

Agenda for a meeting of the Children's Services Overview and Scrutiny Committee to be held on Wednesday, 12 October 2022 at 4.30 pm in Council Chamber - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	BRADFORD INDEPENDENT GROUP
Alipoor Humphreys Berry Shafiq Thirkill	Winnard Pollard	J Sunderland	Sajawal

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRAT	BRADFORD INDEPENDENT GROUP
Mukhtar Walsh Parsan Regan	K Green Felstead	Stubbs	Elahi

VOTING CO-OPTED MEMBERS:

Church representative: Joyce Simpson (CE)

Parent Governor Representatives:

Fauzia Raza & ShifaSimab

NON VOTING CO-OPTED MEMBERS: Teacher

Secondary School Representative: Tom Bright

Children's Social Care: Dr Samina Karim

Notes:

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

From:

Asif Ibrahim

Director of Legal and Governance

Agenda Contact: Jill Bell/Kanwal Amrez

Phone: 07970 413716/07929 070288

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

To:

A. PROCEDURAL ITEMS

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

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

2. **DISCLOSURES OF INTEREST**

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

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

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

Notes:

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

3. **INSPECTION OF REPORTS AND BACKGROUND PAPERS**

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

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

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

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

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

(Jill Bell/Kanwal Amrez- 07970 413716/07929 070288)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

To consider referrals made to this Committee.

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

B. OVERVIEW AND SCRUTINY ACTIVITIES

5. CHILDREN'S SERVICES IMPROVEMENT PLAN - OVERVIEW AND SCRUTINY

1 - 12

In late 2021 and early 2022, the Secretary of State for Education issued a statutory direction to Bradford Council. This required the Council to work with a central Government appointed Commissioner to set up a Trust to deliver Children's Services in the District.

In the past year, the Council and the Commissioner have worked with local partners to review and strengthen our improvement work. One area of concern, highlighted by the Commissioner, was the overly complex nature of the previous improvement plan. As such the Council and the Commissioner have worked with partners on the Improvement Board and have agreed to a revised Improvement Plan. This sets out, how the district will work together to improve the lives of local children and families and the services that work with them.

To ensure Overview and Scrutiny have proper oversight of the implementation of the plan, it is proposed that officers provide:

- Regular reporting of the Improvement Plan scorecard in line with Overview and Scrutiny timetable.
- Exception reporting of other issues as required.

This approach should provide Overview and Scrutiny with full information and enable it to assess progress and scrutinise the effectiveness of the plan and the Improvement Board. The report of the Strategic director of Children's Services (**Document "H"**) is submitted.

Recommended -

Overview and Scrutiny is recommended to consider and agree the proposed approach, which includes the vision and objectives for arrangements to monitor and evaluate improvements delivered to Children's Services through the Improvement Plan, and the work of the Improvement Board.

(Picklu Roychoudhury -01274 431175)

6. SEND SERVICES UPDATE

13 - 34

The report of the Strategic Director of Children's Services (**Document "I"**) provides the Overview and Scrutiny Committees with an update on the SEND Inspection and activities relating SEND in the Bradford Local Area.

Recommended -

Members are asked to consider the contents of the report.

(Stu Barratt – 01274 43 41175)

**7. CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE
- WORK PROGRAMME 2022/23**

35 - 50

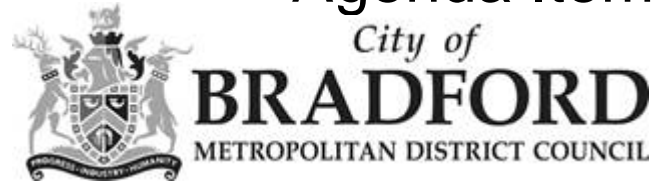
The report of the Chair of the Children's Services Overview & Scrutiny Committee (**Document "J"**) includes the Children's Service Overview and Scrutiny Committee work programme for 2022/23.

Recommended –

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

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

(Mustansir Butt – 01274 432574)



Report of the Strategic Director of Children's Services to the meeting of Overview and Scrutiny to be held on 12th October 2022.

