

# Public Document Pack



## Agenda for a meeting of the Children's Services Overview and Scrutiny Committee to be held on Thursday, 29 July 2021 at 4.30 pm in Council Chamber, City Hall - City Hall, Bradford

### Members of the Committee – Councillors

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

### Alternates:

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

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### From:

Parveen Akhtar  
City Solicitor

Agenda Contact: Fatima Butt / Jill Bell

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### To:

## **A. PROCEDURAL ITEMS**

### **1. ALTERNATE MEMBERS (Standing Order 34)**

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

### **2. DISCLOSURES OF INTEREST**

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

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

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

*Notes:*

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

### **3. MINUTES**

**Recommended –**

**That the minutes of the meeting held on 11 March 2021 be signed as a correct record (previously circulated).**

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

#### **4. INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

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

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

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

(Fatima Butt - 01274 432227)

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

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

#### **6. APPOINTMENT OF NON-VOTING CO-OPTED MEMBERS**

The Committee is asked to confirm and recommend to Council the appointment of the following non-voting co-opted representatives for the 2021/2022 municipal year:

NON VOTING CO-OPTED MEMBERS:

Teachers Secondary School Representative: Tom Bright

Voluntary Sector Representative: Kerr Kennedy

Children's Social Care – Dr Samina Karim

(Fatima Butt – 01274 432227)

#### **7. APPOINTMENT OF VOTING CO-OPTED MEMBERS**

The Committee is asked to confirm and recommend to Council the appointment of the following voting co-opted representatives for the 2021/2022 municipal year:

Fauzia Raza - Parent Governor Representative

Joyce Simpson – Church Representative (CE)

(Fatima Butt – 01274 432227)

## **B. OVERVIEW AND SCRUTINY ACTIVITIES**

8. **OFSTED MONITORING VISIT - 28-29 APRIL 2021 (Help and Protection)** 1 - 46

The Deputy Director of Children's Services will submit **Document "A"** which reports on the outcome of the Ofsted's Inspection of Children's Social Care Services from the 17 to 28 September 2018 and the fifth of a series of Monitoring Visits which took place on the 28 to 29 April 2021.

The findings were published by Ofsted on the 4 June 2021.

**Recommended -**

**That the contents of the letter from Ofsted (Document "A") be noted.**

(Miniza Hussain – 01274 432904)

9. **CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE DRAFT WORK PROGRAMME 2021-22** 47 - 60

The report of the Chair of the Children's Services Overview and Scrutiny Committee (**Document "B"**) presents the Committee's Draft Work Programme 2021-22.

**Recommended-**

**(1) That members consider and comment on the areas of work included in the work programme.**

**(2) That members consider any detailed scrutiny reviews that they may wish to conduct.**

(Mustansir Butt – 01274 432574)



## **Report of the Deputy Director of Children's Services to the meeting of the Children's Overview & Scrutiny Committee to be held on 29<sup>th</sup> July 2021**

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### **A**

#### **Subject:**

**Ofsted Monitoring Visit - 28-29 April 2021 (Help and Protection)**

#### **Summary statement:**

Following the full Inspection of Children's Social Care Services from the 17 to 28 September 2018, the fifth of a series of Monitoring Visits took place on the 28 to 29 April 2021.

The findings were published by Ofsted on 4 June 2021.

#### **EQUALITY & DIVERSITY:**

There are no direct implications for equality and diversity arising from this report. Children's Services have a duty to ensure that vulnerable children and families have their holistic needs addressed in a non-judgemental manner.

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Irfan Alam  
Deputy Director  
Children's Social Care

#### **Portfolio:**

**Children & Families**

Report Contact: Miniza Hussain  
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#### **Overview & Scrutiny Area:**

**Children & Families**

## 1. SUMMARY

Following Ofsted's Inspection of Children's Social Care Services from the 17 to 28 September 2018, the fifth of a series of Monitoring Visits took place on the 28 to 29 April 2021.

## 2. BACKGROUND

The letter recognises the difficulty of delivering services throughout the pandemic and the creative efforts to which social workers have gone to maintain service delivery.

Ofsted acknowledge that since the main inspection in 2018, a new permanent senior leadership team is in place and is driving improvement. This team is supported and challenged by an improvement board chaired by an improvement Advisor appointed by the Department of Education.

The improvement to date has transformed the basic infrastructure of the service, leading to an improved front door service, a revamped training programme, improved quality assurance and performance management and significant financial investment to increase social work and managerial capacity.

### IMPACT OF LEADERS

Ofsted have found that the pace of improvement is still too slow for children and families. They do however recognise that this has been exacerbated by the breadth of the inadequacy and challenges associated with maintaining service delivery during the pandemic.

Following the appointment of the Director of Children's Services in July 2019 and the appointment of the Deputy Director in November 2019, the following measures have been implemented to increase resilience and capacity in the service and ensure that the foundations for our improvement journey are firm:

- Strengthened leadership and management structure by completing the recruitment of permanent established Head of Services and Service Managers posts which are all now filled. This provides stability for the service but also introduces technical knowledge and experience.
- A full end to end review of the staffing establishment across Children's Social Care was completed and has led to the creation of a demand-led structure from 1st April 2021. This structure recognises the significant increase of demand in recent years and has resulted in further investment of £7.25m.
- Researched, consulted and wrote our Practice Model (Appendix 2) which is aligned to the Signs of Safety approach, but underpinned by practitioners developing an understanding of the impact of trauma and promoting the importance of relationships for children and families. We launched and initiated the implementation model in March 2021 and supported by a detailed training plan.

- We have developed Practice Standards (Appendix 3), Practice Guidance, and updated core social work policies and procedures. These documents can now all be accessed through our unique online procedures page at <https://bradfordchildcare.proceduresonline.com/index.html>
- We have launched a new supervision model and audit framework to further strengthen reflective practice.
- Successful succession planning has enabled permanent social workers to progress in their careers, introducing increasing levels of experience and skill in the system. Both these developments are very new, although there is already some positive impact, which can be seen in some children's cases.
- Drive learning and improvement by recruiting Practice Supervisors and Community Resource workers who are now in post for all teams.
- We have launched our mocking bird family model of foster care to enhance support networks for our carers and quality of care afforded to children looked after.
- Implemented a service restructure by successfully realigning to Duty & Assessment teams, Child and Family teams and Children in Care teams.
- Increased capacity by mobilising 4 fixed term COVID recovery teams in Duty and Assessment and 5 experienced fixed term Child and Family teams, this has reduced the number of staff with high caseloads from 30% to 20% in the last month.
- In partnership with colleagues across Health, we developed The Integrated Covid Outreach team which was mobilised to complete safe and well visits to vulnerable children across the District. This was seen as an example of good practice and innovation recognised in the feedback below;

*“BDCFT Community Children’s Services would like to take the opportunity to thank you for all your support in the establishment and day to day running of the children’s integrated Covid 19 team. The team has meant that hard to reach children and families have been able to be visited by health and children’s social care professionals during the height of the Covid pandemic, whilst considering both the safety of staff and families. This has been a fantastic example of multiagency working during a really challenging time.*

*The plan was for the team to continue up until the end of June 2021 and now that Covid restrictions have lessened and requests for visits have ceased the team will be stepped down – knowing that we can re-mobilise if needed, as processes and learning from the team are now in place.*

## **QUALITY OF PRACTICE**

### **Strategy Meetings and Section 47 investigations**

Inspectors noted that when risks to children escalate, strategy meetings are timely and there is good participation and information-sharing by partner agencies. A clear statement for next steps is made, children’s interim safety is considered and

actions determined. The subsequent section 47 enquiries include multi-agency information and the views of parents and, in some cases, the wider family. Children are seen and spoken to, to ascertain their views, facilitating effective decision-making about next steps. This confirms that the positive practice in strategy meetings and section 47 enquiries seen at the assurance focused visit in December 2020 has been maintained.

There is also more recent evidence of the child protection chairs raising appropriate challenge to the social workers when practice falls below expected standards. Inspectors identified that there is drift in relation to interventions and services not being delivered quickly enough following an initial assessment.

It is important to recognise the increased volume of case work which has had an inevitable impact upon the timely completion single assessments following a new referral. This was noted in our self-assessment as an area for improvement and the following measures were introduced:

- Refreshed performance and activity reports - these are sent to each Head of Service every Monday to support more effective management of performance.
- Set out clear Case planning and permanence tracking meetings guide (Appendix 4).
- Introduced Early Help and family support panels in each locality service to facilitate a timely and safe step down for children and families who no longer require statutory social work support.

OFSTED reported that the interim multi-agency safety plans are not routinely in place to bridge the gap between the outcome of the Section 47 investigation and the Initial Child Protection Conference.

- In March and April 2021, we received almost double the expected number of requests for an Initial Child Protection Conference. Although the system is designed to be able to flex with increased demand, this increase was unprecedented and has created a huge challenge for us and our partners in terms of the capacity to hold these meetings and maintain the statutory quorum. In response to this demand, two additional child protection conference chairs have been recruited.
- Ahead of the Monitoring Visit taking place, we reported that for the reasons set out above, the timeliness (15 working days) from Strategy Meeting to an Initial Child Protection conference reduced to 60% from a high of 90%. For the 6-month period covered by the monitoring visit, there were 167 late Initial Child Protection Conferences. 81.3% of the children were seen in the period between the request for the conference being triggered and it taking place.
- Interim safety plans will be agreed with the family and professionals at the conclusion of the Section 47 investigation in the event that the decision is to proceed to a child protection conference.
- The conversion rate for children presented to an Initial Child Protection Conference and being made subject to a plan has remained steady at 95%.

This highlights that the right thresholds are being applied for children at risk of significant harm. Our data tells us that our “conversion rate” is consistent. This means that the vast majority of Initial CP Conferences result in a multi-agency decision to implement a Child Protection Plan. Despite the increase in overall numbers, maintaining the conversation rate would suggest the application of the statutory threshold has remained consistent.

## **Assessments**

Inspectors identified how a significant number of assessments are new assessments on open children’s cases. This is as a result of assessments being updated every six months which demonstrates good practice. These updated assessments are proportionate and include all the adults of the family.

Inspectors recognised since February the very recent newly commissioned agency social work teams have incrementally been introduced, increasing social work capacity by 50 practitioners. These teams are beginning to have a positive impact for some children. Where there has been drift and delay, assessments are now leading to clear and focused planning, and children are beginning to make progress.

Inspectors reported that assessments include the child’s voice, although their unique and diverse needs, identity and culture are not routinely considered in order to understand the child’s world and their lived experience. A new Bradford Assessment toolkit has been developed as an aid for all social workers completing assessments. The tool kit supports practitioners to think about the child’s journey, how to illicit information and triangulate this to prevent over-optimism. This also supports a more proportionate and analytical conclusion which is purposeful when considering the plan and next steps for a child.

In addition to this, the Participation and Voice group is starting to generate ideas and we are now in the process of recruiting a Participation Coordinator to develop this work across all of our services. This will ensure children and young people are able to influence and shape their journeys going forward.

Although there is much progress still to be made in terms of capturing the child’s voice, we know the impact and influence of the practice standards has resulted in;

- Some excellent examples of children being supported to share their feelings e.g. the worry lion, 3 houses, advocacy.
- Children and young peoples’ needs and wishes are being considered in case work and this is being evidenced through case audits.
- We can also see emerging evidence of the child’s voice and experience being presented within reports to Legal Gateway Panel.
- Children and young people are being consulted on core documents and changes in social care practice

Inspectors identified delays in the completion of assessments leading to delays in the identification of risk, need and early intervention. Where risks are identified, this does not always result in the timely progression to an initial child protection conference and, if needed, resultant multi-agency protection plans.

The introduction of the new social work service structure has enabled managers within the Duty and Assessment teams to strengthen the quality and timeliness of assessments. The Duty and Assessment operational management group with membership from all localities continues to meet monthly to drive improvement. The group evaluate quality, performance and share best practice across all locality teams. This supports a wider understanding of trends, themes and improves quality internally. Health and police partners have joined this operational management group from June 21<sup>st</sup> 2021. Whilst still in the infancy of change, the positive impact for children, families and staff is now being seen within the data and performance evidenced by May's reporting figures below;

- The Integrated Front Door have continued to make timely decisions for children at the point contacts are received into the service. In May and June 21, on average 85% of contacts reached a decision in 1 working day. This is the highest it has been over a 12 month period.
- The performance for assessments completed within 45-day statutory timescale has improved from 70% in April to 77% in June.
- The performance around review assessments remains outstanding and over 94% of children open to the service have had a review assessment at a minimum of every 6 months. This evidences how assessments for children who need longer term support are continuous, ongoing and not one off events.
- A review has been undertaken of our 'Step Down' to Early Help pathway which is now more efficient and streamlined. This has reduced the number of open cases with no active involvement by a Social Worker and ensures children receive support from the right service at the right time.

