

Late and supplementary information for the Executive on 7 June 2022

11. **HOW DO WE MAXIMISE THE LEGACY OF UK CITY OF CULTURE BID?** 1 - 10

Document E – This report looks at how can we optimise the momentum and legacy of bidding to the greatest advantage for Bradford district.

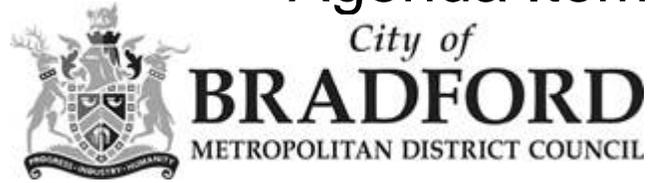
In summary it addresses:

- The requirement to commit to a legacy plan post 2025; and
- Proposals for a Place and Investment Marketing Partnership to support all aspects of promoting the district as a place to live, work, learn, visit and invest.

15. **NATIONAL REVIEW INTO THE MURDERS OF ARTHUR LABINJO-HUGHES AND STAR HOBSON** 11 - 18

Document H – This report focuses primarily on national and local recommendations in respect of Star Hobson.

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Report of the Strategic Director of Place to the meeting of Executive to be held on 7th June 2022

E

Subject: How do we maximise the legacy of UK City of Culture bid?

Summary statement:

The bid for UK City of Culture has galvanised the city, generated unprecedented positive media coverage with an editorial value of £1,497,820 of positive media coverage and has already laid several strong foundations for the development of culture and the creative industries. In 2019 a strategic investment of £1,435,000 was committed, this investment has generated a return of £5,231,928. This report looks at how the district can maximise momentum, address gaps in place and investment marketing and continue the commitment to culture & creative industries as driver to support our ambitions for clean growth, making the Bradford district a stronger place to invest, promote and live. This report also requires a decision on the strategic development of a Place Marketing and Investment Partnership for Bradford. (See Appendix 1)

It looks at how can we optimise the momentum and legacy of bidding to the greatest advantage for Bradford district.

In summary it addresses:

- The requirement to commit to a legacy plan post 2025.
- Proposals for a Place and Investment Marketing Partnership to support all aspects of promoting the district as a place to live, work, learn, visit and invest.

Please note this paper was drafted before the final decision on which city would be City of Culture 2025

EQUALITY & DIVERSITY:

The UK City of Culture bid has diversity and inclusion at its heart. It has been the result of extensive consultation with communities across the district. It seeks to address step changes in tackling inequality of access to culture and employment in the creative industries. It builds on the ambitions and targets of the 10-year cultural strategy 'Culture is our plan'

Research shows that one of Bradford's strengths is its diversity but that this could be better reflected in place and investment marketing and in the potential diversity of visitor profiles in the district. The proposal will have a direct and indirect impact on developing skills and jobs in the district.

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Portfolio:

Healthy People and Places

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

We have been shortlisted to be UK City of Culture 2025. DCMS will ask what our legacy investment plan is and what our plans are should we be unsuccessful. They will also test the city's capacity for place marketing and its plans to grow the creative industries. This paper seeks to set out a strategy with analysis of the cost and benefits of continued investment – regardless of the city of culture result.

2. BACKGROUND

Council confirmed unanimous support for the bid and the inclusion of direct investment in the City of Culture 2025 within the revenue and capital budget, with a revenue budget of £8 million over 4 years and a capital budget of £2 million. It has also approved the 10-year strategy which sets the strategic framework and ambitions through to 2031 with clear targets to deliver on clean and inclusive growth.

Since 2019 the district's strategic investment in culture-led regeneration has already proven its economic, social and media profile impact. Investment of £1,435,000 was approved in September 2019 for a range of cultural measures across the District with match-funding for bids for Creative People and Places, The Bradford Producing Hub, and for South Square in Thornton. All three bids were successful and have leveraged £3,767,400 of new national investment into Bradford District.

Within this strategic investment package, £575,000 was approved to underwrite the costs of a bid development programme for UK City of Culture 2025. During 2020 and 2021, a further £1,157,128 was levered in for economic and cultural recovery via funds from WYCA, National Lottery Heritage Fund and has attracted Channel 4 to set up The Unit a new UK flagship project for C4 for content makers. This brings the total value of return on the council's strategic investment to £5,231,928 since 2019.