Subject: Children's Services Improvement Plan - Overview and Scrutiny

H

Summary statement:

In late 2021 and early 2022, the Secretary of State for Education issued a statutory direction to Bradford Council. This required the Council to work with a central Government appointed Commissioner to set up a Trust to deliver Children's Services in the District. In the past year, the Council and the Commissioner have worked with local partners to review and strengthen our improvement work. One area of concern, highlighted by the Commissioner was the overly complex nature of the previous improvement plan. As such the Council and the Commissioner have worked with partners on the Improvement Board and have agreed to a revised Improvement Plan. This sets out, how the district will work together to improve the lives of local children and families and the services that work with them.

To ensure Overview and Scrutiny have proper oversight of the implementation of the plan, it is proposed that officers provide:

- Regular reporting of the Improvement Plan scorecard in line with Overview and Scrutiny timetable.
- Exception reporting of other issues as required.

This approach should provide Overview and Scrutiny with full information and enable it to assess progress and scrutinise the effectiveness of the plan and the Improvement Board.

Marium Haque
Strategic Director of Children's Services

Portfolio: Children and Families

Report Contact: Picklu Roychoudhury
Assistant Director - Improvement,
Children's Social Care
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Overview & Scrutiny Area: Childrens Services

1. SUMMARY

2. Improvement Plan for Children's Services

Background

In late 2021 and early 2022, the Secretary of State for Education issued a statutory direction to Bradford Council, requiring the Council to work with a central Government appointed Commissioner and then to set up a Trust to deliver Children's Services in the District. In the past year, the Council and the Commissioner have worked with local partners to review and strengthen our improvement work.

One area of concern, highlighted by the Commissioner was the overly complex nature of the previous improvement plan. At the time of appointment of the Commissioner, the Council put together a focused, Seven Priority Improvement Plan (Appendix 1) which ran from September 2021 to March 2022. Further to this, the Council and the Commissioner have worked with partners on the Improvement Board and have agreed a revised Improvement Plan, that sets out how the district will work together to improve the lives of local children and families and the services that work with them.

The Seven Priorities Improvement Plan September 2021 to March 2022

This plan served a useful interim role, in focusing improvement work during this six-month period. Some useful progress was made and some work had to be carried over to the new Improvement Plan.

A summary of the Seven Priorities plan:

1. Children and young people will recognise Bradford Council and its partners as good Corporate Parents.

The Corporate Parenting Panel has been re-established and reviewed with the involvement of Children and Young People (C&YP). Training events on Corporate Parenting have been delivered to C&YP, Senior Managers across BMDC, Elected Members and Partner Agencies.

The Council, along with the Corporate Parenting Panel, Young People and Partners are now in a position to develop the Corporate Parenting Strategy which is outlined within the new Improvement Plan.

Views of C&YP have been collated and statutory care reviews have taken place. This is shown in the Monitoring Visit, where the experiences of C&YP demonstrate that things are improving.

2. Caseloads across all Social work teams, including Fostering, continue to be safe and manageable.

Practice Supervisors have been holding cases where required, for some time and there will be a future expectation that they will hold up to 8 cases as part of their job

role.

Staff teams continue to return back to offices and face to face contact has increased.

A new Locality structure has been put in place, to support spans of control for Managers. They will be required to manage no more than 6 Social Workers to ensure adequate management capacity.

The new Improvement Plan outlines the improvement work, that continues around the reduction of the numbers of single agency workers and proportionately increased numbers of permanent staff and fixed-term teams.

Continued focus on the new Improvement Plan.

3. We will have a sufficient Fostering workforce to look after children and young people in Bradford.

New permanent Team Manager recruited with a focus on increasing in-house Foster Carers and have increased the Fostering staffing establishment to support this. We have also increased fostering fees to better enable us to recruit and retain Foster Carers. We are now using a skills-based alignment approach for fostering which is linked to the experience and re-numeration.

Continued focus in the new Improvement Plan.

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

Redesign of the service is in place, to enable a defined way of working on Edge of Care. The team will be closer aligned to the Locality frontline Social Work to prevent children coming into care. This work reflects the outcomes of the Sufficiency Strategy.

