

# IMPROVEMENT PLAN PROGRESS REPORT

## April to July 2023

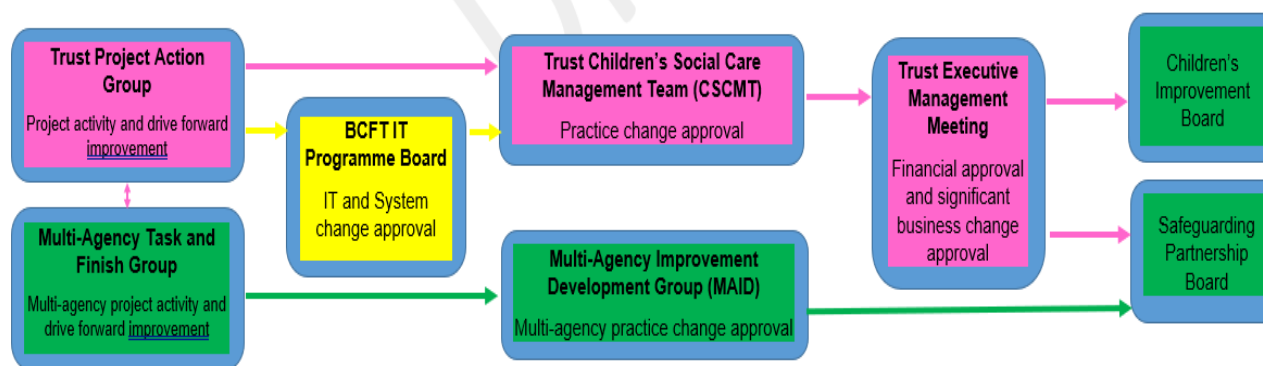


The Bradford Children and Families Trust have continued to deliver on the Improvement Plan approved by the Improvement Board in 2022, which was further adapted in May 2023 in response to the outcome of the Ofsted ILACS Inspection in November/December 2023. The 12 strands remain as below: -

- |                          |                                     |                               |                          |
|--------------------------|-------------------------------------|-------------------------------|--------------------------|
| 1. Integrated Front Door | 4. Edge of Care / Turning the Curve | 7. Strategic Leadership       | 10. Partnership          |
| 2. Early Help            | 5. Children in Care                 | 8. Workforce                  | 11. Buildings and IT     |
| 3. Help and Protection   | 6. Voice and Influence              | 9. Practice Improvement Model | 12. Data and Performance |

The Trust will soon launch their Business Plan covering the next 4 years and the Improvement Plan will be reviewed to align with the Business Plan. The review will map out the priorities with timelines and will also outline areas of responsibilities in relation to practice, business, and Council improvement.

The Trust has put in place governance for practice improvement which includes close working relationships with partner agencies: -



Ingsons Independent Improvement Consultants continue to support the service through their Practice Improvement Programme (PIP) which is additional and/or complimentary to the work Leeds Relational Practice Centre are undertaking (see below). The workforce involved in the previous Practice Improvement Programme gave very positive feedback on the work that was undertaken.

The programme of works is currently being fully planned out but will include: -

- Evaluation of key areas of practice within locality social work teams by randomly selecting pieces of work for each Social Worker within the team on: -
  1. Assessments
  2. Child in Need and Child Protection Planning
  3. Visits to children
  4. Child Protection Enquiries
  5. Supervision
- Train 4 auditors to undertake the Practice Improvement Programme so this work can continue the framework internally.

We have secured continued support from Leeds Relational Practice Centre in the following areas with timescales set for each area of work: -

- Reducing the need for children to become looked after – decision making at legal gateway (September-October 23)
- Turning the Curve (September-December 23)
- Leadership Team – Relational Leadership and Management programme: three sessions focusing on leadership theory, team building, practice and change leadership (September-December 23)
- Separate cohorts for HoS, Service Managers and Team Managers – five sessions exploring leadership theory and how that relates to restorative and relational practice (September 23-March 24)
- Management Oversight and Supervision (September 23-March 24)
- Practice – action learning sets for all Team Managers (January 24 onwards)
- Independent Reviewing Officers and Child Protection Chairs – work around CP systems and processes and decision making (July 23 onwards)
- Quality Assurance (September 23-March 24)
- Workforce – continued support and challenge and work with PSW and HOS on retention of staff and clear CPD and development plan and commitments (September 23-January 24)
- Integrated Front Door – peer review on conversations-based approach 10-12 months post implementation (September-December 23)
- Early Help to family help – support and challenge consultancy (September 23-March 24)
- Improvement Capacity in response to Ofsted (September 23 onwards)
- Restorative Practice Awareness and Restorative Practice Train the Trainer / Champions (December 23-March 24)

This report highlights the progresses and rating of process both pre and post 4 months of the Trust as well as the next steps for the next period.

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

## 1.1 Embed conversations-based approach to receiving referrals **COMPLETE November 22**

Continues to be monitored through the weekly referral review meeting with continued support from Professor Thorpe and his team (till December 23). Leeds Relational Practice Centre are also undertaking a review in September/October 23.

