

## Agenda for a meeting of the Children's Services Overview and Scrutiny Committee to be held on Wednesday, 23 March 2022 at 4.30 pm in the Council Chamber, City Hall, Bradford

### Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	BRADFORD INDEPENDENT GROUP
Alipoor Choudhry Humphreys Jamil Mohammed	Winnard Pollard	Stubbs	Sajawal

### Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	BRADFORD INDEPENDENT GROUP
Firth H Khan Mir Wood	K Green Felstead	Knox	

### VOTING CO-OPTED MEMBERS:

Joyce Simpson Church Representative (CE)  
Fauzia Raza Parent Governor Representative

### NON VOTING CO-OPTED MEMBERS

Tom Bright Teachers Secondary School Representative  
Dr Samina Karim Children's Social Care 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.
- Anyone wishing to speak to any of the business items on the agenda must register to speak by emailing Mustansir Butt (mustansir.butt@bradford.gov.uk) by midday on Monday 21 March 2022.

### From:

Parveen Akhtar  
City Solicitor

### To:

Agenda Contact: Fatima Butt / Jill Bell/Kanwal Amrez  
Phone: 01274 432227/434580 / 07929 070288

E-Mail: fatima.butt@bradford.gov.uk / jill.bell@bradford.gov.uk/kanwal.amrez@bradford.gov.uk

## 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 9 February 2022 be signed as a correct record (previously circulated).**

(Jill Bell/Kanwal Amrez –07970 43716 / 07929 070288 )

#### 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/Kanwal Amrez –07970 43716 / 07929 070288)

#### 5. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

To consider referrals that have been made to this Committee.

The Committee is asked to note the 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.

### B. OVERVIEW AND SCRUTINY ACTIVITIES

#### 6. MONITORING OF THE CHILDREN'S SOCIAL CARE IMPROVEMENT PLAN

1 - 20

The report of the Strategic Director of Children's Services (**Document "AA"**) will present the improvement plan that has been revised to make it more outcome focused and more streamlined so we can quickly accelerate the improvement Ofsted require in key areas and make sure that we see better outcomes for children and young people.

**Recommended –**

**That the Committee notes the contents of this report and the progress being made.**

(Mariam Haque – 01274 436625)

#### 7. YOUNG CARERS

21 - 50

The report of the Strategic Director of Children's Services (**Document "AB"**) provides an annual update, specifically focusing on performance, targets and standards, as requested.

The Young Carers Service is a commissioned service which meets the Council's statutory duty to provide an assessment for Young Carers, as well as providing other resources following assessment. The Carers Resource currently holds the contract.

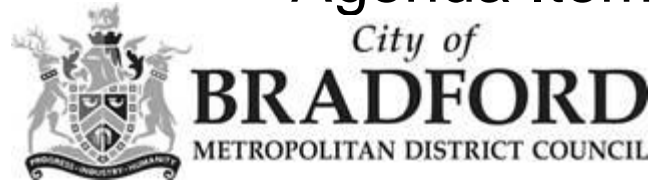
Appendix 1 shows the actual data from Quarter 3 and Appendix 2 is a graphical representation of some of the key data.

**Recommended -**

- (1) That the Committee receive Document "AB for information, note the progress and support continued development in our jointly commissioned service.**
- (2) That the Committee to continue to receive annual reports from the service.**

(Cath Dew – 01274 437949)

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



## **Report of the Strategic Director Children's Services to the meeting of Children's Overview & Scrutiny Committee to be held on 23 March 2022**

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**AA**

### **Subject:**

**Monitoring of the Children's Social Care Improvement Plan**

### **Summary statement:**

The improvement plan has been revised to make it more outcome focused and more streamlined so we can quickly accelerate the improvement Ofsted require in key areas and make sure that we see better outcomes for children and young people.

### **EQUALITY & DIVERSITY:**

There are no direct implications for equality and diversity arising from this report. The Council has a duty to ensure that its services comply with the public sector equality duty.

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Marium Haque  
Strategic Director Children's Services

### **Portfolio:**

**Children & Families**

Report Contact: Mandeep Gill  
Phone: (01274) 436625  
E-mail: [mandeep.gill@bradford.gov.uk](mailto:mandeep.gill@bradford.gov.uk)

### **Overview & Scrutiny Area:**

**Children's Services**

## 1. SUMMARY

- 1.1 The improvement plan has been revised to make it more outcome focused and more streamlined so we can quickly accelerate the improvement Ofsted require in key areas and make sure that we see better outcomes for children and young people.

## 2. BACKGROUND

- 2.1 The new outcomes detailed in the plan are:

1. Children and young people (C&YP) will recognise Bradford Council and its partners as good Corporate Parents.
2. Caseloads across all social work teams, including fostering, continue to be safe and manageable.
3. We will have a sufficient fostering workforce to look after children and young people in Bradford.
4. Fewer children will be coming into care as our Edge of Care Strategy is effective.
5. The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all Social Workers.
6. The Sufficiency Strategy is fit for purpose, iterative and responsive to the changing demographic of C&YP in our care.
7. Leaders (all of Children's Departmental Management Team) have greater understanding of the quality of social work practice.

- 2.2 The plan commenced at the end of September 2021, with specific actions, milestones and deliverables which are reviewed each week by the Children's Departmental Management Team. The current plan is live and due to be reviewed at the end of April 2022.

- 2.3 Appendix 1 provides the detail on progress that is being made against each priority outcome. It gives two examples with more evidence of progress namely Corporate Parenting and the Quality of Social Work Practice. This report concludes with other examples of improvement, and areas causing concern.

- 2.4 Children and young people will recognise Bradford Council and its partners as good Corporate Parents. We agreed we would reset the Corporate Parenting Panel, which has now been set. A working group has been created and they will act as a governing body for virtual schools. This is embedded into business as usual and Corporate Parenting Panel is monitored to ensure they fulfil their brief.

- 2.5 Milestone 2, is the only action under this priority that is still in progress, as the others have been completed. We are developing and implementing the Children in Care and Care Leavers Corporate Parenting Strategy and Action Plan, to ensure we have shared strategies to drive our work. The initial draft has been delivered, there have been workshops with young people in January 2022 and we have used their feedback. The training and guidance packs for leaders and partners are being developed.

- 2.6 We have developed and implemented a Participation Framework and Strategy, in order for the voice of children and young people to be heard. This has been achieved through embedding in our Corporate Parenting approach, by convening four Young-Person led sessions annually alongside Corporate Parenting Panel. This will be developed into three separate young people's forums with age-appropriate topics, to include younger children, children in long term placements and those reaching Care Leavers. The young person led sessions will be based in different areas of Bradford to offer more opportunity for children and young people to get involved. The dates for the young person led Corporate Parenting Panels are: 16/3/22, 8/6/22, 31/8/22 and 7/12/22. The other Corporate Parenting Panels are planned for 12/5/22, 20/7/22 and 19/10/22.
- 2.7 We have delivered Corporate Parent training events to senior managers, members and partner agencies, to develop a shared understanding of our corporate parenting responsibilities. This is tracked and monitored through a schedule and a training plan.
- 2.8 This priority is discussed at Children's Social Care Management Team, the Departmental Management Team (DMT) and Children's Improvement Board, where it is monitored and scrutinised. For the new financial year, the priorities will be reviewed and reset.

### **3. OTHER CONSIDERATIONS**

- 3.1 There is a national shortage of social workers, as demand is increasing and there is a limited supply of social workers, this is adding to the turnover of staff and is inflating the rates being charged in the region. This is a critical factor that is having impact on the progress that is being made. Due to the severity of the issue, the matter was discussed yesterday at DMT. There is a workstream that has been created to deal with the issues and there were a number of strategies that have been agreed to address the immediate issue, whilst there is also a permanent recruitment drive.

### **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1 There are no financial issues beyond the additional social work resources that have already been secured to assist in the improvement journey. Any additional support required will be picked up and supported via the Enablers Programme.

### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1 Risks in relation to improvement are being picked up and managed through the Improvement Programme governance framework.

### **6. LEGAL APPRAISAL**

- 6.1 Not applicable.

**7. OTHER IMPLICATIONS**

**7.1 SUSTAINABILITY IMPLICATIONS**

Not applicable.

**7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

Not applicable.

**7.3 COMMUNITY SAFETY IMPLICATIONS**

Not applicable.

**7.4 HUMAN RIGHTS ACT**

Not applicable.

**7.5 TRADE UNION**

Not applicable.

**7.6 WARD IMPLICATIONS**

The Ofsted judgement affects all wards.

**7.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

The recruitment and retention issues have implications for children and young people, and the Council's role as corporate parent, due to the impact of the turnover of social workers, for example, children in care experiencing a change of social worker impacts on their relationship with their allocated worker, social worker's caseloads increasing, this can also impact on delays in casework and care planning. To mitigate against this risk, additional capacity has been identified and children in care are going to be moving out of the localities and to be all managed under one service, which will help increase focus and line of sight of children in care.

**7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

Not applicable.

**8. NOT FOR PUBLICATION DOCUMENTS**

8.1 Not applicable.

**9. OPTIONS**

9.1 None.



## **10. RECOMMENDATIONS**

10.1 That this Committee notes the contents of this report and the progress being made.

## **11. APPENDICES**

11.1 Appendix 1 - Bradford Children's Services Improvement Plan – Progress Report.

## **12. BACKGROUND DOCUMENTS**

12.1 None.

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# Bradford Children's Services Improvement Plan - Progress Report

**Marium Haque, David Johnston, Philip Segurola, Chris Chapman**

Update 7 March 2022



# Summary

The improvement plan has been revised to make it more outcome focused and more streamlined so we can quickly accelerate the improvement Ofsted require in key areas and make sure that we see better outcomes for children and young people. This new improvement plan sets out seven outcomes that we aim to evidence progress over the past 5 and next 2 months. The outcomes are:

1. Children and young people will recognise Bradford Council and its partners as good corporate Parents
2. Caseloads across all social work teams, including fostering, continue to be safe and manageable
3. We will have a sufficient fostering workforce to look after children and young people in Bradford.
4. Fewer children will be coming into care as our Edge of Care strategy is effective
5. The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers
6. The Sufficiency Strategy is fit for purpose, iterative and responsive to the changing demographic of C&YP in our care
7. Leaders (all of DMT) have greater understanding of the quality of social work practice

The plan commenced at the end of September 2021, with specific actions, milestones and deliverables which are reviewed each week by DMT. The current plan is live and due to be reviewed at the end of April 2022.

This report provides the detail on progress that is being made against each priority outcome. It gives two examples with more evidence of progress namely Corporate Parenting and the Quality of Social Work Practice. This report concludes with other examples of improvement, and areas causing concern.

# Summary of Progress

- Priorities 1, 6 and 7 show evidence of significant progress.
- Other priorities have identified key building blocks needed to build improvement.
- All priorities have plans in place and are being lead by Senior Managers.
- Of the 35 key areas of work/milestones:
  - 12 are currently rated as **Green** meaning: 'Tasks and outcomes are completed; performance is on target'.
  - 21 are currently rated as **Amber** meaning: Tasks and/or outcomes are on track; milestones met but not completed.
  - 2 are currently rated as **Red** meaning: Tasks and/or outcomes have not been met or timescale slipped. There is mitigation being put in place against each.
- Key projects have been completed regarding Leaving Care, Early Childhood Services, the Integrated Front-door and the Integrated Commissioning Roadmap.