Continued focus in the new Improvement Plan

5. The Implementation of a workforce plan, that will lead to the increased retention of ASYEs, and provide progression opportunities for all Social Workers

A supervision database has been developed and implemented. Data informs areas of improving practice and quality for CPD, performance objectives and audit outcomes (best practice and learning) to align.

Brand work and microsite launched which includes video interviews to drive attraction.

We have a newly developed ASYE Academy, which has increased the number of intakes to twice a year and includes a comprehensive training offer.

Stay Interviews; this was launched and is a work in progress which will continue to

be developed within the new improvement Plan

Group Supervisions are happening within some Service Area's and proving beneficial. These will be rolled out in all other Service Areas as part of the new Improvement Plan.

There will be a review, as part of the new Improvement Plan, being undertaken on Induction's that will cover both Corporate and Service based elements. This is to ensure that no case work will be allocated during the induction period and that other areas are being covered such as: health, safety and wellbeing, governance, recruitment, procurement, IT, navigating systems and processes.

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

The Sufficiency Strategy has been developed and launched.

Residential provision has been reviewed and a bid has been submitted for Capital Match Funding investment from the DfE. There is a continued focus in the new Improvement Plan.

7. Leaders (all of DMT) have a greater understanding of the quality of social work practice.

Leaders are more visible across the Service through fortnightly DCS drop in sessions and Monthly Service Wide Staff Briefings. A direct e-mail inbox has been created that Leaders have access to and will respond to. A SharePoint Site for the workforce has been developed with regular updates on processes, systems and general news. The SharePoint site also includes a weekly Pass it On and a Monthly Newsletter from the Deputy Director.

The new Improvement Plan

The Improvement Board has now developed and agreed to a focused plan, which is organised around two main themes and twelve priorities. This will shape our work until 2024.

The two themes are (A) 'Improving the lives of Children and Young People' – i.e. actions that are focused on change that will directly improve practice and outcomes for children; and (B) – 'Creating the conditions for success' – changes to the services, structures and policies around Children's Services that will create an environment, where practitioners can thrive and do their best work with children and families.

The priorities are as follows:

A - Improving the lives of children and young people:

1. Who is referred to our Front Door
2. Who needs Early Help

3. Who is in need of help and protection
4. Who are on the Edge of care (to include a Turning the Curve plan to safely reduce the number of children needing to be looked after)
5. Who are looked after and who have left care

B – Creating the conditions for success

6. Ensuring children, young people and families have voice and influence
7. Strategic leadership, ensuring the conditions for success are created
8. A sufficient and stable workforce
9. A constant focus on practice improvement and an agreed practice model
10. A strong and collaborative partnership
11. Buildings, IT, Finance, Admin, HR support and equipment that support quality practice
12. Data and Insight (Learning and improving through performance management and quality assurance)

Each of these priorities has a short but focused action plan, and a set of key performance indicators to assess progress and impact.

Monitoring, Evaluation and the role of Overview and Scrutiny

The progress and impact of the Improvement Plan will be monitored and evaluated through:

- An overall scorecard of the Improvement Plan performance indicators
- A 'report card' for each of the priorities of the plan
- Exception reporting of any significant issue, data or problem that may have an impact on the delivery of the Improvement Plan.

The Improvement Board made up of the Council and all significant local partners. It has the responsibility for ensuring the effective implementation of the plan. As such reports will go to the Improvement Board for consideration and, where necessary, the Board may agree remedial partnership actions.

In order to ensure Overview and Scrutiny continue to have oversight of the implementation of the plan, it is proposed that officers provide:

- Regular reporting of the Improvement Plan scorecard
- Regular reporting of each priority's 'Report Card', with additional information setting out any remedial actions agreed by the Improvement Board.
- Exception reporting of other issues as required.

This approach should provide Overview and Scrutiny with full information without duplication and enable it to assess progress and scrutinise the effectiveness of the plan and the Improvement Board.

3. OTHER CONSIDERATIONS

There are no further considerations that Overview and Scrutiny are asked to consider at this time.

