



Agenda for a meeting of the Children's Services Overview and Scrutiny Committee to be held on Wednesday, 18 July 2018 at 4.30 pm in Reception Room 1 - City Hall, Bradford

Members of the Committee – Councillors

| CONSERVATIVE | LABOUR | LIBERAL DEMOCRAT | BRADFORD GROUP | INDEPENDENT |
|---------------------------------|--|------------------|----------------|-------------|
| Gibbons (Ch) M Pollard (DCh) | Engel Arshad Hussain Khan Mullaney Peart | Ward | Sajawal | |

Alternates:

| CONSERVATIVE | LABOUR | LIBERAL DEMOCRAT | BRADFORD GROUP | INDEPENDENT |
|-------------------|---|------------------|----------------|-------------|
| Hargreaves Senior | Bacon Firth Mir Thirkill Wood | Humphreys | | |

VOTING CO-OPTED MEMBERS:

| | |
|---------------|--------------------------------|
| Sidiq Ali | Parent Governor Representative |
| Claire Parr | Church Representative (RC) |
| Joyce Simpson | Church Representative (CE) |
| Gull Hussain | Parent Governor Representative |

NON VOTING CO-OPTED MEMBERS

| | |
|----------------|--|
| Kerr Kennedy | Voluntary Sector Representative |
| Tom Bright | Teachers Secondary School Representative |
| Irene Docherty | Teachers Special School Representative |

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Michael Bowness
Interim City Solicitor
Agenda Contact: Fatima Butt / Jill Bell
Phone: 01274 432227/434580
E-Mail: fatima.butt@bradford.gov.uk / jill.bell@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. MINUTES

Recommended –

That the minutes of the meeting held on 14 February and 11 April 2018 be signed as a correct record (previously circulated).

(Fatima Butt/Jill Bell – 01274 432227/4580)

4. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Jill Bell - 01274 434580)

5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

The Committee is asked to note any referrals and decide how it wishes to proceed, for example by incorporating the item into the work programme, requesting that it be subject to more detailed examination, or refer it to an appropriate Working Group/Committee.

6. APPOINTMENT OF NON-VOTING CO-OPTED MEMBERS

(Article 6.7.2 of the Constitution)

The Committee is asked to confirm and recommend to Council the appointment of the following non-voting co-opted representatives for the 2018/2019 municipal year:

NON VOTING CO-OPTED MEMBERS:

Health Representative: vacancy

Teachers Secondary School Representative: Tom Bright

Teachers Primary School Representative: vacancy

Teachers Special School Representative: Irene Docherty

Voluntary Sector Representative: Kerr Kennedy

(Jill Bell - 01274 434580)

B. OVERVIEW AND SCRUTINY ACTIVITIES

7. JOSEPH NUTTER'S FOUNDATION

The Committee will receive a verbal presentation on the work of the Foundation from the Chair of the Foundation, Sir James Hill.

8. **WORKLOADS OF CHILDREN'S SOCIAL CARE SERVICES - UPDATE**

1 - 18

The report of the Strategic Director of Children's Services (**Document "A"**) presents the most recent information on the workload of Children's Social Work Teams and updates Members on key pressures on the service. The workload analysis is based on activity up to 31st March 2018.

There has been a further slight rise to the overall workloads of social workers, and pressures upon the service since the last report was presented.

Recommended -

That the Committee consider further reports in the 2018-19 work programme to ensure the continuation of safe workloads and practice into the future given the current financial climate.

(Di Drury – 01274 437077)

9. **PROCUREMENT OF A NEW PURCHASING SYSTEM ARRANGEMENT FOR THE PURCHASE OF ACCOMMODATION AND SUPPORT FOR YOUNG PEOPLE LEAVING CARE AND VULNERABLE YOUNG PEOPLE**

19 - 26

Children's Services are undertaking a procurement exercise to put in place new commissioning arrangements for the purchase of Accommodation and Support for Young People Leaving Care and Vulnerable Young People. This will establish a purchasing system that will name Bradford, Calderdale and Wakefield Councils as participating authorities.

The new arrangement is required as the existing regional framework ends in December 2018 and regional arrangements for purchase of this type of provision will no longer be in place.

The Contract Standing Orders identify the following requirement:

4.6 Before inviting tenders or quotations, the Authorised Officer must:

4.6.1 for contracts with a total estimated contract value in excess of £2m, report details to the relevant Overview and Scrutiny Committee using the standard Committee report template.

The report of the Strategic Director of Children's Services (**Document "B"**) therefore, sets out the details of the provision to be procured to inform Children's Overview and Scrutiny Committee of the intended process.

Recommended –

That the Committee note the contents of Document “B”.

(Mary Brittle - 01274 432633)

10. COMMITTEE'S DRAFT WORK PROGRAMME 2018-19 27 - 30

The report of the Chair of the Children’s Services Overview & Scrutiny Committee (**Document “C”**) presents the Committee’s Draft Work Programme 2018-19.

Recommended -

- (1) That the Committee agrees the Work Programme**
- (2) That the Work programme 2018-19 continues to be regularly reviewed during the year.**

(Licia Woodhead – 01274 432119)

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Report of the Strategic Director of Children's Services to the meeting of the Children's Services Overview & Scrutiny Committee to be held on 18th July 2018

Subject:

A

Updated Information for Members on the Workloads of Children's Social Care Services

Summary statement:

The report presents the most recent information on the workload of Children's Social Work Teams and updates Members on key pressures on the service. The workload analysis is based on activity up to 31st March 2018.

There has been a further slight rise to the overall workloads of social workers, and pressures upon the service since the last report was presented.

Report Contact: Di Drury,
Head of Service
Social Work
E-mail: di.drury@bradford.gov.uk
Cat Moss, Data Analytics & Intelligence Officer, OCX

Portfolio:
Children and Families

Overview & Scrutiny Area:
Children's Services

1. SUMMARY

This report presents information on the workload of Children's Social Work Teams and updates Members on key pressures on the service. The workload analysis is based on activity up to 31st March 2018. Earlier reports presented to committee have confirmed strong, robust and well managed Social Work Services for Children & Young People in the District. Information within this report therefore examines any changes in workload and demand on resources since that date.

2. BACKGROUND

- 2.1 Since Lord Laming's Report in 2003 into the death of Victoria Climbié there has been a clear expectation from Government for Elected Members to be routinely and regularly informed of the workloads for Children's Social Care Services. The Government requires that information as set out in this report be regularly presented to Members to ensure that the Council is fulfilling its statutory duties.
- 2.2 The second Laming Report (2009) set out wide ranging recommendations following the death of Peter Connelly ("Baby P"). The impact of this case and subsequent child deaths in Doncaster and Birmingham resulted in increased demand for social care services in Bradford and nationally.
- 2.3 The Laming Report acknowledged that across the country there were serious pressures and demands on social workers, with some case loads being unmanageable and thus potentially putting the safety and welfare of children at risk.
- 2.4 Lord Laming also made clear that practitioners, teams and individuals should all have a mixed case-load of both child protection and children in need work. No social worker should handle only the more complex and emotionally demanding child protection cases. This report provides information to elected members that this recommendation has been put into practice in Bradford.
- 2.5 The most recent inspection of services for children in need, looked after children and care leavers within Bradford was conducted by Ofsted in February/March 2014. The outcome of this inspection was broadly positive with a small number of areas requiring improvement.
- 2.6 Information provided in this report is produced from information held on the Social Care Records System (LCS). Internal and external audits confirm that elected members can have a high level of confidence in the accuracy of information produced for this report. There are minor adjustments to historical values presented to Committee in previous reports, as a result of delayed data entry within LCS; where there are significant variations, these are noted within the body of the report.

Workforce/Workload Issues

- 2.7 The first section of this report presents workforce and workload information for care management services. This includes Social Workers and Community Resource Workers in the Multi Agency Screening Team (MASH), assessment teams, children young people and family teams, specialist teams working with children with complex health and disabilities, teams working with looked after young people and the statutory work of the Through Care Team. The workload analysis does not include agency staff except where stated.
- 2.8 There are 182 Social Workers (171 full time equivalents) in Children’s Social Care directly employed by the Council. This is a reduction since March 2016 when there were 211. In December 2016 we changed the way we calculate the number of social workers to exclude any with a zero caseload – this will include workers on maternity leave and long term sick leave. The decision was made because including workers who actually weren’t holding any cases was making the caseload average look lower than the true picture. There are 34 Community Resource Workers (CRWs) or 29 FTEs.
- 2.9 At 31st March 2018 there were 19 agency Social Workers and 1 agency CRW being utilised within the social work services. The length of time agency Social Workers have been in post is as follows:

| |
|--------------------|
| 9 - under 3 months |
| 4 - 4 to 6 months |
| 3 - 7 to 12 months |
| 3 - over 12 months |

Bradford has 40% of Social Workers (including agency workers) who are experienced social workers (previously called level 3 social workers) with high levels of experience and training. This percentage is slightly lower than in March 2017 when it was 46%. There is a concern that our turnover rate in children’s social care has increased over the last year and that we have lost more of our experienced staff. These staff have left for various reasons but exit interviews show that some neighbouring authorities pay more than Bradford and this has been a factor for Social Workers.

