



# Bradford Children's Services Improvement Plan

## Progress Report

2022 – 2024

Improving the lives of children and young people and creating the conditions for success

February 2023



# 1 – Improving the lives of children and young people referred to our Front Door

## *Achievements and key developments*

### 1.1 Embed a model based for the front door based on conversations and

### 1.2 Establish a weekly partnership review of decision making

#### *Progress*

- Optimal staffing model reviewed post launch, and agreement reached to increase number of Children’s Advisors (non-social work staff who answer calls)
- On-going successful recruitment campaign for permanent Consultant Social Workers and Children’s Advisors
- Streamlined multi-agency referral form (MARF) developed with operational practitioners with testing with members taking place in Jan 23
- Survey link available at the bottom of all emails that go out from Consultant Social Workers to referrers for feedback
- IFD Weekly Referral Review Meetings diarised, ToR agreed and initial set up meeting has taken place
- Monthly IFD Lessons Learnt and Improvement Reference Group diarised and ToR developed to be agreed by DTIB
- Performance regularly available to track progress post implementation
- Public free phone number in development with IT and Virgin
- Web contents and marketing materials to launch the public free phone number and the Children’s Portal developed and currently with design

#### *Next Steps*

- Develop IFD Audit and dip sampling tool
- Hold initial Review Point Meeting with Professor Thorpe and Team 24<sup>th</sup> January (every 3 months for 12 months)
- Develop Workforce Development Plan
- Develop protocols for handling all enquiries that currently come via the central e-mail box that will begin to come through the portal
- Launch phase two of the project Monday 20<sup>th</sup> February with marketing campaign:
  - Public free telephone number
  - Children’s Portal for both families and children, practitioners and members of the public

### 1.3 Establish a dedicated Emergency Duty Team (EDT) for children and young people

#### *Progress*

- Recruitment campaign ongoing to recruit to EDT Social Workers to work from Trafalgar House (co-location with the Police)
- Casual bank of EDT Workers in place


#### *Next Steps*

- Separate EDT into Children’s and Adults prior to transferring to the Trust

#### *Any other key messages to, or requests of, the Improvement Board*

- Partners to circulate shared communications to their workforce on changes and future ways of working within the IFD and EDT

## Quarterly Performance Success Measures

Children's Improvement Plan - Quarterly Scorecard Integrated Front Door									
Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	What does good performance look like	Notes
Number of contacts received	8,763	7,908	7,496	9,540		↑ 2,044	↑ 777	This measure is for information only	Q3 2021/22 9,224
% of contacts received that result in a new referral to social work	28% (March 2022)	27% (June 2022)	25% (Sept 2022)	20% (Dec 2022)		↓ 5%	↓ 8%	This measure is for information only	
% repeat referrals to Social Care (within 12 months of previous referral opening)	29% (March 2022)	25% (June 2022)	27% (Sept 2022)	18% (Dec 2022)		↓ 9%	↓ 11%	Low is good	SN ave = 21 Eng ave = 22
% contacts with a recorded outcome NFA (information & advice given only)	46% (March 2022)	45% (June 2022)	51% (Sept 2022)	63% (Dec 2022)		↑ 12%	↑ 17%	This measure is for information only	
% of contacts that result in a recorded outcome of EH Episode	18% (March 2022)	22% (June 2022)	22% (Sept 2022)	16% (Dec 2022)		↓ 6%	↑ 2%	This measure is for information only	
% of contacts received with consent	65% (March 2022)	62% (June 2022)	62% (Sept 2022)	66% (Dec 2022)		↑ 4%	↑ 1%	High is good	
% of initial assessments that result in No further Action	49% (March 2022)	44% (June 2022)	42% (Sept 2022)	32% (Dec 2022)		↓ 10%	↓ 17%	Low is good	

*Other success measures including date Conversations model at the IFD becomes operational:*

- Target is November 2022 (Phase 1) for launch of Professionals Advice and Guidance Hotline - achieved
- Target is January 2023 (Phase 2) for launch of Citizen's free telephone line
- Target is pre Trust transfer for Emergency Duty Team (separation from Adults) becomes operational

## 2 - Improving the lives of children and young people - who need early help

### *Achievements and key developments*

#### **2.1 Implement the Start for Life programme across the district and enhance support to children in their first 1,001 days**

##### *Progress*

- Established Sub Group to develop Delivery Plan for Start of Life Programme
- Funded strand individual delivery plans in place and clear lead for each in place - Family Hub and one other with a focus on Reducing Parental Conflict
- Dedicated Commissioning Support in place and drafting appropriate funding agreements to move at pace.
- Joint Programme Team continues to meet. 4 x sub groups meeting. Ongoing reporting to PEH Board.
- Programme management of the Family Hubs Start for Life delivery plan (not operational delivery of services) to remain in LA. Hubs themselves and parenting and family support, RPC and Stronger Families to move to new Trust.
- Final Draft of Early Help Strategy developed ready for submission to Exec in January 2022
- Draft Start for Life Delivery Plan for submission submitted 23 Dec 2023. Awaiting feedback by mid to end January.

##### *Next Steps*

- Early Help Strategy following submission to Exec in January 2023; design and publish to follow. Detailed action plan to put strategy into action.
- Initiating recruitment of f/t Development Officer and Analyst both to report to Practice Lead.
- Respond to feedback from DfE re Start for Life delivery

#### **2.2 Making early help 'Simpler, Nearer and Earlier' – by further developing our Family Hubs arrangements and ensuring they are well known, welcoming and accessible; and building area based Family Hubs networks involving family members and Third Sector and Education partners.**

##### *Progress*

- Simpler, Nearer, Earlier workshop arranged for January 2023
- Health and Care Partnership agreed all ages Area Leadership Teams and panels in each constituency area. Hub Managers agreed as main lead for these in terms of LA prevention and early help services.
- Practice Leads for Family Hubs and Relationships Matter/RPC attending each area's schools' Designated Safeguarding Leads network meet in first quarter of 2023. Also attending regular network meetings linked to wellbeing networks and Neighbourhood and VCS community developments.

##### *Next steps*

- Forward plan to report on Family Hubs to each Area Committee by end of March 2023

#### **2.3 Implementing robust arrangements for evaluation and co-production and expanding work with peer supporters and volunteers building on supporting the District to be a safe, green and active place to live, work and play.**

##### *Progress*

- Co-production Workshop has been held and Action Plan agreed
- Three VCS orgs commissioned to undertake initial co-production activities up to end March 2023 while we spec and commission service for 2023-2025.