4. FINANCIAL & RESOURCE APPRAISAL

The success and progress of the improvement of Children's Services, relies on continued adequate financial investment, to ensure the sustainability of Children's Services within the future financial plans of the Council.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Ensuring the Improvement Plan succeeds, is a key Council priority. The report sets out the Governance arrangements for the plan and how OSC will fulfil its constitutional role.

6. LEGAL APPRAISAL

The Council is under a duty pursuant to the Children's Act 1989 (including 2004 amendments) and through reforms in the Children and Social Work Act 2017 to safeguard and protect looked after children, and children in need in its area.

The Directions issued by the Secretary of State Direction state at paragraph 5(b) and (c) of Annex 1 (Terms of Reference) that the Children's Services Commissioner will:

- “(b) Support the Council in shaping the trust's strategic vision for the transformed services, including organisational design, governance and its scope of delivery
- (c) Identify key deliverables, and produce a plan detailing the outputs and key performance indicators the Children's Services Commissioner will meet over the duration of the project, agreeing this with the Secretary of State.”

The Ofsted reports must also be taken into account in the formulation of the Improvement Plan and the recommendations in the 20/21 Ofsted report state that:

“In order to fully address ongoing concerns expressed by Ofsted in its 2018 Report and subsequent Monitoring Letters, the Council should continue to improve its arrangements and action plan. The Council should also ensure that robust monitoring and reporting processes are in place and that challenge, scrutiny and escalation arrangements drive the required improvements for service users and sustain the progress made to-date in implementing the actions to address the issues raised by Ofsted.”

Additionally, to be lawful the improvement must be sound, reasonable, proportionate, consistent, transparent. fit for purpose and in compliance with best value considerations. Best value is defined as: the legal duty introduced in the Local Government Act 1999 that requires councils to make arrangements to continuously improve the way in which its functions are exercised and to have regard to a

combination of economy, efficiency and effectiveness.

The report states that the visions and objectives set out in the Improvement Plan are reasonable and proportionate and will be monitored and evaluated through:

- An overall scorecard of the Improvement Plan performance indicators
- A 'report card' for each of the priorities of the plan
- Exception reporting of any significant issue, data or problem that may have an impact on the delivery of the Improvement Plan.

These measures ensure continuously, consistent and fit for purpose operations which meet the best value considerations, and detail the actual outputs against the key performance indicators (being set target measures) in order to ensure that improvement, efficiency, effectiveness and economy are transparent.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

There are no direct impacts from the contents of this report relating to Sustainability

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are no direct impacts from the contents of this report relating to Green House Gas Emissions.

7.3 COMMUNITY SAFETY IMPLICATIONS

There Improvement Plan is intended to ensure the community safety, in particular for the young people living in Bradford. The visions are aligned to enable objectives and working practices to develop the safest community possible.

7.4 HUMAN RIGHTS ACT

There are no direct impacts from the contents of this report relating to the Human Rights Act.

7.5 TRADE UNIONS

There are no direct HR implications in this report for consideration at this stage.

7.6 WARD IMPLICATIONS

There are no direct ward implications for this report.

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

N/A

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

The report sets out a plan for improving services for children and young people, and how Overview and Scrutiny will provide oversight, support and challenge.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

There are no direct Privacy Impact Assessment implications for this report.

8. NOT FOR PUBLICATION DOCUMENTS

9. OPTIONS

There are no options provided for this report.

10. RECOMMENDATIONS

Overview and Scrutiny is recommended to consider and agree the proposed approach, which includes the vision and objectives for arrangements to monitor and evaluate improvements delivered to Children's Services through the Improvement Plan, and the work of the Improvement Board.

11. APPENDICES

Appendix 1 – Seven Priorities Improvement Plan September 2021 to March 2022



Improvement Plan
25 November 2021.p

12. BACKGROUND DOCUMENTS



Children's Services Improvement Plan

September 2021 – March 2022 Priorities

Lead author	Chris Chapman
Revised	November 2021
Progress update	n/a

Introduction

In Bradford, we have high aspirations and ambitions for all our children and young people, especially for those whom we have Corporate Parenting responsibilities. We have made some progress and improvements across a number of areas, but we know that progress is still too slow and that we need to accelerate our improvement journey with a clear focus on what we want to deliver next.

