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Childrens Services Improvement Board Chair – Stuart Smith

Wednesday 29 May 2019 2.00 pm to 4.30 pm
Hockney Room, Margaret McMillan Tower

Attendees:

Name	Job Title
Stuart Smith	Chair
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
Traci Taylor	Principal Social Worker Bradford
Jenny Cryer	AD Performance, Commissioning and Partnerships CBMDC
Heather Wilson	Commissioner - Youth Provision CBMDC
Fiona Broadfoot	Director Build a Girl
Janice Hawkes	Barnardos/Young Lives
Licia Woodhead	Scrutiny Lead Childrens
Amanda Fisher	SPO – Child Safeguarding Lead NPS
Ann Baxter	Local Government Associate
Mark Griffin	Safeguarding Board Manager
Ali-Jan Haider	Director of Strategic Partnerships Executive Lead for Bradford Districts CCG
Sue Thompson	Designated Nurse CCG
Sally Scales	Deputy Chief Nurse BTHFT
Barry Scarr	Interim Director of Finance CBMDC
Gladys Rhodes White	Interim Strategic Director Children’s Services
In attendance	
Anne Chester-Walsh	Interim AD Social Care Improvement CBMDC
Anne Lloyd	Director Human Resources CBMDC
Phil Witcherley	Head of Policy and Performance
Cath Knowles	Children’s Consultant Improvement Advisor
Steve Hemming	Head of Communications
David Walmsley	AD Office of the Chief Executive
Paul Findlay	Children’s Improvement Programme Manager
Heidi Hardy	Programme Support Officer (minutes)
Apologies	
Alisa Newman	District Commander, West Yorkshire Police
Bev Wilson	DfE Case Lead – Local Authority Interventions
Chatty Athwal	Children’s Services Staff Reference Group
Cllr Imran Khan	Deputy Leader and Portfolio Holder Education and Learning
Craig Tupling	Bradford College Deputy CEO
David Byrom	Head of Service Throughcare

David Horn	CEO Beckfoot Trust
Di Drury	Head of Social Care
Heather Lacey	Primary representative
Helen Hirst	Bradford Clinical Commissioning Group's accountable officer
Patrick Scott	Chief Operating Officer NHS FT
Phillippa Hubbard	Deputy Director of Nursing and Professions NHS FT
Helene Stewart	DfE Case Lead – Local Authority Interventions
Ian Tomlinson	Director Children's Improvement Programme
Jane Booth	Chair Bradford Safeguarding Children Board
Kersten England	Chief Executive
Lyndsey Brown	Headteacher, Oastlers School
Maggie Smallridge	West Yorkshire Probation
Marium Haque	Deputy Director Education and Learning
Michelle Turner	Director of Quality of Nursing
Rachel Stirland	District Achievement Partnership (DAP) representative

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 The minutes were agreed as a correct record.	
3.	Matters arising There were no matters arising.	
4.	Action tracker <u>Ref no's. IB 34 and IB37.</u> The Chair asked for liaison to ensure that the Children Trust and other strategic issues are aligned as part of Children's Improvement. Action: It was agreed that the PMO would draw up a governance flow chart and ensure appropriate conversations happen.	IT/HH
5.	Directors Report	
5.1	DfE stocktake 23 May 2019 Awaiting written feedback. Verbal feedback was given to the Leader the Lead Member Children and Families and Joanne Hyde – Acting Chief Executive. The day was spent mainly in discussion with focus groups of staff and first line managers. The refreshed self evaluation produced for the day was felt to be positive, transparent and open. Positive comments from Social Workers despite challenges in recruitment and retention and some less positive comments from some of the managers around recruitment challenges and expectations in data and HR and some of the IT functionality. The Council are doing all to support it's staff however there will be a review of infrastructure and support to get around the challenges of HR recruitment, IT and performance data systems. The next review will take place in 6 months.	