- Mobilisation of this first phase on 13th January 2023 and also working with Youth Services, Parent’s Forum for Bradford and Airedale, SEND, Child Friendly Bradford. Funding needs to prioritise pre-birth to 2 and develop a Parents Panel and Youth Service to lead on coproduction with YP.
- All agreed to work to Coproduction Strategy; Nothing About Us without Us.


*Next steps*

- Deliver on agreed Action Plan

**2.4 Harnessing opportunities from the City of Culture to create an inclusive, creative environment for babies, children and young people which celebrates the vibrant diversity of our district.**

Still to define and scope how key services linked to collective Prevention and Early Help. Need to identify and understand governance and partnerships around City of Culture yet and how we knit across.

**Quarterly Performance Success Measures**

Children's Improvement Plan - Quarterly Scorecard									
Early Help									
Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	What does good performance look like	Notes
% of Repeat Early Help Episodes within 1 year	16%	15%	16%	17%		↑ 1 %	↑ 1 %		
Rate of LA EH Support Cases per 10,000 pop (under 18) (can include rest of tier 3 when hosting is live)	55.9	59.0	42.2	52.8		↑ 10.6	↓ 3.1		
Rate per 10,000 children (under 18) closed with Early Help with an outcome of EH Completed Progress made	21.88	19.00	16.8	15.0		↓ 2	↓ 5		
% of LA Episodes where they are closed without completing	63%	65%	72%	66%		↓ 6%	↑ 3%		
% of LA Early Help Episodes that don't have a subsequent EH Episode or Children's Social Care Assessment within the following year	TBC	TBC	TBC	TBC					
Number of Early Help Assessments – Tier 3 Targeted Support/Partnership Plus	670	638	624	572		↓ - 52	↓ - 98		
Number of Early Help Assessments – Tier 2 Universal Plus	475	366	423	609		↑ 186	↑ 134		

## 3a - Improving the lives of children and young people - who are in need of help and protection

### *Achievements and key developments*

#### **3a.1 Partnership commitment to ensure resources are deployed in a timely manner to enable strategy meetings take place in time with full statutory attendance.**

##### *Progress*

- Multi-Agency Focus group has been established to review the Strategy Discussion process and performance.
- Review of the current forms have been undertaken and recommendations put forward.
- Performance tracker has been developed to track and address delays / cancellations that impact timeliness of Initial Child Protection Conferences.

##### *Next Steps*

- Finalise and embed new fit for purpose forms.
- Build in weekly monitoring of Strategy Discussions by CSCMT

#### **3a.2 Focused improvement approach to improving key areas of safeguarding practice.**

##### *Progress*

- Key set of areas of practice have been identified and a high support and high challenge forum established by senior social work leadership

##### *Next Steps*

- Continuous review of progress and change key areas as required.
- Away day to refine plan based on areas for improvement identified during the development of the self-assessment document for the ILACS and the outcome letter and the areas for improvement.

#### **3a.3 District wide approach to improving educational attendance including those not on a school roll.**

##### *Next steps*

- Multi-agency discussion at the December 2022 Improvement Board was not able to take place. This will be deferred until March 2023

#### **3a.4 District wide approach to promoting the identification of Privately Fostered children and notifications made to the Local Authority.**


##### *Progress:*

- Discrete social work Head of Service identified as strategic lead for Private Fostering (PF).
- Private Fostering has been raised at the Safeguarding and Professional Practice (SAPP) Sub Group Meeting of the Safeguarding Partnership as an area for improvement and focus.
- Previous comprehensive partnership improvement plan from 2021 on PF under review.
- Partner agencies to feed back to the safeguarding partnership around extent of staff awareness, training, and how they capture PF.
- Liaison with education safeguarding and to look at a communication strategy across education providers, particularly with Admissions.
- Principal Social Worker has cascaded practice guidance to social care workforce.

##### *Next steps:*

- Social Work HoS to share action plan as basis for discussion, suggestions and comments, around raising awareness about PF across all partner agencies.
- Revised action plan to Children’s Social Care Management Team by end of Jan 2023.
- PF to be highlighted at the next Safeguarding Week.

### Quarterly Performance Success Measures

Children's Improvement Plan - Quarterly Scorecard									
Help and Protection									
Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	What does good performance look like	Notes
% of Initial Child Protection Conferences held in time	45% (March 2022)	44% (June 2022)	53% (Sept 2022)	99% (Dec 2022)		↑ 46%	↑ 54%	High is good	
Number of open cases to social work	6010	5803	5699	5813		↑ 114	↓ 197	This measure is for information only	
Number of children subject to a child protection plan	776	762	754	823		↑ 69	↑ 47	This measure is for information only - use rate per 10,000	
Rate of children who became subject of a CP Plan last 12 months rate per 10,000 population under 18	82 (March 2022)	68 (June 2022)	72 (Sept 2022)	75 (Dec 2022)		↑ 3	↓ 7	+/- 5 of SN average	SN average = 63 Eng average = 53
Rate of Children subject of CP Plans per 10,000 of the CYP population	54 (March 2022)	53 (June 2022)	52.87 (Sept 2022)	58.41 (Dec 2022)		↑ 5	↑ 4	+/- 5 of SN average	SN ave = 47 Eng ave = 42
Number of children with a second or subsequent child protection plan	98	47	51	83		↑ 32	↓ 15		
Number of children and young people with Significant needs for exploitation	42	39	32	37		↑ 5	↓ 5	This measure is for information only	
% of overdue child exploitation risk assessments	17% (March 2022)	34% (June 2022)	31% (Sept 2022)	25.16% (Dec 2022)		↓ 6%	↑ 8%	Low is good	

## **3b - Improving the lives of children and young people with disabilities**

### ***Achievements and key developments***

The Children with Disability Project Board was established at the end of December 2022 and Terms of Reference agreed. For each of the sections below, there is a dedicated work stream. Quarterly success measures have yet to be identified.

### **3b.1 Streamlined pathway, eligibility criteria in line with good and outstanding authorities, smooth but robust assessment process and multi-disciplinary Team to deliver support to families with children whom have a disability and/or complex needs.**

#### *Progress*

- Work stream Lead and membership agreed and ToR agreed and signed off.

