

## **Lancashire Children's Services Improvement Board**

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**Minutes of the Meeting held on Tuesday, 22nd May, 2018 at 1.15 pm in Committee Room 'B' (The Diamond Jubilee Room) - County Hall, Preston**

### **Present:**

Peter Dwyer (Chairman)	Independent Chairman
County Councillor Geoff Driver CBE	Lancashire County Council
County Councillor Mrs Susie Charles	Lancashire County Council
Alison Aylott	Primary Schools
Jane Booth	Lancashire Safeguarding Children's Board
Stephen Cox	Secondary Schools
Bridgett Welch	Lancashire Care Foundation Trust
Debbie Duffell	Lancashire County Council
Eric Halford	Lancashire Constabulary
Simon Fisher	Lancashire County Council
Louise Burton	NHS Safeguarding
Stephen Belbin	Lancashire County Council
Angie Ridgwell	Lancashire County Council
John Readman	Lancashire County Council
Hazel Gregory	Blackpool Teaching Hospitals Foundation Trust
Sally Allen	Lancashire County Council
Dr Sakthi Karunanithi	Lancashire County Council
Barbara Bath	Lancashire County Council
Andy Milroy (Clerk)	Lancashire County Council

### **Apologies:**

Paul Wilcox	Voluntary Community Faith Sector
Amanda Hatton	Lancashire County Council
Ian Whitehead	Lancashire Constabulary

### **1. Welcome and Introductions**

The Chairman, Peter Dwyer, welcomed all to the meeting, round table introductions were made. Apologies for absence were presented from Paul Wilcox, Ian Whitehead and Amanda Hatton. Eric Halford attended the meeting on behalf of Ian Whitehead.

It was noted that several officers would have to leave at various times in order to attend a Children's Services Scrutiny meeting taking place at the same time.

### **2. Minutes of the Last Meeting**

**Resolved:** The minutes of the previous meeting held on 24<sup>th</sup> April 2018 were approved as an accurate record.

The following updates were provided with regard to matters arising:

- (Page 5) - Special Educational Needs and Disabilities (SEND) Transitional Plan – It was reported that the plan had been prepared and submitted to OFSTED and formally accepted.
- (Page 6 + 7) – Lancashire Safeguarding Children's Board (LSCB) – It was noted that the initial investment in the Hub and Spoke Safeguarding Network that it would be for a period of 12 months, not 12-18 months as reported at the last meeting. It was also confirmed that the working group has been convened to implement the pilot as soon as possible.

## 2. Action Tracker Review

**Action 21 - Care Leavers Offer** – It was reported that the Care Leavers Offer will go live on the Lancashire County Council Youth Zone website in due course, it will be live well in advance of the national October deadline.

**Action 22 – MASH Monitoring Visit and Letter** – It was noted a further update would be provided on this action number during the meeting.

## 3. Director of Children's Services (DCS) Update

John Readman, Executive Director of Education and Children's Services, Lancashire County Council introduced the DCS Update.

It was reported that the OFSTED Inspection has not as yet taken place but is expected imminently.

With regard to Performance Overview for April 2018, the following was highlighted:

- Out of 2,967 Contacts – 61.8% were stepped down to early help / universal services.
- Of 956 referrals, 20.4% were re-referrals.
- 1,499 assessments had started with 29.1% of those assessments completed in 0-15 days. 20.1% have been completed in over 45 days.
- There are 1,699 open Child in Need (CiN) Plans, 19.1% have been open for 0-3 months with 27.2% open for more than 12 months.
- There are 1,199 Child Protection (CP) Plans, 20.3% repeat over 12 months, 6.0% repeat up to 12 months, 13.4% opened in the last 3-6 months, with 12.3% opened for less than 3 months.
- There are 1,968 Children Looked After in total.
- There are 593 care leavers, 91.7% are in suitable accommodation with 94.4% in touch in the last three months.

With regard to the Workforce, the following points were highlighted:

- There are 248 Full Time Equivalent (FTE) Social Workers of which 28.2% are newly qualified who have an average caseload of 21.2, 44.9% have between 1 and 3 years' experience with 26.9% having 3 plus years experience.

- In the last period 84.8% have received supervision, there is currently a 22.4 caseload average across all social workers.
- 11.9% are agency social workers.
- 11% of case audits are rated inadequate.
- There is a 10% social worker vacancy rate.

