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**Children's Services Improvement Board  
Chair – Stuart Smith  
29 September 2020**

<b>Attendees:</b>	
<b>Name</b>	<b>Job Title</b>
Adrian Farley	Cllr - Lead Portfolio Holder Children and Families
Amandip Johal	Head of Service - Safeguarding Reviewing and Quality Assurance
Ann Baxter	Local Government Associate
Claire Threapleton	HR Manager, Children's Services
Heather Lacey	Shirley Manor Primary School
Heather Wilson	Commissioner (Youth Provision)
Irfan Alam	Deputy Director Social Care CBMDC
Jane Booth	Chair and Independent Scrutineer – The Bradford Partnership
Janice Hawkes	Barnardo's
Jeanette Sunderland	Cllr - Leader of The Liberal Democrat & Independent Group
Jenny Cryer	Assistant Director (Office of the Chief Executive)
Jo Newman	Named Nurse for Safeguarding Children / Airedale NHS Foundation Trust (sub for Jill Asbury)
Joanne Hyde	Strategic Director Corporate Resources CBMDC
Maggie Smallridge	Head of Bradford & Calderdale National Probation Service
Mandy Lakes	VCS
Marium Haque	Deputy Director, Education and Learning
Mark Douglas	Strategic Director Children's Services CBMDC
Michelle Holgate (nee Smith)	General Manager Community Services, Bradford District Care NHS Foundation Trust
Michelle Turner	Bradford CCG
Mike Gibbons	Cllr - Leader of The Conservative Group
Mustansir Butt	Scrutiny and Overview Lead Officer (Corporate Resources)
Philippa Hubbard	Interim Chief Operating Officer & Director of Nursing Professions and Care Standards / DIPC
Phil Witcherley	Head of Policy and Performance
Ruth Shaw	HoC Women and Children CCG
Stuart Smith	Chair of the Improvement Board
Sue Lowndes	Education and Learning Strategic Manager
Susan Hinchcliffe	Leader of the Council
<b>In attendance</b>	
Heidi Hardy	Programme Support Officer
<b>Apologies</b>	
Ali-Jan Haider	Bradford CCG
Alisa Newman	Superintendent West Yorkshire Police
Anne Lloyd	Director of Human Resources

Chris Chapman	Director of Finance
Craig Tupling	Vice Principal, Bradford College
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
Jill Asbury	Airedale ANHSFT (Jo Newman sub)
Karen Dawber	Chief Nurse at Bradford teaching Hospital Trust
Kersten England	Chief Executive
Parveen Akhtar	City Solicitor (Corporate Resources)
Peter Horner	VCS
Phil Hayden	Director of Programmes Children's Services and Innovation and Improvement
Rachel Stirland	DAP Representative
Sally Scales	Sally Scales, Director of Nursing / Deputy Chief Nurse Bradford Teaching Hospitals NHS Foundation Trust
Tehmina Hashmi	Executive Principal, Bradford Academy

Ref.	Notes / Action / Decision	Action Owner
1.	<p><b>Welcome and apologies</b></p> <p>Introductions were made. See above list of apologies.</p>	
2.	<p><b>Comments and feedback from meeting held 31 July 2020</b></p> <p>See 3.2 below.</p>	
3.1	<p><b>Minutes of last meeting held 31 July 2020</b></p> <p>The minutes were agreed as an accurate record. There were no matters arising.</p>	
3.2	<p><b>Action Tracker</b></p> <p><i>NFA's</i> Picked up in highlight report.</p> <p><i>Supporting recruitment and draft supervision policy</i> Refer to Vital Signs report.</p> <p><i>Supervision policy</i> Policy and documents that support now live on LCS.</p> <p><i>Early Help Coordinators (EHCs)</i> 12 EHC's now in post. Full storyboard provided on IFD (Integrated Front Door) within Improvement Update report. To be allocated per locality.</p> <p><b>Action: Irfan Alam to ask Cath Dew to provide a named link EHC for Bradford College.</b></p> <p><i>Special Guardianship</i></p>	<p>Irfan Alam/Cath Dew</p>

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	<p>Mark Douglas confirmed the review was tied up with the review on Foster Care Payment scheme which will be concluded by Autumn 2020 following which migration will take place and staff will receive appropriate recompense.</p> <p><i>Access to Front Door</i>                      Ifran explained that a huge IT exercise was underway to provide laptops to those staff whose outdated equipment do not support videoconferencing as part of the Modern Workplace Programme for which Children's Services are the highest priority. This will be followed by a service priority based roll out of Microsoft Office 365 and Microsoft Teams.</p>	
4.	<p><b>Directors report – Mark Douglas</b></p> <p><i>DfE roundup</i>                      Mark gave highlights from the recent DfE feedback meeting:-</p> <ul style="list-style-type: none"> <li>• Lots of positives and strengths.</li> <li>• LCS forms now live</li> <li>• Audit and Supervision response – gone live</li> <li>• E-learning platform in development</li> <li>• Recruitment and retention – report on understanding of the workforce due end September 2020. Claire Threapleton leading on campaign which will commence next month targeting level 3 Social Workers.</li> <li>• Videoconferencing and improved IT hardware and systems – work underway as per the Modern Workplace programme as described in 3.2.</li> </ul> <p>Mark confirmed that communications will go out staff on all of these projects over coming weeks.</p> <p><b><i>Annual engagement meeting August</i></b>                      Mark Douglas reporting on a very positive and helpful conversation which gave an objective view both during Covid and on areas on where the service had made progress. On whole overarching message shows we are making improvement and there is now a strong foundation in place.</p> <p>The following lists highlights the session:-</p> <ul style="list-style-type: none"> <li>• Self Assessment was positive and showed evidence of grip and analysis. Good QA measures were now in place. Feedback showed more evidence could be provided which demonstrates the improved impact on children. Ifran explained that a development session with Ofsted had taken place and will now look to strengthen this area going forward.</li> <li>• Staff morale was found to be good.</li> </ul>	