The considerable increase in referrals has been a challenge during the pandemic. In recognition of this, additional funding has been secured to provide fixed term teams in all localities. This will support the Council's 'COVID' recovery and will help to safely manage increased service demand. This additional resource ensures that children in need of services are seen and assessments continue to be completed in a timely way. For those children who have not had an assessment completed within the timescale set by the manager, checkpoint processes are in place to ensure that they have been seen, are safe and have a clear safety plan in place.

## **Plans**

Inspectors reported clear evidence of improved plans which are simple and targeted to specific areas. Inspectors saw a range of work which addressed identified unmet needs for children as well as Social Workers benefiting from a range of resources to deliver the plan for the child. The impact of our investment in Community Resource Workers (1 per team) was demonstrated and this is contributing to an improvement in children's circumstances.

There was variability in how Child Protection Plans were being used to affect change and prevent drift. For some children, Child Protection plans weren't visible on file or required updating. To address these concerns we have;

- Revisions to our Performance Management system allow us to capture any children with an absent or overdue plan. These are tracked twice-weekly by the management group so areas of focus are transparent. A weekly performance management meeting is chaired by Service Managers where and drift is addressed and timescales for completion are agreed. This is overseen by Heads of Service to ensure plans are progressed for children in a timely way. Recent audit activity identified how 26% of plans were SMART and graded 'Good' in both quality and impact for children.
- Children's participation in meetings is a key focus of the reviewing service and provisions are being explored to ensure children regularly contribute to their own plans. In addition to this, our advocacy offer is being reviewed so that plans are child friendly and we can effectively capture the child's voice through pictures and direct work.
- Our Child Protection Coordinators have a defined escalation process which is now well embedded and prevents delays for children on plans. Only 2% of children have been subject to a Child Protection Plan for over 2 years and this relates to 7 families. There is management footprint on these records and plans are in place to prevent any further delay. Audit data has identified that the footprint of the Conferencing and Reviewing service is more evident on children's records.
- The number of children subject to a second Child Protection plan within 12 months remains lower than our statistical neighbour average. Nevertheless, we continue to review the circumstances for these children through audit activity. Recent practice guidance sets out key areas for all Social Workers and Managers to consider when requesting a repeat Child Protection plan.

Inspectors felt Initial Child Protection plans were too long and complex for parents to understand. Conference chairs are working on reducing the length of plans so that they are clear and concise. A significant focus has been on looking at the use of language to enable parents and families to understand clearly what needs to happen to reduce risk. Investment has been made to increase capacity within the conferencing service which is designed to reduce caseloads and heighten the quality of Child Protection plans. An additional permanent manager position has been recruited to and agency conference chairs are being offered temporary contracts to manage demand.

Inspectors identified how some Child Protection plans were closed prematurely and resulted in needs remaining unmet for children. A recent audit in April 2021 identified that in 81.7% of cases stepped down were considered proportionate. The audit highlighted examples of contingency planning if further incidents occurred. Joint visits between Social Workers and Early Help workers are being undertaken within our Duty Teams to ensure emerging vulnerabilities are responded to at the earliest possible stage.

## **Engagement**

Inspectors saw evidence of creative direct work where children's voices and lived experiences were effectively captured. Social workers have continued to see children face to face and in May, 90% of children subject to Child Protection Plans were seen in person. The number of children visited face to face has been increasing since January 21 and is in line with our practice guidance.

The Pandemic has impacted consistency in this area and some children have not received regular visits in line with their presenting needs. Compliance with statutory visiting requirements continues to be tracked in weekly performance management meetings.

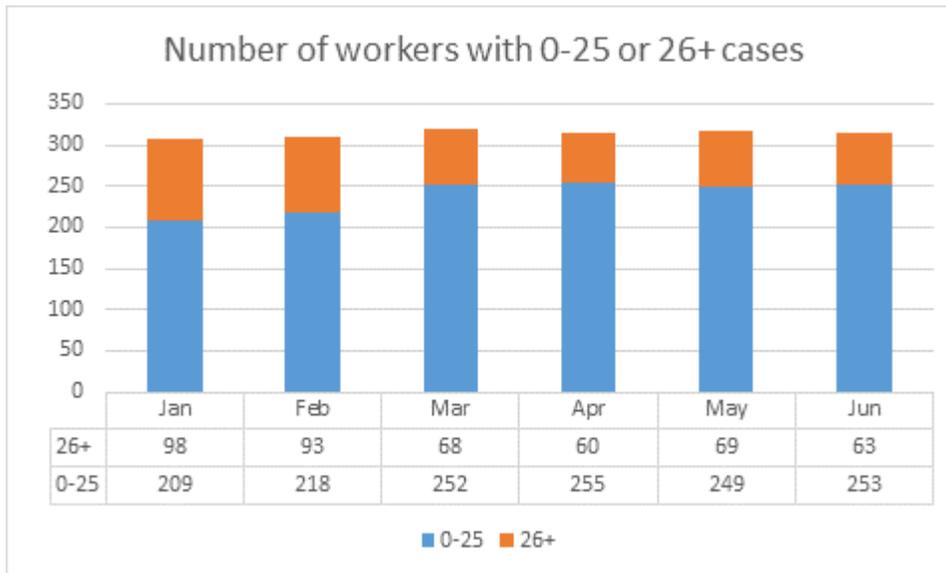
Fathers and extended family members are engaged in work but when they are living out of the family home, this was limited. We have enhanced our training offer in relation to hidden fathers to ensure all fathers are communicated and engaged with in relation to their children's plans.

The involvement of wider family and support networks needed to take place earlier when delivering interventions. We continue to promote the use of our FGC service to ensure families are engaged at the earliest opportunity.

## **Caseloads**

Inspectors reported that the changes of social workers have impacted on building meaningful relationships before direct work can take place. The staffing turnover within the service has been felt by other professional and agencies. In response to this we have taken the following action;

- A significant investment has been made to secure 5 additional fixed term teams across the locality areas. The final team commenced on 07.02.2021 and we are starting to see the impacts of this for both staff and children. The fixed term teams have provided 29 additional SWs, although the number of vacant posts across the directorate far exceeds these 29 posts. The chart below shows that the number of workers with more than 25 cases has reduced from 98 to 63. Whilst there is further work to do in this area, caseloads are more manageable than they were six months ago. The percentage of workers with a caseload of over 26 has reduced from 32% in January to 20% in June 21.



A Business case has been agreed to invest in wider advertising / recruitment marketing channels (e.g. Community Care, BASW, Jobs Go Public). This includes the creation of a dedicated social work recruitment microsite which will launch in May/June 2021. There will be greater use of social media and programmatic channels to target level 3 social workers alongside the recent appointment of a recruiter to solely focus on the recruitment of Level 3 Social Workers.

Focused research is underway to understand perceptions of Bradford, salary comparator data and general regional trends to assist our recruitment efforts. We have developed a Workforce Development Board that meets fortnightly to consider recruitment, attrition, agency spend, sickness, social media campaigns, workloads and capacity versus the establishment for FY21/22.

### **Recording Practices**

Inspectors highlighted that the strongest cases are those where pen pictures are completed by children and are child focused. Case summaries are visible on most files and evidence an improving picture. Recording of visits is variable; at best they are purposeful and show the child's voice, others are perfunctory. In order to support consistency in this area, we have developed recording guidance and undertake regular dip sampling to uplift the quality of practice across the service.

### **Private Fostering Arrangements (see appendix)**

Private fostering is defined in the Children Act 1989 as an arrangement made for the care of a child or young person under the age of 16 (under 18 if disabled) by someone other than a parent, person with parental responsibility or close relative (close relatives, step-parent, siblings, siblings of a parent and grandparents) for 28 days or more in their carer's home. In a Private Fostering arrangement, the parent retains parental responsibility for the child or young person.

At the time of the visit we had 5 children in private fostering arrangements. The inspectors did not suggest that these arrangements were unsafe, in fact all 5 children remain with their carer. The comment in relation police checks not being undertaken is specifically in respect of one child where the DBS had not been obtained, however local police checks were completed. Inspectors report that the practice issues noted within the letter are already well understood. They are noted in the Private Fostering Annual report and subsequent action plan to further improve practice in this area.

## **QUALITY ASSURANCE**

Inspectors identified that quality assurance and management oversight has continued to improve over the last six months, giving leaders a clearer line of sight to practice. The audit tool has been improved to include both compliance and quality of practice. This is strengthened through a moderation process from the quality assurance team.

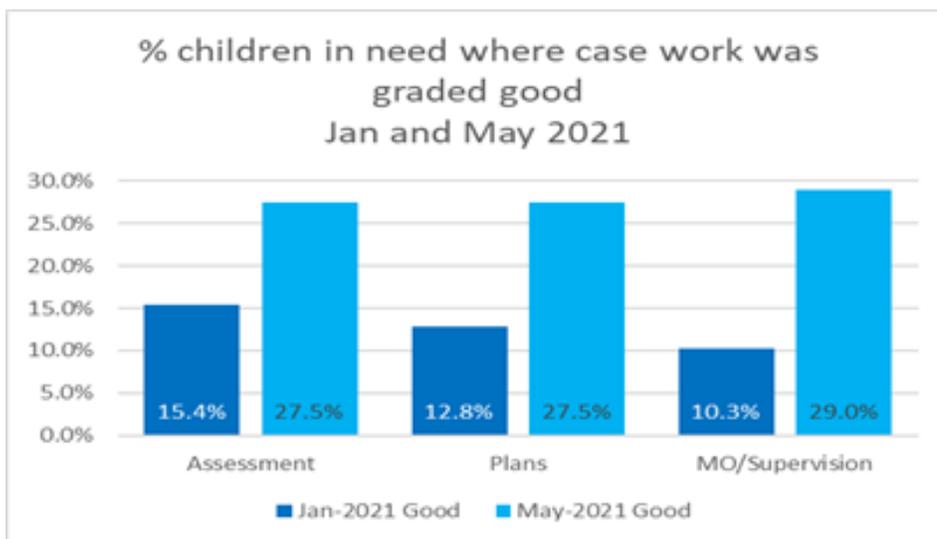
Since March 2021, we have embedded a systematic approach to learning by embedding practice months. This supported a collective learning culture in Bradford by responding to the outcomes of audits, Ofsted findings, complaints, exit interviews and service user feedback. Each month is focused on key practice areas for both practitioners and managers. Learning is promoted through a variety of approaches which has included workshops, reflective learning, team meeting learning and bite size information that is sent on weekly basis by the Principle Social Worker. The training has reinforced expectations regarding practice standards and practice guides to improve the quality of our service.

A key component of the approach is the use of reflective conversations with Practice Supervisors. Each month Practice Supervisors will undertake a one to one reflective discussion with the social worker regarding the practice issue, linking it to case work. So for example, case recording – the Practice Supervisor and Social Worker have a discussion regarding the quality of the case recording whilst dip sampling live cases. This approach has identified strengths and areas of development, whilst reinforcing the practice standards.

### **Audits**

Governance of all audits have now been centralised under the Quality Assurance Team. Audit themes are captured and shared with the workforce and are used to inform future training events.

Our audit compliance rates have continued to improve with 91% of audits being completed and returned in May. The senior leadership team continue to stress the importance of audits and the crucial role they play in service improvement. In order to demonstrate distance travelled, audits outcomes for Children in Need in May were compared with earlier audits undertaken in January. The findings evidence an improving picture and detail and detail how the number of records graded 'Good' has almost doubled.



### **Conclusion**

The findings from the most recent Ofsted Monitoring Visit are broadly in line with our self-assessment. The council's improvement plan already identifies the plans in place to strengthen practice in specific areas. A series of operational groups meet regularly to plan, implement and review identified service improvements. Alongside this, we have a number of live work streams which are led by Heads of Service to ensure momentum is maintained. The impact of these systems is detailed within the most recent self-assessment and improvement plan.

Whilst there is much more to be done, improvements have continued to accelerate during the Pandemic and reassuringly, the Ofsted findings are in line with the Council's self-assessment.

### **3. OTHER CONSIDERATIONS**

3.1 None to note.

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

4.1 As cited in the enclosed letter, there are likely to be some resource implications in view of the of additional social work capacity created within the service.

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

5.1 The Children's Services Improvement Board continues to monitor progress and will ensure that effective responses are made to all Ofsted's recommendations and DfE required improvements. The Children's Services Improvement Board focuses on outcomes for children and provides the drive and focus to ensure that necessary improvements are achieved and evidenced.

### **6. LEGAL APPRAISAL**

6.1 The inspection in September 2018 was undertaken under the new Framework, Evaluation Criteria and Inspector Guidance for the Inspections of Local Authority

Children's Services (ILACS). This contains provisions regarding actions to be taken after an inadequate inspection report. These include monitoring by Ofsted including an action planning visit, quarterly monitoring visits and a re-inspection, and also an action plan prepared by the local authority within 70 days of receiving the report.

- 6.2 On 4 December 2018, following the Secretary of State's decision to take a non-statutory approach in Bradford's case, the DFE issued an Improvement notice to the council, requiring the council to take a number of actions to address all areas of improvement identified in the Ofsted report. The notice also provides for DFE reviews of progress against the improvement agenda.