## 1.2 Establish a weekly referral review meeting and monthly partnership lessons learnt forum **COMPLETE June 23**

The weekly referral review meeting has been established as an internal platform to review contacts and decision making. Themes covered to date include the below with immediate actions undertaken, learning elements and good practice shared with the workforce as well and senior management: - strategies, assessments, NFA and/or advice, early help, domestic abuse, child exploitation, children with disabilities, Health, CAFCASS, Youth Homeless, Education, Probation and EDT contacts. A monthly partnership lessons learnt forum was established in June 23.

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

### Progress

- Children and adults Emergency Duty Team has now separated.
- All staff members relocating to Trafalgar House have completed their Police checks.
- All IT elements have been implemented for the workforce to work out of Trafalgar House
- Workforce commenced working from Trafalgar House on weekends from Saturday 26<sup>th</sup> August, with some midweek working integrated.

### Next Steps

- Secure a Trust contract with Safe and Sound for call handling elements for EDT.
- Review progress at the end of November 23 on relocation with a view for EDT workforce to relocate fully to Trafalgar House 7 days a week.

## 1.4 Domestic Abuse

### Progress

- Domestic Abuse Hub re-established in June 23 with dedicated practice supervisor, two social workers and continued Police resources.
- New pathway developed with inclusion of Police, Health and Education input.

### Next Steps

- Implement new pathways at the end of September 23
- Review Police notifications and the Daily Risk Assessment Meeting in relation to feedback from the Ofsted Monitoring Visit July 23.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increased % of contacts to IFD completed within 1 working day	High	57%	50%	73%	79%
Reduced % of referrals which were opened within 12 months of a previous referral opening	15%-25%	21%	20%	24%	19%
Reduction % of Police Notifications (PNNs)	Low	56%	60%	42%	40%

Other areas within the Integrated Front Door are to be scoped out in 2024:

[1.5 Child Exploitation Hub](#) and [1.6 Missing Service](#)

## 2 Improving the lives of children and young people who need Early Help

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

Programme of works is currently within the Council with close working relationships between the Trust Early Help and the Council.

### 2.2 Early help to be 'Simpler, Nearer and Earlier' – by further developing our Family Hubs arrangements and ensuring they are well known across the district.

#### Progress

- Supportive questions developed as part of the revision of the Early Help Assessment and agreed through Project Action Group with representation from Early Help, Integrated Front Door, Social Work Localities and Children with Disabilities as well as input from families through questionnaires.
- Recruited to Improvement Co-ordinator to focus on this area of work.
- Updates to Early Help Module undertaken to include the supportive role of the Early Help Navigator
- Commenced to roll out Start for Life activities.

#### Next Steps

- Simplify the element of consent to ensure that this does not become a barrier for families accessing support.
- Map out the pathways and family journey and develop an Early Help Model.
- Develop promotional, awareness and communication campaign to include access to Early Help (Free Telephone number and Children's Portal)
- Develop specific training and guidance to be provided to Children's Advisors around accessing Early Help Services and pathways.

### 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.

Part of 2.1 has remained within the Council.

### 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.

#### Progress

- The Priority Plan has been drafted in partnership with stakeholders.

#### Next Steps

- Final draft to be available by the end of September 23.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increased number of Early Help Assessments – Tier 2 (universal)	High	45	87	96	89
Increased number of Early Help Assessments – Tier 3 (What good looks like)	High	68	111	110	93
Reduced % of repeat Early Help episodes.	Low	17.9%	15.1%	8.6%	9.8%
Increased rate per 10,000 open to Early Help, closed due to progress made	High	3.5	7.6	6.7	7.2

## 3a Improving the lives of children and young people who need of Help and Protection

### 3a.1 Multi-agency approach of information sharing and decision making within Strategy Meetings and Section 47 Investigations

#### Progress

- Strategy Meeting request form reviewed, simplified and being trialled.
- Strategy Meeting Guidance developed with partner input and widely shared both internally and with partner agencies.
- Strategy Meeting minutes template drafted ready to be trialled with a select number of meetings.
- Communication with workforce and partners highlighting the changes to process to improve timeliness and reduce drift and delay.
- Developed training for Managers on the chairing and recording of Strategy Meetings.

#### Next Steps

- Complete the delivery of training with Managers on the chairing and recording of Strategy Meetings.
- Embed the Strategy Meeting request form and the agreed minutes template into LCS with pull through fields to decrease repetition.
- Develop and deliver training to Specialist Minutes Takers on the recording of Strategy Meetings.
- Develop programme of auditing to ensure scrutiny and progress.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Improvement % in timeliness of strategy meetings	High	91%	90%	90%	94%
% of strategy meetings resulting in S47 enquiries	High	72%	78%	74%	76^

### 3a.2 Good quality, consistent and timely Child and Family Assessments with a 'pass the baton' to other services approach.