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	<p>Mark confirmed that Irfan will initiate review of cases under 2 to give further assurance on plans and managing risk coming out of Covid 19. Michelle colleagues agreed to support this piece of work. Jane Booth agreed that this review is really important in terms of rise of serious injuries. Following a conversation between Mark and the Children's Minister, it was noted that serious injuries have risen nationally significantly for age 2/3's more than pre-Covid and many of which are referred to national panel previously known to social care. Mark to ensure we look at this locally.</p> <p>Michelle Smith confirmed a review of cases has just been completed and shared with the Partnership Board and she was happy to feed this in. This piece of work has been picked up by Ruth Shaw who is awaiting report back and will add to knowledge base.</p> <p><b>Action: Mark Douglas with support from Michelle Holgate /Ruth Shaw undertake local review of cases under 2.</b></p> <p>Cllr Gibbons questioned the increasing number of deaths and police pressures and whether there were any problems. Mark Douglas assured the relationship between the partnership and police remains very strong despite Covid.</p>	<p>Mark Douglas/ Michelle Holgate/ Ruth Shaw</p>
6.	<p><b>Progress against the Improvement Plan – Irfan Alam</b></p> <p>Irfan gave highlights from the report:</p> <ul style="list-style-type: none"> <li>• Completed Sufficiency Strategy – awaiting to be signed off. Irfan to provide update at next CSIB meeting.</li> <li>• Workforce Development Strategy - awaiting to be signed off. HH to add to forward plan for Nov or Jan (Amandip Johal/Caroline Brain). The CSIB to be sighted on by way of a short presentation which shows it's core purpose, key actions, how it will be evaluated and expected impact (as based on the strategy)</li> <li>• Life Story Work –commissioned services to work with parents, workers and children to carry out this</li> <li>• Embedding Performance Clinics</li> <li>• Scoping of all 14 IT projects and working through these. HH to add to forward plan future item. HH to add to forward plan along with a separate update on Modern Workplace.</li> <li>• Roll out of modern IT kit</li> <li>• Remuneration and Retention package to be finalised next month – Claire to provide update for Irfan's November update report.</li> <li>• Early Help – DfE recommendations made which need to be timely have been set out. Launch of LP role for children who do not require Social Work intervention, Early Help Toolkit now gone live and all Early Help Co-ordinators are now in post to support this</li> </ul>	<p>Irfan Alam</p> <p>Amandip Johal/ Caroline Brain</p> <p>HH/Vicky Smith Dominic Barnes-Browne</p> <p>Claire Threapleton</p>





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	<ul style="list-style-type: none"> <li>Participation workstream will ensure voice of a child is heard – Amandip to ensure update at next meeting through Irfan's update report. Irfan's update report.</li> </ul>	Amandip Johal
7.	<p><b>Vital Signs (July data) – Phil Witcherley</b></p> <p>Phil went through the key highlights from the report:</p> <ul style="list-style-type: none"> <li>Monitoring as an organisation the impact of Covid on contact. July data however we monitor on weekly basis as a council. Contacts up as Schools returning. Numbers of CIC have increased</li> <li>More visits being done differently.</li> <li>Face to face visits and lived experience of a child and injuries of small children have increased. Irfan clear that in terms of visits is now revised core practice guidance and visits are taking place in family home, there are updated risk assessments and very clear expectation that staff now move into family homes as the pandemic not going away. Irfan assured that the Covid-19 team are geared up to go to families where they might be able to avoid contact.</li> </ul> <p>Cllr Farley asked for assurance of demand on front door now at 900 contacts and whether plans still robust enough to deal with the anticipated contact around coming weeks. Irfan agreed demand was not depleting and assured that plans were in place as per Nabeel Hussain's report on the Integrated Front Door. Staff are fully committed to help across the localities however the impacts of Covid are now being seen.</p> <ul style="list-style-type: none"> <li>Stability in Heads of Service and Team Managers was very well received with staff and will be used in terms of the recruitment drive.</li> <li>Workforce returns show steady deterioration in number over time. Proposed to do short piece of research to understand this before we go to recruitment campaign gets underway.</li> <li>Leavers are stabilising.</li> <li>A piece of work is underway to recruit 15 Level 3 Social Workers and get price to supply to stabilise the service at this moment in time. Need to understand the dynamic which gives the hook for people to stay and provide stability whilst the permanent workers are built in over the top. This will be dealt with as an imperative with a focus on quality and cost. Clare Threapleton reported that an agency pool is being considered (People Pool tool) which enables reduction in spend and allows for a move on a continuum to permanence</li> <li>Missing from care and home – Jane Booth gave an early mention of a developing good news story on the management of missing in children's residential homes during Covid. Of 35 reported missing only 6 were children in care.</li> </ul>	