This Action Plan sets out the 7 Outcomes that we aim to achieve over the next 3-6 months. In developing this plan, we have listened to the views of Children and Young People, looked at what our data tells us, listened to the views of Ofsted / DfE and identified where we need to drive forward change to rapidly improve the outcomes for our children and young people. We want our planning to be outcome focussed so that we can be clear about the difference we want to see.

We have deliberately not set a specific outcome for “voice of the child”. This is because we believe that their voice will run through every outcome and will be considered as part of every action. As this is an Action Plan about improving outcomes and experiences for children and young people, their voices and views are integral to the success of this plan.

We want staff from senior leaders, middle and frontline managers, to frontline staff to consider how they can support and contribute to some or all of the Outcomes contained in this Action Plan. This is a high level action plan and we want lead officers to create, with their teams, a more detailed action plan which is informed by frontline managers and staff and delivers rapid results.

This is an action plan for the District and, like the original Improvement Plan, will need to be shared and owned across the Council and partners if it is to be truly successful. Critically, the success of many of these outcomes is reliant on the active involvement, commitment and support, including resources, from partner agencies. We need partners to be with us on our improvement journey and see that it is part of their own improvement journey.

We want all children and young people in Bradford to have the best chances to thrive and be successful, and wherever possible to be with their families. Where children and young people are looked after by the Council, we want to be great parents to our children. We want to make sure they have supportive and nurturing experiences and help when they need it most.

Governance of the Plan

Governance will be through Childrens Services DMT, through a brief highlight report, and impacts reported to Childrens Improvement Board.

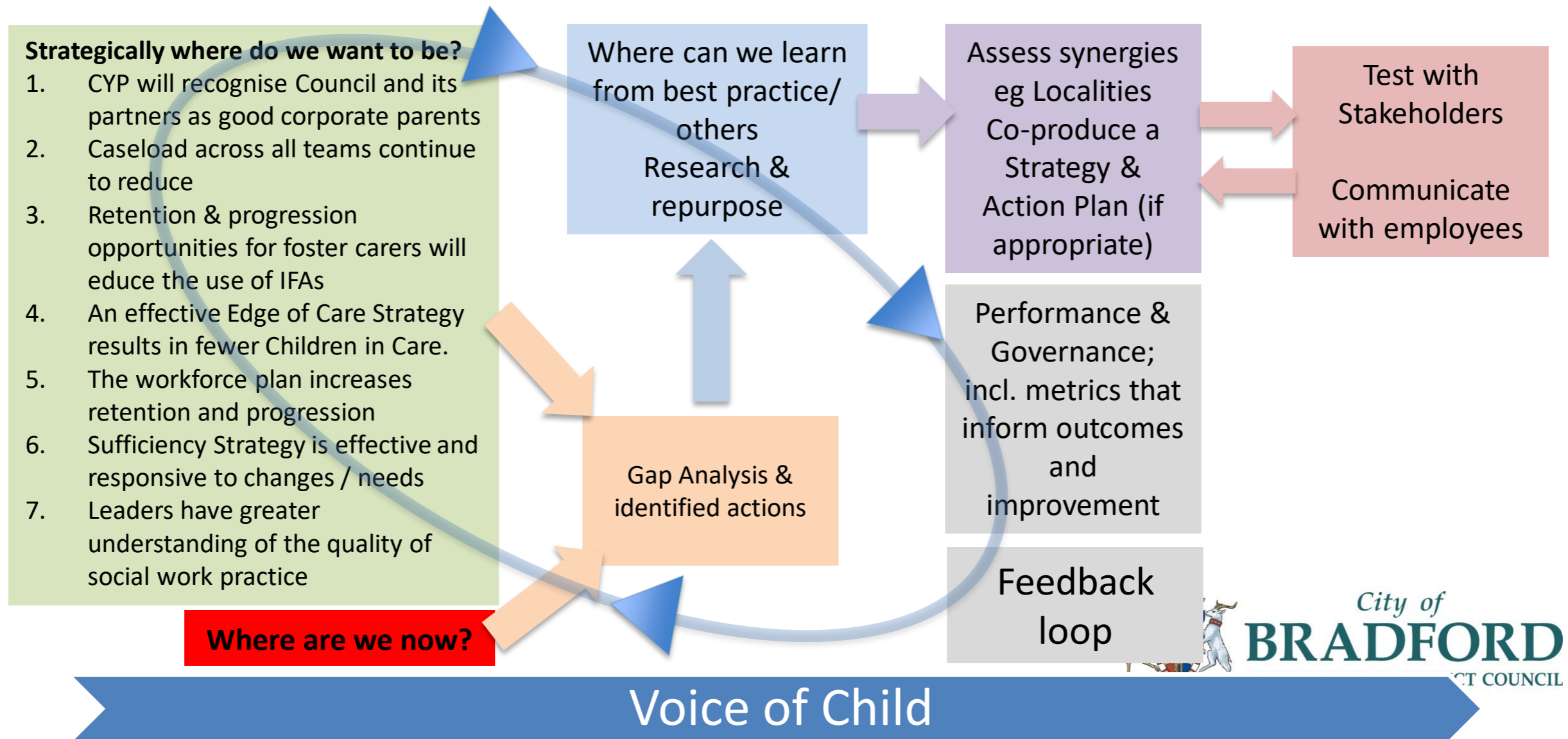
Central Transformation team will provide PMO support and direct support to the action plan as required.

