

## Improvement Partnership Board - Minutes

**Date:** Tuesday 22<sup>nd</sup> November 2022, 14:00-16:00

**Location:** Fortescue Committee Suite, County Hall or Via Microsoft Teams

**Attended:** Matt Dunkley (Chair), Jan Spicer, Cllr Andrew Leadbetter, Rachel Shaw, Lisa Bursill, Cllr Rob Hannaford, Liz Davenport, Angie Sinclair, Nigel Denning, Liam Ennis, Kellie Knott, Steven Philip, Jo Turl, Graham Hill, Saleem Tariq, Hannah Dixon (Minutes)

**Apologies:** Councillor John Hart, Cllr Alistair Dewhirst, Roy Linden (Steven Philip deputised), Darryn Allcorn (Jo Turl deputised)

No	Discussion	Action
1.	<p><b>Introductions &amp; Apologies - Chair</b></p> <ul style="list-style-type: none"> <li>The Chair welcomed everyone to the meeting and introductions were made. Any apologies were noted.</li> <li>The Chair acknowledged that Melissa Caslake has left the LA, LB is the temporarily acting acting DCS, the new arrangements will be put in place soon and the Board will be informed of them as soon as possible.</li> <li>LB updated the group that Ofsted will be on site for the Social Care Monitoring Visit on 6<sup>th</sup> and 7<sup>th</sup> December 2022. They will be focusing on the front end of children in care e.g. PLO, decision making of children coming in to care, unregulated and unregistered arrangements, emergency placements and will be looking at the impact of recent changes of leadership. The chair therefore asked that focus on children in care action plan are the areas for the monitoring visit and will look at overall improvement plan at next meeting.</li> </ul>	
2.	<p><b>Minutes from previous meeting / Action Log – Chair</b></p> <ul style="list-style-type: none"> <li>The minutes were signed off as a true and accurate record of the previous meeting</li> </ul> <p>The action log was updated accordingly:</p> <ul style="list-style-type: none"> <li>CFD Update to be added to the IPB Forward Plan – <b>ACTION: MD to update at the next meeting as to whether this is needed on the agenda or can come off as an action.</b></li> <li>Narrative on NHS Cyber Attack – <b>ACTION: LD gave a verbal update and agreed to send a paper to ND for Ofsted by 28/11/22.</b></li> <li>Commitment for CAMHS colleagues to find a way to give even greater priority to children in care – it is a key priority area and CAMHS are implementing a new pathway increasing capacity and focus for children in care to provide increased access. <b>ACTION: LD to provide a briefing on this for Ofsted by 28/11/22.</b></li> <li>Children in care using private dentists for check-ups – this is complete. The services, arrangements and processes are in place for people to access private dentists and there is believed to be good geographical coverage, <b>ACTION: JT to check that there aren't any geographical black holes. ACTION: JF to check if the message has got to both our own foster carers</b></li> </ul>	<p>MD</p> <p>LD</p> <p>LD</p> <p>JT</p> <p>JF</p>

	<p>and independent fostering agencies that there is an arrangement for children in care to be put to be given priority for MyDentist appointments.</p>	
3.	<p><b>Health and Dental Care Update</b> Attendees noted the documents shared by LD &amp; DA; JT discussed the papers on behalf of DA.</p> <p><b>Audit regarding young people receiving copies of their health assessments:</b> This audit was undertaken due to concerns raised at the previous Board that young people are not receiving copies of their health assessments, the audit confirmed these concerns are founded as a large proportion haven't received the documents. It was agreed at the Corporate Parenting Strategic Partnership Board that the health assessments can be sent directly by the nurse to the young person/ carers copying in social work practitioners rather than via the social work team. <b>ACTION: JF to make enquiries to ensure that young people/ carers are receiving copies of other important documentation e.g., education plans.</b> <b>ACTION: JF to ask all social work practitioners to check that their young people have had a copy of their health assessment in the last year, to ensure a copy is sent to every young person if there is any doubt, they haven't already received it and that it is on their record.</b> <b>ACTION: The data on this to be reviewed at the next meeting, to give confirmation that the new process is in place and making positive impact.</b> <b>ACTION: The audit cycle for this to be discussed in the next meeting.</b></p> <p><b>Health assessments and dental report:</b> Dental information discussed within actions from the last meeting item. Progress has been made on completed health assessments, as of today 82.7% completed.</p>	<p>JF</p> <p>JF</p> <p>HD to add to agenda HD to add to agenda</p>
4.	<p><b>Children in Care Priority Action Plan</b> Attendees noted the document shared by ND &amp; LB.</p> <ul style="list-style-type: none"> <li>A part of the performance improvement has been due to cleaning up our data, understanding where to record and when to record, we are a lot more confident in our ability to have a list of children with correct dates. Training has also been provided to practitioners about performance and data collection to ensure this improvement is sustainable going forward. Staff working from home may be a barrier to this as they cannot easily ask colleagues for help with recording, management have been encouraging people to work back in the office in a planned and managed way. RH challenged that he had seen evidence from frontline workers where they hadn't received training or couldn't access the relevant software, so they had been setting up manual ways to recording data. He also suggested that in terms of recruitment and retention if colleagues don't feel like they know what they're doing, this is another reason for them to</li> </ul>	