- 2.10 The average caseload per full time equivalent (FTE) Social Worker is 19.6 cases, an increase from 17.6 in March 2017. Social Workers take on a mixed caseload of child protection and children in need work. The average caseload per full time equivalent Community Resource Worker is 12.3 (compared to 11.7 at March 2017). The most recent published figures from the DfE (2016-17) showed a national average of 17.8 cases per FTE social worker and a regional average of 18.1 cases. Bradford has created an additional 8 Social Work posts. Our analysis is that if these and all vacant posts were filled, then case loads would be below the national and regional average.

- 2.11 We have developed a caseload weighting system to support social workers and their managers, which arose as a recommendation from the Health Check for social workers completed in 2016. The Principal Social worker has supported this development has been implemented across the social work teams to support managers and social workers.
- 2.12 49% of looked after child cases are held by an experienced social worker. The average number of LAC cases held by each FTE worker is 8.0, rising to 14.5 cases for the dedicated Through Care Teams. This is an increase from March 2017 when the average number of cases held was 7.0.
- 2.13 42% of cases where a child has a child protection plan are allocated to an experienced social worker, a figure which has risen from 32% in March 2017.
- 2.14 55% of Public Law proceedings cases are allocated to an experienced social worker, a reduction from 59% in March 2017. The average number of Public Law cases per FTE Social Worker is 2.6, similar to the March 2017 figure of 2.7.
- 2.15 In summary, there has been increasing demand across much of Social Care over the past 12 months. This includes an increase in referrals, assessments (data in 3.4) and an increase in the number of care proceedings. Applications to Court for an order in care proceedings increased in 2016/17 to 261 children in Bradford, compared to 205 children for the previous year 2015/2016. An analysis of children becoming Looked After in 2016 indicated that 1 in 6 were from CEE backgrounds. A snapshot of children becoming Looked After in February 2017 demonstrated that half were not born in Bradford (either newly arrived communities of families that had relocated to Bradford for a variety of reasons).

(Refer to Appendix 1 – a) Workforce and b) Case Load analysis)

Child Protection

- 2.16 The overall trend in the numbers of children who are the subject of a child protection plan has remained steady over the last year. There were 568 at 31st March 2018 compared to 561 in March 2017. The numbers of children who became the subject of a plan has fallen, with 581 plans starting in the year to March 2018 compared to 657 in the year to March 2017. The numbers of children's plans ending has also reduced, with 573 plans closed in the year to March 2018 compared to 610 in the year to March 2017.
- 2.17 The proportions of children subject to plans under each category at 31st March 2018 are: Physical abuse 12%; sexual abuse 6%; emotional abuse 52%; neglect 30%. This is broadly similar to March 2017 except that the proportion of plans for physical abuse has risen from 7% in the year. Quality assurance through 'challenge panels' indicates that reasons for a child requiring a child protection plan are accurately and consistently recorded.
- 2.18 The numbers of children subject to child protection plans within Bradford is slightly lower than regional and national averages. The current rate of children subject to a child protection plan is 40.2 per 10,000 child population (at 31st March 2018)

whereas the most recent published national rate is 43.3 per 10,000 and the regional average is 43.0 per 10,000 (at 31st March 2017). The recent reduction in children being made subject to Child Protection plans may be attributable to the introduction of Signs of Safety approach which is becoming embedded within the service is supporting the better management of risk and more positive work with families in the child protection process. This will be carefully monitored in coming months but it is hoped that this trend will continue.

- 2.19 During the year to 31st March 2018, 6.4% of children had become subject to a plan for a second time within 2 years, a deterioration compared to the previous year when it was 4.8%. Ofsted considers the percentage of children becoming subject to a Child Protection Plan for a second or subsequent time to be an important indication of the appropriateness of earlier interventions. A high rate is viewed as indicative of unsatisfactory outcomes to earlier plans.
- 2.20 The percentage of Child Protection Plans lasting for 2 years has increased slightly over the last year, with 3.4% in the year to 31st March 2018; this compares to 2.5% in the year to March 2017. This low figure is positive and is evidence that the vast majority of children subject to Child Protection plans have their cases progressed and either stepped down to Child in Need or stepped up to legal processes as appropriate, without drift and delay.
- 2.21 All children who are subject to a Child Protection Plan have an allocated Social Worker.

(Refer to Appendices 2.1 – 2.4)

- 2.22 As at 31st March 2018 there were 300 children and young people identified as being at risk of child sexual exploitation (CSE). This includes children assessed as low, medium and high risk. These children and young people are reviewed daily by our multi agency CSE Hub team and their risk assessments are regularly reviewed. All high and medium risk cases have a qualified allocated social worker and input from the CSE Hub.

Looked After Children

- 2.23 The number of looked after children has seen a sharp rise in the last 18 months. The number of children being looked after is 996 at 31st March 2018 – significantly higher than the figure of 926 in March 2017. This equates to 70.5 children being looked after per 10,000 child population; this is higher than the national rate of 62 per 10,000 but lower than our statistical neighbour average of 82 per 10,000 (at 31st March 2017) (appendix – 2.5).
- 2.24 Strong permanence arrangements are a contributing factor towards reducing the upward trend of LAC, alongside closely monitored care proceedings cases and discharges of care order. There were 27 adoptions and 23 Special Guardianship Orders (SGOs) in the year to March 2018, compared to 42 adoptions and 33 SGOs in the year to March 2017. 264 Looked After Children are in Family & Friends foster placements, more than the 220 in March 2017; there are ongoing Allowances being paid to families for 319 children on an SGO who were previously Looked After.

- 2.25 The long term stability of Looked After Children has fallen slightly in the last year. 67.5% of children who had been looked after for two and a half years or more had been in the same placement for at least 2 years (compared to 69.3% the previous year). This is slightly lower than the most recently published national average of 70% (March 2017).
- 2.26 There has been a sharp fall in our use of external residential care. Between March 2017 and March 2018, use of external residential placements fell by 13% with internal residential reducing by 22%. The reduction in internal residential is a direct result of closing one home. A new home opened in March 2018 and is now taking children who were previously placed externally or whose plans were for an external placement. This is all part of our strategy to reduce the use of expensive external residential provision and to ensure children are placed in family settings where possible we have Foster placements by 71 in the year to March 2018. We have also significantly increased our usage of IFA's as part of our commitment to family settings.
- 2.27 All Looked After Children have an allocated worker; most have an experienced Social Worker. Currently 9 cases are allocated to Community Resource Workers, much of which is work within the Through Care team with young people preparing for moves into independent living.
- 2.28 The number of children subject to Public Law Care Proceedings cases has risen slightly over the past 12 months. At 31st March 2018 there were 169 cases in Public Law Care Proceedings (there were 142 at March 2017).
- 2.29 The Through Care After Care service has restructured to 8 teams. Each team will carry an area of specialism for example health, housing, education, participation and unaccompanied asylum seekers. The intention is that each team will carry a caseload of young people from first becoming CLA through to young people of leaving care age and post care. This team and hub approach to working strengthens the support to young people and broadens the team's knowledge as a whole.
- 2.30 The arrangements to respond to missing children in Bradford is seen as best practice. There is a dedicated Missing Co-ordinator who works alongside a Police Officer to ensure that appropriate reporting strategies are in place and there are strong links with the multi agency safeguarding hub. Return to home interviews are followed up for all young people and regular meetings take place with the managers of both internal and external children's homes to ensure that the local procedures are being followed. A full report on missing children is coming to O&S later in the year.
- 2.31 The local restorative protocol between Children's Specialist Service / Youth Offending Team and West Yorkshire Police has been reviewed and will be rolled out across the service during November. This has been changed to reflect the B Positive Pathways model and the Police officers that have been recruited to this role. A ten point plan is included to ensure that all cases of a child looked after being involved with the Police has been followed before Police are contacted. The

protocol gives clear advice to carers as to what they need to do should a child's behaviour warrant a call to the Police.

Referrals and Assessments

- 2.32 The number of referrals received by Social Care Services has increased to about 630 per month over the last year, compared to about 540 per month for the year before.
- 2.33 The number of assessments being undertaken by Social Workers is also high. About 920 assessments are carried out each month (this includes assessments in the long term teams), indicating a continuing high volume of in depth assessment work being undertaken.
- 2.34 The breakdown of Factors of Need associated with assessments carried out in 2016-17 and 2017-18 can be found in Appendix 2.7.

Children in Need

- 2.35 The total number of children being included within the CIN Census in 2017-18 was 10,191, compared to 9,338 for the previous 12 months, indicating that an increased number of children are in contact with social care services compared to the previous year. There were 4,529 children's cases open as at 31st March 2018.

Workforce Development

- 2.36 Our social work recruitment takes place every month. The Principal Social Worker (PSW) is leading on this and has established a more streamlined process. Between September 2016 and August 2017 we have had 53 qualified social workers leave the service and 75 social workers have started in post. Of the new starters, 60 have been Newly Qualified Social Workers (in their first year in practice) 11 have been experienced, level 3 social workers (at least 2.5 years of experience and 4 have been level 2 social workers (between 1 year and 2.5 years experience). There remains a challenge to recruit more experienced social work staff and we are working on initiatives to improve staff retention, which include ensuring manageable caseloads, regular good supervision and team support. As well as a rolling programme of recruitment, the Principal Social Worker organised a recruitment fair on 6th June 2018. This elicited considerable interest, including a number of experienced Social Workers interested in returning to Bradford from other Authorities and Social Workers in other sectors interested in returning to Children's work.
- 2.37 A retention allowance (reviewable annually) has been brought in for the Multi-Agency Service Hub (MASH), Assessment and Long-Term Teams. This brings Bradford's pay scales in line with Calderdale.
- 2.38 In addition, a retention allowance (reviewable annually) has been brought in for the Multi-Agency Service Hub (MASH), Assessment and Long-Term Teams.