#### Progress

- Engagement undertaken with families following assessments to inform improvements.
- Supportive questions developed and Early Help Assessment template signed off ready for trial as part of EH 2.2
- Developed assessment, analysis and planning training which has been rolled out to the workforce.

#### Next Steps

- Finalise Child and Family Assessment template.
- Gain results of EH Assessment trial with a select number of families October and November.
- Engage with System Support Team to update Assessment templates within LCS.
- Ingsons to deliver on their Practice Improvement Programme with Social Workers, the initial element being on Assessments.
- Ensure suitable training for all social work practitioners and managers.
- Include in annual schedule of thematic audit.
- Share best practice of the 10-day Assessment Review currently being undertaken in 1 locality area to consider rolling out across the service.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increased % of Assessments completed within 45 days	High	79%	78%	69%	72%

### 3a.5 Increased timeliness of Initial Child Protection Conferences (ICPC) held within 15 working days of the Strategy Meeting

#### Progress

- Implemented early notification approach to inform request for ICPC via email to reduce drift and delay.
- Updated the S47 template to include invitees to ICPC, an area identified as a significant delay in setting up ICPC.
- Attended Team Meetings within Social Work Teams to outline the processes in setting up and ICPC.
- Where there are delays with ICPC, all children have a safety plan in place.

#### Next Steps

- Continuously review progress and identify other areas of drift and delay to drive improvement.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Improved % timeliness of ICPC	High	14%	50%	64%	58%
Increase % of Initial Child Protection Conferences resulting in a Child Protection Plan	High	94%	94%	97%	85%

### 3a.6 Effective multi-agency meetings such as Child in Need, Child Protection and Core Group Meetings

#### Progress

- Developed questionnaire to undertake with children and families around their experiences at ICPC and Child Protection Review meetings to include how they are run and the environments of which they take place.
- Developed training around the chairing of meetings within the ASYE and International Social Worker academies, this will be further rolled out as part of this focused area of work.

#### Next Steps

- Carry out the questionnaire with children and families through October and November 23 and produce analysis report and recommendations.
- Repeat process for Child in Need meetings and Core Groups meetings.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Improved % timeliness of Child in Need meetings	High	57%	65%	58%	65%
Improved % timeliness of Core Group meetings	High	86%	88%	87%	90%
Improved % timeliness of Child Protection Reviews	High	89%	88%	87%	90%

### 3a.8 Timely completion of statutory safeguarding checks and compliance with regulation regarding private fostering and connected carers.

#### Progress

- Audit review undertaken on all children who are privately fostered, and all assessments are updated with review process in place

#### Next Steps

- Develop awareness campaign across the service and with partners in identifying Private Fostering arrangements.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increase in identified Private Fostering Arrangements	High	11	6	5	5

### 3a.9 Timely escalation to public law outline (PLO) and timely progression of permanence in all its forms

#### Progress

- Case review completed by Ingsons with recommendations on areas of improvement.
- Terms of Reference for Legal Gateway Panel (LGP) have been reviewed and updated.
- Social workers, managers, court consultants and LA solicitors are now working to the newly developed flowchart which sets out the timescales of assessment work needed for all pre-proceedings cases to avoid delay for children has been implemented.
- Discussions have commenced with Child Protection chairs around their input into the referral to LGP and the reviewing of children's PLO plans.
- The Assessment Plan is now within LCS so that Child Protection chairs can ensure that the PLO plan dovetails with the CP plan.
- The Letter Before Proceedings template has been reviewed and updated to ensure it uses simple and clear language to explain what the Trust is worried about and the impact on the children. This is now integrated and completed on LCS and are quality assured by the allocated Court Consultants in the service areas.
- Monthly tracker meetings have now been established.
- Court consultants are now completing monthly audits of a pre-proceedings case files which has then benchmarked for consistency.

#### Next Steps,

- Leeds Relational Practice Centre to undertake a review of the LGP and decision making through observations and put forward recommendations of areas of improvement complementary and/or in addition to those made by the case review undertaken by Ingsons.
- Develop PLO tracking process onto LCS with performance dashboard.
- Legal Gateway Panel agenda and minutes pro-forma to be reviewed and updated to ensure full discussion is held and reflected in minutes consistently across all chairs.
- Training Package to be updated to reflect Child Protection chairs input to the referral to LGP and the reviewing of children's PLO plans.
- Collate data on the number of children subject to Child Protection Plans/Pre-proceedings that had a Family Group Conference and or Family meeting to identify whether families are involving wider family members and support networks to help them make changes as well as to identify alternative carers for children.
- Develop a mandatory pre-proceedings training package to include writing of the Letter Before Proceedings.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
average time in, working days, between decision to progress to Legal Gateway Panel and the Panel taking place	Data platform currently being developed				



3a.10 [Improve the response to young people aged 16 and 17 are risk or whom find themselves homeless](#)

*Progress*

- Agreed areas of strengthening process such as Duty to Refer (DTR) to be completed by IFD (shift from localities responsibility) and referral to Children’s Society to be made at point young person deemed homeless – both to be integrated into the Protocol.
- Linked in with Rochdale to view their Quality Assurance Framework (work in Bradford to commence in the New Year)