In addition, the city of culture bid has generated unprecedented positive media coverage with 469 editorial pieces since 2019 generating an editorial value of £1,497,820 and a reach of more than 712 million views. Recent examples include a 12-minute promotional feature on BBC Radio 4 Front Row featuring a diverse range of voices from across the district.

Appendix 1 to this report also addresses the strategic development of a Place Marketing and Investment Partnership for Bradford. It follows work looking at Bradford's promotional capacity in the context of the UK City of Culture bid, the DCMS de Bois review of destination marketing agencies and the need for the city to strengthen and join up its collective work in place, investment and destination marketing.

Whether we secure the title or not our achievements so far are formidable:

- Over £5 million new revenue secured in the past 3 years
- Bradford Council investment through its new grants to build a more sustainable, independent cultural sector
- A body of research and new research baselines for Bradford
- A 10-year cultural strategy Culture is our Plan recognised as a national model of good practice by Arts Council England

- Visitor profile work leading to plans for a new place and investment partnership to promote Bradford
- Bradford securing £2 million for Creative People and Places and £1 million for Bradford Producing Hub – one of only 2 in the UK
- A series of iconic projects – from Make Film that supported a new wave of talent that has gone on to be showcased at major film festivals around the world, Our Street Gallery reaching BBC 1 Breakfast show, Bradford Unlocked which had over 50K audience reaching 24 wards and brought 25k people back into the city centre over 2 night have a positive impact on retail and hospitality
- £1,497,820 million media coverage to date
- New media partnerships with Channel 4 Telegraph and Argus and Yorkshire Post
- New levels of collaboration between University of Bradford and the Council
- Bradford positioned to contribute to a series of cultural years in Yorkshire in collaboration with the Mayor
- Over 25 businesses on board with bid backing culture
- Capital plans including Odeon, Kala Sangam, Keighley Creative, National Science and Media Museum expansion
- A new Screen Strategy
- Plans to maximise our UNESCO status

Legacy

Culture is our Plan and the City of Culture bid map out the long term benefits of continuing investment in the legacy of winning – principally into the growth of the ‘Bradford model’ an independent cultural sector as an engine for job creation, opportunity and clean growth through creative and cultural industries and the visitor economy. It is a requirement of the DCMS process that Cities plan for legacy.

Research underpinning the bid shows that the impacts of winning and legacy investment are significant for the district:

	Legacy impacts by 2030
New Jobs created	6,868
Total visitors to district	16,325,641
Visitors spend	£689m
Total jobs in CCI and VA sector	43,239
Total GVA	£2.44bn
Additional GVA	£365m
Return on CBMDC Investment	£26 to £1

This full legacy will be achieved through targeted additional legacy investment in the delivery of the ambitions of Culture is our Plan:

Create an exceptional year-round programme of festivals and events - to sustain an increased range of festivals and events for local people and cultural tourists building an international profile as a producer and export of work and talent

Children and young people - Investment in the nationally significant Digital Creative Project in partnership with Born in Bradford and Arts Council England to deliver a project working directly with 30,000 young people across the district to upskill their

creative digital skills

Place Marketing – to resource a place and investment marketing partnership

realigning council and external partner investment in stronger promotion of the district as a place to live, work, learn and visit

Investment in Sector support agencies - Bradford Culture Company, UNESCO City of Film, Cultural Voice Forum, Bradford Producing Hub, Bradford Cultural Education Partnership to create an agile and highly energised creative sector of micro business and creative and digital SMEs

Community ownership - To sustain the delivery of the Leap through to its full ten-years of potential Arts Council investment and to match Heritage Lottery investment into community-led grassroots heritage projects

Direct Independent Sector support - Revenue and Project grants £516,000 growing by 10% following 2025 to sustain growth in the independent cultural sector and leverage increased national funds into the district

Cultural capital projects and public realm improvements - Funding to support feasibility studies across the district enabling viable projects to be ‘shovel-ready’ to access national funds including UK shared prosperity fund and match funding for other major funds i.e. Arts Council England & National Lottery Heritage Fund

CBMDC Culture team - Our legacy will be delivered by our sector but there will be need for increased resource in the council team to coordinate activity, raise funds and provide support to a rapidly growing sector

Current CBMDC investment in culture is £1,327,000 per annum, additional proposed investment to maximise the legacy of 2025 is summarised as follows:

