

WEST SUSSEX CHILDREN'S SERVICES IMPROVEMENT BOARD

Minutes of meeting held on Tuesday 05 April 2011

Present: Nick Jarman, Chairman
Louise Goldsmith, WSCC Leader
John O'Brien, WSCC County Councillor
Nigel Peters, WSCC County Councillor
Heather Ross, WSCC County Councillor
Kieran Stigant, WSCC Chief Executive
Stuart Gallimore, WSCC Director of Children's Services
Kevin Peers, WSCC Head of Improvement
Rachel Kemish, WSCC Performance Manager
David O'Connor, WSCC Unison
Terry Bamford, Chairman West Sussex LSCB
Julia Dutchman-Bailey, Director of Quality and Nursing NHS West Sussex
Deborah Jenkins, DfE Children's Services Intervention Unit
Matt Dunkley, Director of Children's Services, East Sussex County Council (part)
Mark Eyre, Sussex Police (part)

In attendance: Mike Coleman, WSCC Chairman of Corporate Parenting Panel (Observer)
Peter Griffiths, WSCC Cabinet Member for Education and Schools (Observer)
Sue Price, WSCC Principal Manager (Business Systems and Change)
Poe Cheung, WSCC PA to DCS and Minute Taker

Apologies: Peter Evans, WSCC Cabinet Member for Children and Families
James Holden, DfE Children's Services Intervention Unit
Steve Rackstraw, Headteacher, Sidlesham Primary School
Martin Walker, Chief Superintendent, Sussex Police
John Wilderspin, Chief Executive NHS West Sussex
Jill Wilson, Headteacher, Oathall Community College

Meeting began at 1405 hours

Apologies

1. Apologies received from Councillor Mr Evans, Mr Holden, Mr Rackstraw, Mr Walker and Mr Wilderspin.

Minutes

2. Minute number 17: Mr Gallimore clarified the issues around staffing and capacity raised by Mr Holden which will be addressed at Performance Challenge.

3. Minutes from 07 March 2011 meeting were agreed.

Improvement Plan

4. Mr Gallimore referred to Minute 29 of the last meeting where it was agreed the Chairman, Mr Stigant and Mr Gallimore would meet to discuss a succinct format in which progress against the Improvement Plan could be presented to the IB. Instead of reviewing the Improvement Plan at each IB meeting, this would be done on a quarterly basis. Reporting would continue by exception.
5. Mr Gallimore presented his report which provided an update on skills development through the training provided by Ingson consultants; the use of Management Instructions which provide clear expectations of staff; and acknowledgement of the successful implementation of Frameworki. The systematic auditing process which aims for continuous improvement; the development of the Central Access Point; and LSCB developments were also covered.
6. The first of two areas of exception reporting were the Section 47 audits (which were referred to in Agenda Item numbers 7 and 10 of this meeting). An audit has been completed of 1,200 cases. The Head of Improvement has requested feedback from social workers and managers involved regarding the re-auditing of 66 cases. This will be formally reported to the Performance Challenge board on 20 April.
7. The second area of exception reporting was improving social work practice. Specifically, Frameworki and generation of reports which has not been possible in March due to the implementation of Frameworki and the continued data migration required from the previous system of eRIC. Revised auditing processes and priorities will be addressed with staff and managers at the Quality Assurance and Performance Management Workshop on 20 April, which will go through the auditing streams.
8. In support of all these changes, Mr Gallimore will be meeting with a representative group of staff monthly to take a 'temperature check' of the service.
9. Ms Jenkins referred to the Minute 11 of the previous meeting where Mr Holden asked about the recording of impact of activity towards achieving each outcome in the Improvement Plan. Mr Gallimore reiterated the decision has been made with the Chairman and Mr Stigant to review the Improvement Plan in detail on a quarterly basis and to report by exception where necessary.
10. The Chairman emphasised as he has in his own report to IB and the Children and Young People's Services Select Committee, that the focus of attention now needs to shift from the quantity and pace of activity to being in a position to be satisfied that all of those activities are having a demonstratively positive impact in improving the quality of practice and the outcomes. There needs to be a discussion at the next Performance Challenge meeting to agree a clear set of reliable measures which can be used to test improvement in quality, including the work of Ingson consultants.