<p>5.2</p>	<p>The Leader agreed social work recruitment is an issue however the support in infrastructure will develop as part of the improvement journey. Needs brokerage between IT and other areas and learn good practice from other local authorities.</p> <p>Action: Phil Witcherley agreed to have conversations with team managers in order to develop a work programme to address the IT infrastructure issues.</p> <p>Jenny Cryer reported that the set up meeting with the Partner – in – practice - East Riding had happened and she would now look at quality assurance practices to see what can be learned.</p> <p>Action: Jenny Cryer to bring update future Board meetings on quality assurance progress.</p> <p>Preparation for Monitoring visit Lead HMI Neil Penswick has been in touch regarding the forthcoming monitoring visit. He will be accompanied by new inspector Andy Waugh on the day.</p> <p>Annex A data sets to be uploaded to Sharepoint. The visit will focus on CIN and CP plans up to point of conference, PLO cases in court area, the child’s lived experience, the quality of casework, supervision and management ad moderation. There are no meetings planned with partners. Staff will be invited to contribute when required. Needs to be balanced whist recognising the improvements we have made. Feedback will follow on Wednesday.</p> <p>Action: The Leader to look at meeting with CCG’s around all partners looking at cases. It would be helpful to invite providers or executive leads to the meeting.</p>	<p>PW</p> <p>JC</p> <p>SH</p>
<p>6.1</p>	<p>Audit Report</p> <p>Jenny Cryer presented an update on audit activities during March to April 2019. It was noted that the service had now moved to full service audit and there will be better comparator data moving forwards.</p> <p>Aiming for 30 a month combined with comprehensive moderation. Will look at risk assessment and management oversight. It was noted there is some good Social Work practice to be seen however the consistency needs to improve and there is some challenge on moderation. Overall there needs to be a continual improvment in quality of practice and a reduction of inconsistency of practice.</p> <p>Jenny is working on this with Traci Taylor Lead Social Worker working with first and second line managers and moving back to full service audit is the right thing to do to drive improvement.</p> <p>The chair questioned whether Jenny felt the moderation was accurate. Anne Chester-Walsh felt moderation tends to downgrade. It was agreed there can be a healthy tension and staff need to get used to challenge and improvement actions following audit. An external senor moderator is being used to benchmark the audit outcomes and the service is aiming for embedding good practice with clear examples of best practice highlighted and recognised.</p> <p>Traci Traylor felt staff had variable yet overall positive views but most people understand</p>	