## **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**

Consultation with trade unions continues around structures and budgets. Caseloads continue to be monitored by management.

### **7.6 WARD IMPLICATIONS**

The Improvement Notice and Improvement Plan affect all Wards, due to the Inadequate Judgement.

### **7.7 IMPLICATIONS FOR CORPORATE PARENTING**

In addition to the improvements identified, further areas of improvement are also necessary within our children in care and care leavers services.

### **7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None; both the Notice to Improve and Ofsted report have been published on their respective websites and are therefore in the public domain.

## **8. NOT FOR PUBLICATION DOCUMENTS**

8.1 Not applicable.

**9. OPTIONS**

9.1 Not applicable.

**10. RECOMMENDATIONS**

10.1 Children's Overview and Scrutiny Committee are asked to note the contents of the letter from OFSTED.

**11. APPENDICES**

11.1 Appendix 1 – Ofsted Report of the Monitoring Visit 28 to 29 April 2021.  
Appendix 2 – Practice Model  
Appendix 3 – Practice Standards  
Appendix 4 – Case Planning Guide

**12. BACKGROUND DOCUMENTS**

12.1 None.

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4 June 2021

Mark Douglas  
Strategic Director of Children's Services  
Bradford Metropolitan District Council  
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Bradford  
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Dear Mark Douglas

### **Monitoring visit of Bradford children's services**

This letter summarises the findings of the monitoring visit to Bradford children's services on 28 April 2021. This was the fifth monitoring visit since the local authority was judged inadequate in October 2018. The inspectors were Jan Edwards, Her Majesty's Inspector, and Victoria Horsefield, Her Majesty's Inspector.

The local authority is starting to make progress in improving services in some specific areas. However, the progress on the quality of core social work practice has been too slow to show impact for children and families. This has been exacerbated by the breadth of the inadequacy and maintaining service delivery during the pandemic.

### **Areas covered by the visit**

During the course of this visit, inspectors reviewed the progress made in the experience of children in need of help and protection, with a particular focus on children in need and children subject to a child protection plan. This focus is based on the recommendations and areas for improvement identified in the ILACS judgement inspection in October 2018.

The visit considered a range of evidence, including electronic case records and discussion with social workers and managers and leaders. In consultation with the director of children's services (DCS), it was agreed that the visit should be conducted on site. COVID-19 (coronavirus) precautions were observed.

### **Overview**

There have been four previous monitoring visits, which have all reported on the slow pace of change in improving the quality of core social work practice. Although the

service has been restructured and there has been significant investment in staffing and service improvement planning, due to the breadth and depth of the inadequacy identified in 2018, this has not led to sufficient positive change for some children.

Inspectors identified delays in the completion of assessments leading to delays in the identification of risk, need and early intervention. Where risks are identified, this does not always result in the timely progression to an initial child protection conference and, if needed, resultant multi-agency protection plan. Bradford has a very small number of children who are known to be living in private fostering arrangements. Of these, there are a small number who have not been supported by the right checks to confirm the safety of these placements, and visiting is not always conducted according to private fostering standards.

The positive practice in relation to strategy meetings and section 47 enquires has been sustained since the assurance focus visit in December 2020.

Senior leaders have been successful in recruiting to management posts at all levels and to specialist positions. However, the recruitment of experienced social workers remains a challenge. This means that there are still some social workers with high caseloads, and children still experience too many changes of social worker and managers. As a result, too often, children's circumstances are not improving quickly enough.

Findings from this visit concur with the view of the senior leadership team, that there is more to do to improve the standard of practice and embed the new practice standards.

### **Findings and evaluation of progress**

Referrals and demand for children's social care have remained constant throughout the last six months. Consequently, there are demands in every part of the service, including high numbers of assessments. A significant number of assessments are new assessments on open children's cases. This is as a result of the practice of updating assessments every six months. These updated assessments are proportionate and include all the adults of the family. Some social workers have demonstrated persistence in trying to engage non-resident fathers. Assessments include the child's voice, although their unique and diverse needs, identity and culture are not routinely considered in order to understand the child's world and their lived experience.

When risks to children escalate, strategy meetings are timely and there is good participation and information-sharing by partner agencies. A clear statement for next steps is made, children's interim safety is considered and actions determined. The subsequent section 47 enquiries include multi-agency information and the views of parents and, in some cases, the wider family. Children are seen and spoken to, to ascertain their views, facilitating effective decision-making about next steps. This confirms that the positive practice in strategy meetings and section 47 enquiries seen at the assurance focused visit in December 2020 has been maintained.

When section 47 enquiries confirm that the risk to children requires a multi-agency child protection plan, some children's cases are not taken to conference quickly enough. This means that there has been delay in the needs of those children being considered and to having a multi-agency plan in place to reduce the risk. In addition, some children's needs, which were identified at the onset of the assessment, have not been swiftly addressed through timely services or intervention. Child protection conference chairs are routinely talking to parents before their meeting, which ensures that parents are more prepared and understand the concerns. There is also more recent evidence of the child protection chairs raising appropriate challenge to the social worker when practice falls below expected standards. It is too soon to evaluate the impact of this practice.

Many assessments (both on new referrals and on open children's cases) are taking too long for children. This means that children's circumstances or the risks that they are exposed to are not swiftly identified or responded to in order to manage risk. Much of this delay is attributable to the numerous changes of social worker and team manager on children's cases. This has had a very real impact: delaying the progression of children's cases; making children subject to statutory services for too long; children's needs not being assessed and identified, and risk not being reduced quickly enough. Social workers told inspectors that it has also impacted on children and families being able to trust in their worker and has hindered meaningful relational social work practice.

Some family assessments are also overly focused on the child who was specifically referred for a service. When this happens, the other children in the family are not always included in any depth in the assessment. As a result, inspectors saw examples where the other children in the family had been re-referred after they had experienced harm.

Children in need and child protection plans are regularly reviewed by a range of partner agencies. However, there is variability in how rigorously the social worker uses the child's plan to check progress to avoid drift. The initial plans developed from the first child protection conference are too long. This means that it can be overwhelming for parents to understand those areas which are a priority for them to focus on, and how they will be supported. For some children, the child protection planning had ended too quickly and without all the identified needs being addressed or before there was evidence that change could be sustained. This was also an issue found at the assurance visit.

There is very recent evidence that, since February, newly commissioned agency social work teams have incrementally been introduced, increasing social work capacity by 50 practitioners. These teams are beginning to have a positive impact for some children. Where there has been drift and delay, assessments are now leading to clear and focused planning, and children are beginning to make progress.

Inspectors have seen a range of interventions for befriending, family support, domestic abuse and substance misuse, which are available to children and their

families as part of the plan to improve their circumstances. The community resource workers hold a key role in delivering targeted interventions identified in the plan, which are making a real difference to children's circumstances.

Social workers lack confidence and knowledge in recognising private fostering arrangements, which then leads to a lack of authoritative planning for children. Following a recent review of these children's cases, the local authority has taken action to ensure the appropriateness of these arrangements. However, at this visit inspectors found that some children are not being seen according to the standards expected in private fostering. Not all social workers are aware that they need to conduct checks, including police checks, to ensure that the arrangements are safe.

Social workers have continued to see children face to face where this has been possible. However, some visiting has not been regular and according to the child's needs. For families who have been in self-isolation, visits have been virtual. There is an option of being able to undertake home visits to vulnerable children in families affected by COVID-19 through the specialist COVID-19 team. Recording of visits undertaken is variable, with some clearly being purposeful and hearing the child's voice and others being perfunctory.

Some social workers have been able to deliver creative pieces of direct work to identify children's wishes and feelings, but this is not consistently the case. This has been affected by the limitations dictated by the pandemic and, also, the many changes of worker. Some older children have become disengaged and frustrated by the numerous changes of social worker and the necessity of repeating their story many times. This stop-start approach has meant that the new worker has had to earn trust and persist with engaging the child, which can take time.

Social workers' recording practices are demonstrably improving. Case summaries are available on the majority of the children's files and provide a good overview of the case. The pen-picture of the child is child focused, and in the strongest cases these are completed with the children.

Quality assurance and management information have continued to improve in the last six months, giving leaders a clearer line of sight to practice. The audit tool has improved to include both a compliance and quality of practice element and is strengthened through a process of moderation from the quality assurance team. Learning from moderation is less effective when it is done, with a significant time lag from the audit. An increasing number of audits are undertaken collaboratively with social workers. However, the learning from audit and moderation is not always evidenced in supervision, which is a missed opportunity to ensure that audits are influencing practice development for staff and managers.

Since the ILACS inspection two and a half years ago, the now permanent senior leadership team has been engaged in a phased improvement programme supported and challenged by an improvement board chaired by the Department for Education (DfE) commissioner. The improvement to date has transformed the basic infrastructure of the service, leading to an improved front door service, a revamped

training programme, improved quality assurance and performance management, and significant financial investment to increase social work and managerial capacity.

Caseloads for most social workers in the child and family service are steadily reducing. In addition, successful succession planning has enabled permanent social workers to progress in their careers, introducing increasing levels of experience and skill in the system. Both these developments are very new, although there is already some positive impact, which can be seen in some children's cases.

Social workers told inspectors that senior managers are available and approachable and that their supervision is regular, providing a helpful space to talk and think about children's cases. However, the written record is not as successful in demonstrating this level of reflection.

Social workers are positive about working in Bradford and told inspectors that they value the new mandatory training programme, which they said was contributing to them producing better assessments, written records and plans. Team meetings are being used to further embed the learning from the training into practice.

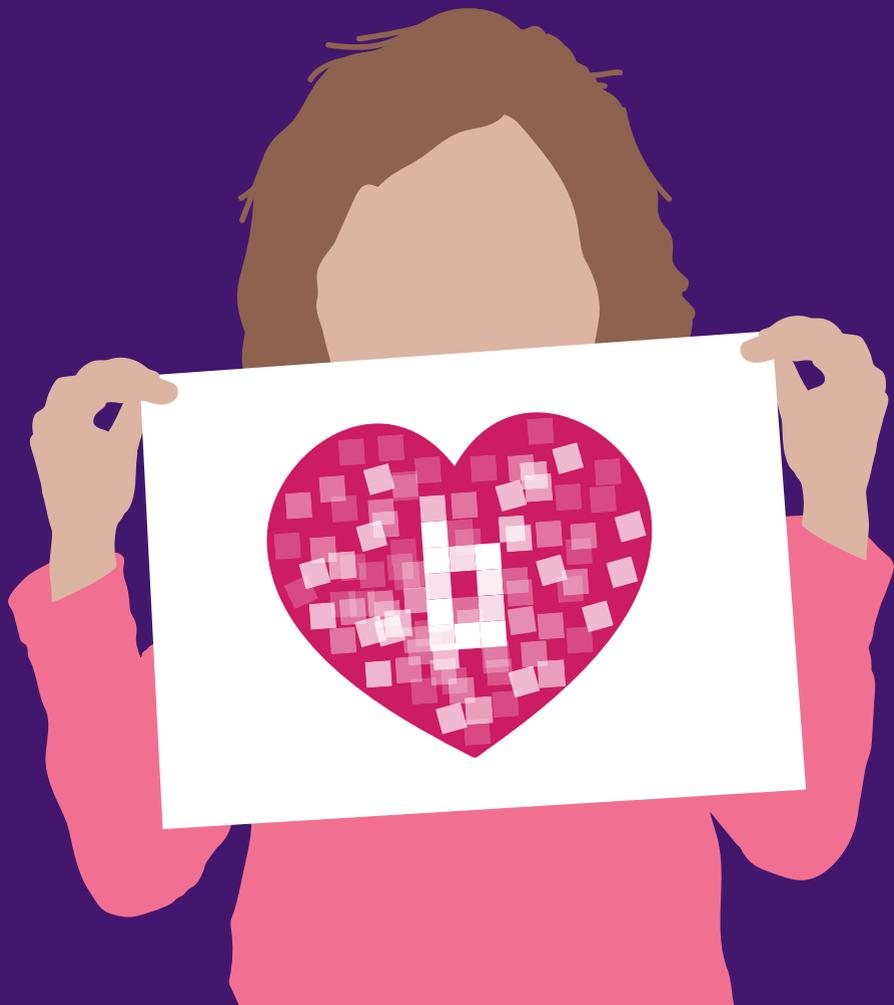
I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Jan Edwards  
**Her Majesty's Inspector**

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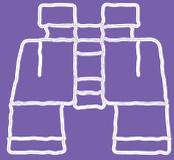
# BRADFORD CHILDREN'S SERVICES PRACTICE MODEL



children AT THE  
heart OF all we do



Children's Services is committed to delivering a high quality service that is effective and has a positive impact on children, young people and families' lives in the District of Bradford.



### OUR VISION

is to ensure that children and young people are given the best start in life to be safe, healthy, happy and resilient.



### OUR AIM

is to consistently deliver services with care and compassion to strengthen families through a positive working relationship.