2.39 The Principal Social Worker (PSW) has also improved the induction process for newly appointed social workers who all now receive a comprehensive induction pack and induction programme. This has been well received by new starters. We also have good attendance at practitioner led forums to share knowledge across the service.

2.40 An issue arising from the Health Check for Social Workers was lack of IT equipment. The initial pilot of tablet computers for social workers has gone well and we are now rolling out further 50 devices. Social workers are very excited about this as they believe it supports increased engagement with children and young people and also enables social workers to work more flexibly and saves time for other tasks.

3. OTHER CONSIDERATIONS

None.

4. FINANCIAL & RESOURCE APPRAISAL

None.

5. RISK MANAGEMENT & GOVERNANCE ISSUES

None.

6. LEGAL APPRAISAL

None.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None.

7.2 SUSTAINABILITY IMPLICATIONS

None.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None.

7.4 COMMUNITY SAFETY IMPLICATIONS

None.

7.5 HUMAN RIGHTS ACT

None.

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

None.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

A stable and experienced Children’s Workforce is needed to ensure that our Corporate Parenting responsibilities are met. Currently, caseloads and experience amongst our Through Care Teams are reasonable.

7.9 ISSUES ARISING FROM PRIVACY ASSESSMENT

None.

8. NOT FOR PUBLICATION DOCUMENTS

None.

9. OPTIONS

There are no options for consideration.

10. RECOMMENDATIONS

That the Committee consider further reports in the 2018-19 work programme to ensure the continuation of safe workloads and practice into the future given the current financial climate.

11. APPENDICES

Appendix 1 – Workload & Caseload Analysis
Appendix 2 – Workload Pressures
Appendix 3 – Departmental Sickness Monitoring

12. BACKGROUND DOCUMENTS

None.

Appendix 1:

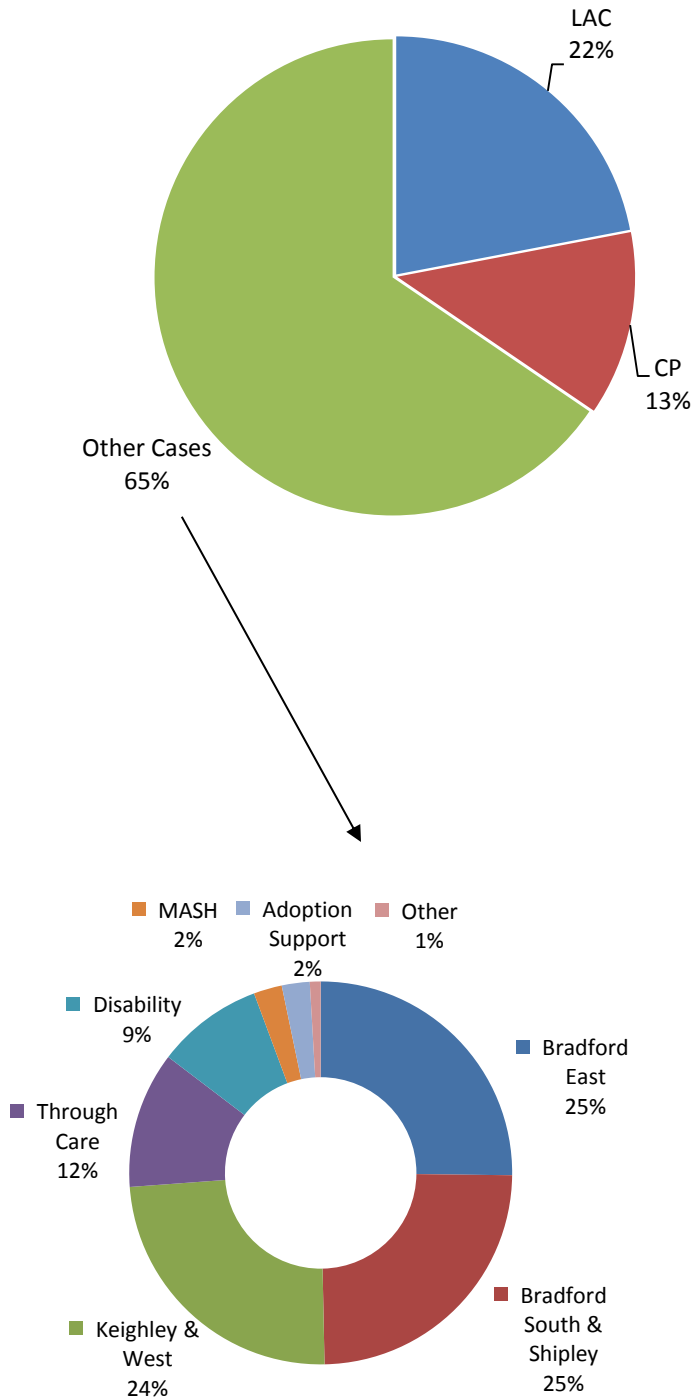
a) Workforce/Workload Analysis

| | | 31st Mar 2017 | 30th June 2017 | 30th Sept 2017 | 31st Dec 2017 | 31st Mar 2018 |
|---|---|--|--|--|--|--|
| Workforce Profile | Total number of directly employed Social Workers in post | 187 175 FTEs | 189 178 FTEs | 182 170 FTEs | 180 169 FTEs | 182 171 FTEs |
| | Total number of directly employed Experienced (Level 3) Social Workers | 82 76 FTEs | 78 72 FTEs | 76 71 FTEs | 69 65 FTEs | 62 58 FTEs |
| | Agency Social Workers | 9 (4.9% of all SWs) | 6 (3.3% of all SWs) | 9 (5.0% of all SWs) | 12 (6.6% of all SWs) | 19 (10.0% of all SWs) |
| | Percentage of SWs who are at Experienced level (including agency) | 46% | 42% | 44% | 42% | 40% |
| | Total number of directly employed Community Resource Workers (CRWs) in post | 42 39 FTEs | 42 39 FTEs | 40 36 FTEs | 38 34 FTEs | 34 29 FTEs |
| | Agency CRWs | None | None | 1 (2.7% of all CRWs) | 1 (2.9% of all CRWs) | 1 (3.3% of all CRWs) |
| Workload | Average number of cases per FTE Social Worker | 17.6 (17.4 in Long Term Teams) | 17.8 (18.7 in Long Term Teams) | 17.9 (19.5 in Long Term Teams) | 18.8 (19.3 in Long Term Teams) | 19.6 |
| | Average number of cases per FTE CRW | 11.7 | 12.5 | 12.2 | 11.3 | 12.3 |
| | Average number of LAC cases (including cases in proceedings) per FTE LAC case holding worker | 7.0 (14.9 in LAC teams) | 7.7 (13.0 in Through Care teams) | 8.6 (15.3 in Through Care teams) | 7.7 (14.5 in Through Care teams) | 8.0 (14.5 in Through Care teams) |
| | Average number of CP cases per FTE CP case holding worker | 6.9 | 7.6 | 7.3 | 6.5 | 6.9 |
| | Average number of cases in Public Law Care Proceedings per FTE PLCP case holding worker | 2.7 | 2.6 | 2.9 | 3.0 | 2.6 |
| Utilisation of Resources | Percentage of LAC cases allocated to an Experienced level Social Worker | 50% (434 cases) | 50% (467 cases) | 53% (479 cases) | 53% (478 cases) | 49% (484 cases) |
| | Percentage of cases where a child has a Child Protection Plan allocated to an Experienced level Social Worker | 32% (162 cases) | 42% (232 cases) | 38% (186 cases) | 37% (158 cases) | 42% (241 cases) |
| | Percentage of Public Law Proceedings Cases allocated to an Experienced level Social Worker | 59% (84 cases) | 50% (78 cases) | 55% (82 cases) | 48% (65 cases) | 55% (93 cases) |