#### *Next Steps*

- Collate current Pathways, Eligibility and Assessments and analysis on:
  - a) What currently works, b) Any gaps and / or what's not working along with ideas on how to overcome these, c) Are they meeting legal obligations? d) Are they on the Local Offer, e) If not, are they accessible to families.
- Map out the child's journey from contact at the Integrated Front Door right through to Social Worker/Practitioner intervention in order to establish the gaps, complexities and areas of work required.

### **3b.2 Improved access and understanding to accurate information and advice for families.**

#### *Progress*

- Work stream Lead identified.
- Linked in with Pathways, Eligibility, Assessment and Service Delivery Work stream around collate current Pathways, Eligibility and Assessments and analysis on: Are they on the Local Offer, e) If not, are they accessible to families.

#### *Next Steps*

- Work stream membership to be agreed and ToR to be agreed and sign off by the group.
- Research other Children's Services whom are in a Trust to determine whether they still link in with the wider Council's Local Offer or have developed their own.

### **3b.3 Increase the sufficiency for children with complex needs.**

#### *Progress*

- Work stream Lead and membership agreed and ToR agreed and signed off.

#### *Next steps*

- Group members to bring to next meeting for discussion, number of C&YP in the BMD area that have a SEND need, the needs of C&YP with SEND, where the C&YP live and current provision is there available in the BMD area.



### **3b.4 Skilled workforce to deliver a good and outstanding service to families and children with a disability and/or complex needs.**

#### *Progress*

- Work stream Lead and membership agreed and ToR agreed and signed off.
- Agreed final outputs of a Joint Workforce Development Strategy and a Directory of Training relating to working with children with a disability.

#### *Next steps*

- Gain an update on the progression of recruiting to a Designated Social Care Officer (DSCO).
- Identify the level of training Integrated Front Door staff require to skill them with knowledge to handle referrals relating to children with a disability.
- Research and contacting other LA's and seeing what their offer is so that we can look at options.
- Establish criteria of disabilities in both Adults and Children's Social Care.
- Explore current skill sets in both Adults and Children's Social Care.
- Collate current training offers in Adults, Children's, NHS, Education and any other training establishments used by the Council.
- Identify current training offer for staff within the residential homes for disabilities.

### **3b.5 Communications, engagement and co-produced outputs with families and children with a disability and/or complex needs.**

#### *Progress*

- Work stream Lead identified.

#### *Next steps*

- Work stream membership to be agreed.
- Agree and sign off the ToR.
- Identify parents, carers, children and young people to form the co-production workshops for each work stream

#### ***Any other key messages to, or requests of, the Improvement Board***

N/A

#### **Quarterly Performance Success Measures**

Success measures to be agreed and developments at the next Board Meeting 14<sup>th</sup> February 2023.

#### ***Additional success measures data sets to be considered***

##### *Other success measures*

- TBC

#### ***Details of qualitative success measures e.g. key points of learning from Audit or Review, feedback from children or staff***

TBC

## 4 - Improving the lives of children and young people - who are on the edge of care – including the Turning the Curve plan

### *Achievements and key developments*

#### 4.1 Establish an Edge of Care Service to safely support children to avoid coming into care and for children to go home where safe to do so

##### *Progress - Prevention / avoid care*

- Three workshops held with support from experienced colleagues in Leeds, on Operating Model and Outcomes Framework. Edge of Care working group developing the service and the remit of the offer, processes etc. and are consulting with staff
- New Prevention Edge of Care Service live from 1<sup>st</sup> Jan 2023
- Operation working group and action plan developed to focus on IT, workforce, quality assurance/audit

##### *Next steps*

- Review core offer and referral pathways
- Implement operation working group action plan
- Recruit to any vacancies

##### *Progress - Residential / children who can go home*

- Residential staff Job Profiles reviewed, updated, finalised and approved and with HR for grading – all graded except Residential Practitioner post, funding yet to be agreed
- Proposed plan for homes refurbishment and staffing structure for current residential homes submitted and awaiting approval;
- Proposed new staffing structure for current and new residential homes submitted and awaiting approval; and presented at PAG for capital and revenue funding
- DfE Bid for funding to purchase additional homes unsuccessful
- Tender process completed for Restraint and De-escalation Contract, in final stages of signing off contract and implementation anticipated March 23.

##### *Next steps*

- Review processes and practice within homes to ensure consistent and effective operating model
- Develop a step down and reunification approach to support children to safely return home after a short period of time to provide families with a timely intervention
- Recruitment event to recruit to current vacancies and new homes – Feb 23
- Develop a discrete Academy faculty for residential staff
- Purchasing new potential homes

#### **4.2 Turning the Curve Event identification of actions to address numbers of children who need statutory interventions including being in care**

##### *Progress*

- Work commenced on the identified Turning the Curve areas through a multi-agency group
- Initial meetings held with Born in Bradford. Opportunities for collaboration to be identified.

##### *Next steps*

- Develop improvement /action plan through multi-agency Turning the Curve group including:
  - Agree and trial / pilot new approaches that bridge Early Help and Social Work
  - Review existing approaches and services that work and expand as per findings
  - Develop and implement evidence based approach to reunification

#### **4.3 Enhance the use of Family Decision Making approaches to harness the utility of the family**

Still to be scoped out but will be taken forward as part of roll out of Restorative Based Practice Model

#### **4.4 Systematically identify those children whose care orders can be discharged and take action to discharge where appropriate**

##### **Progress to discharge Care Orders**

The tracking of children in the long term Children in Care service has now been established for:

- those requiring the discharge of their Care Orders but remaining at home
- those progressing to Special Guardianship orders with their Connected Carers or mainstream Foster Carers.

These tracking meetings take place monthly as does the Adoption tracker meeting that was already in place.

In addition, fortnightly meetings with Legal Department with a discrete solicitor to file applications and statements; and keeping CAFCASS informed of likely applications each month.

##### **Placed with parents:**

August 2022 there were 93 children in the longer term looked after Children's teams being cared for by their parent/s subject of Care Orders. Most of these children had not returned to their parent's care following the conclusion of proceedings but had never been removed. Several of these children have been in care for many years. Following tracking:

- 4 Children have been removed are now in Foster care.
- 9 Children are back before the court with notice to remove them from their parents owing to abuse and neglect and will, if we are successful require foster care. These children are being closely monitored, with a minimum of fortnightly announced and unannounced visits.
- 4 Children's care orders have now been discharged.
- 24 applications to be filed before the court by the end of February.