### OUR MISSION

is to always put children and young people at the heart of all we do.

This document will set out a shared language, understanding and approach, to working with children and families in Bradford.

Our operating practice model will remain aligned to Signs of Safety underpinned by an understanding of the impact of trauma and adverse experiences and by the developing of effective relationships with children, young people and families and also with colleagues.

**SIGNS OF SAFETY IS A STRENGTHS BASED, SAFETY ORIENTATED APPROACH**

**RELATIONSHIPS WILL BE AT THE HEART OF PRACTICE**

**UNDERSTANDING AND RECOGNISING THE IMPACT OF TRAUMA AND INDIVIDUAL EXPERIENCES OF ADULTS AND CHILDREN**

Signs of Safety is a strengths-based, safety-focussed model of practice which we have adopted to provide a clear framework for practice across Children's Services. We will work in partnership and collaboratively with children, young people and families to conduct risk assessments and produce action plans to increase safety and reduce risk. We are committed to building positive relationships with our children, young people and families recognising and reinforcing their strengths and their community networks.

Our workforce will be supported to understand the impact of individual personal experiences and trauma and how these affect the behaviour of children and adults. This will enable our workers to be more effective in recognising the strengths within the family but also identify where additional support may be required to provide a platform for sustainable change.

We will deliver outstanding services for children, young people and families by having an effective Practice Model which is designed and informed by value-based practice, research and evidence. Our core principles determine the culture we want across Children's Services and how this will be delivered and observable in practice.

PRINCIPLES	IN PRACTICE THIS MEANS
<b>SAFETY AND WELLBEING</b>	<ul style="list-style-type: none"> <li>• Everybody has a right to be safe from abuse or neglect. This includes having safety plans in place that work for children, young people, their families and their wider community.</li> <li>• Understanding the needs of the child, young person and their family to make sure that children and young people are safe.</li> <li>• Focus and emphasis on reducing the impact of parental / adult vulnerabilities and behaviour to safeguard and promote better outcomes for children and young people.</li> </ul>
<b>LISTENING TO THE VOICE OF CHILDREN, YOUNG PEOPLE AND ADULTS SO THAT WE UNDERSTAND THEIR LIFE JOURNEY TO ENGAGE THEM IN THE SERVICES THEY NEED</b>	<ul style="list-style-type: none"> <li>• Communicating effectively with each child, young person and their families focusing on their individual experiences.</li> <li>• Using simple and jargon-free language in all of our documents, assessments and plans.</li> <li>• All assessments, plans and support focus on how services are making a direct impact on the lived experience of children and young people within their families and local communities.</li> <li>• Consistently using Signs of Safety language and scaling tools with children and young people to know and show how life is improving for them over time.</li> <li>• The wishes and feelings of children and young people should be evident through recordings and reports and we will understand the impact on them of their lived experiences and situations.</li> </ul>



**‘WE WILL DELIVER OUTSTANDING SERVICES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES BY HAVING AN EFFECTIVE PRACTICE MODEL WHICH IS DESIGNED AND INFORMED BY VALUE-BASED PRACTICE, RESEARCH AND EVIDENCE.’**

PRINCIPLES	IN PRACTICE THIS MEANS
<b>ACHIEVING PERMANENCE</b>	<ul style="list-style-type: none"> <li>Supporting families to stay together when safe and possible.</li> <li>Always taking time to find and support the naturally occurring networks around children, young people and families as we know this is where the vast majority of children are best cared for.</li> <li>Consistently using family trees and network meetings/family group conferences as part of Signs of Safety planning with individual families.</li> <li>Timely response and decision making to ensure that we get the right outcome for children and young people.</li> </ul>
<b>STRENGTHS BASED APPROACH TO WORKING WITH CHILDREN, FAMILIES AND COMMUNITIES, BUILDING ON THEIR SKILLS AND KNOWLEDGE</b>	<ul style="list-style-type: none"> <li>Working with families to recognise and understand their relationships and support networks.</li> <li>Recognising how adverse childhood experiences and trauma can impact on the lives of adults and thus on the way that they parent their children.</li> <li>Valuing and respecting the diversity of children, young people and their families.</li> <li>Using strength based and motivational approaches to build on people’s skills, knowledge and experience when developing plans with families.</li> <li>Facilitating support at universal and targeted levels from within communities.</li> <li>Focus on helping children, young people and their families build safe and on-going social connections and friendships in their local communities.</li> <li>Making assessments holistic and plans proportionate to need.</li> <li>Identifying and amplifying individual own goals and hopes for change using Conversations for Change.</li> </ul>

PRINCIPLES	IN PRACTICE THIS MEANS
<b>EARLY SUPPORT AT THE RIGHT TIME, BUILDING RESILIENCE AND INDEPENDENCE FOR A HEALTHY, HAPPY LIFE</b>	<ul style="list-style-type: none"> <li>Providing information and advice which is easy for families to navigate so they only have to tell their story once.</li> <li>Providing a range of accredited parenting programmes that are accessible to adults with a variety of different needs.</li> <li>Developing and targeting earlier interventions that can respond quickly to risks and vulnerability to avoid or prevent escalation.</li> <li>Supporting partner agencies to become confident in their role as Lead Practitioners and in coordinating a multi-agency response to whole family needs.</li> <li>Joining up and improving accessibility through the Gateway, Families Information Service and SEND Local Offer.</li> <li>Working more closely with settings and schools in neighbourhoods where outcomes need the most improvement.</li> <li>Applying a model of support which builds resilience in individuals, families and communities.</li> <li>Being clear about support and intervention within the continuum of need.</li> </ul>
<b>INFORMATION SHARING AND CONSENT</b>	<ul style="list-style-type: none"> <li>Being clear with children, young people and families about what information will be shared and with whom.</li> <li>Seeking and recording consent clearly to avoid delay in accessing services.</li> <li>Sharing information with professionals and family members when required.</li> <li>Clearly evidenced support from managers when making decisions to dispense with consent when a child, young person or adult is at risk.</li> </ul>
<b>EFFECTIVE MULTI-AGENCY WORKING</b>	<ul style="list-style-type: none"> <li>Working towards jointly assessing families so that support is timely, proportionate and relevant.</li> <li>Working together with agencies to share information, knowledge and resources to avoid duplication for children, young people and their families.</li> <li>Appropriate sharing of information to support working relationships so that everyone is clear regarding roles and responsibilities.</li> <li>Joint work builds on partners’ skills and knowledge to support children and families. Listening and valuing the views and opinions of colleagues.</li> </ul>

## ASSESSMENTS AND EVIDENCE-BASED TOOLS

Our philosophy and approach will only be as effective as the assessments we do and strengthening our understanding through reflection and analysis. Fundamental to the assessment and on-going work with families is developing a deeper understanding of their 'story' and relationships and the collective impact of our work with them.

There are three primary types of assessments used across Bradford depending on the level of need and help required:

- Early Help Assessment (All agencies)
- Child and Family Assessment (Children's Social Care)
- ASSET assessment for the Youth Offending Service.

A good assessment is one which investigates and captures the voice and needs of the child set within the family response and context and considers them holistically. It is important that assessments are on-going and not just a one-off event. Assessments can be used to measure progress and impact as well as provide an understanding about who is the right person to be working with the child, young person and family.

Our assessments will be informed by the voice of the child and discussions with the family and wider network to understand what is happening for the family within their community. Tools are important to strengthen and deepen our understanding of needs, risks and resilience factors, whilst providing an evidence based approach to our work. The following is a table of which tools are available to support the assessment process. These tools are examples and it maybe that other tools are better suited to some of our children, young people and families; professional judgement should inform this so that intervention is proportionate to each individual case.



MANDATORY	WHAT IT IS AND WHEN TO USE IT? WHAT IMPACT IT WILL HAVE?
<b>CASE CHRONOLOGY SIGNIFICANT EVENTS (YOS)</b>	This is a document that provides an overview of significant events in a child's life and helps assessment and review process to understand the child's individual experiences and journey.
<b>GENOGRAM</b>	A genogram is a graphic representation of a family tree and provides a forum to explore the family relationships and dynamics.

## TO BE APPLIED TO EACH CASE DEPENDING ON SPECIFIC ISSUES

<b>THE NEGLECT TOOLKIT</b>	The Neglect Toolkit supports in identifying and assessing children who are at risk of neglect. It can be used when there are concerns about the quality of care given to a child suggesting that their needs are being neglected.  This tool helps to reflect on the child's circumstances and will assist to put concerns into context and identify strengths and resources,  The Neglect Toolkit can be used to inform decision making assessments and support planning.
<b>STRENGTHS AND DIFFICULTIES QUESTIONNAIRE</b>	Strengths and Difficulties Questionnaire (SDQ) is a brief emotional and behavioural screening questionnaire for children and young people. SDQs capture the perspective of children and young people, their parents, education and health.  SDQs support workers to understand emotional and behavioural needs of children and young people to ensure the right intervention and support can be put into place. For some children in care, the completion and regular review of their SDQ is a mandatory requirement.
<b>DASH ASSESSMENT</b>	DASH stands for domestic abuse, stalking and 'honour'-based violence. The purpose of the DASH risk checklist is to give a consistent and simple tool for practitioners who work with adult victims of domestic abuse in order to help them identify those who are at high risk of harm and whose cases should be referred to a Multi Agency Risk Assessment Conference (MARAC) in order to manage their risk.  The tool will help understand individual experiences and inform safety planning.
<b>CHILD SEXUAL EXPLOITATION RISK ASSESSMENT</b>	Young Person's DASH assessment – a tool that is similar to the adult DASH but the terminology is more young people friendly and professional input and opinion can also be added.  These are then used to improve personal safety of children and young people.
<b>CYCLE OF CHANGE</b>	The cycle of change addresses the readiness of the family to change and can assist with contingency planning.  This enables individuals to reflect and measure any changes that are taking place to inform plans for children and young people.

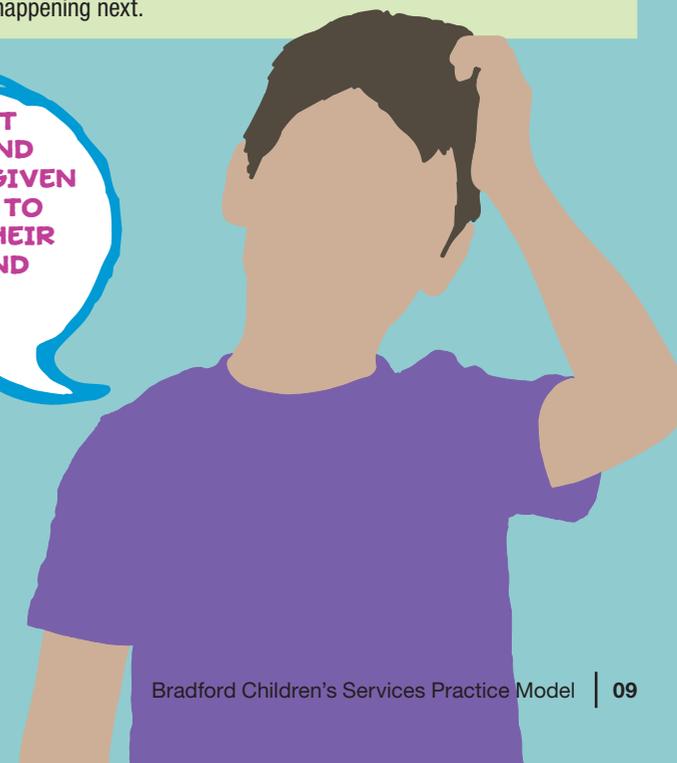
## DIRECT WORK WITH CHILDREN

It is important that children and young people are given the opportunity to make sure that their voice, wishes and feelings are heard. This can be done in a number of ways and should be planned and completed in accordance with the child or young person's age, understanding and ability. Many different tools are available to enable staff to engage with children and young people positively so that they can contribute to what needs to happen. The following are core tools that form a key part of the Signs of Safety Framework. It is important to highlight and recognise that these tools will not always be applicable and that each tool used with child or young person should be reflective of age, individualised need and circumstances.