b) Caseload Analysis

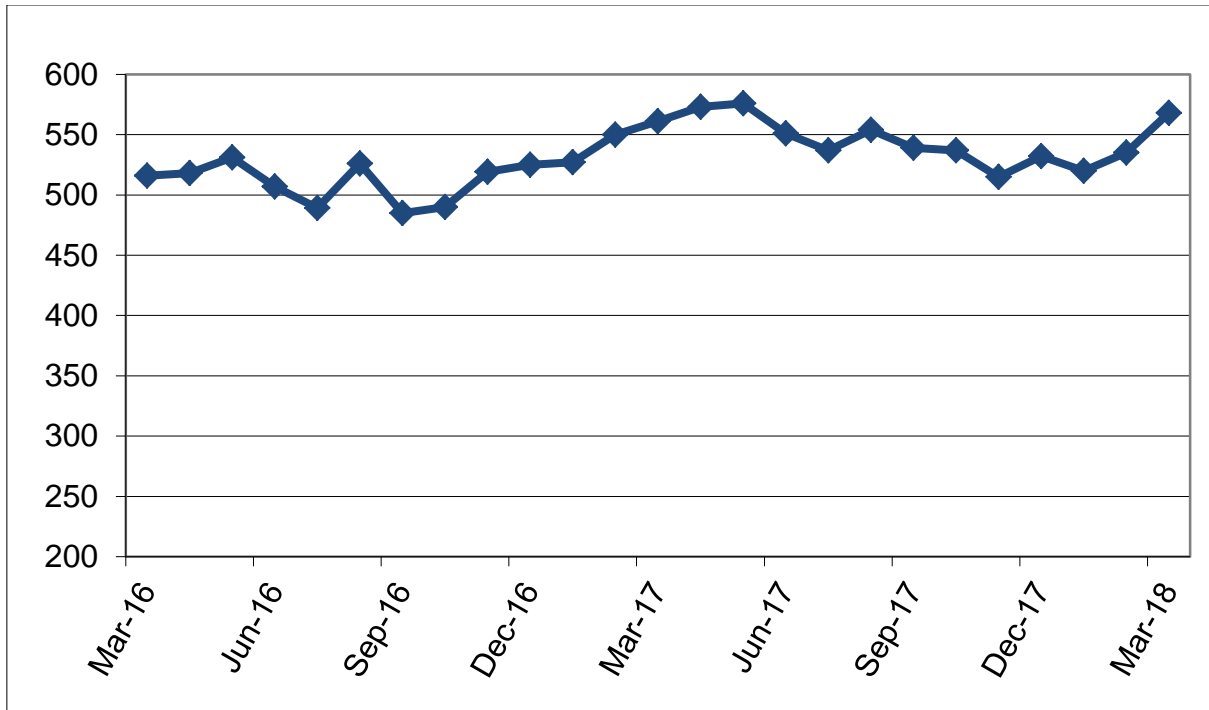
Active cases held by Social Workers and Community Resource Workers working in Care Management Teams at 31st March 2018.

Of the 4529 active cases held by Children's Social Care: 22% were looked after children (996), 13% were children who were the subject of a Child Protection Plan and not also LAC (567) and 65% were other Children in Need, including cases still undergoing assessment.



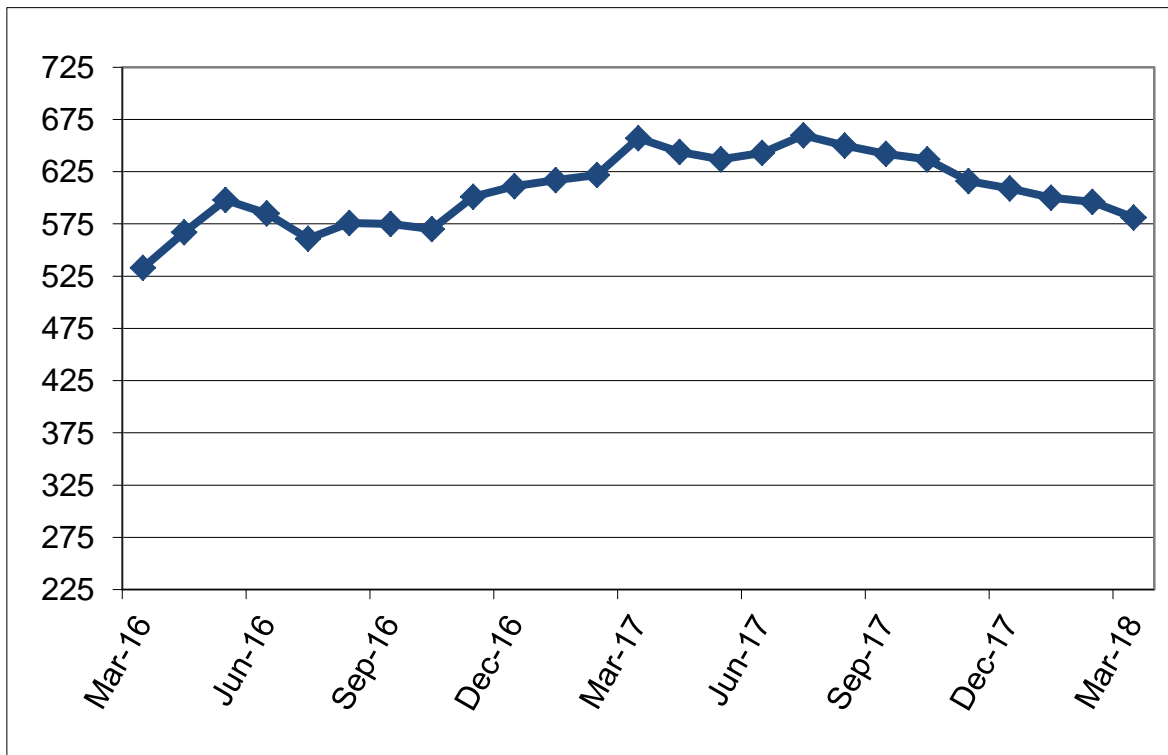
Appendix 2: Workload Pressures

2.1 - Total number of children who are the subject of a Child Protection Plan (March 2016 to March 2018)



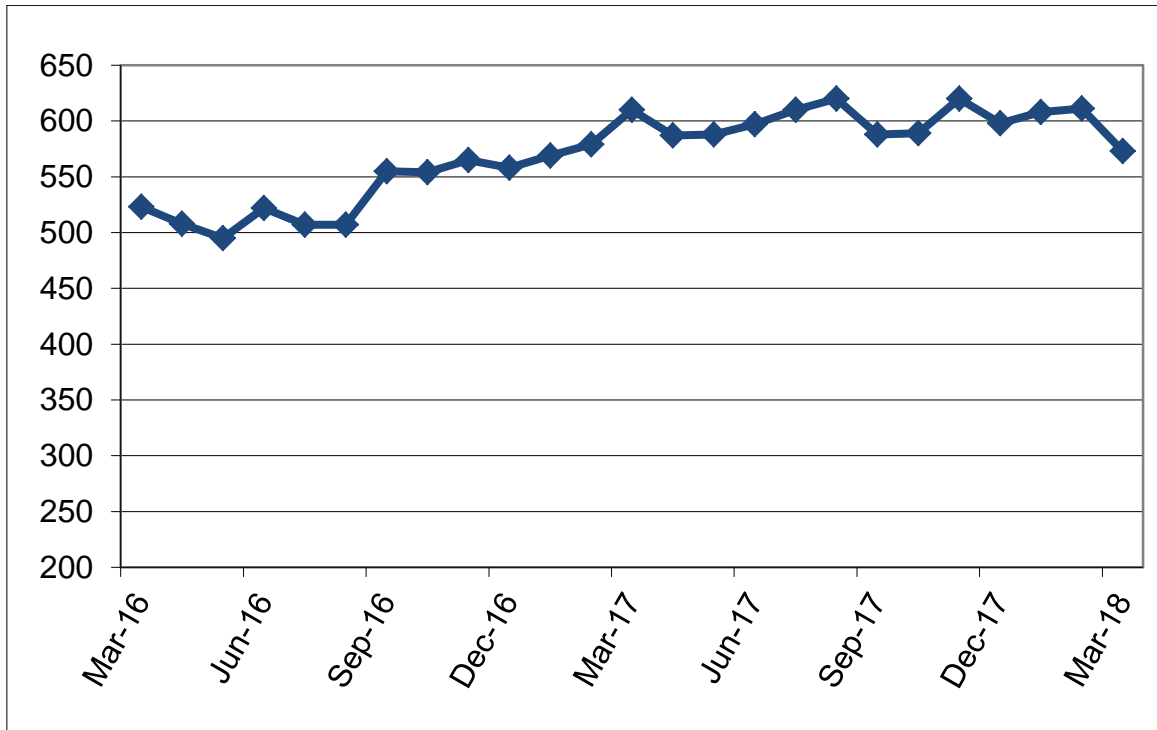
2.1 Total Children subject to a Child Protection Plan

2.2 – Children becoming the subject of a Child Protection Plan (March 2016 to March 2018)