# Other Improvement Progress

## Workforce Planning Task & Finish Group

- On 22 Feb 2022 a Workforce Planning Task & Finish Group was established and will run for a period of six weeks from Feb – Apr 2022. There are six strands looking at specific disciplines to get a clear understanding on how many staff are required across the piece i.e. both qualified and unqualified staff, number of teams, number of managers, service managers. The HOS is designing a structure based on the ideal and safe level number of caseloads.
- The WF Planning Group agreed the number workstreams to be undertaken, the methodology/approach for each of them and assigned leads as part of a work plan. On completion of the programme an Outcome Report capturing proposals will be submitted to DMT first week in Apr 2022
- A work plan is in place which shows clear linkages and interdependencies with the CIP Improvement Plan; in particular Priority 2: Caseloads and Priority 5 Workforce. Exclusion – the outcome for Consolidate Locality Boundaries will not be progressed as part of the programme of work. Summary details are as follows:

Ref No.	Workforce Planning Framework	Workstream Lead(s)
W1	Confirm Social Worker Establishment Requirement • Demand analysis and projection to arrive at steady state baseline and time limited additional surge capacity needs	Philippa Holmes
W2	Agree Core Team Composition and Spans of Control • Include CRW, BSO and blend of ASYE/experienced SW	Rebecca Simmonds Amandip Johal
W3	Review Use of Project Teams • Costings, QA/performance monitoring, deployment and exit strategy	Mandeep Gill
W4	Consider Demand Reduction Strategies • Thresholds, early help, throughput including discharge from care	Philippa Holmes
W5	Implement Optimum Service Structure • Progress re-establishment of dedicated CIC service	Mandeep Gill
W6	Develop Proposals for Staff Recruitment and Retention • Introduction of loyalty payments, review of salary scales and progression as comparator to neighbouring LA's, development of Academy, overall package on offer.	Amandip Johal/Traci Taylor

- For further update please refer to Plan Delivery - Priority 2 Caseloads & Priority 5 Workforce

# Areas of concern or potential concern to the improvement programme

- Ensuring all strategies are developed with key stakeholders and partners.
- Continuing to focus on the key priorities and outcomes.
- Take the opportunity of continued change, including within the ICS/ICP, to develop more shares or integrated solutions.
- Evidence that the voices of our children and young people are influencing changes to service delivery.
- Focus on Social care performance and practice is embedded at all levels.
- Evidence of the learning from safeguarding practice reviews, serious incident notifications, and developing a “cases of concern” approach for learning at all levels.
- Additional pressures due to the impact of the Omicron variant.

# **Detailed Updates: For information**



# Plan Delivery by Priority

## Priority 1: Children and young people will recognise Bradford Council and its partners as good corporate Parents

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
1. Reset the Corporate Parenting Panel	Corporate parenting is everyone's business.	<ul style="list-style-type: none"> <li>Corporate Parenting Panel now set</li> <li>A working group has been set up and will act as the governing body for virtual schools</li> <li>Governance for report submission to the CPP has been agreed</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>Monitor CPP to ensure it fulfils it's brief</li> <li>Embed into BAU</li> </ul>
2. Develop and implement the Children in Care and Care Leavers Corporate Parenting Strategy and Action Plan	We need to have a shared strategies to drive our work.	<ul style="list-style-type: none"> <li>Initial draft delivered</li> <li>Workshops with young people held in January. Their feedback is being reviewed</li> <li>Training and guidance packs for leaders and partners are being developed</li> </ul>	AMBER	<ul style="list-style-type: none"> <li>Gain confirmation from Elected Member on further direction following delivery of draft Corporate Parenting Strategy</li> <li>Develop strategy in line with further recommendations</li> </ul>
3. Develop and implement a Participation Framework and Strategy	The voice of our children and young people needs to be heard in all we do.	<ul style="list-style-type: none"> <li>Corporate Parenting approach agreed to hold four Young-Person led sessions annually alongside CPP meetings</li> <li>Moving toward 3 separate young people's forums with age-appropriate topics to be more specific about what is discussed. Younger children, those in long term placements and those reaching Care Leavers</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>Young person led session dates to be set</li> <li>Forum/ consultations/development sessions with issues that are more prevalent to the age group proposals to be developed.</li> </ul>
4. Deliver Corporate Parent training events to Senior Managers across BMDC, Elected Members and Partner agencies	Learning together is essential in our developing understanding.	<ul style="list-style-type: none"> <li>3 key areas of training identified</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>Develop schedule and training plan</li> </ul>

# Plan Delivery by Priority

## Priority 2: Caseloads across all social work teams, including fostering, continue to be safe and manageable

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
5. Practice Supervisors are supportive of the interim allocation of a protected caseload, where necessary.	Helps reduce overall caseload pressures.	<ul style="list-style-type: none"> <li>Case Workers were written to in Nov 2021 and were advised to carry casework. Out of the 40 staff 2 have objected and 38 have undertaken this.</li> <li>Subsequently we have seen further churn in this part of the workforce but we are recruiting to it now.</li> </ul>	GREEN COMPLETED	
6. Regular reviews are built in to determine if caseloads can be safely reduced or removed for practice supervisors over time.	It is important to maintain a continual focus on caseloads.	<ul style="list-style-type: none"> <li>Meetings are taking place on a fortnightly basis and where caseloads are assessed/adjusted as necessary.</li> <li>Work has been done to look at the potential to reduce caseloads and therefore free-up agency staff.</li> <li>Data reviewed fortnightly with the HOS and this will inform any adjustments needed to the caseload levels.</li> <li>Audit Team to review caseload activity and produce Status Report</li> </ul>	RED	1000 open cases across the piece. These are in the larger geographical areas. Caseloads reviewed with the Performance Team and have identified that there are small number of staff carrying cases in excess of 40 which is mainly down to the fact that they are overwhelmed with work in general so unable to close cases off. Looking at increasing capacity within the Shipley & Keighley Areas as they only have 1x Service Manager in the structure Work on parameters have been agreed by the WF Planning Task & Finish Group – 18 full-time (qualified SW) equivalent caseloads, 14x cases AYSE, 25x Cases Care Leavers
7. Capture positive feedback within the regular engagement sessions, team meetings and away days	“Sense of Community” and belonging to the wider CYPS and Council	<ul style="list-style-type: none"> <li>Fortnightly meetings with the whole service and SD in place. Area meetings in place. Feedback mechanism in place.</li> <li>IT and HR drop in sessions; scheduled before Christmas. These sessions are question and answer.</li> <li>Staff Reference Group in place and reports to the Improvement Board. Meetings scheduled every 3 weeks.</li> <li>Needs analysis to be undertaken</li> </ul>	AMBER	Restructure re-instatement of a Stand Alone Child In Care Team - the HOS has been appointed. Mandeep Gill to agree timeline with David Johnston regarding consultations with staff

# Plan Delivery by Priority

## Priority 2: Caseloads across all social work teams, including fostering, continue to be safe and manageable

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
8. Staff Teams returning back to offices and increased face to face contact.	This will help build teams and improve communication. Omicron will slow progress on this issue.	<ul style="list-style-type: none"> <li>Subject to Government restrictions, guidance, and Council approval, we will encourage staff teams safe return back to the workplace to enable increased face to face contact i.e. Hybrid Model, as soon possible</li> <li>There will be a restart of programme to bring 'Priority 2' and 3' group of staff back into the workplace</li> </ul>	AMBER	UNCHANGED– Staff Teams returning to the workplace – Priority 2 & 3 - A proposal is to be put forward to staff outlining a 60/40 split, 3 days (office based) 2 days WFH. Managers are to be on a rota on two separate days during the week (not just working Mon - Weds in the office and Thurs & Fri WFH). Need to have a selection of managers spread over the course of the week available for staff. Endeavouring to bring staff back in the workplace safely and asap.
9. Reduced numbers of single agency workers and proportionately increased numbers of permanent staff and fixed-term teams. Undertake Recruitment & Advertising Campaign	Implemented Workforce Recruitment Plan	<ul style="list-style-type: none"> <li>Reduction in Agency Workers - This is tied in the increased stability of caseload. As more staff recruited then agency staff numbers will be reduced</li> <li>Progressing as quickly as the process allows whilst ensuring processes are in place before releasing staff.</li> <li>Require a more stable and Fixed-Term Team to enable better outcomes.</li> </ul>	AMBER	The position is much the same as it was. We are going through an unstable period because some neighbour authorities are paying more for agency staff thus leaving us with a great number of vacancies.
10. The span of control of managers is appropriate and ensures adequate management capacity.	Assessed Span of control of all Team Managers, Service Managers to ensure it is 'fit for purpose'	<ul style="list-style-type: none"> <li>Currently looking at the structure. Under consideration is having one HOS responsible for all looked after children and another responsible for Child Protection.</li> <li>A piece of work currently undertaken to look at the Fostering Structure.</li> <li>Looking to create extra capacity within Senior Management in order to support Practice Supervisors.</li> </ul>	AMBER	2 manager posts recruited to for permanent positions. Appointees include Internal recruitment of a Practice Supervisor to Managers status and a Team Manager (Fixed-Term contract) transferring to a permanent contract. This will create more stability but not capacity. Have advertised as a priority and have interviews scheduled w/c 28/02/22 for temp/interim posts for a HOS CIC Service and 2x Service Managers.

For further update please refer to slide 4 Other Improvement and Progress - Workforce Planning Task & Finish Group

# Plan Delivery by Priority

## Priority 3: We will have a sufficient fostering workforce to look after children and young people in Bradford

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
<p>11. Develop and implement a framework to incorporate a “level 4” option for foster carers Assess mockingbird design, structure and function (commissioning) – Fostering.</p>	<ul style="list-style-type: none"> <li>Increased confidence and resilience within our foster carers.</li> <li>Improved retention and progression rates for foster carers who feel valued and safe.</li> </ul>	<ul style="list-style-type: none"> <li>17.12.21 Decision to progress and go ahead with Fostering Network on Mockingbird confirmed. The service has been working on ensuring compliance with the Mockingbird model to assure FN. Additional hub carers appointed. Service met with existing hub families and gave them option to decide if they want to continue to be full-time foster carers or hub carers. Regular meetings with FN scheduled monthly to implement agreed actions Target date April for re-launch.</li> <li>Updated Foundation Review was submitted to Fostering Network on 21/01/22. 3 out of 6 of constellation carers wish to continue. New hub carers have met with constellation carers that will be continuing.</li> <li>Action plan finalised</li> </ul>	AMBER	<ul style="list-style-type: none"> <li>Implementation working group is to be re-established. Membership of Implementation Working Group to be confirmed by 16/02/22. 1st meeting of IWG to take place within 4 weeks. Scheduled meetings with Teams around the Child to continue to ensure understanding of model is clear. Have requested a slot on HoS agenda and awaiting confirmation of date from Principal Social Worker. Service to revisit ‘delegated authority’ with Children’s teams.</li> <li>The updated schedule of fostering allowances is completed and will go to CMT later on this month and hopefully the Executive in April. We will also engage in preliminary consultation with the foster care association before to goes to the Executive.</li> </ul>
<p>12. Finalise and approve the implementation of;  Review fostering and residential structures and staffing.</p>	<ul style="list-style-type: none"> <li>Fostering and residential staffing is fit for purpose including skill and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>01/02/22 Assessment of Fostering Service against national minimum standards work completed - an action plan being drafted to be available by 18/02/22 which will feed into the State of the Nation document.</li> </ul>	AMBER	<ul style="list-style-type: none"> <li>An annual report is being developed to be presented for the Corporate Parenting Board in May 2022. The draft will be ready by 12/04/22.</li> <li>Transfer of Family Finding Team into Placement Co-ordination Team paused due to management capacity issues. Fostering Staffing Structure to be drafted by 01/03/22</li> </ul>

# Plan Delivery by Priority

## Priority 3: We will have a sufficient fostering workforce to look after children and young people in Bradford

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What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps	
<p>12. Finalise and approve the implementation of;</p> <p>Finalise fostering fees and allowances policy (Amber)</p>	<ul style="list-style-type: none"> <li>Improved retention and progression rates for foster carers who feel valued and safe.</li> <li>Increased recruitment rates due to level of support offered to foster carers</li> </ul>	<ul style="list-style-type: none"> <li>Revised scheme of fees and allowances drafted including proposal of a new entry level and progression process; 20 x level 4 carers for children with complex health needs; a programme of training and support for foster carers including a Training Officer and Training budget proposal; reinvestment in DDP as the operating model and Team around the Child approach agreed in principle with DCS and Strategic Director (Corporate Resources) on 27.1.22.</li> <li>19.01.22 Proposals shared with BIFCA</li> </ul>	<p style="text-align: center;">AMBER</p>	<ul style="list-style-type: none"> <li>Proposals to be progressed through approvals process.</li> <li>Finance Paper going to CSCMT on 09.03.22, and then to Executive on 05.04.22</li> </ul>	
<p>Finalise SGO policy.(Amber)</p>		<ul style="list-style-type: none"> <li>Revised policy drafted based on model adopted by Leeds. Shared with AD to be reviewed by Legal. Discussions progressed with commissioned Kinship worker and Early Help to establish offer of support in the community through Family Hubs for SGOs; review Family Time offer and support from Access and Take up staff.</li> </ul>			<ul style="list-style-type: none"> <li>SGO Policy approval contingent on Fostering Fees and Allowances Policy. Explore options to commission time limited Family Time support and progress opportunities to establish support in the community for SGOs in collaboration with Kinship and Family Hubs. Negotiate the re-establishment of a Parenting group for Foster carers and SGOs.</li> </ul>
<p>Commission residential capacity and review current Statements of Purpose (Green)</p>	<ul style="list-style-type: none"> <li>Appropriate placements which meet the level of need and avoid early placement breakdown causing further distress for children and young people.</li> </ul>	<ul style="list-style-type: none"> <li>Complete; Service Improvement Plan and proposals for Children's Homes drafted and shared with AD</li> </ul>			<ul style="list-style-type: none"> <li>Tabled for consideration at DMT 16/02/22 . Consultation to follow outcome of meeting.</li> </ul>