MANDATORY	WHAT IT IS AND WHEN TO USE IT
<b>THREE HOUSES</b>	<p>The child's views, wishes and feelings are explored with them using the three houses which captures the child's House of Good Things, House of Worries and House of Dreams. This approach mimics the three key assessment questions of the Signs of Safety Framework:</p> <ul style="list-style-type: none"> <li>• What are worried about?</li> <li>• What's working well?</li> <li>• What needs to happen?</li> </ul> <p>This direct work tool helps to understand the child's judgement on where life is for them in an open and transparent manner. It is a good tool to capture the child's words and pictures to take back to parents and other professionals to see the situation from the child's perspective.</p>
<b>THE SAFETY HOUSE</b>	<p>The Safety House extends the 3 houses and visually engages children and young people in safety planning. The key elements are:</p> <ul style="list-style-type: none"> <li>• What will life look like in the safety house and which people will live there?</li> <li>• Who the child thinks should visit and how they should be involved</li> <li>• People the child sees as unsafe</li> <li>• Rules of the Safety House</li> </ul> <p>This direct work tool helps to understand how the child or young person feels the situation should be changed to support them to feel safe, understanding their safe people whilst contributing directly to the safety plan.</p>

MANDATORY	WHAT IT IS AND WHEN TO USE IT
<b>FAIRY AND WIZARD TOOL</b>	<p>The Fairy and Wizard are practical tools that ensure a child or young person is actively involved with and at the centre of the assessment and planning process.</p> <p>Like the three houses this mirrors the three key assessment questions of the Signs of Safety Framework. This is another format to capture the child's understanding of their world.</p> <p>This works well with younger children.</p>
<b>WORDS AND PICTURES</b>	<p>A method by which you help children and young people to understand what is happening, being clear about the child protection concerns in a way that is age appropriate. This is different to life story work and should be completed with the children and young people as issues/concerns arise.</p> <p>The explanation should:</p> <ul style="list-style-type: none"> <li>• be balanced and not just focus on the negatives</li> <li>• be interspersed with meaningful positive events in the child's life that fit and add to the overall story</li> <li>• give age appropriate explanations without trivialising or minimising the seriousness of the child protection concerns.</li> </ul> <p>When possible, the explanation should be completed with parents/carers so that everyone has an agreed shared understanding of what has happened and what will be happening next.</p>

**IT IS IMPORTANT THAT CHILDREN AND YOUNG PEOPLE ARE GIVEN THE OPPORTUNITY TO MAKE SURE THAT THEIR VOICE, WISHES AND FEELINGS ARE HEARD.**



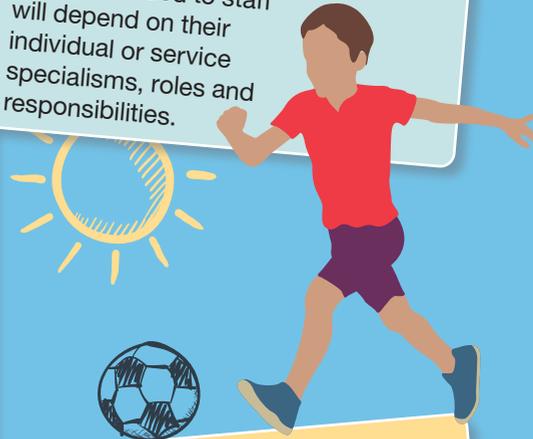


**DIRECT WORK WITH ADULTS (FAMILIES, PARENTS AND CARERS)**

Effective work with the adults who impact on a child's life is at the core of good practice across all of our services. To conduct assessments, to plan and to intervene successfully, all practitioners need to be skilled in communicating and engaging with adults in order to provide a safe environment for a child or young person. It will also be important that we are able to understand and recognise the impact of trauma and adverse childhood experiences on parents and carers. As part of our work with the significant adults in a child or young person's life, practitioners will need to provide interventions that will include talking, listening, signposting, challenging views or approaches, advocacy and parenting support. Workers may need to engage additional, specific support services for adults including specialist assessment or therapy or via a range of accredited parenting programmes that are delivered within the service and by partner agencies. Having an understanding of what local services are available and what our communities need will be critical to providing effective interventions at different levels of need.

**CORE TRAINING, LEARNING AND DEVELOPMENT**

To deliver the practice model, all practitioners who work directly with children, young people and their families will be supported with their learning and development to enable this approach to be at the core of their work. This will support a consistent approach across all services that enable the child or young person to be central to decision making and planning. Ongoing training and development will be provided for experienced staff. The exact training that is provided to staff will depend on their individual or service specialisms, roles and responsibilities.



This will be underpinned further by supervision that offers high support and high challenge. Supervision will be reflective and restorative, building relationships between practitioners, colleagues and managers. This will allow for individuals to be supported with their resilience and professional confidence to allow them to be best placed to meet the needs of children and young people and their families.

CORE LEARNING	WHAT IS IT?
<b>SIGNS OF SAFETY TRAINING</b>	All practitioners who work directly with children, young people and families will receive this training. Understand the key principles of signs of safety including overview of the direct work tools alongside building and understanding family networks and community.
<b>TRAUMA INFORMED PRACTICE TRAINING</b>	All practitioners who work directly with children, young people and families will receive this training. Understand the key principles of trauma informed practice, recognising the impact of early experiences on the lives of the individuals we work with and understanding how this impacts on their behaviour and beliefs.
<b>ASSESSMENT AND RISK</b>	All practitioners will develop confidence in recognising and assessing risk factors identified in the child's circumstances or environment. Assessments will analyse the risk and consider the impact on the child and others, to enable the development of appropriate interventions to keep individuals safe. Practitioners will receive different training based on their specific roles and responsibilities and the type of assessments that they need to undertake.
<b>CASE MANAGEMENT</b>	Understand why and how good case management prevents drift and delay for children and young people and leads to good decision making based in evidence.
<b>WORKING WITH ADULTS</b>	All practitioners who work with adults within families will learn effective tools that build respectful relationships with adults and facilitate positive change and will understand that working alongside families is paramount when working with strength based models. This will vary dependent on the roles and responsibilities of individual parts of the service; for example within the early help arena practitioners will receive training to deliver accredited parenting programmes.
<b>WORKING WITH CHILDREN</b>	All practitioners who work directly with children will receive training to in how to work with children and build relationships so that there is a good understanding of their daily lives and what they think about this and what they want to happen to make things better. Develop confidence in using different direct work tools to have conversations with children to understand the impact of their experiences. Practitioners who work in specialised fields may receive additional training dependent on their role; for example people who work in the YJS and people who work primarily with disabled children.

This leaflet is available in other formats such as large print or braille. For more information call 01274 435600.



**Bradford Children's Services**

Margaret McMillan Tower, Princes Way, Bradford BD1 1NN

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## Case Planning and Permanence Tracking Meetings Practice Guide

The objective of planning is to ensure that children have a secure, stable and loving environment to support them through childhood and beyond. Every reasonable effort needs to be made to prevent drift and delay for children.

Case planning and permanence tracking will provide management oversight and accountability to support social work practice whilst enabling learning to be central to drive better outcomes for our children. This will ensure support, accountability, and defensible decision making whilst providing opportunities to model good practice.

The meetings should take place in an environment where social workers and managers are able to be reflective and problem solve.

Social work practice is not an exact science; however, with high support and high challenge a culture of learning can be achieved that enables evidence based decision making to underpin good outcomes for children.

### Case Planning

Good case planning will ensure that our interventions are effective as possible with robust safety planning, whilst avoiding drift and delay for our children. Case planning will support social workers to reflect on their plan of work and provide an opportunity for quality assurance by senior management for complex cases. In addition to this, case planning should be undertaken prior to significant events in a child's journey such as presentation at Legal Gateway Panel.

Case planning meetings need to explore all options available for the child and family, ensuring that decisions are being made on the basis of available evidence and facts. This should happen prior to any legal advice being taken.

Effective case planning will

- Ensure that all available options and services available have been considered to prevent the accommodation of children.
- Ensure that when working with children and families, the use of PLO and Public Law Proceedings is proportionate to the risk and needs identified.
- Ensure that there is timely and consistent decision making with management oversight in respect of key events.
- Ensure consistency in the approach taken to drive and improve practice across all the localities by the use of reflective discussions with appropriate management oversight.
- Ensure that social workers are supported in their practice, contributing to staff retention and staff confidence.

- Promote a culture of learning and support in a safe environment that provides high support and high challenge.

As part of decision making processes, the use of early help services should be explored where possible to prevent family or placement breakdown. These include (not an exhaustive list) –

- Family Group Conferencing at the earliest opportunity when a child is open on a CIN or CP Plan.
- Intensive Family Support.
- BPP services.
- Use of Early Help Panels as a resource and problem solving arena to identify services within the wider community.

<b>Decision to be made</b>	<b>Who attends case planning meeting</b>	<b>Decision maker</b>
Commence / cease PLO	SM / TM / SW	HOS / LGP
S.20 accommodation / care proceedings	HOS / SM / TM / SW	HOS / LGP
Placement with parents	HOS / SM / TM / SW	HOS
Cease s.20 under 16 years	HOS / SM / TM / SW	HOS
Cease s.20 16+	HOS / SM / TM / SW	Deputy Director

The service manager has a key responsibility to oversee the process and will record the rationale for decisions made in the child’s file to ensure that planning is clear and remains under review dependent on progress of intervention. The service manager will arrange and coordinate the meetings as required. The service manager will also ensure that the Head of Service is informed regarding any emerging themes, good practice and risks.

The Head of Service will attend case planning for the key decisions to be made as above and in line with the scheme of delegation and may choose to attend any meeting to quality assure the process and gain insight into decision making.

Team managers will maintain clear case management responsibility and oversight, which will be evident within the supervision process.

In preparation for case planning meetings, it is expected that the social worker and team manager will have discussed the child's case to present a clear plan to the service manager for review and consideration.

All case planning meetings need to address the following –

- Risk and Protective factors.
- Experience of the child, including their wishes and feelings.
- Potential plans for permanence, having explored extended family options including the use of FGC and Early Help.
- Clear plan with SMART timescales.

### Case Tracking Meetings

As part of service delivery, it is critical that we are tracking the progress of cases to ensure that our service is effective and timely. The following is the schedule for case tracking. The service manager is responsible for these arranging and facilitating these meetings.

<b>Cohorts</b>	<b>Who attends the meeting</b>	<b>Frequency of meeting</b>
Children subject to Child Protection plans more than 12 months	Locality SM / TM and PS	1 x every 2 months SM to add case note of actions and timescales
Open Unborn children subject to Child Protection Plans	Locality SM / TM and PS	1 x month SM to add case note of actions and timescales
Babies subject to Child Protection under 12 months of age	Locality SM / TM and PS	1 x every 2 months SM to add case note of actions and timescales
Children subject to CIN for more than 6 months	Locality SM / TM and PS	1 x every 2 months SM to add case note of actions and timescales

## Permanence Tracking Meetings

Tracking arrangements for children on the journey to permanence will be coordinated through permanence trackers. We will track every child to identify drift delay or barriers to meeting our permanence plans for every child who is subject to –

- Pre Birth Assessments
- Pre Proceedings (PLO)
- Care Proceedings (Section 31 interim care and supervision orders)
- Section 31 Care Order
- Section 20 single placements
- Placement Orders

The tracker will ensure that service managers and team managers have a clear focus on permanence planning -

- To ensure that all children have a robust permanence plan that meets their assessed long term need.
- To ensure that family finding for both adoptive and long term fostering placements is progressed in a timely way.
- To provide senior management oversight and review of permanence planning for children as individuals and as part of a sibling group.
- To identify when permanence plans change and ensure that there is an updated permanence plan in a timely way.
- To ensure that life story work and Letters for Later Life are completed.
- To ensure timely transfer of cases to the 16 plus service
- To provide senior management case direction as required.

Each locality will have a permanence tracker; the Head of Service for the locality will have overall responsibility for the tracker.

The service manager will meet with the team as set out in the schedule below to look at the children that they have responsibility for. The meeting should reflect on progress of the care plan, prevent drift and delay, and address any identified issues with regards to achieving permanence. It is the responsibility of the service manager to arrange and coordinate the meetings.

The discussion and actions identified will be recorded on the tracker and LCS.

- Who was present
- Actions from previous meetings (if required)
- Update on the child
- Any significant changes
- Any identified issues noted in care planning meetings that are impacting on the proposed plan
- A summary of any legal advice taken
- Actions identified with timescales
- Confirm that LCS is up to date

Each month the Head of Service will meet with the service manager to review the tracker and discuss any complex or challenging cases. Any case discussions or identified actions will be captured on the child's file.

If the plan for the child changes, then the service manager or Head of Service will make the necessary amendments on the tracker to make sure that the child is captured in the right cohort.

The matching approval process for long term fostering will be done by the fostering panel.

Once a child is no longer looked after, their details need to be removed from the tracker.

The permanence tracker will be serviced by analytics and nominated business support who will update it weekly with children who fall into the nominated cohorts. The format of the trackers should not be changed as this will cause problems with the automated process to add new information. Any feedback or proposed changes should be discussed with Head of Service for Safeguarding and Reviewing.