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9.	<p><b>The Bradford Partnership update – Jane Booth</b></p> <p>Jane gave an update on where items from the improvement plan where the Partnership were directly responsible.</p> <ul style="list-style-type: none"> <li>• CP conferences – Amandip Johal and Lawrence Bone have identified issues to get effective contributions to CP conferences and will look at improving practice around this. Core group work will be done around smartness of process – a lot of core group notes reflect very little on process of plan and need to be more targeted hence work in audit will take place. Amandip explained the new template and smart plan focusses on how things need to progress rather than a general catch up. Jane Booth stressed that children are not lingering on plans.</li> <li>• Early Help – Jane gave a big thank you to agencies facilities task and finish group which turned around in a matter of weeks. Jane reported that work is ongoing on with DSL in schools to ensure they are fully aware of the process and feedback is shown they are now making an impact.</li> <li>• SCR's information only provided in the briefing note.</li> <li>• Integrated Front Door – detail again is for information only. Partners are challenged on detail and data on a fortnightly basis. Sally Fryer WYP has met with Nabeel Hussain and Steven Greenbank will pick up this piece of work.</li> </ul> <p>Cllr Gibbons asked for a careful watch on the impacts on contacts over the coming months.</p>	
10.	<p><b>Update on CLAS Review of Health Services by CQC Feb 2019</b></p> <p><b>CLAS (Children's Looked after Service) update</b>            Following the 2018/19 CLAS review with QCQ Health came out very well bar a number of operational issues to sort health assessments for CLA and improved partnership working with the Council. Michelle Turner offered an update on these recommendations and a revised action plan which is more rounded. It was noted there was progress on electronic patient records with GPs 0-19 however there is a need to address as a system to review Designated Doctor capacity. Bradford District will be looked at by the CCG as a priority as a place rather than per organisation and will ensure capacity. A briefing will be provided to Jane Booth, Chair of the Bradford Partnership once the review has taken place with NHS England backing.</p> <p><b>Action: Michelle Turner to provide summary update at next Improvement Board on review of Designated Doctor capacity for Bradford District.</b></p> <p>The Chair Stuart Smith reminded of the need for assurance in terms of statutory compliance that initial health checks were taking place.</p>	Michelle Turner

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	<p>Mark Douglas stressed the importance of the need to ensure that impact and outcomes for health partners are not just meeting minimum standards and would appreciate an update on the trajectory of meeting timelines of issues relating to CAMHS and waiting lists.</p> <p>In terms of health assessments Michelle Turner explained that during Covid the Director for NHS England and Michelle Turner had been asked to prioritise other health services and now coming out of 1<sup>st</sup> wave and into 2<sup>nd</sup> wave they are looking at what the priority focus will be and work closely with Gordon Todd and Phil Witcherley to ensure all the data tallies eg on waiting lists and areas that contribute.</p> <p>Children urgently waiting assessments part 1 and 2 will be prioritised including virtually rather than face to face which will continue. 73 children are currently waiting to be seen face to face by a nurse. Final 60 cannot progress as progress not received from Children's Social Care.</p> <p>Awaiting NHS England guidance and asking agencies to recruit together working with 2 acute providers.</p> <p>A discussion followed around using resources in a streamlined way and the gap.</p> <p><b>Action: It was agreed as a system that Michelle Turner to meet Mark Douglas and Irfan Alam to look at applying lean methodology streamlining as a lot of handoffs that could be improved to tackle the waiting list and need to ensure sustainability medium term and focus on the 60 who have not had consent. An update paper showing agreed numbers and trajectory to be brought back to the next Improvement Board on 26 November 2020.</b></p> <p>Susan Hinchcliffe expressed concern around being statutory and non-compliant and asked whether someone needed to be brought in to broker a solution. Jane Booth also shared her concerns over the numbers within the Vital Signs report which shows that 90% of children had been seen.</p> <p>Michelle Smith felt there was real opportunity now and keen to offer support to conversation. There is a significant understanding on assessments and annual assessments and by acting as one we have a real opportunity that we can get things where we need to be – happy to be involved in any report that provides assurance to this board and other boards and the Leader of the Council to give assurance.</p> <p>Heather Lacey agreed for the need to support each other and give assurance.</p>	<p><b>Michelle Turner/ Mark Douglas/ Irfan Alam</b></p>

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	<p>The board agreed to receive an update and have an agreed numbers and trajectory which will show how health partners have come together as a system over the summer.</p> <p>Mark felt that a timely look at the Mental health compliance report was need to see where progress made, where progress was still required and how this will be addressed.</p>	
11.	<p><b>AOB</b> None</p>	