# Plan Delivery by Priority

## Priority 3: We will have a sufficient fostering workforce to look after children and young people in Bradford

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
13. To develop and streamline the process of the recruitment and approval of foster carers.	Increased recruitment rates due to level of support offered to foster carers	<ul style="list-style-type: none"> <li>Dip sampling and review of process is complete. Have identified areas that need focus e.g. need for more short term foster carers and for recruitment partners to promote accurate information and target recruitment. On that basis the Bright Sparks contract has been extended for a further 6 months from 8.3.22. Retendering planned to commence in June to consider alternative options for new contract to be in place by 8.10.22</li> </ul>	AMBER	<ul style="list-style-type: none"> <li>Recruitment Strategy to be formulated</li> </ul>
14. To complete a demand and need analysis.	Appropriate placements which meet the level of need and avoid early placement breakdown causing further distress for children and young people.	<ul style="list-style-type: none"> <li>Service provided the Fostering input to the Sufficiency Strategy based on the current data being collated</li> </ul>	AMBER	<ul style="list-style-type: none"> <li>Service is in discussion with Performance colleagues to develop the content of a regular improvement scorecard. A meeting with Dorset to be scheduled at beginning of March to look at the model of their interactive dashboard.</li> </ul>
15. To recruit to a pool of emergency foster carers.	Appropriate placements which meet the level of need	<ul style="list-style-type: none"> <li>No action progressed</li> </ul>	AMBER	<ul style="list-style-type: none"> <li>Two key dependencies: the revised scheme of fees and allowances and the Sufficiency Strategy.</li> </ul>

# Plan Delivery by Priority

## Priority 4: Fewer children will be coming into care as our Edge of Care strategy is effective

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
<p>16. To develop and re-establish Prevention and Early Help partnership and governance.</p>	<ul style="list-style-type: none"> <li>It is important to respond to needs earlier so as to reduce demand for Children's Social Care.</li> <li>Improved relationships and family networks, building resilient communities.</li> </ul>	<ul style="list-style-type: none"> <li>ToR and letter have been signed off for Strategic Partnership Board.</li> <li>First draft Prevention and Early Help Strategy has been revised to include Universal Plus to be consulted with partners in January</li> <li>Promoted to ensure that CSC locality colleagues are aware of the Early Help offer, processes and roles/responsibilities.</li> </ul>	<p>AMBER</p>	<ul style="list-style-type: none"> <li>Finalise Prevention and Early Help strategy</li> <li>In conjunction with the rewrite of the Early Help and Prevention Strategy, develop a framework to consult with partners.</li> <li>In February meetings will be held with schools to identify challenges they face carrying out Early Help Assessments. Then put in place support and mechanisms to try overcome these.</li> <li>Progress data sharing across partners in order to inform the local preventative model</li> </ul>
<p>17. Develop and implement with partners an Edge of Care strategy.</p>	<ul style="list-style-type: none"> <li>More Children will remain at home safely, and where children do need to be brought into care with the provision of appropriate service, we will be able to return them back home safely</li> <li>Improved relationships and family networks building resilient communities.</li> <li>Reduce pressures on social work services through improved early help and community support</li> </ul>	<ul style="list-style-type: none"> <li>Originally proposed restructure of BPP paused for an initial 3 month period to facilitate an external review to be completed within a 10 week period led by Peopletoo.</li> <li>Information governance team have confirmed the necessary agreement and protocols are in place and data has now been shared with Peopletoo</li> <li>Engagement plan finalised by Peopletoo.</li> <li>All engagement sessions will be complete as of 18/02/22</li> <li>Survey to be distributed 16/02/22 so that those who could not attend any engagement sessions can contribute views</li> </ul>	<p>AMBER</p>	<ul style="list-style-type: none"> <li>Further interrogation and deep dive into service activity and impact data</li> <li>Analysis of survey</li> <li>Feeding back initial findings to AD, HoS and Programme Manager on 24/02/22</li> <li>Phase 2 – consideration of next steps/options – to be agreed on 24/02/22</li> <li>On track for conclusion by planned mid March date</li> <li>The review led by Peopletoo is progressing to report March 16th and considerable work has been undertaken as part of this process.</li> </ul>

# Plan Delivery by Priority

Priority 5: The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
CPD & Performance: Develop Alignment of CPD, performance objectives & Audit Outcomes (Best Practice & Learning)				
18. Supervision Audit Database to launch	Creates a database for auditing practice.	<ul style="list-style-type: none"> <li>Demonstration of the database presented at DMT</li> <li>Some testing with officers undertaken.</li> <li>Test Mode - Positive feedback received from officers who have tested and/or using the database.</li> <li>The IT Support Team to map system to accommodate Agency Staff</li> </ul>	AMBER	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4
Recruitment/Induction week				
19. Develop and implement face to face training to ensure consistent with e-training sessions	Builds common practice and training.	<ul style="list-style-type: none"> <li>Induction of 3rd Cohort underway as of 30/11/21.</li> <li>Survey sent out to 2<sup>nd</sup> Cohort</li> <li>The 3<sup>rd</sup> cohort sent out w/c 29/11/21</li> <li>Two full sessions completed.</li> </ul>	GREEN COMPLETED	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4
20. Ensure that managers do not allocate any Children until induction completed.	Ensures new staff receive common induction programme.	<ul style="list-style-type: none"> <li>AD communication to HOS advising them not allocate in the first week.</li> <li>To review case allocations over a period of time.</li> <li>Request for Work Allocation Review Report (random sample – two cohorts) from Corporate Performance Team</li> </ul>	AMBER	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4



# Plan Delivery by Priority

Priority 5: The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
Recruitment: Reduce the level of attrition across Social Work roles in all areas of the Service				
21. Develop Stay Interviews	Important to hear constant feedback from staff.	<ul style="list-style-type: none"> <li>Questions completed that will be used in exit interviews.</li> <li>Scheduled to 'GO LIVE' 7 Feb 2022 (revised date)</li> <li>At the end of supervision in Feb 2022 all Team Managers to have Stay Interview with Staff over a 4 week period</li> <li>Schedule of Newsletters went out to staff; a Practice Newsletter and Business Agenda outlining the importance of Stay Interviews w/c 24 Jan 2022</li> </ul>	AMBER	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4
22. Develop and implement Comms Plan communicating staff benefits and wellbeing offers	Important to ensure regular flow of communication to Staff and Partners.	<ul style="list-style-type: none"> <li>A plan has been agreed by all parties and communications will go live 21 Jan 2022 (revised date)</li> <li>Some Comms sent out regarding payment of Social Workers Registration <b>Fee</b></li> <li>Workforce Development Strategy agreed and signed off by HOS</li> <li>Wider Comms Development – Microsite Launch</li> </ul>	AMBER	

# Plan Delivery by Priority

Priority 5: The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
23. Develop and implement Comms Plan communicating staff benefits and wellbeing offers	Important to ensure regular flow of communication to Staff and Partners.	<ul style="list-style-type: none"> <li>▪ Staff Benefits – Free Car Parking for Social Workers</li> </ul>	RED	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4
24. Develop enhanced practice and wellbeing user group and Clinical Supervision	Important to hear constant feedback from staff.	<ul style="list-style-type: none"> <li>▪ Wellbeing Group already in operation.</li> <li>▪ There is also a centralised Well-Being Group with champions which is to be highlighted to staff. These will be promoted at the Staff Reference Group periodically.</li> <li>▪ Clinically Supervision - Meeting to be scheduled with HOS to discuss draft proposal and how this can be implemented.</li> <li>▪ Clinical Supervision Proposal sign-off by HOS</li> </ul>	AMBER	

# Plan Delivery by Priority

Priority 6: The Sufficiency Strategy is fit for purpose, iterative and responsive to the changing demographic of C&YP in our care

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
25. Baseline data required, with trends to inform resource planning.	Understand needs and demands is essential in planning sufficiency.	Initial baseline data report received, narrative to be devised. Needs and Demand analysis drafted  Final draft of Sufficiency strategy has had Legal and Finance colleagues sign off. Draft was taken to CMT on 16/02/22 which was approved	GREEN	<ul style="list-style-type: none"> <li>To confirm if additional work is required for Needs and Demand analysis</li> <li>Sufficiency Strategy has been formatted and designed by Communications Team, and is now ready to be taken to Overview and Scrutiny on 09/03/22. Aiming for the Strategy to go to Executive on 05/04/22 for the final sign off.</li> <li>Re-focus the action around gaining partners commitment to help ensure children stay within the District. Breakdown how this is to be achieved</li> </ul>
26. External providers to run the additional homes.	Engaging the market is key to ensure sufficient places are in Bradford.	Options Appraisal drafted and sent to AD for comments	GREEN	<ul style="list-style-type: none"> <li>Continue speaking to external providers</li> <li>Continue to develop Options Appraisal based on feedback from DMT on 23/02/22</li> </ul>

# Plan Delivery by Priority

Priority 6: The Sufficiency Strategy is fit for purpose, iterative and responsive to the changing demographic of C&YP in our care

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
27. Create new 5 small bedroom homes for CLA and consider options for delivery in the medium term	There is urgent need for additional places to be available for complex cases.	<ul style="list-style-type: none"> <li>Specification being revised and a plan will be drafted on 19.01.22</li> <li>Director of Finance confirmed funding for new homes under 'invest to save'</li> </ul>	AMBER	<ul style="list-style-type: none"> <li>Plan to be drafted to progress</li> <li>Review current estate and housing options against specifications and associated costs</li> </ul>
28. Partners to commit to supporting more children to remain in District via increased specialist health provision to support children's homes.	Engaging with Partners to secure their involvement will result in better outcomes for our children and young people.	To engage with partners in the co-design and joint implementation of new provision able to meet Local Authority and Health requirement e.g. therapy support.	AMBER	Joint business case needs to be co-produced with partners.
29. Approach to commissioning external and internal placements to be reviewed and revised.	It is important we plan our commissioning response so there are sufficient placements in Bradford to meet needs and have local Bradford placements.	To be developed by March 2022	AMBER	To be developed and implemented once the Sufficiency Strategy has been approved.
30. Internal expansion of the current residential estate	There is a need for additional internal places under Children's Services management.	To be developed on outcome of Options Appraisal.	AMBER	Continue to develop the Options Appraisal based on the configuration review of the current residential estate.