<b>Cohorts</b>	<b>Who attends the meeting</b>	<b>Frequency of meeting</b>
Children subject to PLO	SM court team / TM	1 x month  Permanence tracker updated and case note added by BSO
Children subject to Care Proceedings	Locality SM / TM / Court Consultant	1 x month  Permanence Tracker updated by Court Consultant and case note added by SM

Section 20 Children in Care	Locality SM / TM and PS	1 x month Permanence tracker updated and case note added by SM
Children subject to a Care Order – Placement with Parents	Locality SM / TM and PS	1 x every 2 months Permanence tracker updated and case note added by SM
Children subject to a Care Order – Residential Care	Locality SM / TM and PS	1 x every 2 months Permanence tracker updated and case note added by SM
Children subject to Care Order placed with Family and Friends	Locality SM / TM and PS	1 x every 2 months Permanence tracker updated and case note added by SM
Children subject to a Care Order – Fostering	Locality SM / TM and PS	1 x every 2 months Permanence tracker updated and case note added by SM
Children subject to Placement orders	One adoption / HOS / SM	1 x month Case note to be added by HOS / SM
Children subject to PLO over 4 months	Head of Service	Case note to be added with clear plan forward

## Data Cleansing

As part of supporting case planning and permanence tracking meetings it is important that the data is accurate on LCS. Service managers and team managers need to have oversight of information on Power Bi and cross check information on LCS to maintain up to date and accurate records.

The following is schedule of oversight that managers should have as part of their role.

<b>Cohort</b>	<b>Frequency</b>	<b>Review</b>
Closures / step downs	Weekly to ensure progress	SM / TM review and send data to the social workers to action.
Open adults to A and I teams	Weekly check for 18+ open to locality A and I teams	SM sends data to team managers.
Transfers to CIC / 16+	Weekly check for young people subject to Care Orders and Section 20 (long term approved)	SM to review and TM / PS to progress transfer without delay.

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# Bradford Children’s Social Care Annual Report on Private Fostering 2020/2021

<b>Annual Report Author</b>	Caroline Brain: Programme Lead Social Care Practice
<b>Contributions to the report</b>	Kirsty Askew: Head of Service Lawrence Bone: Deputy Manager - Bradford Safeguarding Partnership Business Team
<b>Responsible Deputy Director</b>	Irfan Alam; Deputy Director

## RECOMMENDATIONS:

That the Bradford Safeguarding Partnership receives comments on and endorses this report.



## **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 This annual report sets out the work undertaken by the City of Bradford Metropolitan District Council, in respect of its duties and responsibilities, for children living in Private Fostering arrangements as set out in The Children Act 1989 (Schedule 8); the Children Act 2004 and National Minimum Standards for Private Fostering 2005.
- 1.2 This report is being provided under the requirements laid down in the National Minimum Standards for Private Fostering which came in to force in July 2005.

*Section 7.9 – The Local Authority provides that a report is written each year for consideration by the Director of Children’s Services which include an evaluation of the outcome of its work in relation to privately fostered children within its area.*

*Section 7.10 – The Local Authority reports annually to the Chair of the Local Safeguarding Children’s Board about how it satisfies itself that the health of privately fostered children in its area is satisfactorily safeguarded and promoted, including how the Local Authority cooperates with other agencies in this connection.*

- 1.3 This report gives an overview of the activities that have taken place in relation to Privately Fostered children in the City of Bradford Metropolitan District Council and outlines the activities planned for the forthcoming year to promote local awareness and identify children and young people in Private Fostering arrangements.

## **2 OPERATIONAL AND STRUCTURAL ISSUES**

- 2.1 The Ofsted inspection of Local Authority Children’s Services’ in Bradford, published on 29<sup>th</sup> October 2018, asked that the response to children privately fostered be improved. The Inspection noted that the assessment of needs and planning needed improvement.
- 2.2 Following the inspection, the Private Fostering Steering Group met in December 2018 and produced an action and development plan.
- 2.3 The Statement of Purpose was up-dated, procedures reviewed and information made available on Bradford’s website, including a video promoting awareness of Private Fostering. Unfortunately, the some of the contents of this video is inaccurate and therefore has been removed.
- 2.4 Throughout 2019 – March 2020, the restructure and re-design of Bradford’s Children’s Social Care senior leadership team took place, with all senior management vacancies being filled by permanent staff, bringing stability and consistency across Children’s Social Care.
- 2.5 One of the priorities identified by the new senior leadership team related to the statutory responsibility for actively promoting awareness, identifying and supporting children in Private Fostering arrangements.
- 2.6 In October 2020, a new Private Fostering Project Group (PFPG) was established, to re-establish the work and be responsible for implementing the outstanding actions within the December 2018 report. Following the completion of the work plan, this group will be stood down, although a recommendation will be made at the end of this report for the Bradford Safeguarding Partnership to consider including oversight of Private Fostering within one of the existing sub groups

- 2.7 The Assistant Director, Safeguarding and Review, Commissioning and Provider Services, will be responsible for ensuring that the authority meets the requirements set out in The Children Act 1989 (Part IX AND Schedule 8) as amended by the Children Act 2004 and National Minimum Standards for Private Fostering 2005. The Assistant Director will be responsible for producing the Private Fostering Annual Report and overseeing the implementation of identified improvements and actions.
- 2.8 The Assistant Director will ensure that the link with the BAAF quarterly special interest group for Private Fostering continues, ensuring that any new developments and focus areas relating to Private Fostering is shared with the relevant stakeholders.
- 2.9 The Service Manager for the Integrated Front Door will be the Designated Manager for staff to contact for advice, as required within the National Minimum Standards to ensure that there is a tight grip on the identification and support available to children and young people in Private Fostering Arrangements.

### **3 What is Private Fostering**

- 3.1 Private Fostering is defined in the Children Act 1989 as an arrangement made for the care of a child or young person under the age of 16 (under 18 if disabled) by someone other than a parent, person with parental responsibility or close relative (close relatives, step-parent, siblings, siblings of a parent and grandparents) for 28 days or more in their carer's home.
- 3.2 In a Private Fostering arrangement the parent retains parental responsibility for the child or young person.
- 3.3 Private Fostering arrangements are diverse; examples of arrangements which are Private Fostering include:
  - Children and young people sent from abroad to stay with another extended family, usually to improve their educational opportunities;
  - Teenagers who are staying in short term arrangements with friends or other non-relatives;
  - Children sent from abroad to stay with another family for 28 days or more.
  - Children on exchange visits living with host families for 28 days or more.
  - A single parent who has a chronic health problem arranges for a child/young person to live with a friend on a permanent basis.

### **4 National Minimum Standards (NMS)**

- 4.1 The NMS for Private Fostering are issued by the secretary of State for Education and Skills under section 7 of the Local Authority Services Act 1970. The standards are statutory guidance that should be complied with unless local circumstances indicate exceptional reasons which justify a variation. These are minimum standards, rather than "best possible" practice.
- 4.2 Observing the standards is an essential part, but only a part, of the local authority's overall responsibility to safeguard and promote the welfare of each privately fostered child.

4.3 The standards are grouped under a series of standards which local authorities will be inspected against

- Statement on private fostering
- Notification
- Safeguarding and promoting welfare
- Advice and support
- Monitoring compliance

4.4 For the purpose of this report, each standard will be preceded by a statement of outcome to be achieved for Private Fostering arrangements by Bradford Metropolitan District Council.

## **5 Compliance and action taken on Standards in Bradford**

### **5.1 Statement on Private Fostering (standard 1)**

The local authority has a written statement or plan which sets out its duties and functions in relation to Private Fostering and the ways in which they can be carried out.

5.1 A Private Fostering Position Statement was circulated to Children Social Care staff in October 2020, outlining the local authorities' duties and intentions.

5.2 An up-dated Statement of Purpose for Private Fostering has been produced and was launched on the 18<sup>th</sup> January 2021 on Bradford Council website and Bradford Safeguarding Partnership website.

### **6.2 Notification (standard 2)**

The local authority promotes awareness of the notification requirements and ensures that those professionals who may come into contact with privately fostered children understand their role in notification; responds effectively to notifications; and deals with situations where an arrangement comes to their attention, which has not been notified.

6.1 Information has been up-dated and is available on Bradford Council's Website, explaining what the duty of notification is; along with a 90 second video outlining requirements and entitlements:

<https://www.bradford.gov.uk/children-young-people-and-families/private-fostering/private-fostering/>

6.2 Working Together to Safeguard Children – The Bradford Safeguarding Partnership, promotes awareness of the duty to inform the local authority of a child or young person being placed within Private Fostering Arrangements which can be accessed:

[https://westyorkscb.proceduresonline.com/p\\_childrn\\_away.html?zoom\\_highlight=private+fostering#](https://westyorkscb.proceduresonline.com/p_childrn_away.html?zoom_highlight=private+fostering#)

Information on website was reviewed and updated January 2021.

- 6.3 New literature has been developed to promote awareness and outline roles and responsibility including;
- Guidance leaflet for professionals, families and carers, with an easy to follow process, questions & answer section and what to do next.
  - Promotional materials to be used across social media sites which will be launched 1<sup>st</sup> March 2021.
  - New Video explaining what a Private Fostering Arrangement is and promoting support available.
  - Ongoing advert on Bradford Schools Online and safeguarding publications to promote awareness of the notification requirements
  - 7-minute Guide that will be launched by the Director of Children's Services on the 26<sup>th</sup> February 2021 and an agenda item for discussion at Children's Social Care team meetings week commencing 1<sup>st</sup> March 2021.
- 6.4 A marketing campaign to raise awareness with professionals on Private Fostering Arrangements was launched on the 1<sup>st</sup> March 2021 which will include raising awareness within schools, religious settings and with health professionals.
- 6.5 Targeted work will take place from March 2021 with schools, GP's & religious settings, through linking in with existing networks, to ensure that they are clear on the process for referral and understand their responsibilities.

## **7 Safeguarding and Promoting Welfare (standard 3)**

The local authority determines effectively the suitability of all aspects of the Private Fostering arrangements in accordance with the regulations.
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- 7.1 A review of the end to end process for referral and assessment through Children's Social Care has been undertaken, with new and regulatory assessment forms and guidance notes for CSC staff and partnership agency staff being produced. This has been temporarily introduced to staff in a paper word document, due to the updates currently being undertaken on Bradford's ICT system.
- 7.2 The process is as follows;

**Private Fostering Process Map**

**Referral into IFD**

Identified as Private Fostering  
 Child under 16 (18 if with a disability) living with or planning to live with someone for 28 days or more who is NOT their parent, legal carer or close relative (grandparent, aunt, uncle, sibling or 1st cousin)

Child under 16  
 (under 18 with disability that does not meet CCHDT Criteria)

Child under 18 with a Disability that meets  
 the CCHDT Criteria

**Transfer straight to C & F Team**

**Transfer straight to Transition Team**

Trigger the Private Fostering Arrangement on LCS

Issue Private Fostering Information and Checks Pack to the Private Foster Carer

Notify Designated Manager of the Private Fostering Arrangement Case

**On return of signed forms and consent, undertake Private Fostering Checks**

- Children's Social Care
- CAFCASS
- OFSTED
- Child Minding Service
- DBS
- References

Complete Private Fostering Agreement Assessment, recording all visits during the Assessment process

Designated Manager to approve Private Fostering Arrangement and send Ratifying Letter to Carer and attach on LCS

Team Manager Approves Private Fostering Agreement Assessment on LCS

Visit the child/young person and carer 4 weekly and process Private Fostering Regulation 8 Statutory Visits on LCS  
 all to be signed off by Team Manager

Discuss Care Planning / Permanency Planning within Supervision and record on the child's file

**Social Worker and Team Manager to ensure all the below are completed and updated regularly**

- Up to date Case Summary
- Demographics
- Involvements
- Chronology
- Genogram
- Supervision Record
- Management discussion on file
- Assessment's
- Finance

**Record any changes to the Private Fostering Arrangement as they are reported**

Child/young person moved back home  
 End Private Fostering Arrangement

Child/young person moved elsewhere  
 Start New Private Fostering Arrangement

Agree Permanency Plan, Care Planning Process (if required)  
 or child turns 16

**Transfer to appropriate Team**

**CIC if Child Becomes Looked After**

**16 plus if support to independence**

**Close or step down to Early Help or other services when deemed appropriate**

## Review and assessment of current Private Fostering Arrangement Cases

- 7.3 Over the past 12 months, there has been five children identified that are in Private Fostering arrangements. Given the authorities demographics, it is highly unlikely that this is a true reflection of the situation. The launch and other interventions that have been put in place detailed in the action tracker, may assist in identifying an increased number of children.
- 7.4 In November 2020, a request was made to the Quality Assurance Service, to undertake an audit on the five children identified to ensure that their needs were being met.
- 7.5 All children were considered to be safe and placed appropriately with pockets of good practice in all case files.
- 7.6 The audit report includes the following recommendations to strengthen practice:
- To support practice being aligned with statutory requirements. It would be useful to have current accessible Private Fostering practice guide which reflects the purpose of Children (Private Arrangements for Fostering) Regulations 2005.
  - Accessible templates linked to LCS pathways such as letters, agreements would also support next steps and provide consistency.
  - Having accessible documents which explain Private Fostering and provision being available to all potential private foster carers/ parents and children would support keeping significant people informed.
  - A transfer-in policy is required that includes specific documents from the referring authority in relation to a child, e.g. assessments, chronology and plans. Section 24 -28 of Working Together to Safeguard Children (July 2018) notes that effective sharing of information between practitioners and local organisations and agencies is essential for early identification of need, assessment and service provision to keep children safe.

