

**Document Control**

Protective Marking [ tick one below]

Unclassified		Protected	
Restricted		Confidential	✓

**Childrens Services Improvement Board  
Chair – Stuart Smith  
Wednesday 16<sup>th</sup> October 2019**

**Attendees:**

Name	Job Title
Ali-Jan Haider	Director of Strategic Partnerships Executive Lead for Bradford Districts CCG
Anne Chester-Walsh	Interim AD Social Care Improvement CBMDC
Beverley Wilson	DfE Case Lead – Local Authority Interventions
Cllr Susan Hinchcliffe	Leader of the Council
Cllr Adrian Farley	Lead Portfolio Holder Children and Families
Cllr Mike Gibbons	Chair of Children’s Overview and Scrutiny Committee
Cllr Jeanette Sunderland	Leader of The Liberal Democrat & Independent Group
Craig Tupling	Bradford College Deputy CEO
Dawn Lee	AGM Community Children’s Services BDCFT
Fiona Broadfoot	Build a Girl Project Director
Ginny Robinson	Headteacher Abbey Green Nursery School
Heather Lacey	Headteacher Shirley Manor Primary Academy
Heather Wilson	Youth Commissioner CBMDC (for item 10)
Helene Stewart	DfE Case Lead – Local Authority Interventions
Ian Tomlinson	Children’s Improvement Programme Director
Jane Booth	Chair Bradford Safeguarding Children Board
Janice Hawkes	Barnardos/Young Lives
Jenny Cryer	AD Performance, Commissioning and Partnerships CBMDC
Jo Newman	Named Nurse Safeguarding Children Airedale NHS FT
Joanne Hyde	Strategic Director Corporate Resources
Laura Copley	Senior Business Intelligence Officer
Maggie Smallridge	West Yorkshire Probation
Marium Haque	Deputy Director Education and Learning
Mark Douglas	Strategic Director Children’s Services
Michelle Moverley	Head of HR - Sub for Anne Lloyd
Mustansir Butt	Children’s Overview and Scrutiny Lead - Observer
Patrick Scott	BDCFT
Phil Hayden	CBMDC Interim Delivery Director (Children’s Improvement)
Phil Witcherley	Head of Policy and Performance OCX
Stuart Smith	Chair
Sue Thompson	Designated Nurse CCG
Steve Hemming	Head of Communications
Tehmina Hashmi	Bradford Academy Trust (Primary and Secondary representative)
Osman Khan	Chief Superintendent (WYP)
<b>In attendance</b>	
Clare Mulgan	Programme Lead for Families First (for item 9)
Gill Ward	Workforce Development Manager, Children’s Services (for item 11)
Heidi Hardy	Programme Support Officer (minutes)

Mandy Helm	For item 8
<b>Apologies</b>	
Ann Baxter	Local Government Associate
Anne Lloyd	Director Human Resources CBMDC
Chatty Athwal	Staff Reference Group
Chris Chapman	Section 151 Finance Officer
Fiona Broadfoot	Build A Girl Project, Heather Wilson sub
Helen Hirst	Bradford Clinical Commissioning Group's accountable officer
Jill Asbury	Airedale ANHSFT
Kersten England	Chief Executive
Lyndsey Brown	Headteacher, Oastlers School
Michelle Turner	Director of Quality of Nursing
Traci Taylor	Principal Social Worker