	Additional legacy investment required
2025/26	£1,423,886.8
2026/27	£1,423,886.8
2027/28	£1,423,886.8
2028/29	£1,423,886.8
2029/30	£1,423,886.8
Total	£7,119,434

This investment is in addition to the £10m allocated from council reserves to specific delivery of the year of culture. This total investment will deliver the full range of legacy benefits and return on investment identified above. We will be looking at a package of funds that will make up this further investment, not just council funding. Other sources of funding could include the likes of WYCA, UK Shared Prosperity Fund, Arts Council England, Historic England, DCMS & National Lottery Heritage Fund.

Comparison

Coventry UK City of Culture 2021 has just confirmed its legacy investment as being £5m with an emphasis on green futures. Coventry is approximately half the size of Bradford District. <https://coventry2021.co.uk/news/coventry-looks-towards-a->

The creation of a dynamic Place & Investment marketing capacity is a pre-requisite of legacy and should be progressed regardless of City of Culture outcome. This partnership will realign many of the Council's own service areas in an independent partnership which will play a crucial role in maximising tourism and inward investment benefits. Now that Welcome to Yorkshire is disbanding, Bradford urgently needs to have a destination marketing capacity that would qualify as a fundable DMO (Destination marketing organisation).

Capital funds allocated to the delivery of 2025 can be re-designated to support a series of projects to realise a range of viable projects and to leverage national funds with the CBMDC Culture team coordinating activity, raising funds and providing support to a rapidly growing sector. Detailed budgets have been prepared and will be reviewed annually.

3. OTHER CONSIDERATIONS

The council has already strengthened its culture and events team. In the event of winning the council will need to have a dedicated liaison with the City of Culture company and a strategic city readiness team drawn from across the Place directorate and other departments.

The workforce implications of the Place Marketing and Investment strategy are dealt with in Appendix 1.

4. FINANCIAL & RESOURCE APPRAISAL

Council approved the earmarking of £8m of reserves and £2m capital to be allocated should the City of Culture 2025 bid be successful. These funds have been earmarked and remain earmarked for City of Culture purposes.

The report highlights the significant leverage investment in City of Culture has delivered within those Cities previously being awarded City of Culture status and already being evidenced in Bradford through the bid development process to date.

The report recommends

- 1) should the bid be successful a further investment of £7.119m would maximise the legacy of City of Culture from 2025 - 2030

If recommendations are approved, it is proposed consideration of this funding this will be included in budget considerations for 2023/24. By then the Council will have a better insight as to what external funding might be available for the legacy funding which will more accurately then inform planning for the Medium Term Financial Plan. This can then be considered as part of the 2023/24 budget proposals to the Executive and Full Council.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

No risks arising now.

6. LEGAL APPRAISAL

There are no substantive legal issues arising from this report.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

The District Plan, fundamentally supported by Culture is Our Plan, sets out the strategic partnership ambition for sustainable development, endorsing the Sustainable Development Goals and the ambitions to secure wellbeing, resilience and sustainable prosperity for residents, communities and organisations. It sets a medium to long-term agenda to 2025 and towards 2040 to enable and accelerate the transition to a more sustainable future. Members (October 2021) passed a resolution taking forward the District as the UK's leading clean growth city district. This is a fundamental approach to creating a sustainable and inclusive economy that works for everyone.

The transitioning, investment and practical delivery of more sustainable ways of living, working and doing business lies at the heart of reshaping the district for 2030 and beyond. These ambitions and benefits hold true in success and fail scenarios with the necessity and opportunities for creating a more viable, resilient and prosperous district being politically and organisationally mandated. The Cultural Strategy underpinning and unleashing the creative potential of people, places and communities lies at the heart of the district's long-term success for the benefit of present and future generations.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

Depending on the legacy options that arise through this decision making, more detailed climate and environment appraisal may be required to ensure that investment choices actively reduce adverse emissions, pollution and environmental damage and where ever possible cultural investment acts in proactively and responsibly as key contributors to district stewardship, health, wellbeing and ecological quality. Through Culture is our Plan and the initiatives it supports the Council will be able to demonstrate and track impact using greenhouse gas emissions where possible as one key metric of performance.