*Next Steps*

- Review and update the Youth Homeless Protocol
- Undertake Audits on all young people that have presented as homeless since 1<sup>st</sup> April.
- Explore options of there being a dedicated Housing Options Officer for young people who are homeless.
- Link in with Systems Support on adding recording elements for DTR and Advocacy and data performance options.
- Develop and deliver training on roles and responsibilities and awareness of children who are homeless.
- Meet with DfE in October to give update on progress and seek advice on updated Protocol.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increase in number of children offered support from Children’s Society (advocacy)	High		50		

3b.1 [Improving the lives of children and young people with a disability](#)

*Progress*

- Elements of Project Action Plan has been incorporated into other workstreams such as Early Help Pathways and Assessment.

*Next Steps*

- Redevelop the plan via a multi-disciplinary Project Action Group.

The below elements for Help and Protection are to be scoped out mid-late 2023 / early 2024: -

3a.4 [Improved response to Domestic Abuse \(linked to 1.4\)](#)

3a.7 [Good quality, SMART and child focused Safety Planning \(CiN and CP\) in a timely manner with plans reviewed and progressed throughout the journey of the child](#)

3a.11 [Education Attendance and Elective Home Education](#)

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

### 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

- Edge of Care Service is now live consisting of 2 Edge of Care Teams, Family Group Conferencing and Family Time
- Recruitment process has successfully completed for the Edge of Care Teams, including the Service Manager role.
- Training and development plan has been drafted together with the team.
- Funding secured for respite home for the children on the edge of care.

#### Next Steps,

- Develop Family Time Project Action Plan to deliver on ensuring there are sufficient resources and appropriate child friendly venues.
- Develop and Edge of Care Project Action Plan to ensure the edge of care model is embedded.
- Purchase the respite home with the funding secured for the use of respite for children on the edge of care.
- Hold workforce and partner sessions to raise awareness of Edge of Care Service responsibilities and routes into support for children on the edge of care or identified needing wrap around support to return home.

### 4.2 Partnership Turning the Curve platform that identifies actions to address numbers of children who need statutory interventions including being in care

#### Progress

- Interim Assistant Director in post to focus on Turning the Curve with additional support from Leeds Relational Practice Centre
- Collated previous forum information and draft action plan to aid future workings on Turning the Curve

#### Next Steps,

- Hold initial meeting chair by Interim Assistant Director with representation from internal managers and partner agencies to identify priorities.
- Link in with Born in Bradford to identify data linked to priority areas.

### 4.3 Establish a Placements Review Panel

#### Progress

- The terms of refence of the placement review panel has been reviewed and updated.
- In addition, a high-cost external placement panel commenced in August 23 with 54 reviews being completed to date.

#### Next Steps,

- Newly formed panel will commence in September 23.
- Continue the review of high-cost external placements through September and October.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Decrease in number of children entering care	Low	35	60	66	32
Increase in the number of children returning safely home	High	13	12	19	5

## 5 Improving the lives of children and young people who are in care and leaving care

5.0a Children in care and care leavers Corporate Parenting Strategy and Action plan is developed and implemented; and

5.0b Corporate Parenting Panel provides robust governance for the Corporate Parenting Strategy and Plan

5.0c Develop and implement Training and development programme for Elected Members to bolster strategic support and challenge role incorporating Corporate Parenting (Total Respect) – is this something we are doing

### *Next Steps*

- The development of the Corporate Parenting Strategy to be discussed as part of the overall Corporate Parenting Agenda at the Strategic Leadership away day on 10<sup>th</sup> October 23. This will include strengthening the Board membership as well as developing the additional strands such as a 'Champion Model Approach' and introduce themed Boards.
- Continue to deliver on the areas identified as part of the National Adviser Feedback.

5.0c Sufficiency Strategy is fit for purpose, iterative and responsive to change

### *Progress*

- The Sufficiency Board has now been established and met on 3 occasions
- Capital funding has been approved to refurbish the homes.

### *Next Steps,*

- Program board to be set up to progress the refurbishment of our homes.
- Sufficiency workshop will take place in September/October 23 to agree the sufficiency strands that will deliver the outcomes as set out in the strategy.
- Joint placement panel has been reviewed, updated terms of reference to be agreed and implemented.

5.0d Establish dedicated children in care and leaving care service – **COMPLETE June 22**

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

5.0e Life Story platform to store all children and young people's memories and memorabilia whilst throughout the journey in our care

### *Progress*

- Platform developed by IT services and system support.
- Business Case produced and submitted to secure staffing resources to complete development, manage the system and train the workforce.

### *Next Steps*

- Develop the Project Action Plan to launch the Life Story platform.