Ref.	Action / Decision	Action Owner
1.	<b>Welcome and apologies</b> Introductions were made. See above list of apologies.	
2.	<b>Minutes of last meeting held September 2019</b> The minutes were agreed as a correct record.	
3.	<p><b>Action log</b></p> <p><b>0007</b> – MD reported that newly qualified Social Workers were under regular review. A view will be taken across the staff group as to where we will accommodate. Item closed.</p> <p><b>0036</b> – Suitability of accommodation for care leavers. MD advised this was reported on at Children's Scrutiny and Full Council. Number is low 80s has been reviewed and is also the subject of monitoring visit and awaiting their view. Jane booth asked for that report to be circulated.</p> <p><b>Action: HH to circulate the O&amp;S report to the Board for information.</b></p> <p><b>0037 and 0038</b> – closed.</p> <p><b>0040</b> - Appraisal targets have been revised and the stretched targets set and will be captured. As a result it is noted there has been an increase of staff recording appraisals.</p> <p><b>0044</b> – linked with 0040 above – both issues closed.</p> <p><b>0048</b> – NFA statistical analysis. Jane Booth's report covers this item off.</p> <p><b>0055</b> – MD to look at special guardianship as part of the Looked After Children's Strategy – ongoing.</p> <p><b>0056</b> – Analysis of complexity of cases. Anne and Jane discussed will be included in the Vital Signs report.</p> <p><b>0060</b> - In terms of triage of DV, MD was pleased to report an arrangement is now in place and which will result in number of contacts and NFAs. It is noted that having the police and caseworker co-located results in better management of risk at front door. Issue closed.</p> <p><b>0063</b> - part of on-gong work – need to ensure right people at meetings and will report back in December.</p>	HH

<p>4.</p>	<p><b>Director's report</b>  <i>Monitoring Visit</i>                  The 3<sup>rd</sup> monitoring visit taking place today and tomorrow 16<sup>th</sup> and 17<sup>th</sup> October 2019 the focus of which is Child Protection Planning and the PLO process to ensure children come in at the right time and provided with the correct support to both them and their families. Feedback will be provided Thursday afternoon and final letter published in the coming weeks. The team will also look at management and drift and delay of cases.</p> <p><i>YOT Multi-agency Inspection</i>                  Quality and strategic direction post looking at out of court disposals and triage. Report due early November. Final report due to be published January 2020.</p> <p><i>Children's homes update</i>                  Report now received and is showing good overall judgement, in particular quality of care and progress is very good - linked to interventions and staff.</p> <p>MD confirmed that Rowan House is to be inspected today. A range of activity continues to take place in Bradford. MD pleased to hear the good news in areas of development at this time.</p> <p><i>Revised improvement plan</i>                  The revised improvement plan is to be fed into the Ofsted annual conversation and will look at children's homes, adoption and social care provision. MD stressed the importance of providing challenge as a partnership.</p> <p>In addition to Mark's report, the following points were discussed:</p> <ul style="list-style-type: none"> <li>• Heather Lacey asked about consideration of Special Guardianship. MD confirmed this would be looked at alongside LAC strategy. IMPOWER consultancy will be working with us to look at piece of work to understand children in this area and will be fed into the Looked After Strategy which is being developed.</li> <li>• Alisa Newman added to the discussion that HMI inspection looking at areas for improvement for the police. Initial conversations went well and issues can be turned around quickly.</li> <li>• MD added that the YOT is likely to be inspected in 12 months time and an action plan is in place to address issues.</li> </ul>	
<p>5.</p>	<p><b>Vital Signs – Phil Witcherley</b>                  Phil Witcherley presented the latest Vital Signs report which focussed on September data.</p> <ul style="list-style-type: none"> <li>• Demand – contacts broadly settling down.</li> <li>• Referrals – at statistical neighbour average and expected to rise as per other LA's.</li> <li>• Number of CPP's – steady increase. Intensive work of length of children on CPP's on cases over 1 year are being reviewed and average length of cases are reducing. MD agreed positive that children are not on plans for a long time. Will look at children unduly on plan for 1-3 months.</li> <li>• There are 1246 children looked after as of today although a very small increase this is expected to plateau.</li> <li>• Timeliness - visits on time have reduced slightly due to increase in caseloads which is impacting on timeliness. Forward planning is required during summer and other holidays. The chair felt that the figures showed that staff are coping well and MD assured that work will continue to take place to improve this figure.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Frequency of service standards 10 days measure – MD to report back to this meeting once this kicks in.</li> <li>• The percentage of contacts within 1 day is improving and is much higher than last year. JB felt a piece of work on this is required to find out why. MD assured that once triage with police is embedded this will show an impact as well as the conversion rate.</li> <li>• The percentage of assessments completed within 45 days will need a continued focus. The audit report of quality and vitals signs will pick up.</li> <li>• Other key areas that have seen improvement are CP conferences, and Sickness levels are going down. It is also noted there is a clear strategy on how cases are matched to SW's including agency workers.</li> </ul> <p><b>Action: JC/ MD to bring report in December on quality of assessments which draws out key themes.</b></p> <p>MD reported that the lead HMI has welcomed the Vital Signs report. The chair was also pleased to see that the PEPs figure stood at a good rate of 83%.</p>	<p>JC/MD</p>
<p>6.</p>	<p><b>Audit report</b>          Jenny Cryer, AD Performance, Commissioning and Partnerships gave an overview and update on the audits completed for April, May/June and July/August. The report showed progress had been made in lots of areas and audits are now being completed on the new template and moderated. A clear trajectory can now be seen which is a positive sign for managers and also recognises good practice. The service is now moving towards a coaching style audit and positive feedback has been received from workers around the improved methods recording of information in case files. The service has put in place a broader QA and learning meeting which brings together colleagues form partnerships to look in the round at good practice.</p> <p>Quality of assessments and smart goals need to be addressed and managed consistently. As a wider partner partnership DV needs to be supported and addressed. A training programme is underway and broader learning is taken into account.</p> <p>The report was welcomed by the board especially in terms of process and engagement however JB would like to see the different elements in a graph of what is improving in particular around supervision.</p> <p><b>Action:</b> JC to add graph into audit report which shows the different elements of what is improving in particular around supervision.</p> <p>In terms of quality, it was agreed that learning from audits will feed into the improvement programme. In terms of coaching issues it was recognised there were some challenges and legacy issues which will be addressed. Learning from judgements and moderation will also be captured and fed into the improvement plan. Support is being given to social workers as we continue to stabilise the workforce.</p> <p>ASYE's will be deployed across the service and this will be constantly reviewed. Some elements of the job will need to be done by co-working supported by good training and line management and this will include full support for qualified social workers.</p> <p>A discussion took place around genograms and chronologies. SS asked JC if examples of best practice identified in audit could be shared with staff.</p> <p><b>Action</b> JC to share examples of best practice identified in audit with staff.</p>	<p>JC</p> <p>JC</p>