7.3 COMMUNITY SAFETY IMPLICATIONS

A significant growth in the cultural sector will attract much increased numbers of visitors, particularly in our urban centres - often during the darker evening hours. Partnership work to assess the actual safety and also the 'feeling' of safety in key locations in our urban centres and other key cultural sites to identify areas that may

present a greater risk. The programme should work alongside the Community Safety Partnership to assess the risk of certain crime types such as acquisitive crimes, particularly in locations which may evolve with cultural development.

A full range of measures to improve safety should be considered – whether this be physical measures such as lighting or cutting back vegetation, greater enforcement measures or ‘re-claiming’ sites with ‘Environmental Visual Audits’, for example, making areas less attractive to criminals.

Partnership work with the Bradford City Centre Community Safety Partnership and Bradford BID to support the application for ‘Purple Flag’ status to make the City Centre a more attractive place for visitors will help achieve a greater recognition and increased confidence in Bradford as a safe place to be.

7.4 HUMAN RIGHTS ACT

There are no Human Rights Implications.

7.5 TRADE UNION

Trade Union consultation on workforce implications arising from the outcome of the City of Culture bid will progress in accordance with the Council Industrial Relations Framework and Managing Workforce Change Procedure.

7.6 WARD IMPLICATIONS

The Bid and cultural plans ambitions to engage every ward hold true in both Plan B and Legacy scenarios.

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

N/A

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

There are no known corporate parenting implications arising from this report.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

If we win City of Culture 2025 this will not affect the current and compliant processes in place to ensure privacy of personal data in accordance with the legislation in place.

8. NOT FOR PUBLICATION DOCUMENTS

Appendix 1 - Proposal for Bradford Place Marketing and Investment Partnership

9. OPTIONS

Legacy

1. Commit to full investment in legacy to 2030 through delivery of culture is our plan. Strengthens our bid in eyes of DCMS and provides biggest social and economic and cultural benefits to the district.
2. Make no investment in legacy to 2030. Fail to capitalise on the momentum of designation and see short term gains fall away and put long term change at risk.
3. Make partial investment in legacy to 2030

10. RECOMMENDATIONS

1. Executive recognises the importance of securing and maximising the legacy of bidding UK City of Culture irrespective of the outcome of the bid and sees the cultural, economic and social benefits to be gained by 2030 in both scenarios.
2. In the event of winning, the executive considers further full legacy investment for district of £7,119,434 will be required to realise levelling up gains of a successful bid.
3. That the Strategic Director of Regeneration explores further funding opportunities from external agencies and partners alongside the council's own funding.
4. Additional investment is proposed to be identified within 2023/24 budget proposals and Medium Term Financial Planning considerations and reported to the Executive as part of future budget consultation exercises.
5. Support recommendations to invest in a Place and Investment Marketing Partnership at £309,000 a year for staff costs, and hosting costs, with additional marketing, PR and campaigns resourced at £275,000 through realignment of some existing budgets and securing funding from other partners which is included in the above commitment of £7,119,434 million

11. APPENDICES

Appendix 1 – Proposal for Bradford Place Marketing and Investment Partnership

12. BACKGROUND DOCUMENTS

- Culture is our Plan – the cultural strategy for Bradford District 2021 – 2031
- DCMS de Bois review of destination marketing agencies:
<https://www.gov.uk/government/publications/independent-review-of-destination-management-organisations-dmos>

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Report of the Chief Executive Office to the meeting of Council Executive to be held on 7th June 2022

Subject: National Review into the murders of Arthur Labinjo-Hughes and Star Hobson

H

Summary statement:

Following the tragic deaths of Arthur Labinjo-Hughes in Solihull in June 2020, Star Hobson in Keighley, Bradford in September 2020, and the subsequent two murder trials and convictions in December 2021 of their parents and partners, a national review of learning from the two cases was initiated.

The review was undertaken by the national independent Child Safeguarding Practice Review Panel. This panel commissions reviews of serious child safeguarding cases, focusing on improving learning, professional practice and outcomes for children, based on the possibility of identifying improvements from cases that it views as complex or of national importance.

The review's primary focus was to try and understand how and why public services and systems designed to protect children were not able to do so. The review looked in detail at service responses to the two children's experiences, to make sense of what can be learned and must do differently in the future locally and nationally. The review, published on the 26th of May 2022 has six local and eight national recommendations. This Executive report focuses primarily on the national and local recommendations in respect of Star Hobson.