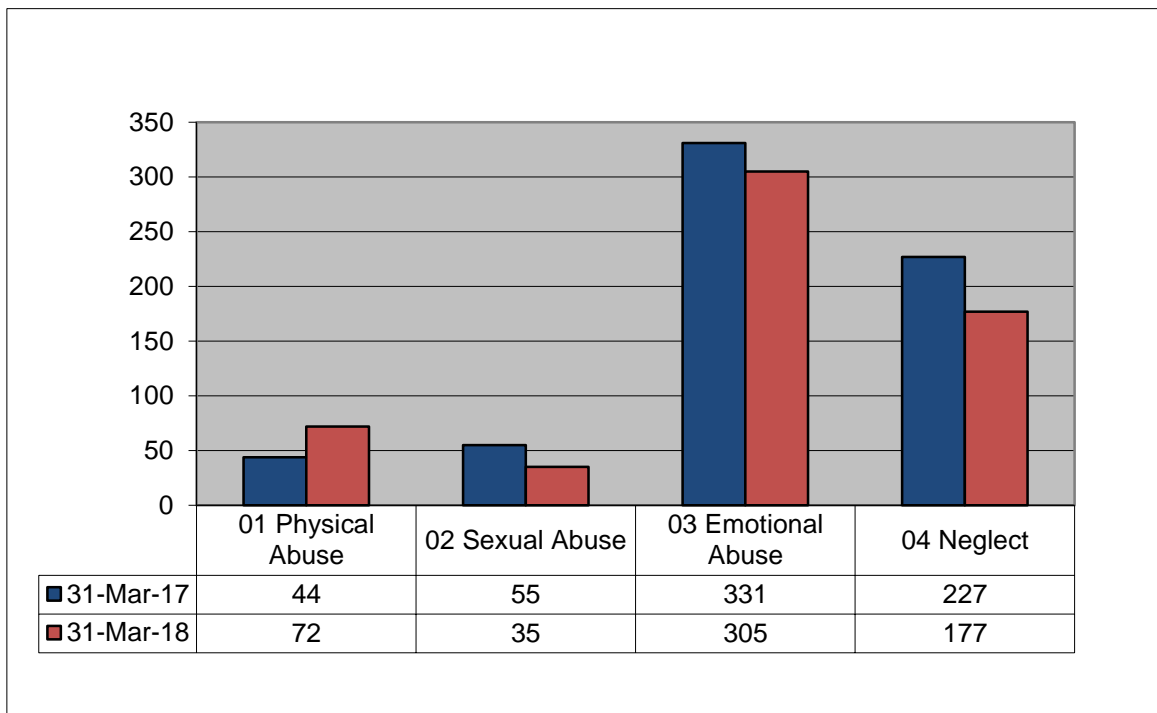
2.2 Children who became the subject of a Child Protection Plan

2.3 – Children ceasing to be the subject of a Child Protection Plan (March 2016 to March 2018)



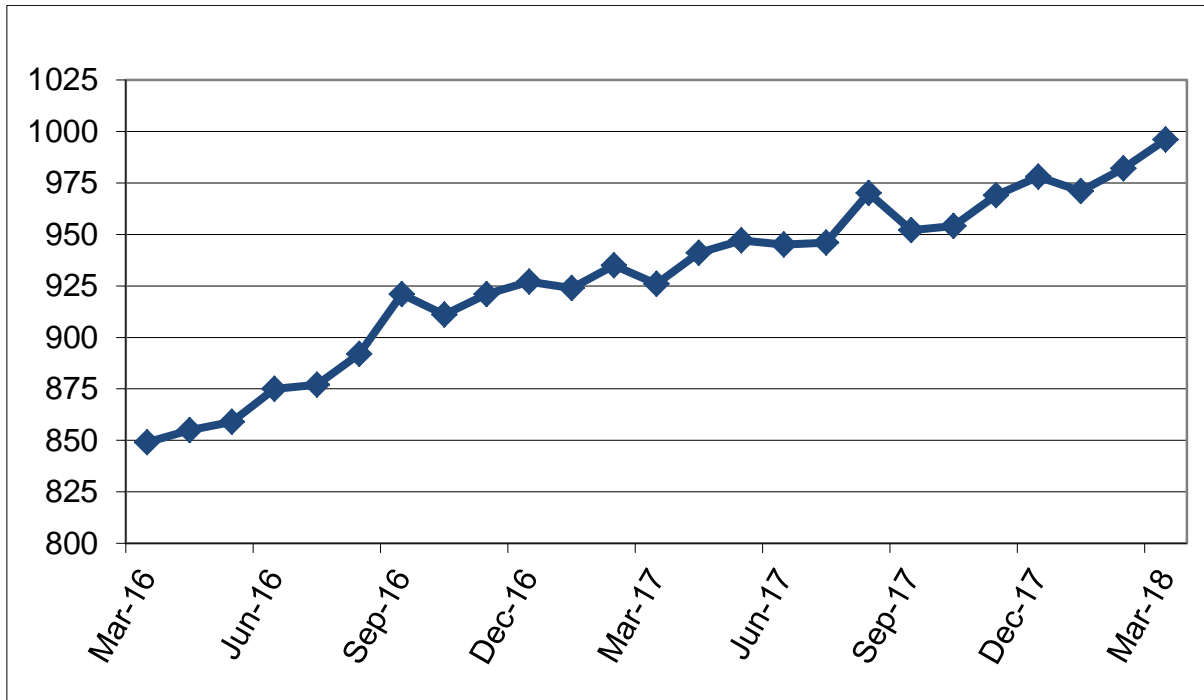
2.3 Children ceasing to be subject to a Child Protection Plan

2.4 – Number of children becoming the subject of a Child Protection Plan in the years ending 31st March 2017 and 2018 by category of abuse



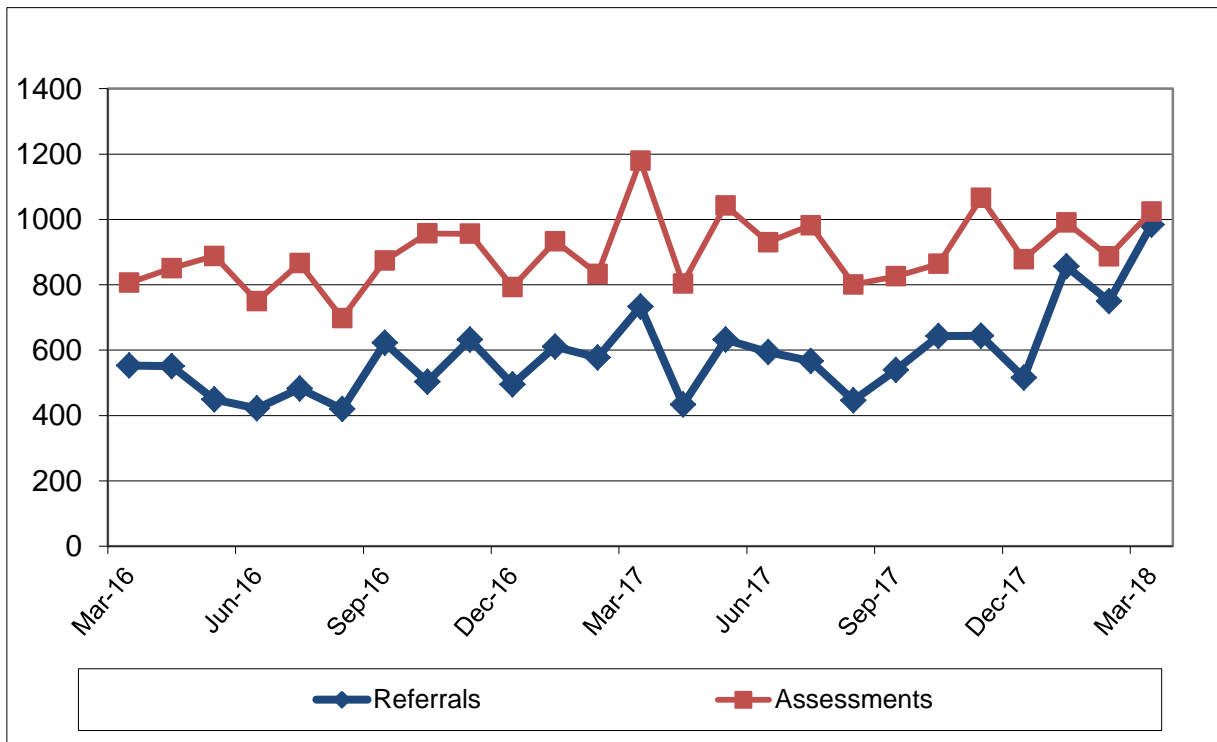
2.4 Children becoming subject to a Child Protection Plan in the year, by category of abuse