# Plan Delivery by Priority

## Priority 7: Leaders (all of DMT) have greater understanding of the quality of social work practice

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
31. For DMT to be visible and accessible leaders	The need for continual communications across Children's Services.	<ul style="list-style-type: none"> <li>• Full staff briefings on a monthly basis taking place</li> <li>• Fortnightly DCS drop in sessions running</li> <li>• E-mail box for the workforce to contact the DCS launched</li> <li>• Developed communication avenues to share improvement updates, learning points and celebrate good practice</li> <li>• Developed a Who's Who page on Bradnet of DMT</li> <li>• E-mail box for children and young people to contact the DCS set up</li> <li>• Developed 7 Priorities Poster to be on staff laptops when logging on as well as physical posters in offices</li> <li>• Updates for staff on each priority have been circulated in "Pass It On"</li> <li>• Information on Children's page on Bradnet updated</li> <li>• DMT regularly attend the Staff Reference Group</li> <li>• Individual DMT members provide open staffing sessions with colleagues. This allows issues/concerns to be raised and addressed in a timely fashion</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>▪ Determine next steps for Pass It On priority updates once all have been circulated on the original schedule.</li> <li>▪ Evaluate the most appropriate method for leadership to communicate with staff as more people return to offices.</li> </ul>
32. Dip-sampling of casefiles by the Deputy Director of Children's Social Care are discussed at DMT	Seek assurance regarding the management of cases.	<ul style="list-style-type: none"> <li>• All of DMT trained on LCS &amp; EHM</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>▪ DMT audit training schedule to be finalised</li> <li>▪ DMT auditing cycle to be embedded</li> <li>▪ DMT to decide on areas of focus within audit sampling</li> </ul>

# Plan Delivery by Priority

Priority 7: Leaders (all of DMT) have greater understanding of the quality of social work practice

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
33. Monthly performance monitoring “deep dive” focussed and DMT have a good understanding of the progress and risks in identified areas each month	Monitoring performance and how it is improving.	<ul style="list-style-type: none"> <li>Identifying and presenting 3 areas (2 poor/1 good) each month to DMT to undertaking focused deep dives to understand what is/isn't working well and why, and what needs to be done to improve performance</li> <li>Identifying key areas of performance, within service, that need to improve and these are being monitored through the weekly CSCMT meetings</li> <li>Collated top KPIs for performance framework</li> <li>The monthly data intelligence report included in the monthly Vital Signs report</li> <li>Performance Lead attends DMT each week to discuss a small set of identified KPIs.</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>Forum with the deputy director and the HoS to discuss performance to be set</li> </ul>
34. Regulation 44 reports with themed analysis on the quality of care across all Children's Homes	Analysis of Reg 44 visits to gain insight and understanding.	<ul style="list-style-type: none"> <li>Meeting held with the Reg 44 officers and discussed how they need to share themes and reporting of their work. It is felt that the current template is fit for purpose with thought being given on how to capture Members comments once they start undertaking these visits alongside Reg44 Officers</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>Embed into BAU</li> </ul>
35. Quality of care planning is highlighted within reports that DMT receive	Care planning is an essential process in Social Work.	<ul style="list-style-type: none"> <li>Governance and Administration process for Corporate Parenting Panel includes the requirement to review reports to ensure Care Planning and impact is embedded within the reports</li> <li>Comms have been presented at CSCMT on the requirement of Care Planning and impact to be in all reports</li> </ul>	GREEN	<ul style="list-style-type: none"> <li>CSCMT to ensure Care Planning and Impact is reviewed within reports. Process submitted to Corporate Parenting Panel</li> </ul>



## **Report of the Director of Children’s Services to the meeting of the Children’s Overview and Scrutiny to be held on Wednesday 23<sup>rd</sup> March 2022**

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**Subject:**

**AB**

**Young Carers**

### **Summary statement:**

This report provides an annual update, specifically focusing on performance, targets and standards, as requested.

The Young Carers Service is a commissioned service which meets the Council’s statutory duty to provide an assessment for Young Carers, as well as providing other resources following assessment. The Carers Resource currently holds the contract.

Appendix 1 shows the actual data from Quarter 3 and Appendix 2 is a graphical representation of some of the key data.

### **EQUALITY & DIVERSITY:**

Equality assessments – none.

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Marium Haque  
Interim Strategic Director  
Department of Children’s Services

**Portfolio:**

**Children and Families**

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**Overview & Scrutiny Area:**

**Children’s Services**

## 1. SUMMARY

- 1.1 The Young Carers Service is a jointly commissioned service with the CCG's which meets the Council's statutory duty to provide an assessment for Young Carers, as well as providing other resources following assessment.
- 1.2 This report has been taken from the monitoring reporting that the Carers Resources service is asked to complete quarterly – as we are not at the end of Quarter 4 this report contains activity from April 2021 to December 2021, Quarters 1,2 and 3. The full report can be found in **Appendix 1**.
- 1.3 Some comparison data has been supplied in **Appendix 2** but the service, for this year, still has one quarter to report on so it is not like for like data.
- 1.4 During Covid the service continued to develop on line services but found after a period of time children were fatigued with 'on line activity' so tried to delivered home based fun activities that children could share through pictures and social media this worked well.
- 1.5 The service didn't have any children who didn't return to school but the service did have to do more work than usual with parents who were worried about covid and the risks it posed to them as they had underlying health conditions.
- 1.6 The key challenges to the service continue to be Awareness raising, Covid related issues and transport to get children to services and activities. The local area community chest monies and one off grants are used wherever possible but funding for transport for vulnerable families is an issue.
- 1.7 The way we monitor and record what the service does also needs to be modernised in light of the digital support offered. The service is fully aware that young people when asked for feedback may not always feel they can be truthful so they are looking at ways to improve this.

## 2. BACKGROUND

- 2.1 The Children and Families Act 2014 states that "young carer" means:

'A person under 18 years of age who carries out caring tasks and assumes a level of responsibility for another person which would normally be carried out by an adult'

This is taken to include children and young people under 18 who provide regular and on-going care to a family member usually because that family member has significant unmet care needs arising from disabilities, mental health needs or substance misuse. That care can involve:

- Emotional support;
- Taking responsibility – giving medication, looking after siblings, paying bills;
- Physical Care - personal care, helping someone to dress or move around, cooking, cleaning.



- 2.2 The service has continued to support young carers throughout the pandemic they continued to advertise the service keeping the referral procedure as simple as possible to encourage professionals to refer any young carers they identify.
- 2.3 In Oct – Dec 2021 they launched two new webforms called Support Request forms so that families are not put off by the word referral. This ensures young carers are identified to the service even if a professional does not have much detail or much time to complete a lengthy form. The forms feed directly into the services new database, eliminating transcription errors and reducing the time needing to be spent on admin tasks. The webforms also drive traffic to the website where more information about supporting and identifying young carers can be found.
- 2.4 Identifying Young Carers continues to be a challenge. Carers' Resource currently has a project with two development workers reaching into communities to increase awareness of carers of all ages, including young carers, as well as a specific project for parent carers which helps them identify sibling carers
- 2.4 All staff within the service are confident to carry out assessments. Members of the wider Carers' Resource staff have been helping overcome language barriers. The service works closely with the Early Help Family Hubs in case families need more support from a keyworker.
- 2.5 The service has;
- *Continued one-to-one work with those young carers who need that intervention, including multi-agency work as required, especially for those young carers who were receiving support as part of a plan (such as a Child Protection plan)*
  - *Continued to run 8 youth clubs – 2 in each of the Family Hub areas (one for primary age children and one for high school age). One more is in development in Shipley (which is currently served by the Keighley one).*
  - *Successfully applied for Holiday Activities Fund money to run a winter party.*
  - *Collaborated with other young carer services through the West Yorkshire and Harrogate Health and Care Partnership and so held a Halloween themed, pizza van launch event for the young carer cookbook produced.*
- 2.6 The service offers 1-2-1 support to young carers who are assessed as being highly impacted by their caring role as well as the regular youth clubs, school holiday activities and day trips that can be accessed by the majority of service users. The team continues to support some families who have a high level of need for services, attending Child in Need meetings, initial Child Protection conferences, core groups/review meetings and Team Around the Family meetings.
- 2.7 Carers' Resource gathers feedback after all trips and activities. They have tried to find different ways to do this, such as post it notes on sliding scales etc. They are consulting with their young carers committee to try to find the best ways to get honest feedback.
- 2.8 Carers resource stated that it has proved very difficult to get professionals to engage with the e-learning and after discussion with the Lead Officer about

renewing the licenses this year it was decided not to go ahead at that time, so it has not been available this year. The service instead has been targeting on line conferences and teaching with an already 'in situ' audience.

2.9 Awareness raising has changed a lot. Visiting team meetings/ GP surgeries etc is still more difficult than pre-Covid. Social media platforms are now the most effective tools and Carers' Resource communications have an intern who is supporting the to look at the they will do this well. Platform choice influences their audience, with professionals often keeping informed via Twitter, parents on Facebook and young carers using Instagram.

### **3. OTHER CONSIDERATIONS**

#### **3.1 What is working well**

- *Referrals are still coming in steadily with 73 new referrals this quarter*
- *The top search terms to land on the service website in Q3 was 'young carers Bradford'. The Bradford Young Carers page has now had 2,915 views.*
- *Workers find the assessment process gives a good all round picture of what challenges and protective factors exist for the young carers.*
- *More schools know and appreciate the service and so are really accommodating working to find time and space for assessments*
- *The youth club attendance is growing and feedback is good from those who come*
- *Working in partnership with the youth service and with some funding through Youth in Mind+ we had an additional staff member concentrating on one-to-one work with young carers struggling with reintegrating into school until the end of July. We have kept her on our team to increase our capacity, extending her contract to the end of March.*
- *The website is well used with 2018 hits on the site in Q3. There have been 315 visits specifically to the Bradford Young Carers page and in reporting figures we have assumed half of those were young carers from the district accessing the digital support offered.*
- *Young carer steering group work continues, with the members asking to help us create tools for schools to use to deliver awareness raising sessions in assemblies or PHSE lessons. These are now ready to be advertised to schools*
- *The initial face to face assessment with the young carer is now routinely being used to signpost to other services they might find useful, such as Kooth. People are using the website to find other services, with views of the page 'Useful Links' jumping from 115 in 2020 to 363 in 2021*
- *Once they have met through activities or at youth club, young carers are choosing to stay in contact with each other using social media apps such as WhatsApp or SnapChat*
- *The groups have been growing and those who attend are developing friendships over the weeks, so the peer support aspect of the service is really beginning improve outcomes for larger numbers of young carers than just those who need 1-2-1 support*
- *The new database system that we have enables us to send mass SMS messages and emails easily, recording them automatically. Using this and*

- *directing to web surveys is efficient and gets a good response*
- *The training was well received by people who used it.*
- *Having worked with a group of Young Adult Carers to produce a set of short videos about going to college/university or finding employment as a YAC, we launched a new Young Carer Hub on Instagram.*
- *En masse events are possible now that video conferencing is common – for example in January we will be giving a presentation to around 150 trainee teachers in one morning.*
- *Development workers from Carers' Resource are in the communities around the district raising awareness of carers of all ages*
- *Produced short video messages about young carers at Christmas which went out on Carers Resource main Facebook page to reach a wider audience than using the young carer team social media*
- *En masse events are possible now that video conferencing is common – for example in January we will be giving a presentation to around 150 trainee teachers in one morning.*

### 3.2 What needs to happen next

- *Carers' Resource needs to continue to raise awareness of our service and the support we provide in the form of youth clubs and activities not just 1-2-1 intense work and advertise the new support request forms widely, explaining how easy it is to refer a young carer to us.*
- *The development workers need to continue to discuss young carers in all the communities within which they work*
- *We have to iron out any issues that arise with use of the new form. As with any new IT system occasional circumstances trigger unexpected issues*
- *It will always be challenging to achieve this, so workers need to keep timely completion of assessments as one of their priorities. Catching up with this backlog will be the highest priority work.*
- *We will need to work with BMDC to agree procedures for multi-agency working for those young carers who request an in depth Young Carer Needs Assessment or Transition Assessment under the terms of the Children and Families Act 2014 which will require input from agencies such as Adult Social Care*
- *Youth clubs need to continue to grow and we are still attempting to source different venues in order to change the times so the older age group meet later in the evening. We are also collaborating with the Youth Service to start an additional club in Shipley.*
- *Continue to try to recruit volunteer drivers*
- *Ensure young carers are well informed about keeping safe online and using social media since we cannot monitor the ways they choose to keep in touch with friends in the project*
- *Continue to apply for additional funds for activities*
- *Continue to offer group activities safely as they are making such a big difference to the young carers especially after so much isolation since March 2020*
- *Hopefully the demand for 1-2-1 will return to more normal levels soon so we can spend some time concentrating on helping schools with their support for young carers*
- *We agreed with BMDC that some possible changes to monitoring/reporting*

- would be advisable, and a draft new monitoring form has been produced. When this is finalised and agreed it should help to capture the outcomes of work done at lower levels of need
- Workers will need to understand the new monitoring requirements so that data is gathered properly
  - The new draft monitoring form suggests a change to this question The question in its current form is very broad which makes it difficult to answer the Lead Officer has indicated that what she wants to know is how satisfied young carers are after 1-2-1 intervention comes to an end and they step down onto the activities/clubs only level of service
  - We need to find other ways to reach large numbers of professionals. Now that people are used to doing virtual training we could deliver large scale webinars instead of e-learning. Eg we have addressed over 100 students at a time in this way
  - Staff continue to become embedded in their family hub areas and take responsibility for delivering a number of sessions each to the various teams/schools there
  - Follow up on leads generated by the development workers
  - Consider ways to report social media activity