**Children Living with Foster Carers inclusive of Connected and mainstream Foster carers:**

There are a disproportionately high numbers of children subject to Care Orders living with Foster carers under the age of 5 years. Many of these have been with a connected carer for many years and do not require on going state intervention and arguably should not have had proceedings concluded on a Care Order. These children are now being closely tracked and where ever possible carers are being encouraged and supported via the 'no detriment' financial policy to seek Special Guardianship Orders (SGOs). Following tracking:

- 14 SGO's granted.
- 25 Applications filed before the court in January.
- 25 Applications to be filed in February.
- 26 Applications to be filed in March.

**Adoption:**

Following tracking:

- 31 Adoption orders have been made since July.
- 10 more children are in process.

**Summary:**

- 154 children have either left our care or are in process to leave our care by the end of April 2023.
- 13 Children have or are in the process of leaving their parents and coming into Foster care as a breakdown of PWP. There have been 3 children whose adoption places have ended due to issues with the prospective adopters.
- There are at least another 30 children who will begin the discharge process either through SGO or Care order discharge in the next few weeks.


*Next steps*

- Continue to track permanence plans including to review children whose orders can be discharged.
- Complete work to enable remainder of children to safely leave care.

**4.5 - Establish a Placements Review Panel***Progress*

- Placements Review Panel has been established and is reviewing external residential placements.

Quarterly Performance Success Measures

Children's Improvement Plan - Quarterly Scorecard									
Turning the Curve									
Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	What does good performance look like	Notes
Number of children + young people in care	1446	1488	1527	1576		↑ 49	↑ 130	Between 850 and 950	
Number of children + young people entering care	119	142	135	165		↑ 30	↑ 46	This measure is for information only - use rate per 10,000	
Rate of children who entered care in last 12 months rate per 10,000 population under 18	33 (March 2022)	35 (June 2022)	37 (Sept 2022)	40 (Dec 2022)		↑ 2.5	↑ 3.9	+/- 5 of SN average	SN average = 26 Eng average = 26
Rate of Children in Care per 10,000 of the CYP population	101 (March 2022)	104 (June 2022)	107 (Sept 2022)	112 (Dec 2022)		↑ 4.8	↑ 10.5	+/- 5 of SN average	SN average = 88 Eng average = 70
Number of children and young people in external residential placements	105	120	136	156		↑ 20	↑ 51	Low is good	
Total number of children and young people returning home	8	17	20	18		↓ 2	↑ 10	This measure is for information only	
Number of children ceasing on SGO	10	13	7	24		↑ 17	↓ 14	This measure is for information only	
Numbers of children ceasing on adoption	8	14	18	9		↓ 9	↑ 1	This measure is for information only	

## Children's Improvement Plan - Quarterly Scorecard Edge of Care - Outreach



Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	What does good performance look like	Notes
Number of young people interacting with the Outreach Service	124	113	76	88		↑ 12	↓36	This measure is for information only	
Number of cases closed	37	47	18	20		↑ 2	↓ 17	This measure is for information only	
Percentage of young people who did not enter care	89.18%	91.48%	83.30%	85%		↑1.7%	↓4.2%	This measure is for information only	

## Children's Improvement Plan - Quarterly Scorecard Edge of Care - Residential



Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	Target	Comparator
Number of young people interacting with the Residential service	36	32	25	23		↓ 2	↓13		
Number of cases closed	3	7	2	2		↔	↓ 1		
Percentage of young people who did not enter care	66.66%	57%	100%	0% *		↓100%	↓ 66.66%		
* one YP entered foster care, one YP Out of Authority Placement									

## 5 - Improving the lives of children and young people - who in care and who have left care

### *Achievements and key developments*

#### **5.1 Children in care and care leavers Corporate Parenting Strategy and Action plan is developed and implemented; and**

#### **5.2 Corporate Parenting Panel provides robust governance for the Corporate Parenting Strategy and Plan**

##### *Progress*

- Draft Corporate Parenting Strategy co-produced with young people to understand what's important to them. Now format and style is being decided before the strategy is finalised
- Portfolio Holder for Children's Services is finalising governance for the Corporate Parenting Panel
- Young People Led Corporate Parenting Panels have taken place and are identifying key themes for change

##### *Next Steps*

- Share finalised Corporate Parenting Strategy with young people to sign off and launch
- Share Corporate Parenting Strategy with Corporate Parenting Panel
- Co-produce Action Plan with timescales and responsibilities with young people

#### **5.3 Sufficiency Strategy is fit for purpose, iterative and responsive to change**

##### *Progress*

- Sufficiency strategy has been developed and signed off
- Initial scoping meeting held as part of Children with Disabilities Project Board to further strengthen Sufficiency that will feed into the Sufficiency Strategy

##### *Next Steps*

- Establish the Children with Disabilities Sufficiency Project Action Group and develop project plan

#### **5.4 Establish dedicated children in care and leaving care service**

##### *Progress*

- Leaving Care Service have moved across to sit with Children in Care and now sitting together under one Head of Service. *Achieved*

#### **5.5 Transition work to adult services for those who need them is timely and managed jointly by adults and children's services**

##### *Progress*

- Monthly consultations are proving to be an effective forum for both service areas. This is in addition to the fortnightly High Cost Placement Panel in which Adult Services are represented and provide advice, guidance and direction on planning for young people.

##### *Next Steps*

- Plan improvement steps in line with requirements mapped out October

#### **5.6 Joint Housing Protocol for care leavers is agreed, approved and operational**

##### *Progress*

- Protocol is operational but will continue to be under review to enable continuous focus on improvement
- Consultation undertaken with young people in respect of the proposed changes to the Taster Flat offer to care leavers

#### *Next Steps*

- Monitor Joint Housing Protocol quarterly with the action plan
- Complete selection process of Tender to increase the Taster Flats from 1 to 5
- Develop joint training plan with shared training across Leaving care and Housing
- Move towards Restorative Practice and Trauma Informed approaches, which could be shared with the wider workforce, to provide consistent responses.

#### **5.7 Improved access to mental health support**

##### *Progress*

- Joint case discussions with both community Mental Health Team (quarterly) and the Preparation for Adulthood Team (monthly) are now embedded.
- Feedback from Practitioners and Team Managers collated from initial discussions with a positive outcome that these discussions are productive and solution focused and are addressing delays and ensure that planning is dovetailed to better support transitions for young people.