**2.5 – Number of Looked after Children
(March 2016 to March 2018)**



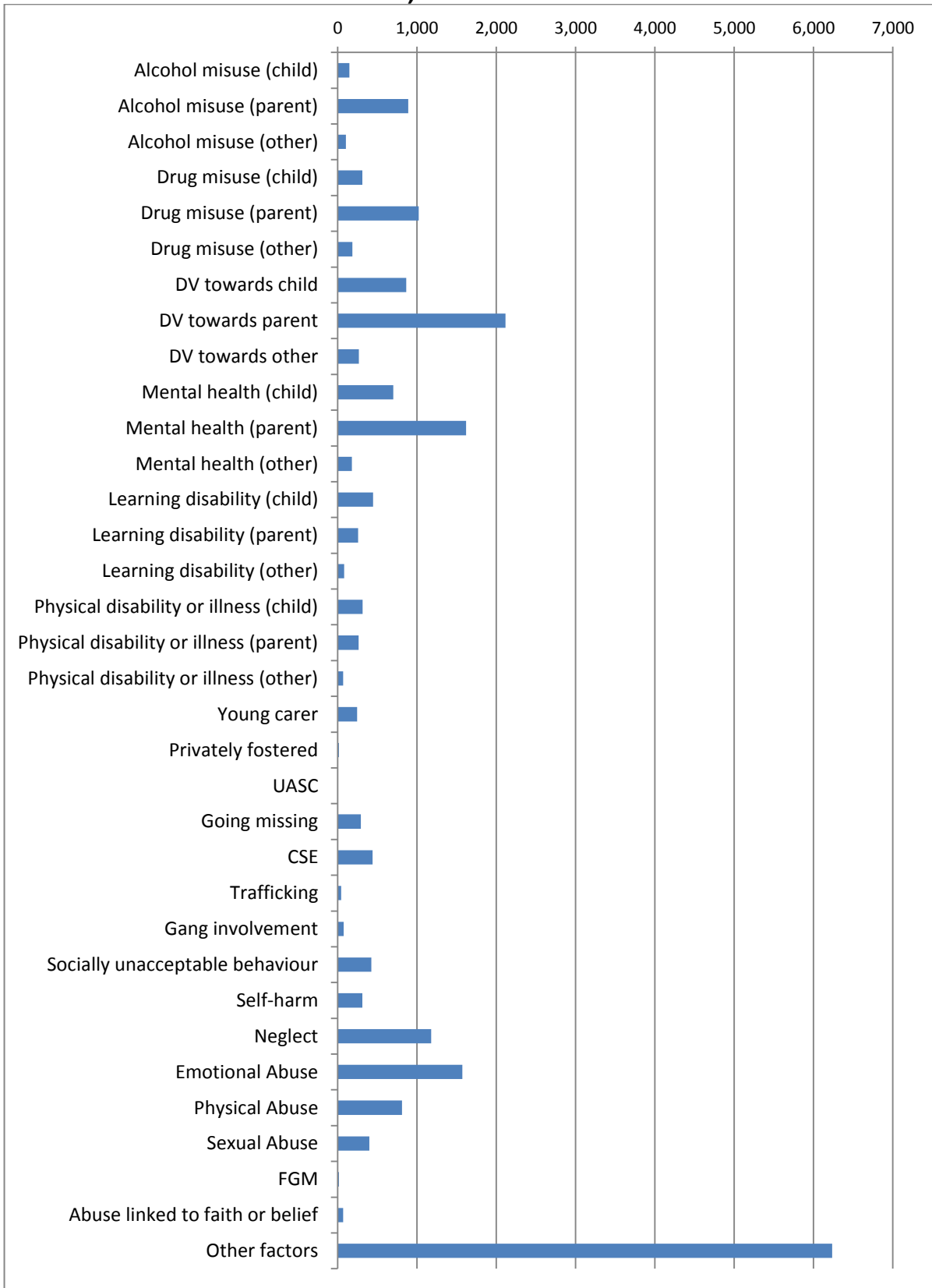
2.5 Number of Looked After Children

**2.6 – Referral and Assessment Activity
(March 2016 to March 2018)**

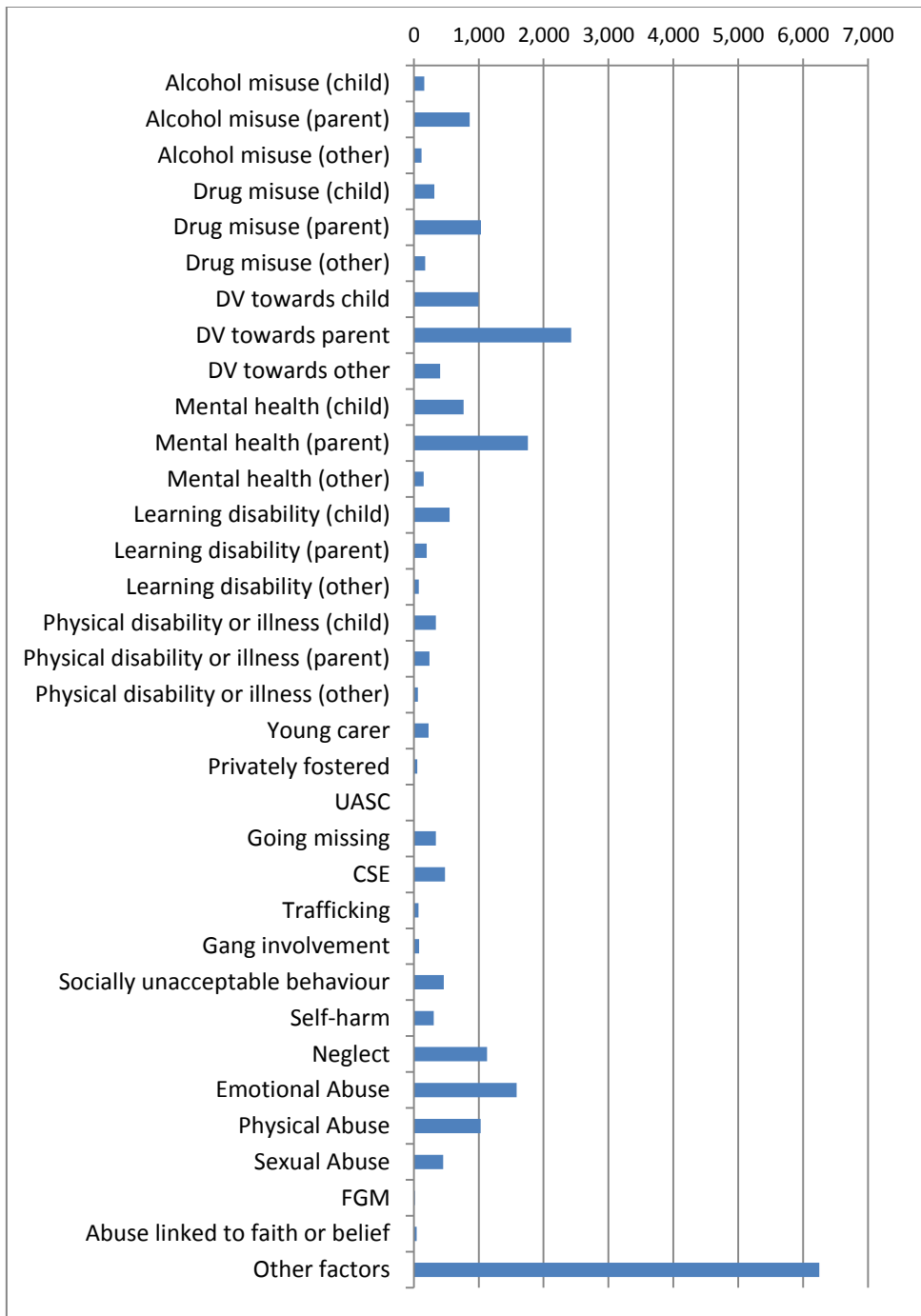


2.6 Numbers of Referrals received and Assessments completed each month

**2.7 – Factors of Need Identified by Assessments
(Financial Years 2016-17 and 2017-18)**








2.7 Factors of Need identified at assessment, 2016-17

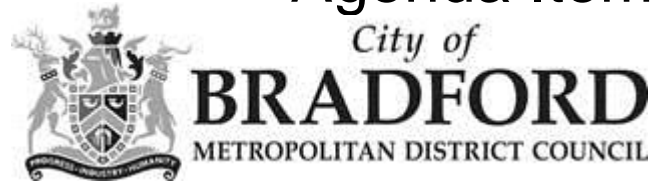


2.8 Factors of Need identified at assessment, 2017-18

Appendix 3: Sickness Absence

| Dept/ Service | Section | Sub-Section(s) | Number of staff at end of Mar 17 | Average Number of Working days lost 1 Jan 2017 - 31 Mar 2017 | Number of staff at end of Mar 18 | Average Number of Working days lost 1 Jan 2018 - 31 Mar 2018 | Performance compared with previous year Arrow up = improvement Arrow down = decline |
|--|-----------------------------------|---|----------------------------------|--|----------------------------------|--|---|
| Children's Specialist Services | | | 758.54 | 4.61 | 711.06 | 4.56 |  |
| | Targeted Early Help | -Early Help District -Early Help Clusters -Families First co-ordination -Youth Offending | 170.19 | 4.91 | 165.79 | 4.04 |  |
| | Prevention & Resources | -Fostering -Children's Homes -Disabilities & Complex Needs -Through Care | 374.32 | 4.73 | 348.48 | 4.94 |  |
| | Social Work Services | -Front Door -Assessment Teams -Child and Family Teams | 213.03 | 4.15 | 195.78 | 4.36 |  |
| Performance, Commissioning & Partnerships | Child Protection | -Safeguarding Administration -Reviewing Team | 44.74 | 0.64 | 32.78 | 0.87 |  |

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Report of the Director of Children's Services to the meeting of Children's Overview & Scrutiny Committee to be held on Wednesday 18 July 2018

Subject:

B

Procurement of a new purchasing system arrangement for the purchase of Accommodation and Support for Young People Leaving Care and Vulnerable Young People that will name Bradford, Calderdale and Wakefield Councils as participating authorities.

Summary statement:

Children's Services are undertaking a procurement exercise to put in place new commissioning arrangements for the purchase of Accommodation and Support for Young People Leaving Care and Vulnerable Young People. This will establish a purchasing system that will name Bradford, Calderdale and Wakefield Councils as participating authorities.

The new arrangement is required as the existing regional framework ends in December 2018 and regional arrangements for purchase of this type of provision will no longer be in place.

Jim Hopkinson
Deputy Director – Children's Social Care

Portfolio:

Children and Families

Report Contact: Mary Brittle, Strategic
Commissioning Manager
Phone: (01274) 432633
E-mail: mary.brittle@bradford.gov.uk

Overview & Scrutiny Area:

Children's Services

1. SUMMARY

Children's Services are undertaking a procurement exercise to put in place new commissioning arrangements for the purchase of Accommodation and Support for Young People Leaving Care and Vulnerable Young People. This will establish a purchasing system that will name Bradford, Calderdale and Wakefield Councils as participating authorities.

The new arrangement is required as the existing regional framework ends in December 2018 and regional arrangements for purchase of this type of provision will no longer be in place.