### 3.3 Key issues

- There are always issues getting the assessments booked in and some schools are more difficult to work with especially if their processes prevent us, for example, from booking to see multiple pupils on the same visit – these issues are persisting and at the moment schools are so preoccupied with all the issues they have arising from Covid that we have not been able to overcome this
- Unfortunately, this quarter for the first time we have been affected by staff contracting Covid despite being vaccinated. This, along with staff self-isolating, has had an impact since we carry out the assessments face to face as best practice. 3
- Transport remains an issue which along with nervousness about Covid can stop some young carers accessing groups and time out opportunities
- Some activities had to be cancelled due to rising Covid rates in December
- Signposting has been more difficult as a lot of other services continue to have long waiting lists. Kooth has been an excellent addition to the offer for young people in the district.
- Youth club timing continues to be an issue with current time slots being a barrier for some young carers. Finding alternative times has still been difficult as many community spaces are fully booked with reduced capacity due to cleaning etc between groups for Covid safety. However, despite this the numbers at the clubs have increased. We will continue to monitor how much of an issue this is and move times when we can.
- transport remains difficult for a lot of families limiting access to activities unless we offer it which is very costly in time for staff or money (if we use taxis)
- There have been lots of young carers who we have been asked to do some 1-2-1 work with because they are 'struggling at the moment' (words often used by parents, teachers etc when they contact us asking for some additional support). We have been able to support them but this has taken additional staff time and has impacted the amount of awareness raising and working with

- schools (promoting Young Carer Champions) the team has been able to do*
- We have not generated the interest we would like*
- People take the leaflets and seem interested but do not follow up afterwards.*
- People visit the site but do not sign up and complete the learning. Some of these may find they are ineligible because they don't work in Bradford District. Others may not want to bother with the registration process. We had to make the learners register for the learning so that only those from Bradford could use it since the licenses were nearly £10 each*
- Over the whole 18 months the training was available only 92 people used it and the remaining licenses expired*
- As more referrals come in and need to be dealt with in a timely fashion, and the number of young carers being supported through groups and activities grows, keeping time free for awareness raising remains an issue.*
- Counting number of sessions delivered in person by staff loses a lot of information about what has been done using social media etc*

#### **4. FINANCIAL & RESOURCE APPRAISAL**

The funding resource implications for partners are as follows;

- City of Bradford Metropolitan District Council - £151,236
- Combined Clinical Commissioning Groups - £53,323

The annual contract value will be £204,559 per annum and we have procured for a 3 year contract 2019/20 to 2021/22 with the option to extend by one year and one further year. The service has been extended into 2022/2023, with the agreement of our adult services and CCG commissioners.

There are no options for consideration presented as this is a statutory duty for the Council and its partners and part of the annual programme of work for the scrutiny committee.

#### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

The work undertaken by the providers and partners in relation to Young Carers, contributes to the Council priorities by ensuring: Young Carers are safe; that they are supported to achieve the best outcomes they can in relation to their education; and their emotional well-being is monitored with support offered as and when needed.

#### **6. LEGAL APPRAISAL**

None.

#### **7. OTHER IMPLICATIONS**

##### **7.1 SUSTAINABILITY IMPLICATIONS**

None.

**7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

None.

**7.3 COMMUNITY SAFETY IMPLICATIONS**

None.

**7.4 HUMAN RIGHTS ACT**

None.

**7.5 TRADE UNION**

None.

**7.6 WARD IMPLICATIONS**

The service is District Wide.

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

None

**7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

Carers Resource delivers a good quality service to the Young Carers of Bradford and we will continue to monitor and work closely with the service over 2022/2023.

**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 receive this paper for information, note the progress and support continued development in our jointly commissioned service.

10.2 That the Committee continue to receive annual reports from the service.

## **11. APPENDICES**

Appendix 1 – monitoring form for Quarter 3, including case studies.  
Appendix 2 – graphical representation of some of the key data.

## **12. BACKGROUND DOCUMENTS**

This report provides an update on the needs of Young Carers following the implementation of the Children and Families Act 2014, Care Act 2014. It updates the previous annual reports presented on the 26th July 2016 and 27<sup>th</sup> September 2017 and 13<sup>th</sup> February 2019, 9<sup>th</sup> October 2019, 2<sup>nd</sup> September 2020.

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# PROVIDER QUARTERLY MONITORING REPORT

Appendix 1

Unless agreed otherwise, Quarterly Returns are required for the following periods:-

- Q1 April to June
- Q2 July to September
- Q3 October to December
- Q4 January to March

Returns should be emailed within 15 **working** days after the quarter end to Ali Akbar Azam <ali.azam@bradford.gov.uk>

Please ensure you send with this report

- Annex 1 – Performance Data
- Annex 2 – Finance Return

<b>Provider Name:</b>	The Carers Resource
<b>Contract Title:</b>	Young Carers
<b>Contract Ref No.</b>	DN372693
<b>For the Period:</b>	October – December 2021
<b>Submitted by:</b>	Helen Prince
<b>Date:</b>	20.1.21

## PROVIDER QUARTERLY MONITORING REPORT

### 1) Key Contractual Outputs / KPI's

a) Performance data - Data is either produced by CBMDC or Provider to complete and return Annex 1

b) Please complete the **key** outputs /KPIs below:

- KPI 1 – Numbers of Young Carers and families supported (within Family Hub areas)  
602
- KPI 2 –80% of referrals to be allocated within 5 days  
95%
- KPI 3 –80% of assessments to be completed within 15 working days of the case being allocated.  
69%
- KPI 4 – Number of Young Carers completing interventions  
This is broken down in Part 4 of Annex 1
- KPI 5 – There is an improvement in Outcomes (outlined in Sectioned 2.2.4) for Young Carers  
Yes (Broken down in Part 3 of Annex 1)
- KPI 6 – 90% of Service Users report overall satisfaction with the service  
94%
- KPI 7 – Number of professionals undertaking e learning Package and reporting learning outcomes  
0
- KPI 8 – Number of Awareness Raising sessions delivered  
6
- KPI 9 – Worked with 95% of Primary and Secondary Schools in the district to develop and maintain Young Carers Champions  
77% and 80% Although attempted contact with all schools

c) Please address the following to highlight any key issues and to demonstrate progression towards achieving each of the KPI's (listed above):

- **KPI 1:** Numbers of Young Carers and families supported (within Family Hub areas)  
602

**What has the service undertaken to support this outcome**

*The service has continued to support young carers throughout the pandemic so professionals know that referring to us is always possible. We have continued to advertise the service keeping the referral procedure as simple as possible to encourage professionals to refer any young carers they identify. This quarter we launched two new webforms which can be used, depending on what level of detail/ consent the referrer has about a family. These have been called Support Request forms so that families are not put off by the word referral. This should ensure young carers are identified to us even if a professional does not have much detail or much time. The forms feed directly into our new database, eliminating transcription errors and reducing the time needing to be spent on admin tasks. They also drive traffic to the website where more information about supporting and identifying young carers can be found.*

## PROVIDER QUARTERLY MONITORING REPORT

*Carers' Resource also has a project currently with two development workers reaching into communities to increase awareness of carers of all ages, including young carers, as well as a specific project for parent carers which helps us identify sibling carers.*

a) **What is working well?**

- *Referrals are still coming in steadily with 73 new referrals this quarter*
- *We successfully bid for Holiday Activities Fund money which meant we could invite all the young carers classed as medium or high impact to come to a big winter party event with entertainment and hot food provided.*
- *The top search terms to land on our website in Q3 was 'young carers Bradford'. The Bradford Young Carers page has now had 2,915 views.*

b) **Any Key issues?**

c) **What needs to happen next?**

- *Carers' Resource needs to continue to raise awareness of our service and the support we provide in the form of youth clubs and activities not just 1-2-1 intense work and advertise the new support request forms widely, explaining how easy it is to refer a young carer to us.*
- *The development workers need to continue to discuss young carers in all the communities within which they work.*

- KPI 2 –80% of referrals to be allocated within 5 days  
95%

**What has the service undertaken to support this outcome**

*A new referral pathway has been embedded and all family hub areas now have specific workers to whom the referred young carers will be allocated. The new system for referrals coming through the webform automates the allocation with automatically generated emails to staff.*

a) **What is working well?**

- *Simple system to allocate young carers as we receive their details*

b) **Any Key issues?**

- *Minor issues with new webforms, as would be expected*

c) **What needs to happen next?**

- *We have to iron out any issues that arise with use of the new form. As with any new IT system occasional circumstances trigger unexpected issues.*

- KPI 3 –80% of assessments to be completed within 15 working days of the case being allocated.  
69%

**What has the service undertaken to support this outcome**

## PROVIDER QUARTERLY MONITORING REPORT

*All staff are confident to carry out assessments. Members of the wider Carers' Resource staff have been helping overcome language barriers. We have ensured all family hub areas are covered by more than one worker to alleviate problems caused by staff sickness.*

**a) What is working well?**

- *Workers find the assessment process gives a good all round picture of what challenges and protective factors exist for the young carers.*
- *More schools know and appreciate the service and so are really accommodating working with us to find time and space for assessments*
- *We have been able to put some additional staff hours in the team until at least end of March*

**b) Any Key issues?**

- *There are always issues getting the assessments booked in and some schools are more difficult to work with especially if their processes prevent us, for example, from booking to see multiple pupils on the same visit – these issues are persisting and at the moment schools are so preoccupied with all the issues they have arising from Covid that we have not been able to overcome this*
- *Unfortunately this quarter for the first time we have been affected by staff contracting Covid despite being vaccinated. This, along with staff self-isolating, has had an impact since we carry out the assessments face to face as best practice.*

**c) What needs to happen next?**

- *It will always be challenging to achieve this, so workers need to keep timely completion of assessments as one of their priorities. Catching up with this backlog will be the highest priority work.*
- *We will need to work with BMDC to agree procedures for multi-agency working for those young carers who request an in depth Young Carer Needs Assessment or Transition Assessment under the terms of the Children and Families Act 2014 which will require input from agencies such as Adult Social Care*

- **KPI 4 – Number of Young Carers completing interventions**

**This is broken down in Part 4 of Annex 1**

**What has the service undertaken to support this outcome**

*Continued one-to-one work with those young carers who need that intervention, including multi-agency work as required, especially for those young carers who were receiving support as part of a plan (such as a Child Protection plan).*

*Continue to run 8 youth clubs – 2 in each of the Family Hub areas (one for primary age children and one for high school age). One more is in development in Shipley (which is currently served by the Keighley one).*

*Successfully applied for Holiday Activities Fund money to run a winter party.*

*Collaborated with other young carer services through the West Yorkshire and Harrogate Health and Care Partnership and so held a Halloween themed, pizza van launch event for the young carer cookbook produced.*

**a) What is working well?**

- *The youth club attendance is growing and feedback is good from those who come*
- *Working in partnership with the youth service and with some funding through Youth in Mind+ we had an additional staff member concentrating on one-to-one work with young carers struggling with reintegrating into school until the end of July. We have kept her on our team to increase our capacity, extending her contract to the end of March.*
- *The website is well used with 2018 hits on the site in Q3. There have been 315 visits specifically to the Bradford Young Carers page and in reporting figures we have assumed half of those were young carers from the district accessing the digital support offered.*

## PROVIDER QUARTERLY MONITORING REPORT

- *Young carer steering group work continues, with the members asking to help us create tools for schools to use to deliver awareness raising sessions in assemblies or PHSE lessons. These are now ready to be advertised to schools*
- *The initial face to face assessment with the young carer is now routinely being used to signpost to other services they might find useful, such as Kooth. People are using the website to find other services, with views of the page 'Useful Links' jumping from 115 in 2020 to 363 in 2021*
- *Once they have met through activities or at youth club, young carers are choosing to stay in contact with each other using social media apps such as WhatsApp or SnapChat*

### b) Any Key issues?

- *Transport remains an issue which along with nervousness about Covid can stop some young carers accessing groups and time out opportunities*
- *Some activities had to be cancelled due to rising Covid rates in December*
- *Signposting has been more difficult as a lot of other services continue to have long waiting lists. Kooth has been an excellent addition to the offer for young people in the district.*
- *Youth club timing continues to be an issue with current time slots being a barrier for some young carers. Finding alternative times has still been difficult as many community spaces are fully booked with reduced capacity due to cleaning etc between groups for Covid safety. However, despite this the numbers at the clubs have increased. We will continue to monitor how much of an issue this is and move times when we can.*