EQUALITY & DIVERSITY:

This case highlights the role of hidden partners and in particular women in perpetrating crimes against children.

Kersten England
Chief Executive

Portfolio:

Children and Families

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Overview & Scrutiny Area:

Children's Services

1. SUMMARY

- 1.1 Following the tragic deaths of Arthur Labinjo-Hughes in Solihull in June 2020, Star Hobson in Keighley, Bradford in September 2020, and the subsequent two murder trials and convictions in December 2021 of their parents and partners, a national review of learning from the two cases was initiated.
- 1.2 The review was undertaken by the national independent Child Safeguarding Practice Review Panel (the Panel). The Panel are an independent panel that commissions reviews of serious child safeguarding cases, focusing on improving learning, professional practice and outcomes for children. Their purpose is to oversee the identification of learning from cases that it views as complex or of national importance.
- 1.3 The Panel is appointed by the Secretary of State for Education but is independent from Government. The Panel has experienced members representing the Statutory partners of Social Care, Police Criminal Justice, and Health who are supported by other experts.
- 1.4 The review's primary focus was to try and understand how and why public services and systems designed to protect children were not able to do so in these two cases. The review looked in detail at service responses to the two children's experiences and to make sense of what can be learned and must do differently in the future locally and nationally.
- 1.5 The review has six local recommendations in respect of Star Hobson and eight national recommendations all of which are detailed in full in the report.

2. BACKGROUND

- 2.1 The issues that emerge in both these cases are distressing to read and in particular demonstrate that significant learning was needed, and that both children had not been kept safe.
- 2.2. It is important to remember that Star was killed by the people who should have been there to protect her. Savannah Brockhill was convicted of the murder of Star Hobson and jailed for a minimum of 25 years.
- 2.3 Frankie Smith, the mother of Star Hobson was found guilty of allowing or causing the death of Star. She was sentenced to eight years in prison, which was increased to 12 years after being referred to the Court of Appeal by the Attorney General for being "unduly lenient."
- 2.4 **Methodology:**
The methodology used by the Panel in determining this review was not to undertake two individual child safeguarding practice reviews in relation to Arthur and Star, but to apply learning from the deaths of these two children to the national system.
- 2.5 The Panel's key working principles were to draw on its independent national role to analyse robustly and objectively the effectiveness and quality of safeguarding systems, processes, policy and professional behaviours.
- 2.6 Recommendations are evidence based and drawing upon Panel experience and research.
- 2.7 The Panel engaged key organisations and representative bodies at relevant points of review. This included appropriate engagement with the Independent Review of Children's Social Care (MacAlister Review) which was published on Monday 23rd May 2022

2.8 **National Learning:**

In analysing what happened to Arthur and Star, and how agencies responded, the Panel identified a set of issues which hindered professionals understanding of what was happening to both children.

2.9 The review acknowledges that these issues are not uncommon and have been identified from the analysis of Serious Case Reviews and other thematic practices review including all previous inquiries into child deaths.

2.10 There are eight national recommendations. These recommendations are set out in full in the review but can broadly be grouped into key areas of action.

- Weakness in information sharing and seeking
- A lack of robust critical thinking and challenge within agencies
- A need for sharper specialist child protection skills and expertise, especially in relation to complex risk assessment and decision making; engaging reluctant parents; understanding the daily life of children; and domestic abuse
- Underpinning all of the above a need for leadership and management which has a powerful enabling impact on child protection

2.11 **Learning from the death of Star**

The review identifies 6 key practice episodes where professionals were directly involved with Star and her family which affected outcomes for her.

These were

- Identifying risk in pre-birth and post birth period
- Referral from domestic abuse services
- Concerns about Savannah Hill's care of Star and domestic abuse of Frankie Smith
- Bruises of Star and child protection medicals
- Repeated Concerns about Star from friends and family
- Submission of Video material of Star with bruises

2.12 **Recommendations to Bradford**

The review sets out six key recommendations for the partnership in Bradford.