The Contract Standing Orders identify the following requirement:

4.6 Before inviting tenders or quotations, the Authorised Officer must:

4.6.1 for contracts with a total estimated contract value in excess of £2m, report details to the relevant Overview and Scrutiny Committee using the standard Committee report template.

This report, therefore, sets out the details of the provision to be procured to inform Children's Overview and Scrutiny Committee of the intended process.

2. BACKGROUND

- 2.1. Children's Services currently purchase placements for young people leaving care and 16-17 year old homeless young people through a regional White Rose framework that is procured by Leeds City Council. The framework will end in December 2018.
- 2.2. The regional White Rose group has made a decision not to procure placements for care leavers on a regional basis. This is due to the fact that regional arrangements have not worked effectively in this market place. It is identified that more local commissioning will ensure improved quality control as local authorities will be making arrangements with local providers rather than on a regional basis. This fits with the plan to keep Bradford young people in Bradford wherever possible to maintain their local links.
- 2.3. The number of care leavers in June 2018 is 495, there were also 43 Open cases currently being actively worked within Youth Homeless Team for 16 and 17 year olds who are homeless.
- 2.4. Provision on the current regional framework for care leavers includes: Group Living; Supported Tenancy (Floating Support and Accommodation); Supported Lodgings Accommodation; and Floating Support Only. We do not use the Supported Lodgings provision as there is provision in Bradford Council, we do use the other types of accommodation.
- 2.5. Accommodation and support for care leavers is not required to be registered with Ofsted, so is not subject to the same requirements and inspections regime as Children's Homes. Where young people over 16 need to be placed in provision that does meet the requirements for Ofsted registration they would be placed using the White Rose arrangements for purchasing Children's Home placements. This means the quality assurance arrangements for the provision we purchase for young people needs to be robust and on-going monitoring is required.

- 2.6. Bradford needs to put new arrangements for the purchase of placements for care leavers from December 2018. Discussions have taken place with other local authorities to see if a sub-regional arrangement would be the best approach. This would allow Children's Services to place young people in Bradford and neighbouring authorities and have a shared approach to quality assurance and contract management. As a result of discussions the approach planned is for Bradford to procure a contractual arrangement naming Bradford, Calderdale and Wakefield. Kirklees and Leeds are making their own arrangements.

3. OTHER CONSIDERATIONS

- 3.1. Children's Services will undertake a procurement process for a new purchasing system. It will be designed to meet the needs of the 3 local authorities who will purchase from it. Joint quality assurance and contract management arrangements will be in place across the 3 local authorities. These will include visits to premises to ensure provision meets requirements, review of safeguarding arrangements including safer recruitment processes followed by providers and feedback from social workers and young people on the quality of the placements and achievement of outcomes to enable young people to move towards independence.

- 3.2. The providers awarded a place on the purchasing system will fulfil quality standards in relation to:

- Safeguarding processes
- Safer recruitment
- Quality of accommodation provided
- Quality of support provided to meet needs of young people
- Quality of support to young people to move in to independent living

This will be assessed through evaluation of a written tender submission setting out the provision a provider is able to offer and their response to questions to establish the quality of their provision. We will also put in place on-going quality checks to review safeguarding arrangements, including safer recruitment, and quality of accommodation.

- 3.3. This purchasing system will be for Leaving Care and Vulnerable Young People Accommodation and Support. The system will be divided into 5 lots, according to the needs of young people to be placed. The 5 lots are:

- Lot 1 – General Needs
- Lot 2 – Unaccompanied Asylum Seeking Children (UASC)
- Lot 3 – Young people with high needs, including those subject to or involved in exploitation and criminality
- Lot 4 – Young people with significant emotional and mental health support needs, including those leaving Secure and Hospital placements
- Lot 5 – Emergency time limited placements

- 3.4. The purchasing system will be used to purchase the following types of provision: Group Living (unregulated by Ofsted); Supported Tenancy (Floating Support and Accommodation); Floating Support only; Solo Provision; and Emergency Placements when a bridging arrangement is needed either between placements or

due to family breakdown. One provider may have a range of provision that can be used to put in place a pathway to independent living.

- 3.5. In order to make placements Local Authorities will circulate a referral to all providers identified for the Lot they are requesting a placement for. When the referral is made the deadline for responses will be set out.
- 3.6. Following the receipt of offers the Local Authority will identify the best match to meet the individual needs of the young person. The price of a placement will be considered alongside the qualitative information on the type of placement to be offered. Local authorities will seek the Best value placement to meet the individual needs of the young person. Following this an Individual Placement Agreement will be agreed with the provider, this will set out clearly the support to be delivered and the price. This IPA will be the contract for the placement.
- 3.7. Local authorities may wish to procure a number of block placements. This will operate in the same manner as other placements within the purchasing system in that a competition will be undertaken by the Local Authority from the providers for the appropriate Lot. The Local Authority will set out the criteria and evaluation mechanism to select a provider for a block purchase.
- 3.8. The proposed timeline for the establishment of the new arrangement is:

| Action | Date |
|---|-----------------------|
| Tender documents finalised | July 18 |
| Provider event to update potential bidders | July 18 |
| Tender advertised | August 18 |
| Tender evaluation and award | October – November 18 |
| New pseudo dynamic purchasing system starts | December 18 |

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1. The level of spend on placements for care leavers in 17/18 was approx. £2.8million, this includes placements made through block contracts. It would be anticipated that the level of spend would be in-line with current levels. The purchasing system will be advertised on a higher level of funding, as it will reflect spend across Bradford, Calderdale and Wakefield.
- 4.2. The purchasing system would be an on-going arrangement with regular opportunities for new providers to join the system to ensure on-going competition means we are able to purchase the best value placements to meet need. There would also be annual price refresh opportunities to ensure that providers are able to update prices in line with inflationary pressures and any future changes to minimum pay requirements.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The providers and placements that are available through the new arrangements will be subject to a quality assurance process that is undertaken between the 3 local authorities. Provision for young people over 16 is not subject to the same Ofsted inspection regime as Children's homes and Independent Fostering Agencies. The quality assurance to be undertaken by Children's Services will involve regular visits to premises, including review of safeguarding arrangements alongside the quality of placements, as well as feedback from young people on their experience of the provision.

6. LEGAL APPRAISAL

- 6.1. Advice has been taken from procurement and legal. As the services to be commissioned are under the Light Touch regime of the Public procurement regulations then there is greater flexibility in the procurement options. The mandatory requirements under the Light Touch Regime are:
- **OJEU Advertising:** The publication of a contract notice (CN) or prior information notice (PIN).
 - The publication of a **contract award notice** (CAN) following each individual procurement, or if preferred, group such notices on a quarterly basis.
 - **Compliance with Treaty principles** of transparency and equal treatment.
 - **Conduct the procurement in conformance with the information provided in the OJEU advert** (CN or PIN) regarding: any conditions for participation; time limits for contacting/responding to the authority; and the award procedure to be applied.
 - **Time limits imposed by authorities on suppliers, such as for responding to adverts and tenders, must be reasonable and proportionate.** There are no stipulated minimum time periods in the LTR rules, so contracting authorities should use their discretion and judgement on a case by case basis.
- 6.2. This means that the standard processes set out can be adapted to meet need. The proposal is that a purchasing system is set up where providers are required to meet set quality standards in order to have a place on the system. Individual placement decisions will be made by local authorities making referrals to the system and identifying the placement offer that is the best value option to meet the needs of the young person.
- 6.3. The value of the purchasing system will be approximately £4million per year. This is a guide figure, actual spend will be dependent on the use of the system by the local authorities and the packages agreed for individual young people.
- 6.4. The Contract Standing Orders identify the following requirement:

4.6 Before inviting tenders or quotations, the Authorised Officer must:

4.6.1 for contracts with a total estimated contract value in excess of £2m, report details to the relevant Overview and Scrutiny Committee using the standard Committee report template.

This report is, therefore, to inform Children's Overview and Scrutiny Committee of the details of the provision to be procured.

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

Having a local system in place will ensure a choice of provision within the locality, keeping Bradford children in the district or neighbouring authorities and preventing placement potentially at distance, this will improve the outcomes for these young people as they will access local services and maintain links.

7.2 SUSTAINABILITY IMPLICATIONS

The use of a purchasing system with provision for providers to join the arrangement will allow the market to respond to the need for placements and will enable Children's Services to ensure we are able to access the best quality provision that is available for young people.

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

Local placements will keep travel time and costs low, including greenhouse gas emissions. It also avoids disruption to education and facilitates social worker visits in a timely manner.

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None.

7.7 WARD IMPLICATIONS

None

7.8 IMPLICATIONS FOR CORPORATE PARENTING

A strong purchased placement offer will bolster our local internal commissioned offer to Bradford's care leavers and ensure their transition to their own tenancies is successful in line with children's pledge to *support into adulthood and independence at a pace to suit us*.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

This is a new commissioning arrangement for an existing service, there are no issues identified in the Privacy Impact Assessment. This system will be covered by the Privacy Notice for Children's Social Care, which is available at:

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

The setting up of a new procurement arrangement is the only option available in response to the end of the existing White Rose framework that would allow Children's Services to continue to comply with Public Contract Regulations in purchasing the required placements.