	<p>SS agreed that the organisation was now in a much better position to track improvement having put in place the new arrangements and that the observation of practice and sitting down with social workers makes a huge difference.</p>	
<p>7.</p>	<p><b>HR report - Michelle Moverley</b></p> <p>Highlights from the report showed:</p> <ul style="list-style-type: none"> <li>• There is ongoing work on recruitment and agency staff.</li> <li>• Significant increase in performance appraisals and staff who now have goals recorded on the system.</li> <li>• In terms of discipline and grievance; dedicated HR support is given to work through cases with managers resulting in a more timely approach.</li> <li>• MD welcomed the tighter grip on sickness and it is noted that staff are using the system properly and putting through more capability cases.</li> <li>• It is anticipated that the caseloads figure will improve once the new structure is in place and caseloads are split.</li> <li>• There are positive impacts resulting from both the salary increase and confidence of management resulting in staff making a decision to stay in Bradford.</li> <li>• The Keighley office now has a full permanent management team which is welcomed.</li> </ul> <p>Cllr Farley agreed that feedback from SW's shows that the building blocks are making a positive difference and in terms of recognising good practice of staff, a celebratory approach will be developed in the next 6-12 months recognising staff who choose to stay in Bradford.</p> <p>The Chair requested a regular data report on the number of staff who have had a supervision. Each month should be reported either in the vital signs report or the HR report. If it is possible to capture both Case and personal supervision this would be welcomed.</p> <p><b>Action: MM to look into data capture of number of staff who have had a supervision and include in December's report to the Improvement Board.</b></p>	<p><b>MM</b></p>
<p>8.</p>	<p><b>A review of findings of contacts made with no further action (NFA)</b></p> <p>Lisa Brett and Mandy Helm presented an update paper to the Improvement Board of which the highlights included:</p> <ul style="list-style-type: none"> <li>• 18062 contacts looked at of these only 10% for action and the rest are for advice and information.</li> <li>• A new process where DA cases screened jointly with police through notifications, records and 999 calls will be reviewed on a weekly basis.</li> <li>• Trying to differentiate on system and drilling down through cases drilling down through Civica recording system, Early Help and LCS.</li> <li>• HL felt that primary schools welcomed the MASH changes resulting in issues being picked up quicker.</li> <li>• AN reported she had seen real significant improvements in relationships with agencies following reviews and impacts of remedies especially the Continuum of Need protocol.</li> <li>• SH mentioned that a systems leaders visit is planned to Leeds and will also look at their Early Help system.</li> <li>• LB reported that 12 early help coordinators will work in localities and look at dip</li> </ul>	