11. The Chairman referred to his recent visit to the Intensive Family Support and he compared information regarding other teams. Mr Peers confirmed that team performance data is available. However, there has been a current focus on front line staff and therefore the duty and assessment data, e.g. child protection data has been scrutinised more.
12. Mrs Kemish explained that before the current performance information, which is provided to IB and Performance Challenge, staff were provided with a suite of information which was much broader. The current performance information is more tailored and specific to achieve progress against the Improvement Plan.
13. Ms Jenkins asked about skills audit. Mr Gallimore confirmed that this is being done through the current auditing process using the guidance from the Ofsted action plan.
14. Ms Jenkins asked about timelines regarding the Central Access Point (CAP). Mr Gallimore referred to his report which detailed the venue of the CAP, staff and resources identified, timeline established. Mr Peers confirmed that once the CAP team have been set up, they will work together in establishing standards, Management Instructions and expectations. This will be done using a variety of methods including meetings, workshops with training which explores scenarios with the use of role play.
15. Mr Gallimore explained John Coughlan, DCS at Hampshire County Council, has offered access to their version of the CAP, which will provide insight and opportunity for the successful development of the CAP in West Sussex.

Risk Register

16. Mr Gallimore presented this item. He expressed cautious optimism on three significant risks: impact of Frameworki implementation; rising demand for service and insufficient improvement in quality.
17. Councillor Mr O'Brien asked about rising demand in services, as it was marked as Amber. Mr Gallimore explained that it needs to stay at Amber as rise in demand cannot be controlled, it would only take a child death at another local authority for demand to increase in all local authorities.
18. It was agreed this would be an agenda item at every other IB meeting. **Action: Chairman.**

Report from Director of Children's Services

19. Mr Gallimore presented this item. Corporate Parenting is included despite the Ofsted inspection judgement on Looked After Children (LAC) service being 'Adequate'.
20. Councillor Mr Coleman confirmed the next meeting of Corporate Parenting Panel is due on 11 April. He explained there was a drive to encourage all councillors and staff to confirm their corporate parenting responsibilities. At that meeting, there will be a showing of a DVD made by the Children in Care Council which details the top things wished for by a Looked After Child.

21. Councillor Mr Griffiths was pleased to hear that headteachers had been asked about LAC in their schools. Emphasised the drive to improve the educational attainment of Looked After Children particularly the improvement of Personal Education Plans.
22. Mr Dunkley referred to his earlier contribution to the last meeting (Minute 23) regarding the Virtual School for LAC at East Sussex. Local authorities are entitled to retain their pupil premium and suggested this be done at West Sussex. He used the example of individual budgets / bursary money for laptops, after school clubs for LAC.

Report from Chairman of Local Children Safeguarding Board

23. Mr Bamford presented this item. Reference to LSCB Full Board where the restructuring of the board, revised constitution, revised job descriptions and a statement of roles and responsibilities were agreed.
24. Performance monitoring and audit: the next report to IB will have three months' figures but asked for caution to be exercised as they only represent three months.
25. He also confirmed there will be a pan-Sussex safeguarding team with clear local leads.
26. The Chairman attended the LSCB Full Board and was encouraged by what he saw. He asked about cases which were inadequate or a safeguarding issue was raised, was this reported to the Head of Improvement as it was unclear if this was the case? Mr Peers explained that the Principal Manager (Children's Safeguarding) will report matters of concerns to the Head of Safeguarding.
27. Mr Dunkley asked about the auditing, were the social worker and manager always present when a file was audited? Mr Peers replied there was a multi-agency approach and this is being covered.
28. The Leader commented there was a lot of concentration on the Quality Assurance and Performance Management workshop due on 20 April workshop. Mr Peers explained there will be presentations on key performance indicators, auditing, complaints, adoption service, explanation of Management Instructions followed by small group work. There will be a review in 13 weeks' time at the next workshop. A report will be presented at Performance Challenge and then to IB. Mr Peers explained that Police and Health Visitors will be asked to join future workshops and councillors in due course. Mr Gallimore supported this view by explaining the raising of standards can only be done working with staff and involving them directly.

Report from Performance Challenge

29. Mr Stigant presented this item. The draft minutes were tabled for IB members.
30. Acknowledgement there was a variation in terms of team's performance. There was a discussion regarding Core Assessments and the expectation that these need to be completed on time.

31. There was an exploration of Section 47 audit and the 66 cases which were re-audited. The Performance Challenge board has now been reassured by Mr Peers that there was no risk.
32. Mr Dunkley asked about the Section 47 audit. Are some teams using a Section 47 when an Initial Assessment should be done? Mr Peers explained that of the 1,200 cases being audited, some of the strategy meetings had occurred some 18 months earlier. There was an increase in Section 47 due the Baby P factor. The auditors did raise this as a concern. Ingson consultants have provided training which will also address this as part of good practice. Mr Peers confirmed that improved practice will ensure that a CAF will be used rather than a Section 47 or an Initial Assessment, were this appropriate.
33. The April Performance Challenge meeting will examine the diagonal slice and the consultancy work of Ingson.
34. Councillor Mrs Ross asked about Minute 48 of the draft minutes regarding the lower number of men in social work. Mr Gallimore explained that men were under represented in the profession in West Sussex and nationally.