Consideration was given about whether to tender for Bradford Council alone or work with other local authorities. It was identified that a sub-regional arrangement would be the most appropriate mechanism as it will ensure that we are contracting for local provision whilst also utilising a shared approach to and, therefore, sharing resource for quality assurance and contract management. This will allow us to make best use of resource when local authorities will purchase provision across the sub-region.

10. RECOMMENDATIONS

That the Committee note the contents of this report.

11. APPENDICES

None

12. BACKGROUND DOCUMENTS

None

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Report of the Chair of the Children's Services Overview and Scrutiny Committee to the meeting to be held on Wednesday 18 July 2018

Subject:

C

**Children's Services Overview and Scrutiny Committee DRAFT Work Programme
2018-19**

Summary statement:

This report presents the Committee's Draft Work Programme 2018-19

Cllr Mike Gibbons
Chair – Children's Services O&S
Committee

Report Contact:
Licia Woodhead
Overview and Scrutiny Lead
Phone: (01274) 432119
E-mail: licia.woodhead@bradford.gov.uk

Portfolio:

**Children and Families
Healthy People and Places
Overview & Scrutiny Area:**

Children's Services

1. SUMMARY

1.1 This report presents the Committee's Draft Work Programme 2018-19.

2. BACKGROUND

2.1 Each Overview and Scrutiny Committee is required by the Constitution of the Council to prepare a work programme (Part 3E – Overview and Scrutiny Procedure Rules, Para 1.1).

3. OTHER CONSIDERATIONS

3.1 **Appendix 1** of this report presents the Work Programme for 2018-19.

3.2 Work planning cycle

Best practice published by the Centre for Public Scrutiny suggests that 'work programming should be a continuous process'. It is important to regularly review work programmes so that important or urgent issues that come up during the year are able to be scrutinised. In addition, at a time of limited resources, it should also be possible to remove projects which have become less relevant or timely. For this reason, it is proposed that the Committee's work programme be regularly reviewed by Members throughout the municipal year.

4. FINANCIAL & RESOURCE APPRAISAL

None

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

None

6. LEGAL APPRAISAL

None

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

None

7.2 SUSTAINABILITY IMPLICATIONS

None

7.3 GREENHOUSE GAS EMISSIONS IMPACTS

None

7.4 COMMUNITY SAFETY IMPLICATIONS

None

7.5 HUMAN RIGHTS ACT

None

7.6 TRADE UNION

None

7.7 WARD IMPLICATIONS

None

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

None

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

None

10. RECOMMENDATIONS

10.1 That the Committee agrees the Work Programme

10.2 That the Work programme 2018-19 continues to be regularly reviewed during the year.

11. APPENDICES

11.1 Appendix 1 – Children’s Services Overview and Scrutiny Committee Work Programme 2018-19

12. BACKGROUND DOCUMENTS

None

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Democratic Services - Overview and Scrutiny

Childrens Services O&S Committee

Scrutiny Lead: Licia Woodhead tel - 43 2119

Work Programme 2018/19

Description

Report

Agenda

Wednesday, 26th September 2018 at City Hall, Bradford.

Chair's briefing 10/09/2018. Report deadline 13/09/2018.

- 1) Opportunity Area
- 2) Schools Forum
- 3) Prevention and Early Help
- 4) Children's Services O&S Work Programme

That the Committee welcomes this exciting initiative and requests an update report in 6 months and members of the Opportunity Area Partnership Board be invited to that meeting along with Damon Boxer, the Delivery Lead for the Bradford Opportunity Area.

Kathryn Loftus

The Committee will receive an update of the work of the Schools
The Committee will receive an update report on Prevention and early help work.

Andrew Redding
Jim Hopkinson

The Committee will consider its work programme and make changes as necessary.

Licia Woodhead

Wednesday, 10th October 2018 at City Hall, Bradford.

Chair's briefing 24/09/2018. Report deadline 27/09/2018.

- 1) Education Standards
- 2) Child Sexual Exploitation
- 3) Child Criminal Exploitation
- 4) School Travel Service
- 5) Children's Services O&S Work Programme

The Committee will receive a report on the UNVALIDATED data and also information on what measures have been put in place to generate improvement.

Lynn Donohue / Yasmin Umarji

That an update on the progress of the 9 Point Strategic Response to CSE and issues raised at the meeting be submitted to the Committee in 12 months time.

Jenny Cryer

The Committee will consider a report on Child Criminal Exploitation.
The Committee will receive a report on the new structure of the School Travel Service.

Jenny Cryer
Jenny Cryer

The Committee will consider its work programme and make changes as necessary.

Licia Woodhead

Wednesday, 21st November 2018 at City Hall, Bradford.

Chair's briefing 05/11/2018. Report deadline 08/11/2018.

- 1) Education Covenant
- 2) School Partnerships
- 3) Post 16 provision

Childrens Services O&S Committee

Scrutiny Lead: Licia Woodhead tel - 43 2119

Work Programme 2018/19

Description

Report

Agenda

Wednesday, 21st November 2018 at City Hall, Bradford.

Chair's briefing 05/11/2018. Report deadline 08/11/2018.

- 4) Pupil Referral Units
- 5) Children's Services O&S Work Programme

The Committee will consider its work programme and make changes as necessary.

Licia Woodhead

Wednesday, 12th December 2018 at City Hall, Bradford.

Chair's briefing 26/11/2018. Report deadline 29/11/2018.

- 1) Schools Forum
- 2) Workloads of Children's Social Care Services
- 3) Children Missing from Home and Care
- 4) Children Missing from Education
- 5) Children's Services O&S Work Programme

The Committee will receive an update of the work of the Schools Forum.

Andrew Redding

The Committee will receive a report on the work of Children's Social Care Services, including information on national and statistical neighbour comparison figures.

Jim Hopkinson

That the Multi-Agency Strategy to safeguard children who go missing, be supported, and reported to the Committee on a yearly basis.

Jim Hopkinson

The Committee will receive a report on children missing education, including information on unregistered schools and home schooling.

Alina Khan

The Committee will consider its work programme and make changes as necessary.

Licia Woodhead

Wednesday, 23rd January 2019 at City Hall, Bradford.

Chair's briefing 07/01/2019. Report deadline 10/01/2019.

- 1) Schools Forum
- 2) Bpositive Pathways
- 3) Shared Commissioning for Children's Health
- 4) Children's Services O&S Work Programme

The Committee will receive an update of the work of the Schools

Andrew Redding

That the Committee welcomes the report and looks forward to receiving an update on the Bpositive pathways programme with details of the cost savings realised.

The Committee will receive a report detail the proposals for the shared commissioning for children's health.

Jenny Cryer

The Committee will consider its work programme and make changes as necessary.

Licia Woodhead

Childrens Services O&S Committee

Scrutiny Lead: Licia Woodhead tel - 43 2119

Work Programme 2018/19

Description

Report

Agenda

Wednesday, 13th February 2019 at City Hall, Bradford.

Chair's briefing 28/01/2019. Report deadline 31/01/2019.

- 0) Youth Voice
- 0) Local Cultural Education Partnership
- 1) Young Carers
- 2) Children's Services Performance Outturn report
- 3) Children's Services O&S Work Programme

That the Committee receive a further update in respect of the work of Youth Voice in 12 months time.
The Committee will receive a report on what the cultural offer for young people could look like.
That the Strategic Director Children's Services be requested to work with GPs and develop methods of identifying and referring young carers and report back to the Committee in six months
The Committee will receive a report on performance against the Key Performance Indicators for the the service.
The Committee will consider its work programme and make changes as necessary.

Heather Wilson
Jim Hopkinson
Michael Jameson / Philip Witcherley
Licia Woodhead

Wednesday, 20th March 2019 at City Hall, Bradford.

Chair's briefing 04/03/2019. Report deadline 07/03/2019.

- 1) Schools Forum
- 2) Workloads of Children's Social Care Services
- 3) Bradford Safeguarding Children Board - Annual report
- 4) Neglect
- 5) Children's Services O&S Work Programme

The Committee will receive an update of the work of the Schools
The Committee will receive a report on the work of Children's Social Care Services, including information on national and statistical neighbour comparison figures.
The Committee will receive the Annual Safeguarding report
That Document "AJ" be noted and a further update on the progress of the response to neglect be presented to the Committee in 12 months time
The Committee will consider its work programme and make changes as necessary.

Andrew Redding
Jim Hopkinson
Jenny Cryer
Jenny Cryer
Licia Woodhead

Wednesday, 10th April 2019 at City Hall, Bradford.

Chair's briefing 25/03/2019. Report deadline 28/03/2019.

- 1) Progress of the Fostering Service
- 2) School Expansion Programme, Education Capital Funding, and Academy Conversions

The Committee recognises and welcomes the significant developments in the Fostering Service and requests a further report in 12 months.
The Committee will receive a report on a number of key areas related to school organisation in the Bradford District.

Jim Hopkinson
Ian Smart

Childrens Services O&S Committee

Scrutiny Lead: Licia Woodhead tel - 43 2119

Work Programme 2018/19

Description

The Committee will receive a report detailing the outcomes of resolutions made during the 2018-19 municipal year.

Report

Licia Woodhead

Agenda

Wednesday, 10th April 2019 at City Hall, Bradford.

Chair's briefing 25/03/2019. Report deadline 28/03/2019.

- 3) Children's Services O&S Resolution Tracking