	<p>consider resigning. There is a need to consider increasing the capacity of the eclipse team to provide more training and doing everything we can to listen to practitioners to make the required changes.</p> <p>RH had also been told by staff that they couldn't record data/ didn't trust the system as it could lose important data (in MASH) etc. JF and LB assured the group that more training has been completed by the Eclipse team and making as many changes as we can to Eclipse to make it a better system for practitioners, as well as workshops on Power BI. There is a cultural shift where the performance systems are trusted more and there is less manual reporting. Within the next 6-12 months there will be a single data recording system and single data search function, this has moved forward significantly.</p> <ul style="list-style-type: none"> <li>● <b>ACTION: JF to ensure that Eclipse and management recording training is on the induction checklist and that it cannot be used unless they have completed the training.</b></li> <li>● MASH-G and Early Help recording system will be transferred to Eclipse in 6-12 months. The MASH online referral form is going live next month, the information has gone out to all safeguarding leads in schools, GH mentioned that he is hoping that it will rectify timeline issues.</li> <li>● Heads of Service recruitment is going well, and the service manager applications have now closed and will be interviewed within the next couple of weeks. All Heads of Services have been told that there is a requirement for them to be in the office and can work from home when appropriate.</li> <li>● There is an overall reduction on average for caseloads for social workers and overall reduction in vacancies. This good news has gone out to staff. <b>ACTION: AL to add the good news about caseloads and recruitment to his members' newsletter.</b></li> <li>● GH advocated the Social Worker in Schools work being pushed out more throughout the local authority, the Social Worker in Schools in North Devon won a gold award in the Social Worker of the Year Awards. LB confirmed it is being considered in phase 2 of our reshape. The data strongly represents this being preventative in terms of number of referrals from schools and could be used as an investment.</li> <li>● Permanency planning – for children who have reached the second review performance is very good (97%), there is a balance of strong and weaker plans. There are less last-minute asks for placements, so permanency planning is happening sooner but not in all cases and there would still be examples of late permanency planning. Family network training from the Family Group Conferencing (FGC) Team has helped with this, Leeds supported the FGC Service with a 2-day workshop and the performance of FGC team has improved, the waiting list has been eliminated and more families are seen.</li> <li>● Life story work – good examples but not consistent. IROs are looking out for life story work and where the evidence is that it is happening, this is already showing signs of impact.</li> </ul>	<p>JF</p> <p>AL</p>
<p>5.</p>	<p><b>Audits – Nigel Denning</b></p> <ul style="list-style-type: none"> <li>● There was a vulnerability around PEPs as these were not recorded on Eclipse but on a separate system, but this has been</li> </ul>	

	<p>resolved.</p> <ul style="list-style-type: none"> <li>• Stand up speak up (SUSU) Council met with senior managers and AL and co-created a workplan, they are happy to meet Ofsted if they want to meet with SUSU Council.</li> <li>• Supervision and Management – quality and impact are variable; this will be honestly discussed with Ofsted long with discussing what we are doing about this.</li> <li>• Reviewing audits – Childrens Services Leadership Team have reviewed all moderated audits. This identified some issues with some audits being incomplete and some moderators applying overly harsh thresholds, despite this, 75 audits have been fully completed. Since the deep dive into all audits took place in September there have been a number of actions taken e.g., appointed new people to posts, reset expectations around audits and what to do as moderator if they don't agree with grade, audit training has been reviewed, redesigned, and started to be rolled out and we extended October audits to give people longer to do a quality audit. Part of the training is covering how to communicate restoratively with social work practitioners about their cases when moderating. The learning for the leadership team from this is to ensure that processes are created from the ground up to create a new culture, when it's something you have been told to do by management it seems like an extra task, however it is just a conversation about practice that has to be in our everyday working culture.</li> <li>• We will be honest with Ofsted about the audit ratings and say most of the work is requires improvement, but what matters is taking positive actions to make good outcomes for children. RH made comment that some of the problems we've previously encountered corporately is that behind the scenes take informal soundings on what you think the outcome from Ofsted will be, and a couple of these have been horrendously wrong. We need to get these comms right with Members in the first instance. JF advised what had been described today and in Scrutiny is an accurate picture of where we are, and there are varying levels of practice. If Ofsted see areas of poor practice that will shape what they write.</li> </ul> <ul style="list-style-type: none"> <li>• <b>ACTION: MD mentioned that members should have the opportunity to observe an audit process, with appropriate boundaries put in place, as part of their learning.</b></li> </ul>	<p>JF</p>
<p>6.</p>	<p><b>'You Said We Did' Following the Previous Monitoring Visit – Nigel Denning and Lisa Bursill.</b> Attendees noted the document shared by ND &amp; LB.</p> <p>This document addresses the last issues mentioned in the previous monitoring visit, <b>ACTION: LB to ensure it is shared with Inspectors in this monitoring visit, and a version should be produced at each monitoring visit.</b></p> <p>JS shared that in her phone call to Ofsted last week they did say that there is only so many times that they can say the progress is too slow, the pace will have to be extremely accelerated if it is said again at this monitoring visit.</p>	<p>LB</p>

7.	<p><b>Forward Plan – Chair</b></p> <p><b>ACTION:</b> The Board agreed that the meeting on 12<sup>th</sup> December will be cancelled. The next meeting will be after the monitoring visit letter is published on either w/c 16<sup>th</sup> or 23<sup>rd</sup> January.</p> <p><b>ACTION:</b> HD to add Monitoring Visit and Full Improvement Plan to the next agenda.</p>	<p><b>HD</b></p> <p><b>HD</b></p>
8.	<p><b>AOB – All</b></p> <p><i>With no other open or closed business, the meeting concluded at 1600hrs.</i></p>	
<p><b>Next Meeting: TBC</b></p>		