#### **5.8 District wide approach to increasing work related opportunities for Care Leavers to ensure they are in education, employment or training**

##### *Progress*

- Personal Advisers are now trained and qualified to deliver Information, Advice and Guidance around education, employment and training to our young people removing what can sometimes be a barrier for young people in accessing this service.
- Prevention work with Care Leavers is embedded at trigger points i.e. 2 placement moves within 12 months who are currently EET but at risk of NEET.
- Successful National Care Leavers week in October with a focus on Education

##### *Next Steps*

- Deliver on outcomes identified during Care Leavers Week

#### **5.9 Digital approach to Life Story work (including photography) is established and operational**

- Activities are happening within the Service Areas and the Improvement Team are currently scoping this area, update on progress will be provided in the next quarterly report card

#### **5.10 Children in care and care leavers' achievements and celebrated by the district**

##### *Progress*


- Activities are happening within the Service Areas and the Improvement Team are currently scoping this area, update on progress will be provided in the next quarterly report card

#### ***Any other key messages to, or requests of, the Improvement Board***

N/A



Quarterly Performance Success Measures

Children's Improvement Plan - Quarterly Scorecard Children in Care and Care Leavers									
Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	What does good performance look like	Notes
Short term stability	9.17%	8.86%	8.12%	8.48%		↔	↓ 1%	Low is good	SN average = 9 Eng average = 10
Long term stability	74.42%	73.29%	74.32%	72.25%		↓ 2%	↓ 2%	High is good	SN average = 71 Eng average = 71
% of SDQ scores over 17 (indicating need)	28.26%	28.08%	29.17%	29.56%		↔	↑ 2%	This measure is for information only	
% of care leavers in suitable housing	87.70%	91.73%	93.29%	91.90%		↑ 2 pp	↑ 6 pp	High is good	SN average = 91 Eng average = 88
% Care leavers who are in Education, Employment + Training (EET)	56.41%	60.52%	64.56%	65.93%		↑ 4 pp	↑ 8 pp	High is good	

## 6 - Improving the lives of children and young people – by ensuring they have voice and influence

### *Achievements and key developments*

#### 6.1 Strengthen and consolidate the three forums for children in care and care leavers including more structured approach to working with the Corporate Parenting Panel

##### *Progress*

- Governance for all three forums has been developed and all three forums now established and meeting.
- A fourth child and young people led Corporate Parenting Panel has taken place with a focus on 'Education'
- Corporate Parenting Handbook is in development and a training session delivered for Elected
- Established Young Voice (6-11) forum, initial group being held 26<sup>th</sup> October with a focus Education and 'what would you like to be when you grow up?'. This session was delivered with three children in attendance. The session coincided with a free fostering trip to Blackpool, so the majority of the predicted audience were otherwise engaged. This highlighted the need to speak to the Fostering Service when events are being booked in.
- Developed Practice Guidance for the forums to ensure consistent practice and for Exit Interviews.
- *Chat back was held 29/11/22. Young people and practitioners gave positive feedback about the session, asking for more sessions, covering different topics and for the sessions to be longer.*

##### *Next Steps*

- Deliver the next Young Voice session during half term. Promote within the appropriate residential homes and with the Fostering Service - the session will have a focus on Family.
- Hold the next child and young people led Corporate Parenting Event in March with a theme of Contact / Family Time 29/3/23
- Hold the next Chat Back 28/2/23 with a theme of 'Understanding the Role of the IRO and Pathway Planning.
- Launch Corporate Parenting Handbook and delivering training in March.

#### 6.2 Establish a digital mechanism to routinely communicate with, seek feedback from all children in care and care leavers and provide information on the outcome of voice and influence activities

##### *Progress*

- Tendering process completed for child participation and 'Mind of My Own' have been awarded the contract.
- WhatsApp group set up for Youth and Your Voice members.
- The Participation Coordinator has been on the practitioner training and will roll this out to the Participation Service; and has been a part of the weekly mobilisation meetings which has identified and made necessary changes to ensure a successful launch.

##### *Next Steps*

- Consult Youth Voice and Your Voice in Jan 23 about Mind of My Own regarding the diversity of the App.
- Explore the development of an App with IT to communicate messages with children in care and care leavers.

### 6.3 Establish consistent and routine approach to Exit Interviews for Care Leavers

#### *Progress*

- Exit interview process has been developed by the Participation Service in consultation with the Care Leavers Service and went live 1<sup>st</sup> November 2022
- Develop reporting mechanism on exit interviews.

#### *Next Steps*

- The participation Service and the Data Team / IT need to meet to discuss how the data collected through the Exit Interviews can be linked to Power BI to support and streamline the reporting mechanism.
- The Participation Service is developing a survey for Care Leavers

### 6.4 Develop quarterly report on triangulated feedback from a range of sources to provide thematic findings and recommendations for improvement and service development

#### *Progress*

- Agreed quarterly qualitative and quantitative data reporting on, demographics, attendance and themes of events.

#### *Next Steps*

- Develop and embed mechanism to produce quarterly qualitative and quantitative data reporting.

### 6.5 Identify opportunities to collaborate with the work for Bradford to become a Child Friendly City

#### *Progress*

- The Participation Service made contact with Child Friendly (Richard Cracknel) lead to identify opportunities for collaboration.
- The Participation Service introduce Richard to Your Voice and he will return to speak to Youth Voice in the New Year.
- The Young People were eager to support the Child Friendly City work and to also understand the constitution of the council.
- The Participation Service attended the Child Friendly 'Discovery Day' 23/11/22.


#### *Next Steps*

- The Participation Service has booked monthly meetings with the Child Friendly Lead to ensure the experiences of looked after children and young people are linked into the Child Friendly Cities Agenda. Also developing a Participation Workers Group to develop a joined up way of working.

#### ***Any other key messages to, or requests of, the Improvement Board – the Participation service:***

- Are still waiting to hear back from Ofsted regarding their meeting with children and young people.
- Alongside children and young people are developing training for prospective foster carers, to be rolled out in February
- Is involved in the recruitment of ASYE Social Workers and Student Social Workers for the MA programme.
- Has been included in the recruitment process for the Director and Deputy Director of the Trust and The Director of Children's Services. The Participation Service is keen to embed Young people's interview panels in the recruitment process.
- Supported three Care Leavers through the Leaving Care Employment Programme as Participation Ambassadors. There is another opportunity to recruit to the Participation Ambassador Post and this is being advertised through the Care Leavers Service.