## 8 Advice & Support (standards 4 -6)

NMS 4 The local authority provides such advice and support to private foster carers and prospective private foster carers as appears to the authority to be needed.

NMS 5 The local authority provides advice and support to the parents of children who are privately fostered within their area as appears to the authority to be needed.

NMS 6 Children who are privately fostered are able to access information and support when required so that their welfare is safeguarded and promoted. Privately fostered children are enabled to participate in decisions about their lives.

- 8.1 Following a review of information materials available, new publications have been developed and were launched on the 1<sup>st</sup> March 2021 and include;
- Information leaflet for Carers, providing advice and details on how to access support.
  - Guidance leaflet for young people which explains what a Private Fostering arrangement is and how to access support.

- Promotional materials to be used across social media sites to raise awareness to young people on Private Fostering

## 9 Monitoring Compliance with Duties and functions (standard 7)

The local authority has in place and implements effectively a system for monitoring the way in which it discharges its duties and functions in relation to private fostering. It improves practice where this is indicated as necessary by the monitoring system.

- 9.1 All children currently registered as being in a Private Fostering Arrangement have been assessed with no safeguarding concerns identified, however, not all visits comply with Children (Private Arrangements for Fostering) regulations 2005 and Bradford's procedures in relation to privately fostered children.

Issues identified included;

- *lack of written consent from proposed private foster carers was seen on 2 of the 5 cases*
  - *visits not being undertaken within 'one week' of notification and speaking to all household members found on all 5 cases.*
    - *1 case has evidence recordings that a virtual visit was undertaken 12 working days after referral from another Local Authority*
    - *2 cases (siblings) have evidence of a visit taking place 3 weeks after referral but this was due to lack of engagement from the Private Foster Carer, there is evidence of attempts to contact on the case file both by phone and by letter*
    - *1 case does not have evidence of a visit taking place within 1 week of referral as the case was already open to CSC and the family were not open about when the child went to live with their Private Foster Carer*
    - *1 case has evidence recordings that a visit took place 8 working days after the referral*
  - *subsequent statutory visits not being undertaken and/or recorded on file found on 4 out of the 5 cases*
  - *relevant safeguarding checks such as DBS do not appear to be consistently available on file, 4 of the 5 cases did not have clear recordings that checks had been requested and/or of any outcomes of these checks*
  - *disconnect between statutory guidance and practice. For example, Bradford's procedures indicate that a report on the assessment should be presented to the designated manager (private fostering), however this has not been taking place*
- 9.2 The new referral and assessment process for Private Fostering was launched on the 1<sup>st</sup> March 2021 includes Practice Guidance and updated procedures for staff to ensure they are clear on their requirements, timelines and responsibilities.
- 9.3 Updated documentation required to process applicants through the checks process to become a Private Foster Carer has also been produced, including DBS checks and gaining written consent from proposed Foster Carers.

- 9.4 An updated Private Fostering Checks and Information Pack for Carers has been produced and circulated, which includes an Application Form, Consent Forms and Information Leaflets for children, families & carers.
- 9.5 The Private Fostering policy and procedures have been reviewed and up-dated and are available electronically on TriX for staff to access and the Bradford Partnership for Safeguarding Children website.
- 9.6 The Assistant Director will provide the Bradford Partnership for Safeguarding Children Performance, Monitoring, Audit & Evaluation (PMAE) subgroup, with a quarterly update on Private Fostering cases with referral start date, number of Private Fostering arrangements closing, assessments completed within timelines and the number of visits completed within timelines.
- 9.7 An annual audit will be undertaken by the Quality Assurance & Audit Service, to ensure that Bradford is compliant in its duties and functions as outlined within the national Minimum Standards.

## **10 Recommendations**

- 10.1 The identified PMAE Subgroup develops and implements an Action Plan which incorporates:
- Raise awareness within schools to identify Children & Young People that are in Private Fostering arrangement.
  - Raise awareness within religious setting to identify Children & Young People that are in Private Fostering arrangements
  - Develop effective process for colleagues within health/GP services to refer Children & Young People who are in Private Fostering arrangements to Children's Social Care service.
  - Develop calendar of events to raise awareness, utilising social media and existing organised activities.





## **Report of the Chair of the Children's Services Overview and Scrutiny Committee to be held on Thursday 29 July 2021**

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**B**

### **Subject:**

**Children's Services Overview and Scrutiny Committee – DRAFT Work Programme 2021/22**

### **Summary statement:**

**This report includes the Children's Services Overview and Scrutiny Committee DRAFT work programme for 2021/22.**

### **EQUALITY & DIVERSITY**

**Community Cohesion and Equalities related issues are part of the work remit for this Committee.**

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Cllr Geoff Winnard  
Chair – Children's Services Overview and Scrutiny Committee

**Portfolio:**  
**Children and Families**

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**Overview & Scrutiny Area:**  
**Children's Services**

## **1. SUMMARY**

- 1.1 This report includes the Children's Services Overview and Scrutiny Committee Draft work programme for 2021/22, which is attached as appendix 1 to this report.
- 1.2 Also attached as appendix to this report is a list of unscheduled topics for 2021/22.
- 1.3 Appendix 3 is resolution tracking, which indicates the recommendations that the Committee made in 2020/21 and the progress against those recommendations.

## **2. BACKGROUND**

- 2.1 The Council constitution requires all Overview and Scrutiny Committees to produce a work programme.

## **3. OTHER CONSIDERATIONS**

- 3.1 The Children's Services Overview and Scrutiny Committee has the responsibility for "the strategies, plans, policies, functions and services directly relevant to the corporate priority about services to children and young people." (Council Constitution, Part 2, 6.3.1).
- 3.2 Best practice published by the Centre for Public Scrutiny suggests that "work programming should be a continuous process". It is important to review work programmes, so that important or urgent issues that arise during the year are able to be scrutinised. Furthermore, at a time of limited resources, it should also be possible to remove areas of work which have become less relevant or timely. For this reason, it is proposed that the Committee's work programme be regularly reviewed by members of the committee throughout the municipal year.
- 3.3 The work programme as agreed by the Committee will form the basis for the Committee's work during the year, but will be amended as issues arise during the year.
- 3.4 This Committee has agreed to undertake a programme of detailed scrutiny reviews, with the Committee already having started the Alternative School Provision Scrutiny Review. The other scrutiny reviews include:
  - Looked after Children.
  - Children's Homes.
  - Fostering.
  - Children's Mental Health.
  - Recruitment and retention of Social Workers.
  - SEND, (Special Educational Needs and Disabilities).
  - YOT, (Youth Offending Team).

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

- 4.1 None.

**5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

5.1 None.

**6. LEGAL APPRAISAL**

6.1 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**

Work of this Overview and Scrutiny Committee has ward implications, but this depends on that nature of the topic.

**7.7 IMPLICATIONS FOR CORPORATE PARENTING**

This will be a key area of work for the Committee.

**7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

None.

**8. NOT FOR PUBLICATION DOCUMENTS**

None.

## **9. OPTIONS**

- 9.1 The Committee may choose to add to or amend the topics included in the 2021-22 work programme for the committee.
- 9.2 Members may wish to consider any detailed scrutiny reviews that it may wish to conduct.

## **10. RECOMMENDATIONS**

- 10.1 That members consider and comment on the areas of work included in the work programme.
- 10.2 That members consider any detailed scrutiny reviews that they may wish to conduct.

## **11. APPENDICES**

Appendix One – 2021-22 DRAFT Work Programme for the Children’s Services Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

Appendix Three – Resolution Tracking.

## **12. BACKGROUND DOCUMENTS**

Council Constitution.

2020-21 Children’s Services Overview and Scrutiny Committee Work Programme.

# Democratic Services - Overview and Scrutiny

## Childrens Services O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda Items	Description	Report Author	Comments
<b>Thursday, 29th July 2021 at City Hall, Bradford.</b>			
Chair's briefing 30/06/21. Report deadline 15/07/21.			
1) Ofsted inspection of LACS - Improvement		Mark Douglas/Irfan Alam/Stuart Smith.	
2) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt	Also including Resolution Tracking.
<b>Wednesday, 22nd September 2021 at City Hall, Bradford.</b>			
Chair's briefing 01/09/21. Report deadline 09/09/21.			
2) Ofsted inspection of LACS - Improvement.		Mark Douglas/Irfan Alam.	
2) Workforce development aspect of the Children's Services Improvement Programme.		Mark Douglas/Irfan Alam/Claire Threpleton.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 11 March 2021. Deferred from Children's Services Overview & Scrutiny Committee from Wednesday 7 April 2021.
3) Young Carers.	That an Annual Report on Young Carers be presented to the Committee in June 2021, which would include the full year activity.	Cath Dew.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 2 September 2020.
4) School organisation including, school expansion programme, education capital funding and academy conversations.	That a report be presented to the Committee in 12 months, which also includes a breakdown of capital and ethnic mix of schools.	Marium Haque.	Children's Services Overview and Scrutiny recommendation from Wednesday 5 August 2020.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Wednesday, 20th October 2021 at City Hall, Bradford.</b>			
Chair's briefing 30/09/21. Report deadline 07/10/21.			
1) Health Care issues relating to Children's Social Care.		Mark Douglas/Irfan Alam/Sasha Bhatt.	Councillor request.

# Childrens Services O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda Items	Description	Report Author	Comments
<b>Wednesday, 20th October 2021 at City Hall, Bradford.</b>			
Chair's briefing 30/09/21. Report deadline 07/10/21.			
2) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Wednesday, 17th November 2021 at City Hall, Bradford.</b>			
Chair's briefing 28/10/21. Report deadline 04/11/21.			
1) Working together to safeguard children - The Bradford Partnership Annual Report 2019-20.	That a report be presented in 12 months time and in preparation, discussions to take place with officers, the Children's Services Overview and Scrutiny Chair and Deputy Chair to agreed on the key areas to be included in the report at the earliest opport	Mark Douglas.	Children's Services Overview and Scrutiny Committee recommendation from Wednesday 4 November 2020.
2) Troubled Families Programme.		Chad Thompson.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 6 January 2021. Deferred from Wednesday 7 April 2021 meeting.
3) In-house Fostering Service.	Demand/supply/quality/sufficiency/recruitment.	Richard Fawcett.	Request from Childrens Services Overview & Scrutiny Committee Chair and Deputy Chair.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Wednesday, 15th December 2021 at City Hall, Bradford.</b>			
Chair's briefing 25/11/21. Report deadline 02/12/21.			
1) Review of the School Appeals process.		Mark Douglas/Guy Close.	Children's Services Overview & Scrutiny Committee recommendation from Thursday 11 March 2021.
2) Youth Offending Team.		Lisa Brett/Sarah Griffin.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 6 January 2021. Deferred from Wednesday 7 April 2021 meeting.

# Childrens Services O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda Items	Description	Report Author	Comments
<b>Wednesday, 15th December 2021 at City Hall, Bradford.</b>			
Chair's briefing 25/11/21. Report deadline 02/12/21.			
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Wednesday, 19th January 2022 at City Hall, Bradford.</b>			
Chair's briefing 23/12/21. Report deadline 06/01/22.			
1) Ofsted inspection of LACS - Improvement		Mark Douglas/Irfan Alam.	
2) Budget for Children's Services.		Mark Douglas.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 3 February 2021.
3) Educational Standards - Early Years to Key Stage 4.	Future reports to contain details of key areas of improvement and actions being taken to continue to address them, focusing on the approaches being taken to improve Bradford Council's ranking in this area.	Marium Haque.	Children's Services Overview and Scrutiny Committee recommendation from Wednesday 15 January 2020.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Wednesday, 9th February 2022 at City Hall, Bradford.</b>			
Chair's briefing 19/01/22. Report deadline 27/01/22.			
1) Audit findings relating to the quality of Social Work Practice.		Richard Fawcett.	Children's Services Overview & Scrutiny Recommendation from Wednesday 11 March 2021.
2) Raising Attainment Strategy.	That the Raising Attainment Strategy to be presented to this Committee in the New Year.	Marium Haque.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 2 December 2020.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

## Childrens Services O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

<b>Agenda Items</b>	<b>Description</b>	<b>Report Author</b>	<b>Comments</b>
<b>Wednesday, 23rd March 2022 at City Hall, Bradford.</b>			
Chair's briefing 03/03/22. Report deadline 10/03/22.			
1) Special Educational Needs and Disability Reforms.	That a further report be presented to the Committee in January 2021also focusing on compliance.	Mark Douglas.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 2 September 2020.
2) Young Carers.	Specifiacly focusing on performance targets and standards.	Cath Dew.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 11 March 2021.
3) Work Planning.	There is a need to regularlry review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

# Democratic Services - Overview and Scrutiny

## Scrutiny Committees Forward Plan

### Unscheduled Items

#### Childrens Services O&S Committee

Agenda item	Item description	Author	Comments
1 Performance Outturn report		Phil Witcherley.	
2 Schools Forum.	An update on the work of the Schools Forum.	Andrew Redding.	Monthly Electronic briefing to members.
3 Child Friendly City.	The Committee will receive a report detailing the progress towards Bradford becoming a "Child Friendly City".	Sue Woolmore.	Stuart Smith suggested the report be presented to Children's Services Overview and Scrutiny, rather than the Improvement Board. Need re-scheduling from cancelled meeting on Wednesday 15 April 2020.
4 Informal information gathering sessions relating to the Alternative School Provision Scrutiny Review.		Mustansir Butt.	
5 Children's Services Overview and Scrutiny - Programme of Scrutiny Reviews.	That a programme of Scrutiny Reviews be undertaken across key areas within Children's Services which include:  (a) Alternative School Provision, (including Home Schooled Children). (b) Looked after Children. ©Children's Homes. (d)Fostering. €Children's Mental Health. (f)Recruitment and retention of Social Workers. (g)SEND, (Special Educational Needs and Disabilities). (h)YOT, (Youth Offending Team).	Mustansir Butt.	Children's Services Overview and Scrutiny recommendation from Wednesday 9 October 2019.
6 School Organisation including school expansion programme, educational capital funding and academy converstaions.		Marium Haque.	Children's Services Overview and Scrutiny recommendation from Wednesday 5 August 2020.