### c) What needs to happen next?

- *Youth clubs need to continue to grow and we are still attempting to source different venues in order to change the times so the older age group meet later in the evening. We are also collaborating with the Youth Service to start an additional club in Shipley.*
- *Continue to try to recruit volunteer drivers*
- *Ensure young carers are well informed about keeping safe online and using social media since we cannot monitor the ways they choose to keep in touch with friends in the project*
- *Continue to apply for additional funds for activities*

- **KPI 5 – There is an improvement in Outcomes (outlined in Section 2.2.4) for Young Carers**  
**Yes (Broken down in Part 3 of Annex 1)**

### What has the service undertaken to support this outcome

*The service offers 1-2-1 support to young carers who are assessed as being highly impacted by their caring role as well as the regular youth clubs, school holiday activities and day trips that can be accessed by the majority of service users. The team continues to support some families who have a high level of need for services, attending Child in Need meetings, initial Child Protection conferences, core groups/review meetings and Team Around the Family meetings.*

### a) What is working well?

- *Good numbers of young carers are engaging with the groups and activities offered by the service and feeling that they can cope better because of it.*
- *The groups have been growing and those who attend are developing friendships over the weeks, so the peer support aspect of the service is really beginning improve outcomes for larger numbers of young carers than just those who need 1-2-1 support*
- *We have staff members who now work with young carers in both Craven and Bradford so we have been able to eliminate any access problems caused by young carers having a home address in one district and a school in another – we can flex to suit their needs easily*

### b) Any Key issues?

## PROVIDER QUARTERLY MONITORING REPORT

- *transport remains difficult for a lot of families limiting access to activities unless we offer it which is very costly in time for staff or money (if we use taxis)*
- *There have been lots of young carers who we have been asked to do some 1-2-1 work with because they are 'struggling at the moment' (words often used by parents, teachers etc when they contact us asking for some additional support). We have been able to support them but this has taken additional staff time and has impacted the amount of awareness raising and working with schools (promoting Young Carer Champions) the team has been able to do*

### c) What needs to happen next?

- *Continue to offer group activities safely as they are making such a big difference to the young carers especially after so much isolation since March 2020*
- *Hopefully the demand for 1-2-1 will return to more normal levels soon so we can spend some time concentrating on helping schools with their support for young carers*
- *We agreed with BMDC that some possible changes to monitoring/reporting would be advisable, and a draft new monitoring form has been produced. When this is finalised and agreed it should help to capture the outcomes of work done at lower levels of need*
- *Workers will need to understand the new monitoring requirements so that data is gathered properly*

- KPI 6 – 90% of Service Users report overall satisfaction with the service

**94%**

### What has the service undertaken to support this outcome

*Carers' Resource gathers feedback after all trips and activities. We have tried to find different ways to do this, such as post it notes on sliding scales etc. We are consulting with our committee to try to find the best ways to get honest feedback.*

#### a) What is working well?

- *The new database system that we have enables us to send mass SMS messages and emails easily, recording them automatically. Using this and directing to web surveys is efficient and gets a good response*

#### b) Any Key issues?

- *The question in its current form is very broad which makes it difficult to answer*

#### c) What needs to happen next?

- *The new draft monitoring form suggests a change to this question since Cath Dew has indicated that what she wants to know is how satisfied young carers are after 1-2-1 intervention comes to an end and they step down onto the activities/clubs only level of service*

- KPI 7 – Number of professionals undertaking e learning Package and reporting learning outcomes

### What has the service undertaken to support this outcome

*It proved very difficult to get professionals to engage with the e-learning and after discussion with Cath Dew about renewing the licenses this year it was decided not to go ahead at that time, so it has not been available this year.*

#### a) What is working well?

- *The training was well received by people who used it.*
- *There were 515 visits to the e-learning page of the website*

#### b) Any Key issues?

## PROVIDER QUARTERLY MONITORING REPORT

- *We have not generated the interest we would like*
- *People take the leaflets and seem interested but do not follow up afterwards.*
- *People visit the site but do not sign up and complete the learning. Some of these may find they are ineligible because they don't work in Bradford District. Others may not want to bother with the registration process. We had to make the learners register for the learning so that only those from Bradford could use it since the licenses were nearly £10 each*
- *Over the whole 18 months the training was available only 92 people used it and the remaining licenses expired*

c) **What needs to happen next?**

- *We need to find other ways to reach large numbers of professionals. Now that people are used to doing virtual training we could deliver large scale webinars instead of e-learning. Eg we have addressed over 100 students at a time in this way*

- KPI 8 – Number of Awareness Raising sessions delivered

6

**What has the service undertaken to support this outcome**

Awareness raising has changed a lot. Visiting team meetings/ GP surgeries etc is still more difficult than pre-Covid. Social media platforms are now our most effective tools and we are working with the Carers' Resource communications intern to work out how we do this well. Platform choice influences our audience, with professionals often keeping informed via Twitter, parents on Facebook and young carers using Instagram

a) **What is working well?**

- *Having worked with a group of Young Adult Carers to produce a set of short videos about going to college/university or finding employment as a YAC, we launched a new Young Carer Hub on Instagram.*
- *Development workers from Carers' Resource are in the communities around the district raising awareness of carers of all ages*
- *Produced short video messages about young carers at Christmas which went out on Carers Resource main Facebook page to reach a wider audience than using the young carer team social media*
- *En masse events are possible now that video conferencing is common – for example in January we will be giving a presentation to around 150 trainee teachers in one morning.*

b) **Any Key issues?**

- *As more referrals come in and need to be dealt with in a timely fashion, and the number of young carers being supported through groups and activities grows, keeping time free for awareness raising remains an issue.*
- *Counting number of sessions delivered in person by staff loses a lot of information about what has been done using social media etc.*

c) **What needs to happen next?**

- *Staff continue to become embedded in their family hub areas and take responsibility for delivering a number of sessions each to the various teams/schools there*
- *Follow up on leads generated by the development workers*
- *Consider ways to report social media activity*

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## PROVIDER QUARTERLY MONITORING REPORT

### What has the service undertaken to support effective partnership development and multi-agency working

- a) **Who** - (a) Young Lives Bradford (b) Youth in Mind (c) Youth Service (d) Children's Society (e) Mental Health Provider's Forum (f) West Yorkshire Health and Care Partnership
- b) **How** - (a) Meetings (b) Networking (c) Video meetings (d) Co-production of events
- c) **Why** - Building working partnerships, getting others to understand our model of working, exploring opportunities for joint working

### 3) Quality Assurance

#### What arrangements have been put in place to ensure robust quality assurance?

*We have a Head of Development for the Young Carers and Families service who works closely with the Head of Quality and Performance*

*Regular supervisions and annual professional development reviews which tie into team and organisational development plans.*

*There is ongoing staff training in the use of our new database system which will give us easy access to in depth data about the service provided*

*There is ongoing work to develop ways to measure impact and outcomes for all carers*

### 4) Financial Return

#### **Please complete and return Annex 2**

Show actual expenditure each quarter against profiled expenditure and explain any variances +/-5% on the second tab of the worksheet. *See Guidance Notes for full details.*

### 5) Safeguarding- (allegations or notifications)

Have you received any allegations or notifications against staff in this period ? Yes No X

If yes please outline:

- Nature of allegations or notifications
- Outcome of investigation
- Learning

### gb6) GDPR

a) Are you GDPR compliant? Yes X No



## PROVIDER QUARTERLY MONITORING REPORT

If no please explain below

- b) **Has there been any data breach in this quarter we should be made aware of?** Yes No X

If yes please explain before

### 7) Involving young people

**Describe how YP voice and influence in the development of your service in this quarter and what has changed as a result of their involvement?**

*We use feedback from our youth clubs on what worked well and what was not so good to continuously keep improving*

*Feedback from previous activities continuously informs the planning of activities in the future – where we go and what type of activities we offer.*

*Young carers committee has been reinvigorated and are helping to create tools for schools to use to identify and support young carers*

### 8) Feedback

- a) **Please note any particular Positive feedback during the quarter you wish to highlight.**

*We gave out a number of boxes of chocolates to schools before Christmas. It is a way of raising awareness and improving communication – the boxes were Cadbury Heroes and had a sticker on with our details and a note to say that young carers are heroes too and the chocolates are to thank the schools for helping us support them. School support staff can make such a difference to our team if they are helpful when we are trying to arrange to come in for assessments or monitoring, booking rooms etc. They can save hours of staff time! This small gesture triggered lots of positive feedback from schools about the service such as:*

*A team member was doing some mentoring at Beckfoot Oakbank before Christmas. She gave the wellbeing staff a box of chocolates to thank them for the support This led to a conversation in which the wellbeing team told the staff member that they would not be able to support all the YP that need support without the likes of our organisation. They said that presently the need would just be too great and that our service was invaluable in providing support to young carers.*

- b) **Have you received any complaints during the quarter?** Yes No X

*If yes please outline:*

- *Nature of complaint*

## PROVIDER QUARTERLY MONITORING REPORT

- *Outcome of investigation*
- *Learning*

### 9) a) Staff Details – all below relate to staff funded by CBMDC only

Staff funded by CBMDC	No of Staff working on Contract	FTE Equivalents
Delivery Staff	5	3.94
Managers		0.34
Admin		0.02
Volunteers	4	n/a

b) Have all relevant staff / volunteers been subject to an enhanced DBS check within the last 3 years?

Yes                          No   

c) Appraisal and Supervision	Apr - June	July - Sept	Oct - Dec	Jan - Mar
<b>Total number of staff appraised in the last 12 months</b>				
Of those above, the number assessed as:				
Outstanding				
Good				
Requires improvement				
Inadequate				

**10) Please use this space if you wish to add any additional comments relating to this quarter, including good news stories / case studies and voice of young Child.**

As always the young people we work with have a huge range of issues they want to work on with us:

Case Study 1

## PROVIDER QUARTERLY MONITORING REPORT

Mentoring sessions for one young person have focused a lot on her quite recent diagnosis at the age 15 of type 1 diabetics. One of her main issues now she is starting to learn how to manage her condition has been what she has seen as her Mum's over protective attitude to her going out with friends. She has found the "fussing" frustrating and in her view unnecessary.

Through our sessions we have looked at the realities of why Mum might worry. The added pressure in this case is that Mum has epilepsy which is made worse by stress. We have talked about the impact worry has on Mum's seizures and most importantly how to compromise. To do this we have worked with the young person and her Mum working as a go between to find a plan that will keep the young person safe without "feeling like an 8 year old" and also be reassuring for Mum so that her own health doesn't deteriorate. The compromise is helping Mum to feel there are adequate measures in place when her daughter is out while the young carer feels more like a "normal teenager".

### Case Study 2

We have worked with a young carer who was assaulted on their bus to school, by being drawn on with Sharpie pens. We have been doing one on one work with them since to build their self esteem, being assertive and work around control and leaving responsibility with others. We continue to work with the school to help support them in preventing bullying of young carers.