The diagram below illustrates the generic process considerations that will underpin the action plan deliverables.

In summary Leads will consider:

1. Where we want to be from a strategic perspective (identified within plan headings)
2. Where we are now
3. The ‘Gap’ between current position and aspiration, and identification of actions to address
4. In closing the gap lead officers will consider best practice and lessons learnt from other organisations
5. Synergies will be considered against other programmes, for example Locality Working, importantly any strategy and actions will be co-produced with partners
6. Strategies and actions plans will be tested with stakeholder and communicated with Employees
7. Performance and governance processes will be introduced and performance metrics reviewed to ensure the action plan is delivering the intended outcomes.
8. A feedback loop will ensure that action plans are responsive and iterative to requirements
9. Finally, the Voice of the Child informs all stages and actions

Childrens Improvement Plan



1. Children and young people will recognise Bradford Council and its partners as good corporate Parents

DMT Lead: Philip Segurola, Assistant Director, Safeguarding and Review, Commissioning and Provider Services

Action	Milestones for Achievement	Lead officer
To develop and implement a corporate parenting strategy which will;	The strategy consists of stakeholder analysis and is co- produced with partners ensuring there is a shared responsibility and vision.	HoS - Safeguarding, QA and Workforce
Ensure the voice of the child is reflected throughout the strategy.	The Strategy is shaped by C/YP views, wishes and feelings which are captured in a range of engagement mechanisms/ forums.	HoS - Safeguarding, QA and Workforce
Ensure the strategy is understood by children and young people and is accessible.	To work in collaboration with our marketing and communications team to ensure appropriate and accessible language is used.	HoS - Safeguarding, QA and Workforce
	To assess and develop different methods to communicate with young people e.g. using IT platforms.	HoS - Safeguarding, QA and Workforce
	Deliver Corporate Parent training events to CYP, Senior Managers across BMDC, Elected Members and Partner agencies.	HoS - Safeguarding, QA and Workforce (with AD)
Co-produced in partnership to ensure improvements are recognised, embedded and implemented.	Corporate parenting board to engage in the development of the strategy with key stakeholders.	HoS - Safeguarding, QA and Workforce
Engage with partners and all directorates across the council and secure their commitment to becoming a good corporate parent.	Key stakeholder agencies will oversee the development and implementation of the corporate parent strategy as well as; <ul style="list-style-type: none"> ▪ Identify champions at a directorate level ▪ Identification of training and learning needs 	HoS - Safeguarding, QA and Workforce