Report from the Chairman of the Improvement Board

35. The Chairman referred to the useful visits made to front line services, e.g. Intensive Family Support team, with Councillor Mr O'Brien and Councillor Mrs Ross.
36. Councillor Mrs Ross explained how she had benefited from the visits and thanked those involved. She had spoken to the American social workers and listened to their experiences. Some staff mentioned difficulties with contacts and with Frameworki, e.g. having to use two screens simultaneously.
37. Councillor Mr O'Brien echoed a similar sentiment. He was impressed with the honesty and determination of front line staff.

Report from the Chairman of the Improvement Board to the Children and Young People's Services Select Committee

38. The Chairman referred to the Select Committee meeting due on 20 April and the pre-agenda meeting which took place on 05 April. This was presented as an information item.

Section 47 Audits by Caritas – Outcomes of Cases Returned

39. The Chairman confirmed this agenda item has been incorporated by agenda items 5 and 7 of this meeting.

Progress Report on Frameworki

40. Mrs Price presented this item. The numbers of contacts to the Frameworki helpdesk have dropped over the past two weeks. At present, this is the 'hyper care period' where additional resources were available. From a user perspective, positive feedback has been received. A fair amount of data still needs to be migrated. This is done by a two-hour down time every Thursday evening for the continued migration. Data integrity has provided some challenges and this has

been reflected in performance. A lot of information which was buried in eRIC, has reappeared in Frameworki so these cases need to be completed and closed. There has been the re-employment of experienced Frameworki trainer in order to clean up and clear backlog and data from eRIC. Reporting as a key issue. The deliverable from the project included standard reports to be delivered by 07 March, three outstanding.

41. Councillor Mrs Heather Ross referred to a visit to Centenary House, Worthing, where she spoke to someone who was finding Frameworki very difficult, e.g. contacts were wrong, training issues. Mrs Price was clear that if staff were having problems, the Frameworki team were there to help.
42. The Leader asked if the migration of data was the cause of a lot of problems. Mrs Price clarified it was the actual non-migration of data which was the problem. May is the planned completion date for data migration.
43. Mr Gallimore put things into context of two other new IT systems e.g. One Way to Buy and SAP. Frameworki does provide a challenge but most colleagues he has spoken to realise this is a transition period.
44. Mr Coleman asked about the difficulties with Adults' Frameworki system going live too along with the remains of eRIC and Children's Frameworki. He expressed concern about the frequency of migration and asked if that could be increased in order to complete it more quickly. Mrs Price explained that unfortunately, the 'extractor' which tested the system confirmed this would not be possible.
45. The Chairman asked about the weekly performance report which used to be e-mailed out every Tuesday and when this would be reinstated. Mrs Kemish explained that this report ceased to be produced. Mr Peers confirmed that the report and its rubric would no longer be of use as unallocated Core Assessments and unallocated Initial Assessments are now zero. The reports provided a statistical number. Reference to the discussion held at last Performance Challenge board, where a 5% tolerance established.
46. The Chairman expressed his concern about the lack of performance data reports and about visibility of the data. He asked a direct question, do these reports exist, yes or no? Mr Peers stated that there are approximately 10 different performance reports available from Frameworki. The Chairman asked for a list of these reports. The list of 10 different performance reports from Frameworki are as follows:
 - 1) Initial Assessment report
 - 2) Initial Assessment monitoring
 - 3) Initial Assessment performance monitoring
 - 4) Incomplete duty and assessment work
 - 5) Core Assessment report
 - 6) Core Assessment performance monitoring
 - 7) Unallocated cases report
 - 8) PEPs
 - 9) Pathway Plans
 - 10) Children subject of care proceedings, including Special Guardianship Orders

47. Mr Stigant referred to Minute 17 the draft minutes which clarified that he and Ian Millar, Director of Resources and Performance, were rectifying the Frameworki reporting.
48. The Leader requested a demonstration of Frameworki at the next IB meeting.
Action: Agenda.
49. Mrs Price explained about Phase 2 which will involve purchasing and payments, planning is now underway. Mr Gallimore confirmed that these additional aspects were not available in eRIC.

Future Agenda Items

50. Improvement Plan – quarterly review at IB meeting
51. Risk Register – every other IB meeting
52. Demonstration of Frameworki. This request was from the Leader.
53. 2011/12 budget for children's services – Graham Smith, Deputy Group Manager, Financial Services, to attend. This request was placed by the Chairman.

Any Other Business

54. None on this occasion.

Date of Next Meeting

55. The next meeting will be held on Wednesday 11 May 2011 at 1400 to 1600 hours in the Richmond Room, Edes House (part of the County Hall campus), Chichester.

Meeting concluded at 1555 hours

Chairman

NJ/pmc
12 April 2011