## 5.1 Systematically identify those children whose care orders can be discharged and take action to discharge where appropriate (ongoing)

### Progress

- Continue to track long term Children in Care to identify those requiring discharge of their Care Orders to remain home and those progressing to Special Guardianship Orders with their connected or mainstream carer.
- Following tracking as of end July 2023:
  - There has been a total of 42 Care Orders Discharged in this period, as follows:
    - 26 children who were placed with their parent's subject of Placement with Parent Regulations
    - 16 children who are now subject of an SGO to foster carers/connected carers.
  - There are a further 27 children before the court awaiting Discharge of Care Order, as follows:
    - 7 children who are placed with their parent's subject of Placement with Parent Regulations
    - 20 children who are placed with foster carers/connected carers pursuing SGO's.
  - There are a further 57 children in the process of assessment with a view to discharge of Care Order, as follows:
    - 22 children who are placed with the parent's subject of Placement with Parent Regulations
    - 35 children who are placed with foster carers/connected carers pursuing SGO's.
- There have been no applications made to remove children who are subject of Placement with Parent Regulations in this period.
- There have been 11 children who have ceased to be looked after, following the making of their Adoption Order. There are a further 7 children who are awaiting the court making of their Adoption Order, with a further 20 with plans of adoption at various stages.

### 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.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Improved stability – decrease in % of children with 3 or more placements in year	Low	10%	9%	8%	7%
Increase % of children who have all their visits carried out according to timescale (month)	High	83%	79%	82%	82%
Increase % of reviews carried out on time in the month	High	94%	99%	97%	99%

## 5.2a Transition work to adult services for those who need them is timely and managed jointly by adults and children's services

### Progress

- Eco-Map Assessment Tool has been implemented across the service as part of an overall programme.
- Skills have been identified within the Personal Advisor establishment with a few to utilise these to support care leavers through direct work.

### Next Steps,

- Continue to embed Eco-Map Assessment Tool across the service to ensure consistency.
- Develop template and deliver training and support on the development of sustainability plans.

5.2b Joint Housing Protocol for care leavers is agreed, approved and operational

*Progress*

- Discussions have commenced with Housing around quality of housing and the housing offer as well as to review the Joint Housing Protocol.
- Buildings have been identified for Care Leavers which will equate to 8 self-containing flats for our care leavers. Gap analysis has been completed and draft bid has been put together.

*Next Steps,*

- Produce a presentation around housing issues which will include issues such as waiting times and current insufficiency of housing for Care Leavers with an aim to increase housing stock.
- Submit the bid for the identified properties.

5.2c Improved access to mental health support

*Progress*

- Representation from Leaving Care on Pillar 3 of the health improvement strand which has focus on mental health services, including for our Care Leavers.

*Next Steps,*

- System Support to build into LCS the last 3 SDQ scores within the Pathway Plan tool (prompting Social Worker analysis and Team Manager quality assurance)
- Leaving Care Service Manager and Principle Social Worker to work through well-being tools (including mindfulness and social prescribing) to best use with care leavers.

5.2d District wide approach to increasing work-related opportunities for Care Leavers to ensure they are in education, employment, or training

*Progress*

- Plan of support is being developing with Employment and Skills to support care leavers.

*Next Steps,*

- Further develop areas of improvement to increase opportunities for care leavers.

5.2e Children in care and care leavers' achievements and celebrated by the district

*Next Steps*

- Identify cohort of young people to plan and set up an away day which will identify further next steps and priorities for improving the service.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increase % of young people in education, employment, or training	High	67%	67%	66%	66%
Increase % of young people in suitable accommodation	High	93%	93%	93%	93%
Increase % of young people in touch	High	71%	70%	67%	58%

### 5.3 Independent Fostering Agency and preparation for inspection framework due 7 to 10 months post establishment

#### *Progress*

- Appointed to interim Head of Service
- Developed Fostering Service plan to ensure inspection ready

#### *Next Steps*

- Appoint to permanent Head of Service
- Set priorities and order of works for service improvement and inspection readiness

<b>How will we know we have been successful?</b>	<b>What good looks like</b>	<b>Apr 23</b>	<b>May 23</b>	<b>Jun 23</b>	<b>Jul 23</b>
Increase % of Foster Carers with up-to-date review	High	33%	31%	27%	23%
Increase % of up-to-date supervision with Foster Carers	High	55%	52%	50%	51%
Increase in the number of applications to become a Foster Carer	High	87	91	66	63

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

### 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*

- A select group of young people supported the Knife Angel Project with the Youth Justice Project
- Consultation undertaken children in care and care leavers by Virtual School to develop their children and young people offer and to develop the Virtual School Awards.
- Chat Back session held with the theme on Recreational and Cultural Opportunities for Care Experienced Young People which generated lots of positivity.
- Discussions commenced with health professionals for young people to support in the development of the Health Passport for Care Leavers.
- Successfully recruited to Engagement Officer.

#### *Next Steps*

- Re-establish programme and themes for young people to attend and/or be involved with Corporate Parenting Panel.
- Hold next Chat Back session in September 23 which is around Personal Safety, Youth Justice Service and community Police.

### 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*

- Children and young people are engaged and involved in the development of the tools used to obtain their voice as part of the setting up Mind of My Own (MOMO).