<p>6.2</p>	<p>the need for audit as a consistent approach and a good learning experience.</p> <p>Vital Signs Report</p> <p>Phil Witcherley presented this data which is an overview of key areas of children' services. It was noted there were more referrals during April which have now come down. There was a discussion around the impact we are having on the proportion of NFA's.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Phil Witcherley to look at data regarding NFA's and those that don't meet the threshold and needs further investigation with the service. • Phil Witcherley to produce heatmaps on CPP cases for Bradford District by postcode per ward. This will indicate the wards that are the source of the most contacts and referrals. • Cath Knowles to look at the data around demand. <p>The Chair stressed the need to consider the data and have conversations with other LAs. To identify best practice in the triage and management of demand at the front door, particularly with respect to DV contacts and referrals.</p> <p>Discussion took place around the length of time on CPPs. It was noted there were a high number of cases over 1 year.</p> <p>Action: PW to provide ACW in next fortnight with list of cases on CPP for ACW to review and plan how these can be reduced.</p> <p>Discussion took place around reasons why children on CPP for under 3 months and whether these were de-registered too fast. It is very important to look at the correlation of groups of children who are most vulnerable. Need to use the data smarter and look at things as a result of what was happening. The chair stressed that the analysis of cases over 2 years is also relevant.</p> <p>Looked after Children numbers continue to rise despite a national reduction in cases in proceedings in court. It was noted there was a slight improvement on visits completed on time and front door contacts considered within 24 hours currently stands at 83% - need to keep up this trend.</p> <p>It was noted that assessment timeliness is due to demand in the system. An additional resource in the form of a project team have been put in at Keighley.</p> <p>With regard to churn and vacancies we are awaiting the refreshed recruitment campaign to go live over the coming weeks which may enable a reduction in the number of agency workers.</p> <p>CP conferences are going in right direction. Caseloads continuing to go up however this is in line with current trends.</p> <p>Gladys asked for up to date SDQ (statutory for LAC) and Health Assessment data for LAC as part of child's health and emotional wellbeing. The Leader suggested the data might be made richer if feedback is captured from the children themselves in form of an anonymous survey and that this is also tracked through LAC reviews.</p>	<p>PW</p> <p>PW</p> <p>CN</p> <p>PW/ACW</p>
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	<p>Actions:</p> <ul style="list-style-type: none"> • Phil Witcherley to provide data on SDQ or Health Assessments for LAC and include CAHMS data including different touchpoints. • Phil Witcherley to have conversation with Heather Wilson and Fiona Broadfoot around developing a survey. ACW would like to extend and <u>capture for every child</u> who has contact with the service e.g. SEND. <p>The chair reminded the Improvement Board that the Vital Signs report would become a regular report to the Children’s Overview and Scrutiny and continue to do so on a permanent basis after the Improvement Board’s work is finished.</p>	<p>PW</p> <p>PW</p>
<p>7.1</p> <p>7.2</p>	<p>Programme Update</p> <p>Paul Findlay presented an update on the status of the Children’s Improvement Programme to the end of April 2019, including the breakdown of projects by workstream, total monthly programme RAG rating movement, and Ofsted RAG rating movement.</p> <p>It is noted that 49 of 70 projects linked to latest Ofsted recommendations are due to be completed by the end of May 2019. Thematic areas will be reviewed and a deep dive will take place on remaining reds and reasons why.</p> <p>Anne Chester-Walsh queried the number of red Ofsted actions. 7 have moved up but the data was only showing 4. Paul agreed to review the presentation. The Governance and Programme Organisational structure has been agreed and project documentation is being standardised.</p> <p>The revised terms of reference were agreed by the Improvement Board.</p> <p>Action: Paul Findlay to add Finance into the Enablers on the Improvement Plan and review the accuracy of the trajectory graph for the improvement actions.</p> <p>Next steps:</p> <ul style="list-style-type: none"> • Programme status reports will be taken to the Programme Board. • The current plan to be segmented in to 12 week plans. • Move to distinct projects aligned to workstreams. 	<p>PF</p>
<p>8.1</p>	<p>HR report</p> <p>Anne Lloyd presented the latest HR report to the Board. Key points included:-</p> <ul style="list-style-type: none"> • Payments going to SW’s June backdated to 1st April. • Well positioned in remuneration. 6.6% uplift affecting 89 Social Workers. • Tracking impact and impact on morale – rights of appeal for those who have not had an uplift. • Recruitment impact – working on developing a microsite as part of the campaign over the next 6 weeks. An advert will go out in the next week around our offer prior to this in order to attract applicants. We are looking to recruit an additional 40 permanent social workers to grow the teams and reduce agency numbers. • Looking at our current agency social workers with a view to increase stability and to support our permanent SW’s. • Budget for additional resource being looked at. 	

- A phased induction will be happening.
- Different approaches to stabilising the workforce. There are options for those members of staff wishing to progress.
- Team managers recruitment is ongoing however it is noted there is no pay uplift for this cohort of staff.

Councillor Farley questioned why not data was available for May staff leavers. Traci said that exit interview data reports were produced quarterly. Exit interview feedback to date shows fully qualified staff leaving due to development, pay and some due to high caseloads.

Action: Traci Taylor to continue to analyse staff exit data.

Ali-Jan Haider felt the need for a good culture for Social Workers to come to work in. It is not always about pay – it's about resources and equipment that works and the CPD offer. Cllr Gibbons asked if candidates expressed any concerns during interviews. Traci Taylor confirmed that students did not raise any concerns which was positive.

Performance management

97% of staff having performance conversations. Moved to annual reporting cycle.

Sickness absence

Mental health in top 3 reasons replicated across the Council.

11 long term cases open. Very small numbers referred to Occupational Health.

Managers need support around referrals.

HR Plus

Although managers need to be proactive and keep making phone contact it was felt that this is not giving managers the support the need at this time therefore HR support will be able to provide managers with advice on how to navigate through the cases.

Traci raised an issue around team managers not being able to access the system as they are agency workers.

Actions

- Anne Lloyd to look at giving access rights for agency staff to HR Plus, SAP and Evolve Training.
- IT to look at access systems, lifebook work storage, laptops and tablets as part of Enablers Workstream.

Corporate Induction

Will take place on 18th June.