In addition it was reported that areas for focus with regard to Children Looked After outcomes are:

- Health assessments – 76.5% up to date as of April 2018
- Key Stage 4 attainment – average attainment score is lower than comparators (Lancashire 14.9, National 19.3, North West 19.0)
- Care Leavers in employment, education or training is rated as Inadequate.

### **MASH Action Plan**

In addition, it was reported that the principal social worker and audit manager met with MASH throughout April to share audit findings. This time has been used to reinforce the role of MASH Practice Managers in deciding when a strategy discussion is required.

- Multi-agency domestic abuse training commencing the end of May
- Advanced Practitioner support workshops have been held throughout April with MASH social workers and Practice Managers on 'Analysis' when considering Contacts and Referrals.
- The officers also attend MASH weekly to support and offer Reflective supervision and there is a focus on the lived experience of the child, relevant history and a good quality analysis.
- Consistent Police messages are being delivered across the Service/Divisions about the quality and detail right in a Police Referral. A Training package has been created and will be delivered to Divisions over the summer
- Permanent social work and manager posts have been agreed. Recruitment is being planned and will take place over the summer.
- Police are undertaking a piece of work in early June to measure quality of Police Referrals to compare and contrast with previous performance information

**Resolved:** The Improvement Board noted the update for the period ending April 2018 and approved the areas for focus contained within the circulated Dashboard highlights for April 2018.

### **3. 12 Week Improvement Plan April - June 2018**

John Readman presented a report (circulated) which contained the 12 Week Improvement Plan for the period April 2018 to June 2018.

The Improvement Plan summarised key outcomes the Board is trying to achieve: To ensure corporate systems and structures support the delivery of good services to children and ensure improvement is effective and timely.

The Improvement Plan presented was split into six sections containing various workstreams as follows:

- Improvement and Accountability
- Finance and Monitoring Board
- Purposeful Practice
- Multi Agency Safeguarding Hub (MASH) and Early Help
- Workforce Strategy
- Permanence and Corporate Parenting Board

**Resolved:** The Improvement Board approved the 12 Week Improvement Plan for the period April 2018 – June 2018 as presented.

#### **4. Improvement Self Assessment**

John Readman and Sally Allen presented a report (circulated) which contained Lancashire County Council's Children's Services Self Assessment dated May 2018.

The Self Assessment document focused on the work done in response to the Ofsted Inspection undertaken in November 2015 and the subsequent improvement notice issued in May 2016 by the Department for Education.

The Self Assessment document set out all the Key Judgements from the November 2015 Ofsted Inspection and progress made against each judgement. Within each judgement evidence was set out showing increased effectiveness for each area.

In addition, an appendices was presented containing all individual Ofsted recommendations, with a statement regarding the current position on improvement for each. Areas requiring further work towards improvement were also highlighted.

**Resolved:** The Improvement Board approved the Draft Lancashire County Council Children's Services Self Assessment for May 2018 as presented.

#### **5. Communicating the Improvement Journey**

Grant Murdoch presented a report (circulated) containing the communication strategy for the Improvement Journey.

It was highlighted that the documentation contained all communication tools at a glance with regard to all key aspects of the Improvement Journey, including supporting staff through videos and presentations which provide inspection support guides, weekly briefings, self assessment key messages and other key information.

It was also noted that in addition to the links provided on the first page which were specific to Lancashire County Council staff, the same information was available to external partners via the links for external users on page two of the document.

**Resolved:** The Improvement Board noted the Communication document as presented.

## **6. Building Collaborative Leadership**

The Chairman, Peter Dwyer, presented a letter and document (circulated) to the Board regarding Building Collaborative Leadership. Board Members were asked to consider the Leadership Pledge as set out containing eight suggested Leadership criteria and rank their top three, or, provide any additional Leadership qualities.

The Board split into groups to consider this task, following a period of discussion and consideration, each Board Member provided their top three to Grant Murdoch. It was agreed this information would be collated and analysed to provide an overall top three of the Board.

**Resolved:** The Improvement Board completed the Building Collaborative Leadership exercise and provided their top three Leadership criteria to Grant Murdoch for collation.

## **7. Any Other Business**

None

## **8. Future Improvement Board Agenda Items**

It was noted that future Improvement Board agenda items would be programmed in following an update of the Action Tracker.

## **9. Date and Time of Next Meeting**

It was noted that the next meeting of the Improvement Board was scheduled to be held on Tuesday 19<sup>th</sup> June 2018, 1.15pm in Committee Room 'C', County Hall, Preston.