1. To review strategic and operational responsibilities as recommended nationally by this review, including making sure that there is a good understanding of learning from the review, good oversight of performance and that priorities are agreed,
2. To review, develop, commission and resource a comprehensive, early help offer which can be accessed before/during and after the completion of any child and family assessment by children's social care. This offer should include:
 - A review of the Partnership's Pre-Birth Procedures
 - Bradford District Care NHS Foundation Trust to ensure that ante natal health visiting is offered and priority is given to first time parents.
 - Teenage pregnancy support going beyond the age of 16
 - Develop the role of the Care Leaving services to ensure that it supports care leavers who become parents.
 - A whole family approach where the wider extended family and neighbourhood networks are involved in providing support to vulnerable young parents
3. To agree clear expectations regarding risk assessment and decision making and these are understood by all agencies. Partners should work with CSC to ensure that:

- Decisions not to proceed following a referral are based on a review of previous history, background checks and a chronology of prior concerns
 - No referral is deemed malicious without a full and thorough multi-agency assessment, including talking with the referrer, and agreement with the appropriate manager
 - All staff are compliant with information sharing protocols
 - Risk assessments are always informed by multi agency information gathering which includes listening to family and friends and an assessment that goes beyond self-reporting
 - Supervision is always used to test assumptions and alternative hypotheses
4. To jointly review and commission domestic abuse services to guide the response of practitioners and ensure there is a robust understanding of what the domestic abuse support offer is in Bradford. This should lead towards a coordinated community response by providing a bridge between services. Immediate action should be taken to provide multi-agency practitioners with guidance and/or training, supported within supervision, to enquire about domestic violence in mixed and same sex relationships, to develop safety plans for victims and their children and support perpetrator interventions. This should include that routine enquiry about domestic abuse is embedded in professional practice of midwifery and health visitor services.
 5. To ensure that all practitioners understand their role when considering allegations of bruising including consideration of images which appear to show bruising. This should include:
 - convening a strategy discussion with relevant agencies, both in and outside working hours
 - an assumption that a medical will be required and recording the rationale for any decision not to arrange a Child Protection Medical where there are allegations of bruising or other concerning external injury. The absence of visible marks should NOT be a reason, without consultation with a Paediatrician
 - discussion with the on-call Paediatrician with respect to arranging a Child Protection Medical Assessment
 - ensuring that all relevant information on the child and family is available at the time of this assessment
 - the medical assessment should be done in accordance with RCPCH's standards for such assessments, and such assessments subjected to peer review
 - providing social workers with relevant knowledge about bruising to children, so that they are alert to situations which require follow up, including discussion with medical practitioners.
 6. To review information sharing protocols to ensure that practitioners have an accurate understanding what data is available what information must be shared. This review should pay attention to whether sufficient information is available to the emergency duty service.

2.13 National Recommendations

The review also identified eight national recommendations which are being shared for action with all local authorities

1. A new expert-led, multi-agency model for child protection investigation, planning, intervention, and review.
2. Establishing National Multi-Agency Practice Standards for Child Protection.
3. Strengthening the local Safeguarding Partners to ensure proper co-ordination and involvement of all agencies.

4. Changes to multi-agency inspection to better understand local performance and drive improvement.
5. A new role for the Child Safeguarding Practice Review Panel in driving practice improvement in Safeguarding Partners.
6. A sharper performance focus and better co-ordination of child protection policy in central Government.
7. Using the potential of data to help professionals protect children.
8. Specific practice improvements in relation to domestic abuse

2.14 Action in Bradford

Action has already been taken by the partners in Bradford to address issues identified in relation to the death of Star Hobson. These are set out below. The Partnership are working at pace to update the action plan to include the full set of recommendations from the national panel.