	<p>sampling and emerging themes.</p> <ul style="list-style-type: none"> <li>• MD was pleased to report that there are now better rates in conversation, safeguarding and triage and more timely support is also now happening.</li> <li>• HL – stressed the importance of the Early Help piece of work. Not always sighted on particular events.</li> <li>• TH felt that communication was still an issue for schools however MD assured that this area would be addressed and he would pick up as part of the focussed visit with Leeds City Council.</li> </ul> <p><b>Action: MD to pick up communication with schools as part of the focussed visit with Leeds City Council.</b></p> <p>A discussion took place around triage and decision making, DSLs and the effectiveness of the Continuum of need. It was suggested that the co-ordinators role could be developed as the link for schools.</p> <p><b>Action: A report of the effectiveness of the Continuum of Need to be brought back to April Improvement Board for discussion. To add to forward plan. JB</b></p>	<p>MD</p> <p>JB</p>
<p>9.</p>	<p><b>Update on Progress of Families First Programme</b> Key highlights from Clare's paper showed:</p> <ul style="list-style-type: none"> <li>• The programme has been extended throughout 2021.</li> <li>• Future funding to be confirmed.</li> <li>• There will be an increased emphasis of the maturity of the partnerships in the District.</li> <li>• The Council is taking the lead on the invest to save programme to prevent children coming into the system and outcomes will continue to be evidenced.</li> <li>• Complex data capturing needs to be addressed and will require more people to do this from across difference agencies.</li> <li>• Working actively with colleagues in the council to extend the Early Help module for Social Care making this accessible to our partners and bringing learning from other LA's.</li> <li>• Schools engaging with the Care Trust and school nurses, Education Safeguarding unit in capturing data.</li> <li>• In terms of governance the programme will fit into the Prevention and Early Help agenda.</li> </ul> <p>Work with Children's Social Care, locality and Youth Services needs to be captured as part of the Early Help module to allow schools to record the work that is being undertaken with these families. MD clarified that part of the work will be to ensure that communication improves, is captured correctly and shared with the relevant agencies allowing draw-down of monies if needs have to be addressed.</p> <p>JB requested that for every family involved there is a lead worker. MD assured this will be picked up and captured as part of the work that the programme that Clare is undertaking. A re-launch is planned for 2021 and the outcome plan will ensure that all families are captured as appropriate.</p> <p>The Chair thanked Clare for her update and would welcome a deep dive paper reflecting the history, the benefits and impacts in the future.</p>	