Quarterly Performance Success Measures

Children's Improvement Plan - Quarterly Scorecard									
Voice and Influence									
Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	What does good performance look like	Notes
Attendance at Your Voice (16 - 25 yrs) forum - six sessions / quarter held	23 (Average 4 per session)	14 (Average 2.5 per session)	30 (Average 5 per session)	52 (Average 9 per session)		↑ 22	↑ 29	For info only, it depends on the topic and we can only encourage attendance	
Attendance at Youth Voice (11 - 15 yrs) forum - six sessions / quarter held	n/a	14 (Average 2.5 per session)	17 (Average 3 per session)	30 (Average 5 per session)		↑ 13		For info only, it depends on the topic and we can only encourage attendance	
Attendance at Young Voice (6 - 11 yrs) forum - six sessions / quarter to be held	n/a	n/a	n/a	3 (1 session held)				For info only, it depends on the topic and we can only encourage attendance	
Attendance at child and young person led corporate parenting panels - one session / quarter	16	25	6	16		↑ 10	↔	For info only, it depends on the topic and we can only encourage attendance	
% of care leavers offered exit interviews, where appropriate	N/A	N/A	N/A	100				High is good	
% of care leavers who take up exit interviews	N/A	N/A	N/A	tbc					
Chat Back (information sessions held on a quarterly basis to provide children and young people with information regarding themes or issues that they	N/A	N/A	13	5		↓ 8		For info only, it depends on the topic and we can only encourage attendance	
Child and young person led interviews requested	N/A	2	4	3		↓ 1		High is good	
Child and young person led interviews facilitated	N/A	2	4	3		↓ 1		High is good	

## 7 – Strategic leadership ensuring the conditions for success are created

### *Achievements and key developments*

- 7.1 Establish the Children and Families Trust, and senior leadership team
- 7.2 Develop and implement Training and development programme for Elected Members to bolster strategic support and challenge role incorporating Corporate Parenting (Total Respect)
- 7.3 Develop an improvement team to ensure inspection readiness and relentless focus on improvement
- 7.4 Develop a district wide and multi-agency approach to co-production, voice and influence for children, young people and parent carers
- 7.5 Maximise staff engagement through a range of approaches including: continue programme of staff briefings and consultation; Staff Reference Group and Pulse surveys
- 7.6 Agree and implement a financial sustainability strategy

### *Achievements and key developments*

- This work stream has been scoped out and has started to meet. Progress updated to be provided in next quarterly report.

### *Any other key messages to, or requests of, the Improvement Board*

- 

### *Success measures*

- External validation from Ofsted (Monitoring Visits, JTAI, Focused Visits, Annual Conversation)
- Feedback from staff e.g. through staff briefings and consultation, Staff Reference group, Pulse Surveys, and Social Work Health Check Survey
- Feedback from children, young people and families
- Vital Signs reports
- Financial Reports
- Improvement plan strands progress and achieve objectives in timescales

## 8 – A sufficient and stable workforce

### *Achievements and key developments*

#### *General progress (took place in Q4)*

1. Workshop held 16<sup>th</sup> January led by Ceriph to outline phase 2 of their programme which includes review and update of microsite, Social Media and Ambassador programme.
2. Established 'Always on Recruitment Steering Group' to run fortnightly deliver phase 2 programme and deliver on other identified activities, ToF developed and membership identified and agreed

#### **8.1 Complete a modelling exercise to understand the optimum structure required to meet demand whilst maintaining a healthy case load; and implement optimum service structure and maintain budget stability**

Complete and passed over to the Trust

#### **8.2 Increase the proportion of permanent social work staff by:**

##### **8.2.1 An ongoing high quality recruitment campaign that builds on the Bring Heart brand and provides an excellent on-boarding experience**

#### *Progress*

- Phase 2 planning commenced

#### *Next steps*

- Develop delivery plan for phase 2 activities

##### **8.2.2 Targeting agency staff to move to permanent recruitment**

#### *Progress*

- Action plan developed from 1<sup>st</sup> November 2022 workshop

#### *Next steps*

- Hold further event with Agency staff 7<sup>th</sup> February.
- Engaged with identified agencies to recruit to 40 permanent experienced Social Workers.

##### **8.2.3 Developing and implementing proposals to support staff retention**

#### *Progress*

- Activities underway for a further retention payments being paid March 2023.

#### 8.2.4 Implementing overseas recruitment

##### *Progress*

- Pre-arrival training commenced and introduction to Bradford session held with 15 new starters due to arrive and start with us end of February
- Checks continue with the remaining 11 candidates who have been successful at interview
- Second agency on board identifying potential candidates
- Buddy poster developed and circulated with briefing booked in to for 2<sup>nd</sup> February

##### *Next steps*

- Further nine interviews scheduled to take place end of January and further shortlisting tasks being undertaken with a further 19 candidates, interviews for these will take place at the start of February
- Recruit to Learning and Development Officer to focus on training for overseas recruits.

#### 8.2.5 Implementing high quality sponsorship approaches to attract overseas newly qualified social workers (NQSW) students from Bradford and other regional universities – visas, housing, etc.

Complete with none having been identified.

#### 8.2.6 Attracting more NQSWs (UK nationals) from out of the city to take their Assessed and Supported Year of Employment (ASYE) in Bradford

##### *Progress*

- Interviews currently taking place to recruit to further ASYE's

#### 8.2.7 Working with local universities to increase number of social work places and develop and implement proposals to attract those students to work in Bradford

##### *Progress*


- 18 candidates have been successful and have commenced their courses on 16th January.

##### *Next steps*

- NA

***Any other key messages to, or requests of, the Improvement Board***

## Quarterly Performance Success Measures

Children's Improvement Plan - Quarterly Scorecard									
Workforce Sufficiency and Stability									
Position at end of 2022/23 Q3									
	Baseline 2021/22 Q4	Q1	Q2	Q3	Q4	Change since last Quarter	Change since Q4 2021/22	What does good performance look like	Notes
Number of newly recruited social workers - Level 2	2	4	0	0		↔	↓2	High is good	
Number of newly promoted social workers - Level 2	6	2	2	6		↑4	↔	High is good	
Number of newly recruited social workers - Level 3	0	3	0	2		↑2	↑2	High is good	
Number of newly promoted social workers - Level 3	1	3	3	0		↓3	↓1	High is good	
Number of newly recruited NQSW in their ASYE from Bradford University / College (data will be affected by graduation schedule) - includes in-house Apprentices	1	16	11	10		↓ 1	↑9	High is good	
Number of newly recruited NQSW in their ASYE from other Uni(s) (data will be affected by graduation schedule)	4	7	7	5		↓ 2	↑1	High is good	
Number of SW qualified overseas workers recruited for minimum of three years (approach did not start until Q2)	N/A	N/A	N/A	N/A					
% of permanent (P) staff v agency (A)	51% - P 49% - A	50.3% - P 49.7% - A	52.8% - P 47.2% - A	56.1% - P 43.9% - A		↑3% - P	↑5% - P	High permanent is good	
Number of Bradford University social work course places - BA	35	35	35	45		↑10	↑10	High is good	
Number of Bradford University social work course places - MA	35	35	35	35		↔	↔	High is good	
Number of Bradford College social work course places - BA	30	30	30	30		↔	↔	High is good	