Workforce development

Best Solutions has been rolled out and training provided for managers. 12 Children's employees enrolled. 5 workshops are planned during May to October.

New Social Worker contracts

Meeting planned with unions to consider increasing the required notice period.

Working patterns

Being looked at including weekend working.

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IT

	<p><i>Foster Carer recruitment policy</i> To be launched in Autumn.</p> <p><i>Culture survey</i> June benchmarked against last survey which was undertaken 2 years ago.</p> <p><i>Management support</i> To be provided in dealing with sickness and Disciplinarys.</p>	
8.2	<p>Social Work Healthcheck</p> <p>Traci Taylor presented an updated report which now includes visuals.</p> <p>The annual check reported back to DfE has already taken place and looks at working conditions and findings for social workers looking at really good practice. The report goes to registered social workers registered with HCPC. It was noted this is the first time this has been done in this format. Data was compared in 2018 and from our exit interviews and the findings highlighted many areas of strength.</p> <p>Parking still a big issue. A meeting will take place with Parking Services looking at possibilities and better ways of managing the permit scheme and possibly Jacob's Well car park.</p> <p>Working environment – respondents highlighted IT issues including tablets where LCS does not work however visits can be recorded and uploaded later only a small proportion of staff have these, smartphones and accessing of systems. Not able to take Toil. Sickness and mental health has increased.</p> <p>Contact with families – takes them away from doing other work. Admin (business support) still an issue mentioned by respondents.</p> <p>Next steps:</p> <p>The Staff Reference Group are working through the survey to get a really good understanding. Agreed to carry out the survey on a 6 monthly basis and bring the results back to future Children's Improvement Board meetings.</p> <p>Action: Anne Lloyd to discuss the Social Worker Health Check with Traci Taylor and Gladys Rhodes White to avoid duplications with annual staff survey.</p>	AL
9.1	<p>Bradford Youth Voice</p> <p>Heather Wilson gave highlights from what the young people in Bradford are doing. Regular Youth panels are taking place and young people are learning lots of life skills and impacting on areas such as decision making on staffing appointments.</p> <p>Youth Grant Makers are making applications to make a difference for £150k as part of the Opportunity Area.</p> <p>The Social Media Instagram pilot is still developing.</p>	
9.2	<p>Youth Voice Reference Group</p> <p>Being led by Fiona Broadfoot – Director of "Build a Girl". This group will broaden and come together and will also rebadge its name from Build a Girl to "the Children's Voice". Emerging themes from the preliminary report will be presented by Fiona to a future</p>	

	<p>Improvement Board meeting. Initial findings show that lots of young people feel hard to shake labels off, some feel unsafe, some have too many different social workers and have to keep telling their story. It is noted that young people have also had many good experiences with Social Workers.</p> <p>The voice of our children in child protection conferences has increased. In our looked after children's reviewed over 90% participation. Need to close the loop between what a child says to the line manager. Need to reflect on what is live and Fiona will look at CP and CIN.</p>	
10.	<p>LGA – Children's Services Improvement</p> <p>Stuart recommended everyone read the document especially page 5 and 6 in respect of the estimated timescales for each phase of the improvement journey and the seven enablers of improvement in Children's Services.</p>	
11.	<p>Health CQC Inspection (review) update - Sue Thompson</p> <p>Sue updated on LAC CQC review which took place in last week of February and was the first inspection since 2012. Team of 5 inspectors on site and information provided similar to Ofsted process. All of the health services for heal were inspected including services provided by the CCGs and public health e.g. school nurses and smaller services. This was a review not a full inspection therefore a narrative provided at the end and recommendations provided for improvement. The report will be published soon.</p> <p>Feedback showed there were inconsistencies which was in line with the SEF which was undertaken. Recommendations were made including more broad recommendations including sharing of electronic information. Next step is 20 working days to formulate an action plan and will look at more system wide actions.</p> <p>The 40 recommendations will be provided to Children's Services Improvement Board as a future item alongside the post inspection action plan.</p> <p>Action: Heidi Hardy to add Health CQC Inspection (review) report to forward plan along with the resulting action plan. Michelle Turner will present the item.</p>	<p>HH MT</p>
12.	<p>AOB None.</p>	

Dates of future meetings	
Date and time	Venue
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