#### *Next Steps*

- Utilise the Shout Element of the Mind of My Own App which offers three surveys a year.

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

#### *Progress*

- Newly appointed co-ordinator continues with the development of the Exit Interviews.

#### *Next Steps*

- Implement the Exit Interview into LCS with links to reporting mechanisms to monitor performance and quality.
- Develop a quarterly report to feedback the findings from care leavers to further inform service improvement and delivery.

### 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. Format agreed.

#### *Next Steps*

- Develop and embed mechanism to produce quarterly qualitative and quantitative data reporting (seen through QA Service) – ongoing. Update from the data team is that data will need to be recorded on LCS moving forward. The Participation Service awaits an update regarding this.

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

*Next Steps*

- Newly appointed Co-ordinator to pick up this piece of work.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increase % in participation with children and young people	High	42	18	15	7
Increase % in the number of young people leaving care undertaking an exit interview	High	2	1	1	Not available

Please note that for the months of June and July, the Service has been without a Voice and Participation Co-ordinator, this is the reason for reduced attendance over these months. We have now successfully appointed to the role in August, and they are actively engaging with our children and young people.

The below elements for Edge of Care are to be scoped out mid-late 2023 / early 2024: -

6.6 Expand participation forums and activities for all children provided with a service



## 7 Strategic Leadership ensuring the conditions for success are created

### 7.1 Establish the Bradford Children and Families Trust, and senior leadership team

#### *Progress*

- Bradford Children and Families Trust went live on 1<sup>st</sup> April 23 and all identified staff transferred with line managed put in place.
- Executive Director in post since June 23
- Leadership structure agreed and will include 4 Assistant Directors under the Executive Director – advert closed.

#### *Next Steps*

- Complete the recruitment process for the 4 Assistant Directors

### 7.2 Develop an improvement team to ensure inspection readiness and relentless focus on improvement.

#### *Progress*

- Improvement and Inspection Team has been agreed with Service Manager, 1 x Co-ordinator, 1 x Support Officer and an Assistant in post.
- successful recruited to 2 further Support Officers who will commence in October.

#### *Next Steps*

- Complete the recruitment process for 1 remaining Co-ordinator.

### 7.3 Develop a district wide and multi-agency approach to co-production, voice and influence for children, young people and parent carers.

#### *Next Steps*

- Future discussion at the Improvement Board needed to identify existing agency approach and activity, and areas for development to avoid duplication and identify opportunities for joint work and learning. To include - Start for Life, Children's Social Care, Third Sector, SEND, Child Friendly Bradford, Health, Police and other agencies working with children and young people.

### 7.4 Maximise staff engagement through a range of approaches including: continue programme of staff briefings and consultation; Staff Reference Group and Pulse surveys (Apr-Jun 23) – **COMPLETE June 23**

#### *Progress*

- Weekly Bradford Children and Families Trust All Staff calls, and Monthly joint Local Authority and Trust drop-in session established.
- Weekly newsletter established and distributed to workforce and TrustNet live for the workforce.
- Staff Reference Group continues within the Trust.
- Staff surveys are being built into the workforce workstream that is to be led by HR with input from the Principle Social Worker
- Undertaken engagement sessions with the workforce to set out the values for the Trust.

### 7.5 Stabilising and building leadership capability and capacity.

Recruiting to four Assistant Director posts in children social care with appointments and start dates during the autumn.

### 7.6 Developing a Corporate Hub Team

Recruitment drive to roles in Finance, HR, ICT, Strategy/Policy. These roles will stabilise the corporate roles which provide professional advice and partnering with children services.

## 8 A sufficient and stable workforce

As a new organisation the Trust agreed its name, logo and associated imagery. As a new employer this presented a number of challenges specifically in the attracting and recruitment space where we had no brand presence.

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

#### *Progress*

- Establishing the trust as an employer and recruiter
  - Using the Bring Heart micro-site we changed the brand and existing content and developed a new narrative to represent the Trust's style and tone. We are starting to see an increase in traffic to this site. In the last 37 days it has increased by 126%.
  - Re-established and developed new routes to market including social media presence. The social media platforms are known for reaching passive and active candidates.
  - Current advertising on 4 job boards
  - Using a 'campaign' approach for three roles. Social Workers, Team Leaders and Service Managers. This includes webinar events and attending CC Live in October.

#### *Next steps*

- Attraction activities
  - Webinars and CC Live events during the autumn. This will be the first opportunity to gauge the interest in the Trust and more importantly converting the curious to a candidate. Led by a Head of Service they are creating a group of colleagues to support this process.
  - Develop a pro-active approach to talent acquisition via social media intel. We will know who has visited our website and developing a way of auto-messaging to see if they are interested in a chat.
  - To encourage trust colleagues, play an active role on social media by re-posting roles to their networks.
  - To review of the recruitment process
  - Simplifying the adverts and role profiles which will lead to a more efficient time to market.
  - Build recruitment capability and capacity which leads to an overall better value for money resource model.