## 9 - A constant focus on practice improvement and an agreed practice model

### *Achievements and key developments*

**9.1 Implement Restorative Practice training and development programme and capacity to embed restorative practices such as maximising family decision making opportunities; restorative approach to complaints; restorative leadership sets. Working with neighbouring local authorities to support implementation.**

#### *Progress:*

- Restorative based practice model - developed and signed off

#### *Next steps:*

- Hold implementation sessions for all managers - top down.
- The Learning and Development Officers will be taking part in planned sessions as a train the trainer programme to enable sustainability.
- Develop plans to roll our programme for other stakeholders including Trust Board, Elected Members and Partners

**9.2 Increase shared multi-agency workforce development opportunities e.g. Trauma Informed Practice, Professional Curiosity etc. with the Safeguarding Partnerships Learning and Development Subgroup.**

#### *Progress*

- Working with L+D subgroup to review recommendations of National Panel Review Report to clarify requirements of joint workforce development opportunities
- Plan is developed to review existing opportunities and to deliver new additional

#### *Next steps*

- Complete plans and deliver opportunities

**9.3 Carry out Appreciative Enquiries through the Safeguarding Partnership.**

#### *Next steps*

- PM Subgroup to lead the development of an approach to carrying out Appreciate Enquiries

**9.4 Develop additional Academy Faculties for specific social care roles.**

#### *Progress and next steps:*

- A number of additional faculties have been and are being developed:
  - Management: developed and due to launch March 23
  - Community Resource Workers: consultation stage
  - Business Support Officers; Early Help, Youth Justice, Fostering, Residential: development stage

### 9.5 Continued focus on intelligence to design required workforce development programmes

#### *Progress and next steps*

- Quarterly quality assurance report in development; Next steps is to analyse and derive learning from the report once developed

### 9.6 Increase presence of social work specialists on social work courses as part of Teaching Partnership; and young people in workforce development opportunities

#### *Progress and next steps:*

- Social work presence on courses: Staff already do attend some sessions but this needs to be embedded further. Requests made to University and College for sight of their teaching schedule so that we can see where we can ask specialists to attend the session.
- Young people - Strong links are already in place and young people are involved in some aspects of training but this needs to be strengthened.

### 9.7 Implement an approach to ensuring workforce development opportunities taken up where required and identified

#### *Progress and next steps:*

- Learning and Development brochure has been produced and circulated to all staff - this is going on to SharePoint and will continue to be advertised through all the usual routes. Tracker forms have been developed and will be circulated to managers to monitor take up of mandatory and other workforce development opportunities are taken up. Workforce Development team have developed a system to follow up on cancellations and 'no shows' and will report back to the relevant HoS.

#### ***Success measures and sources of learning to be scoped out but could include:***

- Proportion of (a) Bradford staff and (b) partner staff trained in Restorative Based Practice Model.
- Proportion of those who have received training who report high quality and impact of training on improved practice.
- Audit shows increasing quality of practice.
- Number of Appreciative Enquiries carried out.
- Feedback on shared multi-agency workforce development opportunities on content and relationships built
- Learning from Appreciative Enquiry
- Number of social work specialists on social work course and number of young people involved in workforce development opportunities.
- Analysis of workforce development opportunities offered, taken up and followed up when not attended.

## 10. A strong and collaborative partnership

### *Achievements and key developments*

#### 10.1 Establish Bradford Children's Improvement Board and develop a quality Improvement Plan.

##### *Progress and next steps:*

- The Improvement Board is established and operational from April 2022; the Improvement Plan is iterative. A quarterly report card on progress providing narrative and data has been produced. The outcome of the recent ILACS in November 2022 will be reflected in the plan.

#### 10.2 Hold a series of Turning the Curve events through the Improvement Board to identify shared actions to make improvements in key areas of work with children and young people.

##### *Progress and next steps:*

- The first Turning the Curve event took place at the September 2022 board on the theme of why high numbers of children and young people become subject to statutory interventions such as being in care. Further discussion on the outcome of the event at the October 2022 board. Further TtC events will take place on agreed themes.

#### 10.3 Hold conversations to explore the establishment of a Children's Partnership.

Still to be discussed

#### 10.4 Develop a refreshed Children and Young People's Plan and identify who will implement it.

##### *Progress:*

- Ambition is to create a child-friendly, co-produced, partnership led Children and Young People's Plan for Bradford District. Collective commitment to Child Friendly Bradford will also be a key factor in the successful implementation of the plan. 'Voice and participation' is an enabler for the new plan, alongside partnership working; safeguarding, vulnerabilities and complexities; and research and evidence-informed practice.
- The CYP Strategy needs to be finalised by the end of 2022, following consultation and feedback with partners.
- The CYPF Executive owns the strategy and its implementation, and will take a lead role in developing the action plans and assessing the impact of the plan in the future.

##### *Next steps:*

- The partnership will review the outcomes of consultation and feedback on the first draft of the plan and to republish an updated and improved version by the end of the year.
- Consultation through formal and informal channels, including partnership boards, with partners, with professionals and with children and families.
- To ensure co-production with children and families, professionals and partners on the action plan for its implementation.
- To produce an outcomes framework that underpins its implementation and impact.

**10.5 Work jointly with the Safeguarding Children’s Partnership to review and refresh if appropriate their Improvement Plan, ensuring correlation with the Improvement Plan and the CYPP.**

Still to be scoped out - Conversations on this point are required at the Improvement Board

**10.6 Address the local recommendations from the National Panel review report.**

*Progress and next steps:*

- The response to the local recommendations are coordinated by the Safeguarding Children Partnership.
- An update was provided to the Improvement Board in December 2022

**10.7 Utilise Strategic Joint Commissioning and refreshing approach to funding for high cost placements, children and young people with Continuing Health Care Needs, and CAMHs.**

Conversations on this point are required at the Improvement Board

**10.8 Identify opportunities for Child Friendly City – business and community partnership**

*Progress and next steps:*

- Following the delivery of a launch event on 22<sup>nd</sup> November, the focus of the Child Friendly (CF) initiative has been on the new Children and Young People’s Plan and ensuring that the views of children and young people are represented.
- Once published, children and young people will be invited to a series of action planning events.
- A new steering group for CF will hold its first meeting on 10<sup>th</sup> February with a membership representing the partnership.
- Working alongside the steering group will be a specific Community of Interest group for youth voice practitioners from across sectors with a view to develop new systems and structures to enable the voice and influence of children and young people. We are keen to ensure that the new Trust is included in this work once it is operational.