<p>10.</p>	<p><b>Build a girl – Inspired voices</b> Heather Wilson provided an update on the work of the Build a Girl project.</p> <ul style="list-style-type: none"> <li>• Survey launched and targeted children on CPP’s collation of survey monkey work to be brought to this meeting next time.</li> <li>• Older cohort are actively engaging in the programme. Work starting to be put together a video on “listening to me – my voice” which will to be put into Social Workers induction packs. Further details will be presented to this board in the future.</li> </ul> <p>HL felt that secondary and primary schools should have been consulted in the production of the survey. Heather confirmed that the survey was compiled by young people.</p> <p><b>Action: Heather to look at primary school version of the survey as it may need a different approach and will involve primary school reps.</b></p> <p>It was felt that as social workers are present when completing the survey that this may influence the results. HW assured that a lot of work and support goes into supporting the children and there is a need to work at the pace what is felt right for the children.</p> <p>SS thanked Heather and Fiona for their work to hear the voice of a child.</p>	<p>HW</p>
<p>11.1</p>	<p><b>ASYE Programme</b> Gill Ward shared the latest update from the ASYE programme. The board agreed this was a robust programme with protected time out of college which is reviewed to ensure learners are on track. The newly qualified practitioners feel the college days are valued despite their time at university. One key factor is Practice Supervisors are seen as having a gold standard service the new structure will provide this support in all areas of the service. It is noted that the Assessment Viva is an evolving programme.</p>	
<p>11.2</p>	<p><b>Communication Boxes – “You say, we do”</b> A progress update was circulated to the board for information.</p>	
<p>11.3</p>	<p><b>Good News Stories</b> Gill Ward presented an update in the absence of Traci Taylor. In particular it was noted that court work was of an excellent standard in Bradford. The social work apprenticeship programme continues to grow and it is hoped this continue next year provided funding is available. GW was pleased to report that Practice Consultants are in post supporting lectures linked to a service area meaning ASYE’s have a resource. 12 people have gone through the NAAS programme (non-compulsory but raises standard of practice).</p>	
<p>12.</p>	<p><b>Update from BSCB</b> Jane Booth highlighted key areas from the partnership including:</p> <ul style="list-style-type: none"> <li>• Progress with consent is positive.</li> <li>• Good progress has been noted with multi-agency case auditing and reflections on the Front Door Audit.</li> <li>• Continuum of Need roll out events will continue. A meeting will take place with DSLs on 21<sup>st</sup> October 2019 and there will be a video available on line re audits from January 2020.</li> <li>• Review of safeguarding policies – JB drew attention to the 3 appendices included with today’s briefing paper: Appendix 1 – Report on BSCB Multi-Agency Challenge Panel Case File Audit – theme: Contacts and Referrals to the Front Door Appendix 2 – Resolving Multi Agency Professional Disagreements and Escalation</li> </ul>	

	<p>Appendix 3 – Agency Pressures</p> <p>Two further powerpoints were embedded in today’s paper which address challenges for the Police and BDCFT 0-19.</p> <p><u>Police update on demand</u> MD welcomed Alisa’s report and arrangements for dealing with high level of demand including improvement arrangements at Front Door, the challenge of multiagency effectiveness e.g. response to DV and in communities to stop repeat offences.</p> <p><u>0-19 Service Redesign - BDCFT Patrick Scott</u> Patrick talked through the challenges in the model to deliver with an emphasis on self help and digital opportunities for families to engage in. It was noted there is a high level of average caseload sizes and it is noted that this demand will require addressing. JB stressed the need to ensure services are designed around the amount of money. MD stressed that all agencies are pressured however reminded the board of the importance of agencies setting out potential responses to ensure we are compliant as a partnership. Ali-Jan Haider confirmed that as a CCG this is a service risk and needed to know the understanding of the new model in order to mitigate the risk. Cllr Hinchcliffe requested a report is presented to this board on solutions, assurance and confidence.</p> <p><b>Action: A future report on the 0-19 Health Service capacity and plans to ensure the most effective approach for School Nurses and Health Visitors and the capacity of the service to meet demand.</b></p> <p>The chair reminded the board that a report will come back to this board in December which needs to address what will be done in terms of progress for the statutory duties of CCG commissioned Health services for children and this would also be picked up by the Health and Wellbeing Board.</p> <p>JB suggested as a board we look at mechanisms for effective review conferences and offered the Safeguarding Board’s help with this in a way to maximise effectiveness. There would be a review of strategy meetings held in parallel.</p> <p><b>Action: JB to report back on the mechanisms for effective review conferences at next meeting.</b></p>	<p>Patrick Scott</p> <p>JB</p>
<p>13.</p>	<p><b>Ofsted visit 3 – Action Plan close down report</b> Ian Tomlinson gave an overview of the work against each of the 3 priorities leading up to the Ofsted Monitoring visit. Work is underway with the programme team in terms of delivery.</p> <p>MD explained that the work of the Improvement Plan is now captured into 5 workstreams with activity taken from the overarching plan. Leads are being identified internally and will do some of the change work with practitioners. A report will go to the annual conversation with Ofsted in November and will drive activity going forward.</p>	
<p>14.</p>	<p><b>AOB</b> MD to clarify whether a partners debrief will take place following the Ofsted Monitoring Visit.</p> <p>The board acknowledged Anne Chester-Walsh for her hard work during her time in Bradford.</p>	

**Date of next meeting:** Wed 4<sup>th</sup> December 2019 1.30 pm to 4.30 pm, Hockney Room, MMT