### 8.2 Implementing International Recruitment

#### *Progress*

- Onboarding and training completed for 28 international social workers with all building their caseloads.
- Agency social workers released or redistributed as international social workers reach their 3 months employment date.

#### *Next Steps*

- Complete the onboarding for the remaining 14 international social workers appointed in 2 cohorts (September and December/January)

### 8.3 Working with local universities to increase number of social work places and develop and implement proposals to attract those students to work in Bradford – **COMPLETE March 23**

Successful workforce members have commenced their MA programme at Bradford University with casual opportunities identified to top up their earnings on top of their bursary.

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increase number of progression for workforce	High	1	1	3	2
Increase in the number of new starters	High	35 new starters: - <ul style="list-style-type: none"> <li>• Service Manager x 1</li> <li>• Practice Supervisor x 2</li> <li>• Social Worker Level 3 x 11</li> <li>• Social Worker Level 2 x 8</li> <li>• ASYE x 13</li> </ul>			
Decrease in the number of leavers	Low	21 leavers: - <ul style="list-style-type: none"> <li>• Team Manager x 5</li> <li>• Practice Supervisor x 1</li> <li>• Social Worker Level 3 x 2</li> <li>• Social Worker Level 2 x 10</li> <li>• ASYE x 3</li> </ul>			

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

### 9.1 Implement Restorative Practice training and development programme and capacity to embed restorative practices.

#### *Progress*

- Leeds Relational Practice Centre have secured funding to continue their Restorative and Relational Practice programme with senior leaders and the workforce – this has been mapped out.

#### *Next Steps*

- Timetable, diarise and roll out Restorative and Relational Practice training starting with senior leaders and then to the rest of the workforce.

### 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*

- Learning and Development colleagues developed Poverty and Neglect workshops/training aim at multi-agency workforce.
- Professional Curiosity multi-agency tri-board event took place on 22<sup>nd</sup> June and attended by staff across the agencies working with both adults and children's services. There were several guest speakers in the morning and then workshops in the afternoon.
- Continue to co-facilitate the professional practice sessions with involved in the design and content of these sessions.
- Session delivered looking at working with children with disabilities.
- Co-facilitated a session looking at Fabricated and Induced Illness.

#### *Next Steps*

- Learning and Development Officers to collaboratively work with the safeguarding board to co-deliver the Poverty and Neglect training to a wider multi-agency audience.
- Continue to review and develop on opportunities for multi-agency workforce development opportunities.

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

This piece of work is being led by the Safeguarding Partnership.

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

#### *Progress*

- The Business Support Academy has been launched and has been well attended by Business Support Officers who are engaged in the development of the core training and progression opportunities.
- Student Faculty will be launched within the next few weeks to tie in with the next cohort of students. 6 Specialist Practice Educators have been recruited to and in post.

#### *Next Steps*

- Bespoke training to be commissioned around specialist minute taking and touch typing.
- Community Resource Worker faculty to commence in October 23
- Social Worker faculty to commence in December 23
- Practice Supervisors faculty to commence in January 24

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

*Progress*

- Meetings held with the university around the development of the curriculum where practitioners from the Trust can work jointly with the academics to deliver lectures looking at the social work theory and how these fits with practice. A number of practitioners continue to be involved and more invites have been received to participate.
- Ongoing discussions with the College so that there is an increase in staff involvement in co-delivery.
- Practitioners are part of the social work admission interviews.
- Young people – there is an increased use of our young people in the interview process including the assessment centres. The new audit process has been launched now and so for this month the auditors will be speaking to children and young people as part of the audit. The findings from this will help to shape practice.
- New Participation Co-ordinator recruited to work with the Teaching Partnership

*Next Steps*

- Participation co-ordinator to link in with the team and meet with Teaching Partnership to look at how we can work together to include our children and young people more in our practice development.

9.6 Implement an approach to ensuring workforce development opportunities taken up where required and identified.

These are picked up within all workstreams were a Learning and Development Service is represented on each.

9.7 The quality and effectiveness of supervision to staff at all levels by managers and leaders

*Progress*

- Leeds Relational Practice Centre developed Management Oversight and Reflective Supervision programme which is diarised to commence with Social Work Team Managers from September to November 23.

*Next Steps*

- Develop timetable to deliver Management Oversight and Reflective Supervision sessions with Early Help, Youth Services, Youth Justice Services, Placements, Fostering and Residential.

## 10 Strong collaborative partnership

### 10.1 Establish Bradford Children's Improvement Board and develop a quality Improvement Plan (Sept 21-May 23) – COMPLETE May 23

The Improvement Board is established and operational from April 2022 and Improvement Plan developed. The outcome of the recent ILACS in November 2022 is reflected in the plan with an Ofsted Action Plan in development and will be shared with Ofsted by 15th May 2023.

### 10.2 Establish multi-agency platforms for joint working and practice improvement (May-Aug 23) – COMPLETE Aug 23

#### *Progress*

- Multi-agency Improvement Development Group (MAID) established chaired by the Chair of the Bradford Safeguarding Board
- Task and finish group members identified to progress and implement discrete pieces of work, most recently Strategy Meetings
- Three weekly meetings diarised between Children's Social Care and Police colleagues.
- Executive director links with Health colleagues to identify and deliver of required areas of improvement.