## Childrens Services O&S Committee

Agenda item	Item description	Author	Comments
7	This Committee requests that the Children's Services Overview &Scrutiny Committee considers aspects of the Impower Contract that relate specifically to Children's Services.	Mark Douglas/Chris Chapman/Parveen Akhtar.	Recommendation from Corporate Overview & Scrutiny Committee on Thursday 23 July 2020.
8	Sepcial Educational Needs and Disability Reforms, (SEND).	Jane Hall.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 2 September 2020.
9	Opportunity Area.	Kathryn Loftus/Lee Turner.	Children's Services Overview and Scrutiny Committee recommendation from Wednesday 15 January 2020.
10	Impower.	Mark Douglas/Joanne Hyde.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 2 September 2020.
11	Early Help and Prevention Service.	Lisa Brett.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 2 December 2020.
12	That the Committee keeps an overview of the Council's plans for remote learning taking place across the District and requests that officers present new information when it is available to the Committee.	Marium Haque/Sharon Sanders.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 6 January 2021.

# Democratic Services - Overview and Scrutiny

## Report of All Outcomes for Childrens Services O&S Committee - 2020/21

Agenda item	Resolution	Outcome
<b>Meeting date: Wednesday, 1st July 2020 in Remote Virtual Meeting</b>		
1 COVID19 and how the pandemic has affected Children's Services across the	1 That officers be thanked for attending the meeting, providing detailed responses to Members questions and the work being undertaken relating to Children's	No further action required.
2 Resolution Tracking.	1 That the progress made against the recommendations made by the Committee in the 2019-20 Municipal Year be acknowledged.	No further action required.
3 Draft 2020-21 Children's Services Overview and Scrutiny Work Programme.	1 That Members discussed and agreed the Committee's Work Programme for 2020/21.	Members discussed and ammended the work
<b>Meeting date: Wednesday, 5th August 2020 in Remote Virtual Meeting</b>		
1 Ofsted inspection of LACS - Improvement	1 That a more detailed report be presented to the Committee that sets out areas that still require improvement and action taken to address them and includes the Ofsted visit letters of October 2019 and February 2020.	Approaches being taken to address the areas for improvement.
	2 That a report be presented to the Committee in September setting out in detail the contingency plans in place to allow education to take place whether or not there is local a lockdown across the District due to Covid 19.	Robustness of plans in place.
2 Care Quality Commission review in relation to CAMHS.	1 That a progress report be presented to the Committee at the earliest opportunity that includes the Action Plan developed by the Children and Young People's Mental Health Sub-group and issues of concern raised regarding System One.	Overview of Action Planning.
3 Pupil Place Planning.	1 That a report be presented to the Committee in 12 months, which also includes a breakdown of capital and ethnic mix of schools.	Further scruting of capital and ethnic mix of schools.
4 Work Planning.	1 That the work programme be kept under review.	Members ammended the work programme.
<b>Meeting date: Wednesday, 2nd September 2020 in Remote Virtual Meeting</b>		
1 Ofsted inspection of LACS - Improvement taken	1 That when the Improvement Plan is next considered by the Committee it contains: detailed information on domestic abuse services in relation to Children's Services and the reasons for and actions being taken to reduce sickness absence in Children's Social Care.	Domestic Abuse and scrutiny of approaches being to address Sickness Absence.
2 Young Carers.	1 That an Annual Report on Young Carers be presented to the Committee in June 2021, which would include the full year activity.	Further progress on activites undertaken in this area.
	2 That an Interim report be presented to the Committee in January 2021, which includes: (a)The success rate in getting Young Carers back to school following the Covid restrictions; (b)The success of the re-launch of the E-learning system; (c) The numbers of children who have become Young Carers as a result of COVID19 and how they are	To include in the work programme.
3 SEND.	1 That a further report be presented to the Committee in January 2021also focusing on compliance.	To incorporate into work programme.
4 Schools opening in September 2020.	1 That Head teachers, Teaching and non teaching staff, School Governors and Bradford Councils Children's Services be thanked for their hard work in getting schools to re-open in a safe manner.	Acknowledgement of work undetaken to date.
5 Work Planning.	1 That from 7 October all meetings of the Committee commence at 16.30.	Members ammended the work programme.

**Meeting date: Wednesday, 7th October 2020 in Remote Virtual Meeting**

1	Ofsted Inspection of LACS - Improvement Plan.	1	That the contents of the report (Document "AE") and the progress being made were considered and that the Committee receives a detailed analysis in respect of recruitment and sickness absence at the next meeting.	Members considered key aspect relating to recruitment and sickness absence.
		2	That future presentations to the Committee include the full Improvement Plan and the Vital Signs report with detailed explanation of items where required, following the Chair and Deputy Chair of the Children's Services Overview and Scrutiny Committee Briefing.	Agreement over future submissions to the Committee.
2	Re-opening of Schools following COVID19.	1	That the contents of the report (Document "AF") were considered and that the Post Covid Educational Recovery Plan including the action plan be presented to the next meeting of this Committee which: • also includes more detailed information on the £1.2 million additional capital funding committed to support post covid recovery for the provision of digital devices • and detailed information of the £715,000 revenue funding which has been identified to provide tuition programmes and the creation of a small team of	Further consideration of the committed capital funding.
3	Work Planning.	1	That the Work Programme be continually reviewed in light of the current Covid situation.	Ongoing overview.

**Meeting date: Wednesday, 4th November 2020 in Remote Virtual Meeting**

1	Ofsted inspection of LACS - Improvement Plan.	1	That having considered and commented on the Improvement plan the Committee request that more detail be provided in relation to progress on targets regarding recruitment.	Further scrutiny of approaches to recruitment.
		2	That a further report be presented to the Committee in December.	Progress against improvement plan.
2	Education Covid Recovery Improvement Programme.	1	That the contents of Document "AI" be noted and that a further report be presented to the Committee in	Members discussed and considered the report.
		2	That officers explore the options to make Education Therapeutic Officers posts into substantive posts, to be considered on a more long term basis rather than the Education COVID recovery plan.	Options in relation to the Education Therapeutic Officers.
3	Bradford Safeguarding Children Board - Annual report	1	That a report be presented in 12 months time and in preparation, discussions to take place with officers, the Children's Services Overview and Scrutiny Chair and Deputy Chair to agree on the key areas to be included in the report at the earliest opportunity.	Further progress.
4	Children's and Young Peoples Mental	1	Members considered the report and no resolution was passed on this item.	No further action.
5	Sickness absence and Recruitment in Children's Social Care.	1	That sickness absence and recruitment in Children's Social Care be considered as part of future improvement plan reports and smarter targets for Social Care Worker absence be developed.	The development of smarter targets.
6	Work Planning.	1	That the work programme continue to be kept under review and changes be made as necessary, in light of the Covid19 pandemic.	Overview of the work programme.

**Meeting date: Wednesday, 2nd December 2020 in Remote Virtual Meeting**

1	Appointment of non-voting Co-opted Member, (Dr Samina Karim - University of	1	That the appointment of Dr Samina Karim onto the Committee as a Non-Voting Co-opted Member representing Children's Social Care for the 2020/2021 Municipal Year be referred to Council for approval.	Appointment of new no-voting co-opted member.
2	Ofsted inspection of LACS - Improvement Plan.	1	That Stuart Smith, (Chair of the Children's Services Improvement Board) and representative(s) of the Clinical Commissioning Groups be requested to attend a future meeting of the Committee to update Members on the progress being made.	To incorporate into the work programme.

		2	That a report on the Social Care Establishment be submitted to this Committee in February 2021.	To include in the work programme.
3	Education Covid Recovery Improvement Programme.	1	That all future reports should also include outcomes achieved from the actions delivered as part of the Action Plan.	Scrutiny of action planning process.
		2	That the outcomes from the 2020 A Level and GCSE Assessments be shared with members of the Children's Services Overview and Scrutiny Committee.	Outcomes to be circulated to members.
		3	That the Raising Attainment Strategy to be presented to this Committee in the New Year.	Consideration of Raising Attainment Strategy.
4	Family Hubs, Prevention and Early Help Intervention.	1	That the next report to this Committee should include targets and measures of performance, which demonstrate the effectiveness of the Family Hubs, as well as qualitative measures.	Targets and measures of performance - effectiveness Family Hubs.
5	Work Planning.	1	That in light of the increased numbers of children being educated at home due to the COVID19 pandemic, members agreed to re-convene the Alternative School Provision, (including home education) Scrutiny Review.	Re-commence Alternative school provision scrutiny
		2	That in relation to the Children's Services Improvement Programme, members agreed that the Committee should focus on the services being delivered and that future reports should concentrate on the areas of greatest risk including all those requiring improvement (red areas) and that the Vital Signs report be considered every time the Improvement Plan is considered, to enable Members to scrutinise the progress being made.	Changes in relation to how the Improvement Plan is considered by the Committee.
		3	That Members also agreed to consider in more detail the workforce element of the Improvement Plan, with possibly having discussions with Children's Social	Greater scrutiny of the workforce element of the Improvement Plan.
<b>Meeting date: Wednesday, 6th January 2021 in Remote Virtual Meeting</b>				
1	Ofsted inspection of LACS - Improvement Plan.	1	That the Committee focuses on specific aspects of the Children's Services Improvement Plan including but not limited to: - Audit of quality of social work practice; - Workforce Plans; - Service areas that are in red and require significant improvement.	Focusing on specifics aspects of the Improvement Plan.
		2	That the Vital Signs report be considered in detail every three month, however this Committee requests that the Vital Report Signs be electronically circulated to members of the Committee every month.	Detailed consideration of Vital Signs.
		3	This Committee requests that the outcome from the OFSTED assurance visit be presented to this Committee, as soon as they are available. Action: Director of Children's Services.	Outcomes from OFSETD assurance visit.
2	Education Covid Recovery Improvement Programme.	1	That the Committee keeps an overview of the Council's plans for remote learning taking place across the District and requests that officers present new information when it is available to the	Ongoing overview of this area.
3	Work Planning.	1	That the following areas be considered by the Committee at its future meetings, with a specific focus of the impact of COVID19 upon these: - Troubled Families; - Youth Offending; - Mental Health amongst young people.	Amendments to work programme.

**Meeting date: Wednesday, 3rd February 2021 in Remote Virtual Meeting**

1	Child Exploitation.	1	That all officers and external speakers be thanked for their contribution.	Acknowledgement of work undertaken.
		2	That officers are requested to explore and identify	More sustainable sources of funding.

alternative and sustainable sources of funding for the delivery of the projects.

2 Post 16 Education.

3 Work Planning.

3 That a further report be presented to this Committee in 12 months.

1 That the Committee keeps an Overview of this area.

1 That Members amended the work programme and agreed that the Budget for Children's Services should be considered by the Committee in the future.

Ongoing scrutiny.

Ongoing.

Ammenfdments to the work porgramme.

**Meeting date: Thursday, 11th March 2021 in Remote Virtual Meeting**

1 Ofsted inspection of LACS - Improvement Plan.

2 Young Carers - Interim Report. measures.

3 Audit findings relating to the quality of Social Work Practice.

4 Work Planning. development

1 That the progress and challenges that need to be addressed be noted and that the Improvement Plan and Vital Signs be presented to the Committee early in

1 That the Annual Report be presented to the

Committee in the new Municipal Year, which also includes performance standards.

1 That a further report be presented to the Committee which focuses specifically on the outcomes, areas for improvement and what is being done to address those areas of improvement.

1 That the workforce development aspect of the

Children's Services Improvement Programme and School Appeals process be considered in the new Municipal Year.

Progress to be considered in the new Municipal year.

Overview, specifically focusing on performance

More detailed scrutiny relating to key areas of

Further Overview and Scrutiny of workforce

aspects of the Imprvment Plan.

14th June 2021

Page 1 of 1