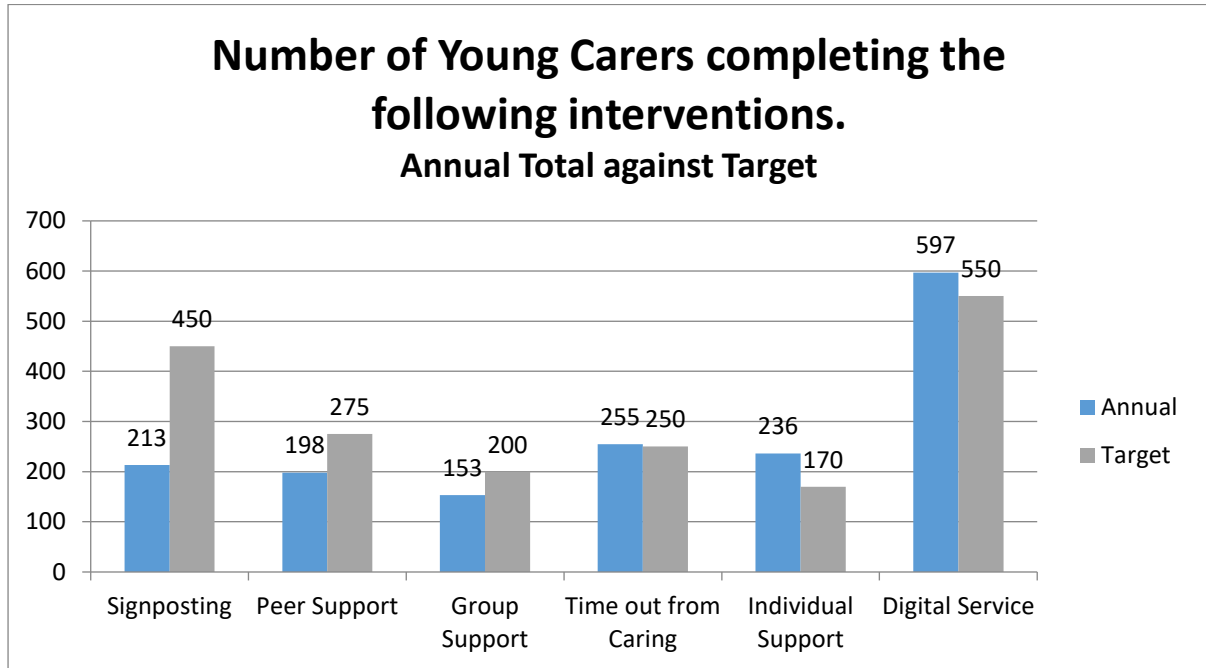
### Case Study 3

A young carer was reluctant to join any of our groups and activities due to anxieties around meeting new people. They initially came to one of the Young Directions (steering group) meetings with their parent and enjoyed the session as we did multiple icebreakers and led the session to be informal and guided by a young carer worker. They continued to come to the Young Directions sessions and have built up their confidence in these social situations and so recently started joining the West UTime group (age 11+ youth club). This is not the youth club which is nearest to their home but because they had built bonds with young carers from that area, they have chosen to attend this one and have settled in really well. We keep all our youth clubs open to any young carer from the right age group who would like to attend so if they want they can have a break more often than the once a fortnight that each individual club runs.

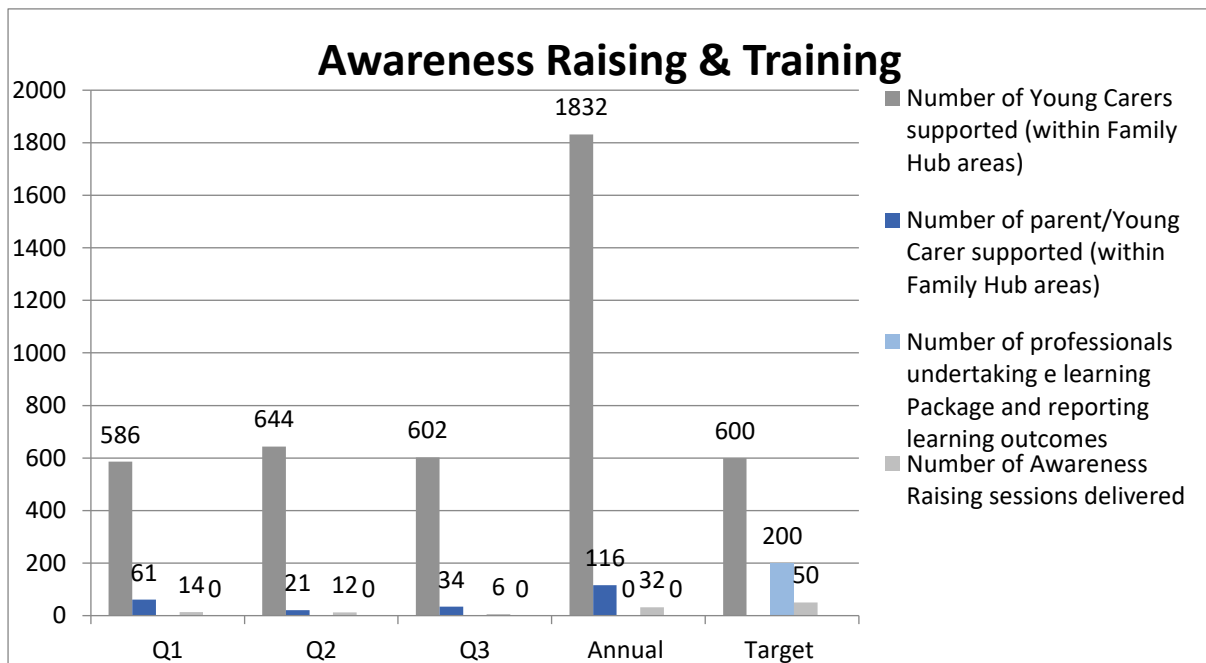
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**Data for the year 2020 – 2021 Quarters 1-3 Appendix 2**

**Number of Young carers completing the interventions against targets – there is still a quarter of this year left to add to this data**

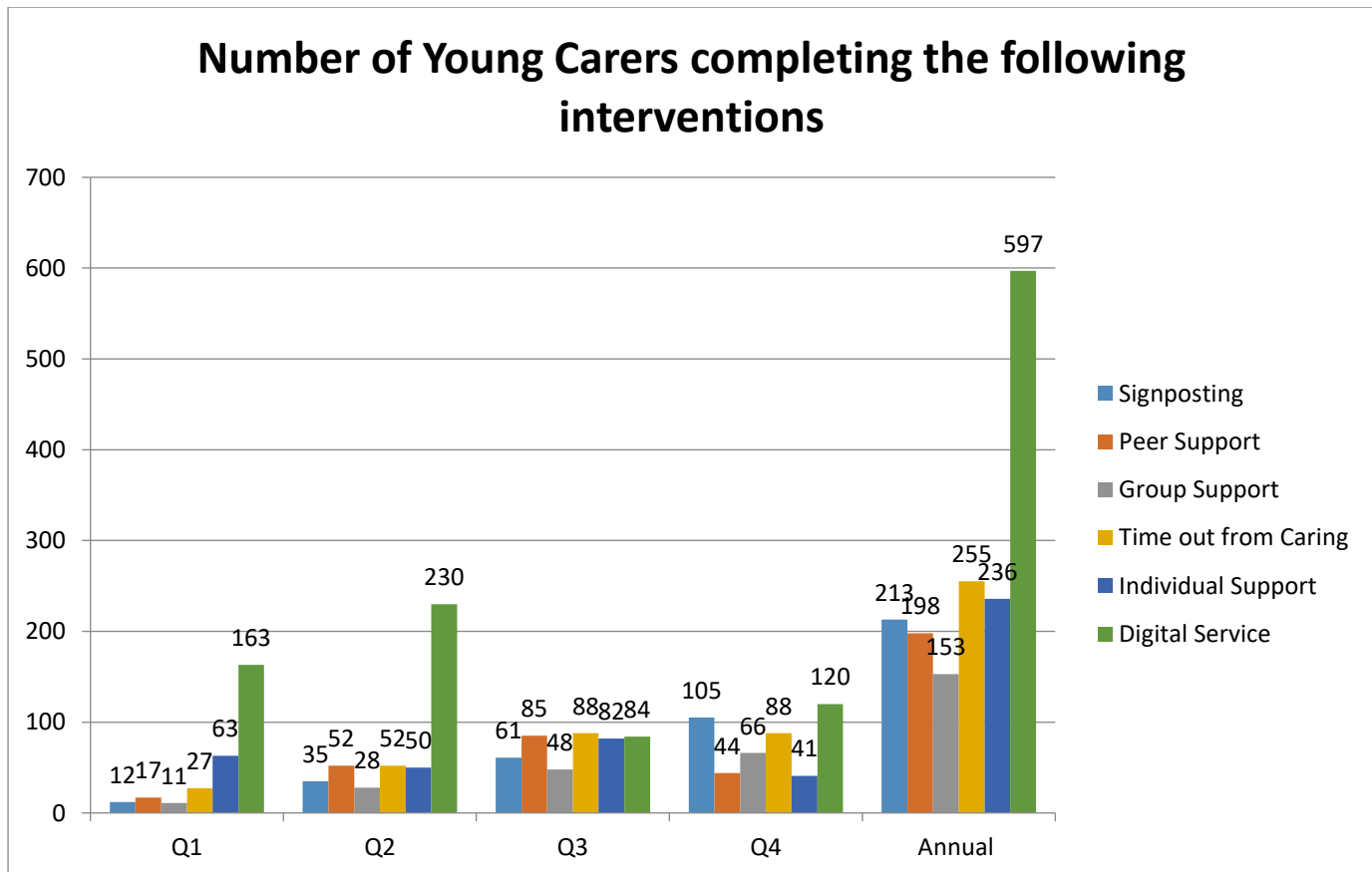
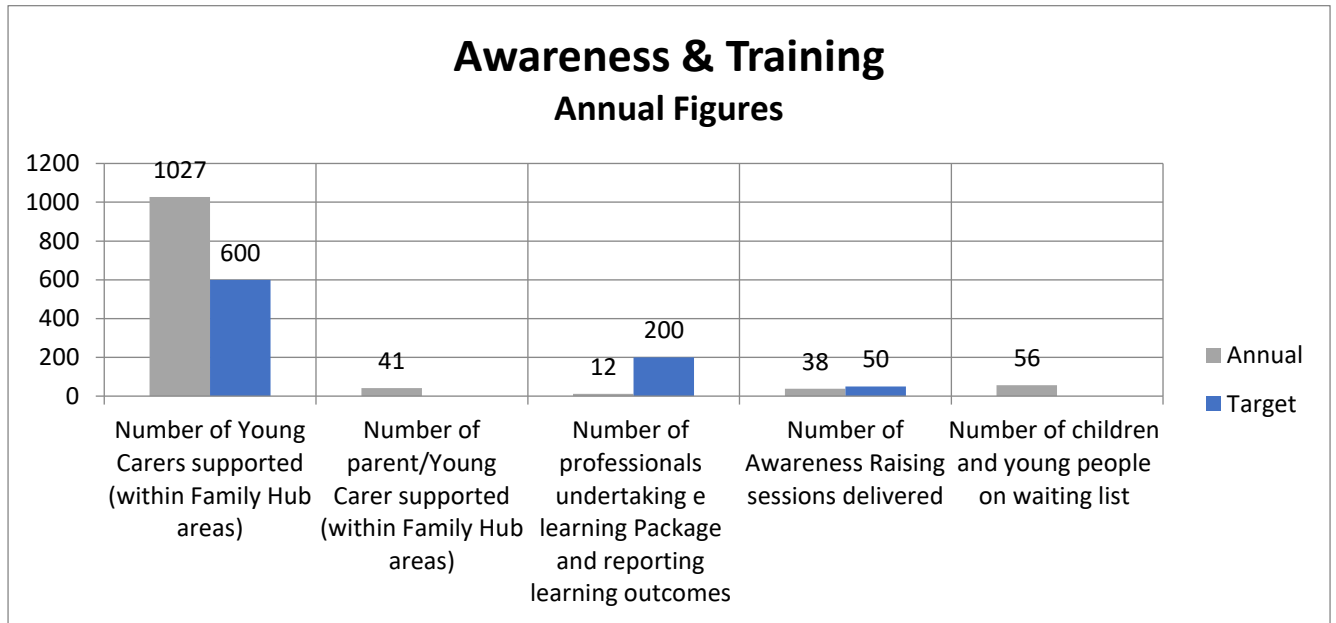


There is still a quarter to go on this chart and the target is more fully explained in chart 3