### 10.3 Address the local recommendations from the National Panel review report.

The recommendations and actions identified from the Practice Review have been embedded into the improvement plan. The learning has been shared across the service and the impact will be scrutinised and reviewed as part of the Children's Safeguarding Performance subgroup.

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

#### *Progress*

- Review undertaken on all high-cost placements.
- Terms of Reference for the Joint Placement Panel are in final draft and will be signed off by partners on 7 September 2023.

#### *Next Steps*

- Implement the Terms of Reference for the JPP once sign off agreed with all partners.
- Develop an analysis report with learning from the high-cost placements review to present and discuss with partners at the next improvement board.

## 11 Buildings, IT, HR, Finance, Business Support and equipment that support quality practice

- 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. Currently under review, planning and development under the new Trust arrangements.
- 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.  
Discussions continue with estates around identifying suitable accommodation out in the localities for East and South.
- 11.5 Securing suitable Business Support Services and Support capacity to ensure key processes are met, particularly those that are statutory.

### *Progress*

- Review of all "as is" Business Support tasks, responsibilities and processes has been completed to establish a successful operating model
- Significant investment in all areas across Business Support initiated in April 2023 in line with increased service demand and delivery
- Current active recruitment to all Business Support posts including management positions to drive support that enables Children's Services to operate efficiently and effectively.
- Development and roll out of a Business Support Academy in partnership with Learning and Development giving opportunity for continued personal and professional development, build on expertise, best practice and recent improvements.
- Developed and implemented clear performance metrics and set individual performance goals for the financial year 2023/24.
- Briefing paper progressed to ensure Information Governance is adequately resourced to include sufficient management oversight of additional strategic responsibilities as of 1st April 2023 BCFT go live.
- Streamlined the process for Annex C and E information requests from the Police and Crown Prosecution Service and progressed with an automated process.
- Reduced manual redaction for Subject Access requests ensuring even the most voluminous requests utilise electronic redaction software.
- Provided much needed link between Business Support and Corporate Customer Care team at an operational level to assist with the reminder and escalation process and improve complaint handling response times
- Centralised the specialist minute taking in order to comply with statutory obligations and work with Police and Health, improving resilience and response times

### *Next Steps*

- Continue to review induction process model for all new starters to ensure and increase current compliance with dedicated business support pathway in relation to processes and systems

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*

- There are 4 more 8-week using 'team mindfulness' approach and module on Mindfulness for Leaders has been mapped out for 2023 and these are being rolled out.
- Feedback around the Breathworks course is very positive, 69% of staff reported higher levels of positive affect following the course, 63% of staff reported lower levels of negative affect following the course.
- Quality of life - 72% of staff experienced an increase in score. 21 out of the 32 respondents began the course with a clinically concerning score for quality of life. By the end of the course, (71%) had moved to a from clinically concerning to a healthy score. "I feel like learning mindfulness has changed me so much, learnt a lot about myself able to manage stress better have techniques to use when I wake up in the night help me settle back to sleep. Felt more in control of things like feeling I have more power to choose how I respond to situations".

*Next Steps*

- Final eval report due early September and will need to be considered and any next steps agreed.

The below areas are to be scoped out and planned into at the end of 2023 / start of 2024

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

11.8 Children's Portal utilised to its full potential

11.9 Delegation Portal utilised to its full potential across the partnership



## 12 Insight – learning and improving through performance manage and quality assurance

12.2 Ensure the quality of audits through follow up on recommendations and sharing learning in teams.

*Progress*

- From 1<sup>st</sup> August, Audit forms are built into and to be completed within LCS and includes feedback from children and families.

*Next Steps*

- Continue to deliver training and promote compliance with managers to better inform recommendations and shared learning.

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

New ways of undertaking audits only commenced in August 23; first report will be available mid to end of September.

12.6 Review and develop the QA role of the Safeguarding Partnership

*Progress*

- Assistant Director within the Trust as become the Chair of the Safeguarding Partnership sub-group.
- Discussions have commenced on introducing multi-agency auditing.

*Next Steps*

- Develop multi-agency auditing framework.

The below areas are to be scoped out and planned into at the end of 2023 / start of 2024.

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.

12.3 Develop and implement a Performance framework including review of existing suite of performance reports.

12.5 Review and develop the QA role of IRO and CP service.

12.7 Agree development programme for middle managers and Team Managers to strengthen their role, understanding, engagement and expertise in PM, QA, improvement, and learning.

12.8 Identify and sharing partner data sets at the Improvement Board

How will we know we have been successful?	What good looks like	Apr 23	May 23	Jun 23	Jul 23
Increase in the number of audits completed	High	16	40	44	26
Decrease in the number of Inadequate audits	Low	2	2	4	11
Decrease in grade change at moderation	Low	-	40%	46.15%	16.67%