***Any other key messages to, or requests of, the Improvement Board***

***Success measures***

- Success measures in the Improvement Plan show progress.
- Partners report improved satisfaction and confidence in partnership arrangements and joint working
- Progress is made in addressing the local recommendations from the National Panel review report.
- Partners report improved confidence and knowledge of key local safeguarding policies and services including ‘thresholds’ and local hubs
- Audit and data show improvements to practice in key areas of joint working including CP processes, and domestic violence

## 11 – Buildings, IT, HR, Finance, Admin and equipment that support quality practice

### *Achievements and key developments*

- 11.1 Agreeing and implementing refreshed and tailored support arrangements for HR, IT, Finance, Business Support, IG, and Commissioning for Children's Services.
- 11.2 Implementing a workforce development approach for managers for HR, IT, Finance, Information Governance etc.
- 11.3 Identifying opportunities for co-location of multi-agency services for families e.g. early help with social work and other partners where possible.
- 11.4 Ensuring that Children's social care office bases are child and family friendly and in locations that promote multi-disciplinary working; longer term plan for co-location around family hubs and schools.

### *Progress*

- We have been supporting the service and Estates in making the business case for the acquisition and conversion of Standard House for use by BCFT going forward.
- The building is in South Bradford and as such, the south locality social work teams will be moving in there, contributing to the long-term aspiration of locating social work teams within the communities that they serve.
- We have been helping to model and evaluate several possibilities for which other service function would best be able to share the building. It is likely that some of the children looked after teams would provide the best fit.
- The business case for acquisition can be made with some flexibility and is subject to other dependencies, including the amount of space that is not desk-based that is required for effective practice.
- The acquisition is predicated on a hybrid model of working continuing for the foreseeable future and it is important that this is optimised to best support collaborative practice going forward.

### *Next steps*

- Mobilise over next two quarters into the building

### 11.5 Securing suitable Business Support capacity to ensure key processes are met, particularly those that are statutory.

#### *Progress:*

- Consistent leadership approach to performance management and quality assurance, with collaborative review of administrative processes and performance with staff district wide to improve effectiveness which is reflected in individual service plan.
- Ongoing high quality recruitment campaign for all areas of Business Support
- Developing increased apprenticeship offer via established partnership with Skills for Work to deliver office based apprenticeships in Business Administration service wide enabling us to 'Grow our Own'.
- Comprehensive Individual continuous professional and personal development plan for all staff
- Launch of practitioner line – Phase 1 David Thorpe Research Model within Integrated Front Door.

- Review of current Business Support establishment versus operating requirements has been established and negotiations ongoing to ensure optimum Business Support and model aligns to growth of demand and changes to social care structure.
- Review of budget and scope of works in relation to Information Governance model post transition to trust ongoing.

*Next steps:*

- Business Support model negotiations complete and optimum levels of staffing for capacity and processes in place
- Information Governance model negotiations complete ensuring optimum levels of resource for scope of works.
- Implementation of 'Grow our Own' increased apprenticeship offer across Business Support

**11.6 Engaging staff in reviewing and reducing bureaucratic burdens that get in the way of social work with families.**

This area of work is still to be scoped out

**11.7 Promoting staff wellbeing and emotional support, drawing on the offer available through the council, for example, Mindfulness training, staff networks and using regular bulletins for updated information; and encouraging engagement with regular Pulse Surveys for additional insight.**

*Progress:*

- Pilot intervention of 3 x 8-week group work Mindfulness for stress course delivered by an internal accredited and supervised teacher who is also employed as a Service Manager within Children's Social Care. The teacher received the required external supervision during the period of delivery.
- The pilot has been a subject of a NICE practice sharing example and is the subject of a workshop as part of Social England's 2021 Social Work Week.
- Phase two courses will run until June 2023

*Next steps:*

- Interim evaluation report from Breathworks
- Discussions with the Children and Families Trust on the future on the Mindfulness programme

**Potential Success measures**

- Staff satisfaction survey – especially around bureaucratic burdens
- Feedback from managers on time spent on HR, IG and finance activities
- Increase in number of co-located services
- Impact on statutory timescales following support from Business Support
- Number of staff engaged in wellbeing offers

## 12 – Insight - learning and improving through performance management and quality assurance

### *Achievements and key developments*

- 12.1 Embed a dispersed leadership approach to performance management and quality assurance, with local areas collaboratively reviewing performance with staff, and performance management / quality assurance reflected in individual service plans.
- 12.2 Ensure the quality of audits through follow up on recommendations and sharing learning in teams
- 12.3 Develop and implement a Performance framework including review of existing suite of performance reports
- 12.4 Develop and implement a Quality Assurance report which analyses all QA activity (audits, external validation, inspection, feedback from children and families etc.) and identifies areas and actions for improvement
- 12.5 Review and develop the QA role of IRO and CP service
- 12.6 Review and develop the QA role of the Safeguarding Partnership
- 12.7 Develop partnerships with Born in Bradford and Data Accelerator – initial projects to support Turning the Curve (see strand 4 - Edge of Care)
- 12.8 Agree development programme for middle managers and Team Managers to strengthen their role, understanding, engagement and expertise in PM, QA, improvement, and learning
- 12.9 Identify and sharing partner data sets at the Improvement Board

### *Progress*

- This strand is still to be scoped out – first meetings arranged

### *Any other key messages to, or requests of, the Improvement Board*

### *Success measures:*

- New Performance framework is implemented
- Quality Assurance report is implemented
- Partners share relevant data reports at the Improvement Board
- % of audits recommendations are followed up
- Evidence of a dispersed leadership approach to performance management and quality assurance, with local areas collaboratively reviewing performance with staff, and performance management / quality assurance reflected in individual service plans.
- Evidence of taking advantage of partnership with Born in Bradford and the Data Accelerator programme