**Chart 3 explains more fully the target**

**Chart 3**



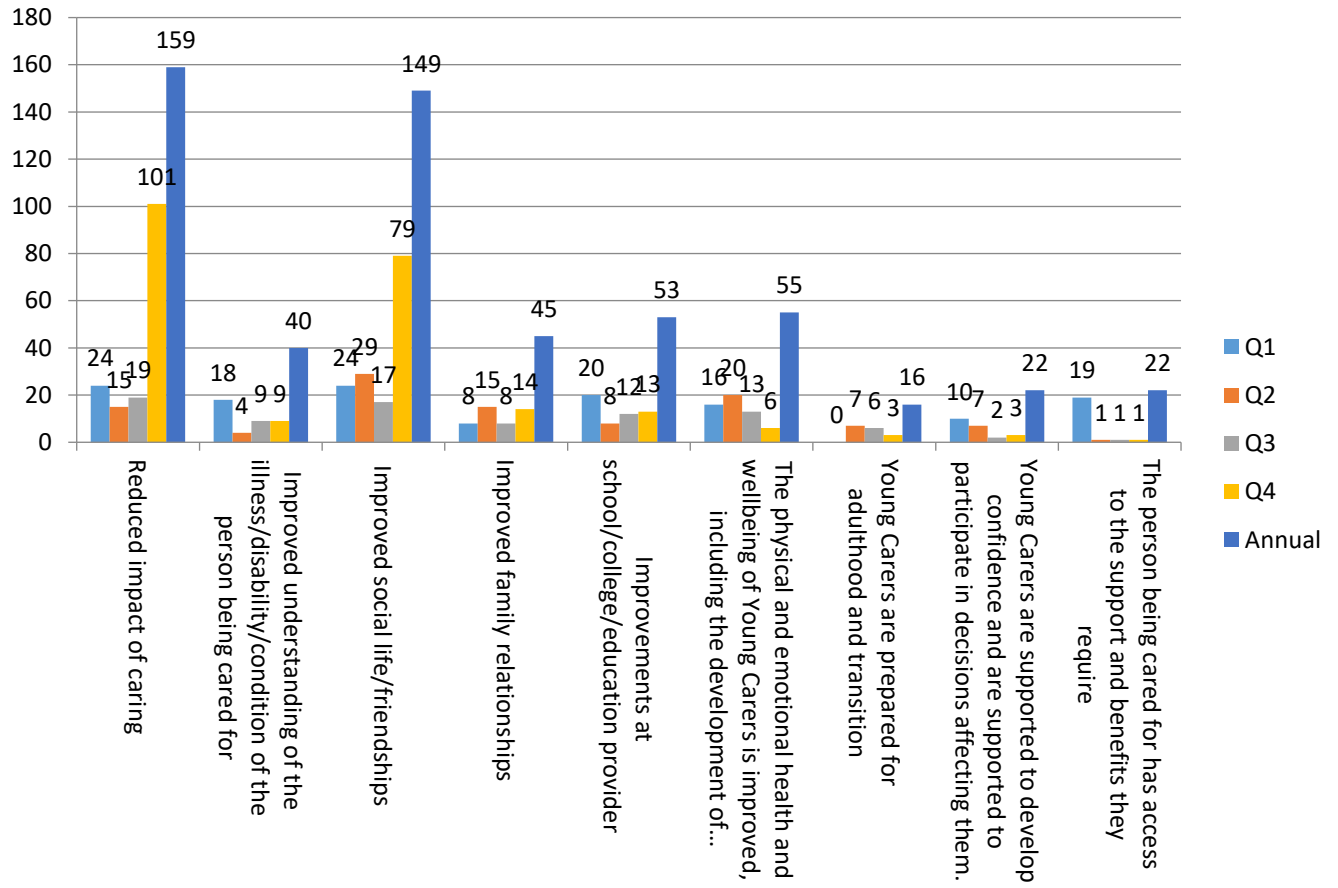
The following chart Part 3 demonstrates the Number and Percentage figures for the year so far 2021/2022 – NB there is one quarter remaining.

<b>Part 3</b>			
<b>Number and %of C&amp;YC reported</b>	<b>Number</b>	<b>%</b>	<b>Target in %</b>
Reduced impact of caring	324	69%	60
Improved understanding of the illness/disability/condition of the person being cared for	105	63%	60
Improved social life/friendships	258	62%	60
Improved family relationships	142	71%	60
Improvements at school/college/education provider	88	62%	60
The physical and emotional health and wellbeing of Young Carers is improved, including the development of resilience	263	65%	60
Young Carers are prepared for adulthood and transition	59	83%	60
Young Carers are supported to develop confidence and are supported to participate in decisions affecting them.	150	90%	60
The person being cared for has access to the support and benefits they require	53	93%	60

The chart below shows the same comparative data for 2020/2021  
Number in chart A

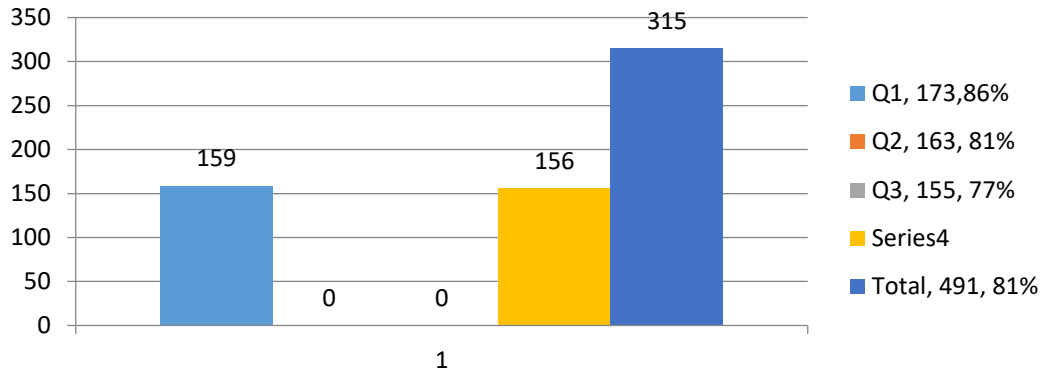
Chart A – the number is dark blue is the annual figure.

## 2020/2021 Number of Children & Young People Reporting the following:

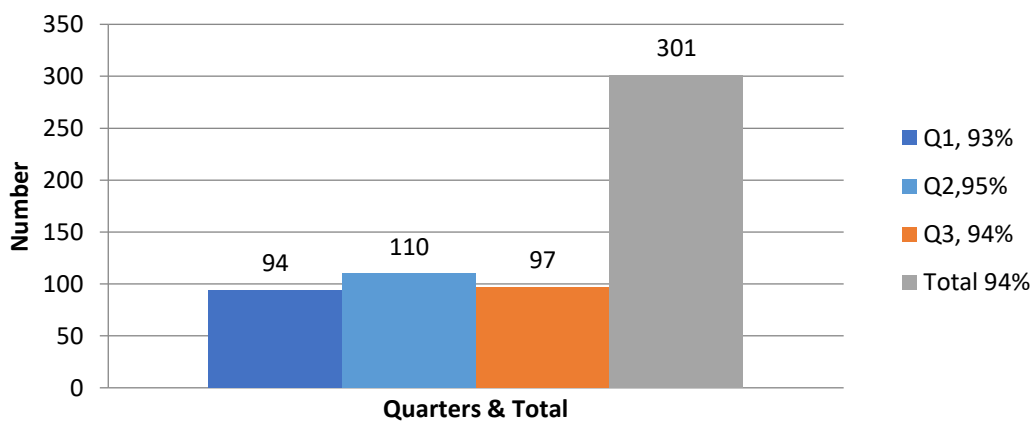




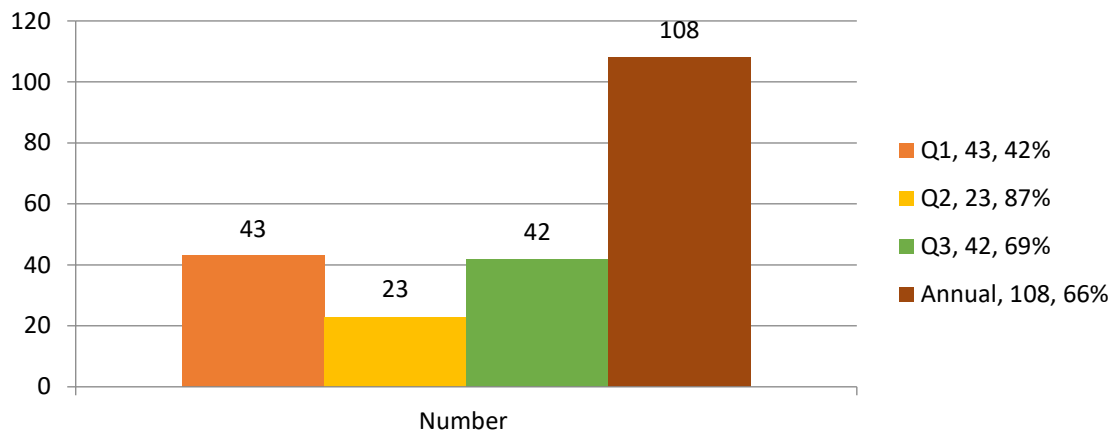
### Worked with 95% of Primary Schools in the district to develop and maintain Young Carers Champions



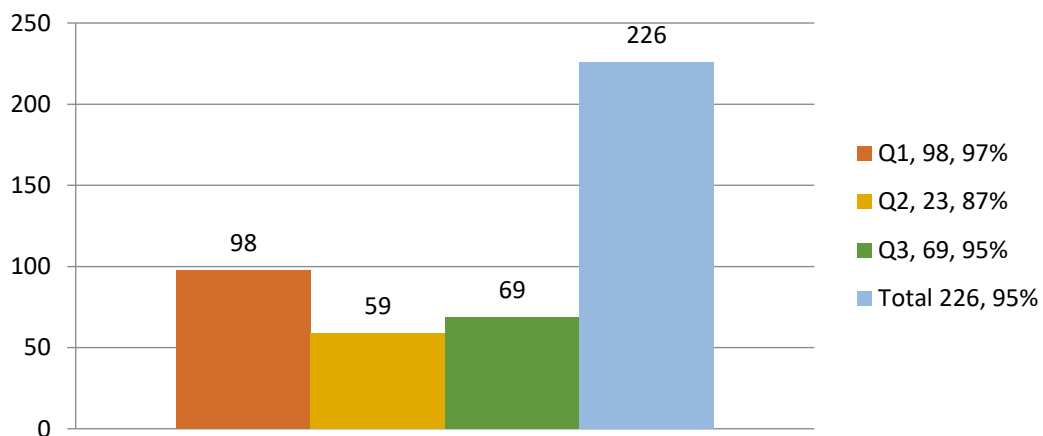
### 90% of Service Users report overall satisfaction with the service



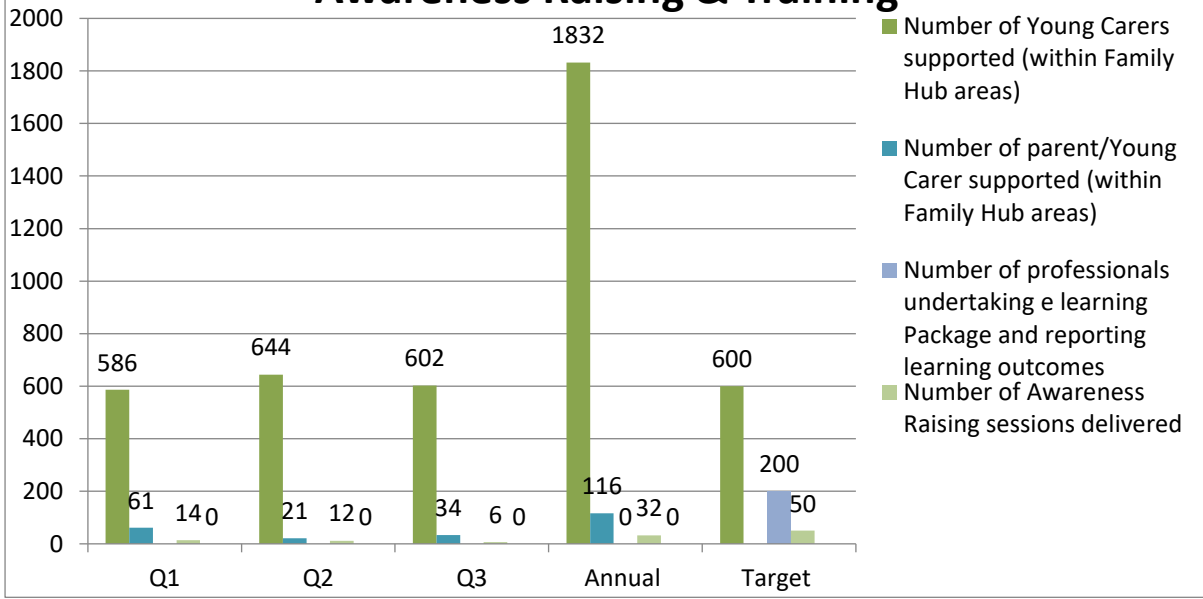
80% of assessments to be completed within 15 working days of the case being allocated.



80% of referrals to be allocated within 5 days



## Awareness Raising & Training



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