2.15 Partnership actions already undertaken.

- 2.16 Since the criminal trial and the Children's Commissioners report, Children Services, West Yorkshire Police and Health Care services have taken action to respond to recommendations and to provide for the wellbeing and safety children in Bradford.
- 2.17 Bradford is working alongside the Government appointed Children's Commissioner to make significant changes in how social workers work in the district. Bradford is in the process of setting up a Children's Trust which will deliver further changes needed to make at pace to make sure children in our district are safe.
- 2.18 The Safeguarding Partnership, the Children's Commissioner and Chair of the improvement board are reviewing arrangements including governance and performance to ensure actions are taken and that agencies are held to account.
- 2.19 Development of Bradford's Early Help Offer has been accelerated and training has been delivered to frontline practitioners. Five locality based Early Help Hubs in which statutory partners and commissioned services will be co-located with a specific remit of ensuring a safety net of early interventions is in place
- 2.20 Focussed work is underway to revise protocols and train staff in relation to assessing risk, sharing information and provide quality supervision of social workers. Review and action is being taken on all statutory multi-agency processes used to keep children safe including child protection medicals, strategy discussions and Section 47 enquiries.
- 2.21 Bradford District Care NHS Foundation Trust (BDCFT) and Airedale NHS Foundation Trust (ANHSFT) have introduced new process, guidance and training for Pre-birth, maternity and antenatal safeguarding. This includes ensuring that the offer of Early Help assessment is considered at any stage in pregnancy and that routine enquiry in relation to domestic abuse is embedded. Alongside this, additional bespoke training is being developed for General Practitioners.
- 2.22 All agencies are progressing training for staff in relation to disguised compliance and professional curiosity. The programme includes mandatory training for all children's social care staff.
- 2.23 Systems, process and training have been reviewed and refreshed by CSC to ensure all agency staff can complete chronologies or prior concerns.
- 2.24 Specific training has been delivered to the CSC and Health care staff on coercive and

controlling behaviours in relationships and the impact on children learning, hidden partners and diversity.

- 2.25 Within CSC guidance has been provided to all managers about the oversight of key points in a child's journey and an audit is being used to focus on improvement.
- 2.26 West Yorkshire Police has undertaken a review of Safeguarding and is in the process of delivering the key recommendations. This includes uplifting resources within the Safeguarding Units and taking action around training and accreditation.
- 2.27 New referrals processes adopted by Bradford Police in February 2022 are live across the other four policing areas (Calderdale, Leeds, Kirklees & Wakefield) in respect of child protection.
- 2.28 West Yorkshire Police have introduced a Neglect toolkit which can be drawn upon by practitioners from all agencies to identify and effectively respond to cases of neglect.
- 2.29 West Yorkshire Police Safeguarding specialist functions has increased the implementation of Digital Media Investigators. Digital media was a significant source of information during the investigation of Star's murder.

3. OTHER CONSIDERATIONS

- 3.1 There are no other considerations.

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Additional investments have been agreed for Children's Services.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 The protection of Children is the highest priority for the Council and its partners when considering the implications of abuse, as is the provision of services to support those who are victims of this abuse. Failure to protect and provide appropriate services significantly increases the risk to children in the district. It would lead to significantly reduced public confidence in Bradford Council, West Yorkshire Police, the Health economy and other partners, as has been demonstrated nationally.

6. LEGAL APPRAISAL

- 6.1 There are no direct legal implications arising from this report, in that it does not impose any additional legal duties or obligations on the Council. Rather, it provides recommendations for improvement of services, many of which have either already been adopted by agencies, or which will be incorporated into the future working practices of those agencies in the exercise of their statutory duties.

7. OTHER IMPLICATIONS

None

7.1.1 SUSTAINABILITY IMPLICATIONS

7.11 None

7.1.2 GREENHOUSE GAS EMISSIONS IMPACTS

7.21 None.

7.1.3 COMMUNITY SAFETY IMPLICATIONS

. Community concern in relation to the death of Star has been significant.

7.1.4 HUMAN RIGHTS ACT

7.41 Sexual and Criminal Exploitation is a violation of the rights of the child/adult under the Human Rights Act. The multi-agency partnership arrangements are intended to prevent the rights of the child/adult being violated in this way

7.5.1 TRADE UNION

7.51 None

7.5.2 WARD IMPLICATIONS

None

**7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS
(for reports to Area Committees only)**

N/A

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

The recommendations of this review all relate to children and young people and will be actioned at pace as part of a revised action plan. This review will be shared with the Corporate Parenting Panel, who will look at the implications of the recommendations in relation to children who are looked after. This will include looking in detail at the recommendations about care leavers and pregnancy pathways for teen parents.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

7.10 The nature of child protection work requires partners to manage confidential matters and data under GDPR regulations in accordance with individual agency guidelines. There is no sensitive data included in this report that requires a Privacy Impact Assessment None.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

9.1 None

10. RECOMMENDATIONS

10.1 There is nothing more important than getting services right for children young people in the district.

The Council Executive commit to working closely with the partners to deliver on every one of the recommendations within the developmental action plan, and progressing at pace the extensive wider work underway across the partnership.

11. APPENDICES

The National Panel Review

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1078488/ALH_SH_National_Review_26-5-22.pdf