is also being undertaken regarding legacy children.</p> <p>Cllr Mike Gibbons asked how the voices of less articulate children was being heard. Cllr Hinchcliffe said this was being done through S44 visits.</p> <p>Heather Lacey also pointed out that Early Help should ensure that things change but there may be a spike.</p>	<p>Stuart Smith</p> <p>David Niven</p>
<p>12.</p> <p>12.1</p> <p>12.2</p>	<p>Communications</p> <p>It was noted that there was still a lot of media interest. Interviews have taken place and the You said we Did for January is now published on Bradnet. Staff valued the staff engagement days and staff suggestion boxes. There will be weekly updates including updates on monitoring visits. The voice of a child needs to continue to be recorded. Gladys Rhodes White has recently taken part in a Vlog. New posters have gone up in the Contact Centre and in buildings. Bradford Basics posters will be going up shortly. A recent staff survey will be analysed and reported back to the Board. The Improvement Plan is now published and will be kept updated.</p> <p>Action: The Chair requested a combined analysis of staff perceptions/feel and look at areas to address.</p>	<p>Steve Hemming</p>

<p>13.</p> <p>13.1</p>	<p>AOB</p> <p>Alisa Newman reported on the sentencing of offenders on the historical CSE case which was a retrial, offenders received substantive prison sentences for child sexual exploitation of two victims. This is a Bradford's first conviction and sends a very clear message out to all offenders that we will find you and will prosecute.</p> <p>The Board welcomed the result.</p>	
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Dates of future meetings	
Date and time	Venue
Wed 17 April - 2 pm to 4.30 pm	Committee Room 1, City Hall
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