<p>Risks to Implementation:</p> <ul style="list-style-type: none"> ▪ Poor and/or outdated analysis of data ▪ Lack of partnership commitment, particularly at senior leadership level ▪ Lack of senior partnership representation on the Corporate Parenting Board ▪ Lack of meaningful engagement and co-production with C&YP who do not feel the Strategy is by them, about them and for them. 	<p>Headline KPI's</p> <ul style="list-style-type: none"> ▪ School attendance ▪ % annual health assessments ▪ % PEPs ▪ SDQs 	<p>Additional KPI's</p> <ul style="list-style-type: none"> ▪ Short term stability ▪ Long term stability ▪ 3 or more school moves ▪ Care Leavers in suitable accommodation ▪ In touch with care leavers ▪ Permanence plans ▪ % of senior staff receiving training on corporate parenting ▪ % Care leavers supported by advocacy ▪ % CiC participating in their review ▪ % PEPs where the child's views are recorded
<p>Impact – What difference will this make:</p> <ul style="list-style-type: none"> ▪ Children and young people to thrive and reach their full potential. ▪ Children and young people will feel safer, healthier and will enjoy stability in their home lives, relationships, education and work. ▪ Children and young people shape future services and feel that they are heard and valued. 		

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

DMT Lead: David Johnston, Deputy Director, Childrens Social Care

Action	Milestones for Achievement	Lead officer
To review the Practice Supervisor role and incorporate case holding as an interim measure where necessary, on an individual team basis.	Practice Supervisors are supportive of the interim allocation of a protected caseload, where necessary.	HR Specialist
	Regular reviews are built in to determine if caseloads can be safely reduced or removed for practice supervisors over time.	
Staff report a "sense of community" and belonging to the wider CYPS and Council	To capture positive feedback within the regular engagement sessions, team meetings and away days.	Executive Support / HR Specialist
	Staff teams returning back to offices and increased face to face contact.	
Implement workforce recruitment plan so that we can: <ul style="list-style-type: none"> • Release agency workers as caseloads reduce. • Release fixed term teams as permanent staff are appointed • Extend Fixed-term teams to the end of March. Consider / research retention options & plans	Reduced numbers of single agency workers and proportionately increased numbers of permanent staff and fixed-term teams.	HR Specialist
	Increased stability in caseload allocation due to reduced reliance on single agency workers	
Assess the span of control of all Team Managers & Service managers to ensure it is fit for purpose.	The span of control of managers is appropriate and ensures adequate management capacity.	HR Specialist

<p>Risks to Implementation:</p> <ul style="list-style-type: none"> ▪ Financial support to enable the interim position of fixed-term teams and agency workers is not in place to help reduce caseloads ▪ HR support and processes lead to delays in progressing restructuring of the Fostering Service ▪ Strategic Contracts process leads to delays in recruiting agency to fill vacant posts ▪ IT is not provided to new staff (both permanent and agency) in a timely way ▪ Practice Supervisors do not have their concerns adequately addressed regarding the interim allocation of a protected caseload 	<p>Headline KPI's</p> <ul style="list-style-type: none"> ▪ Maximum number of cases held ▪ % children visited on time – CPP, CIN and CiC ▪ % Case summaries up to date 	<p>Additional KPI's</p> <ul style="list-style-type: none"> ▪ % caseworker with more than their target caseload (possibly broken down by caseworker type) ▪ % of children who have more than 3 Social Workers in the first 12 months of coming into care ▪ % permanent staff ▪ % Sickness Absence ▪ % children seen as part of their assessment ▪ % Plans up to date
<p>Impact – What difference will this make:</p> <ul style="list-style-type: none"> ▪ Reduced caseloads will improve the quality of practice and achieve better outcomes for children and families. ▪ Reduce the number of changes of Social Worker for CYP, to help build trusted relationships. ▪ Improved morale and retention rates enabling the service to provide high quality interventions and support to children, young people and families. 		

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

DMT Lead: Philip Segurola, Assistant Director, Safeguarding and Review, Commissioning and Provider Services

Action	Milestones for Achievement	Lead officer
Develop and implement a framework to incorporate a “level 4” option for foster carers Assess mockingbird design, structure and function (commissioning) – fostering.	Progression framework communicated and understood by foster carers.	Service Manager, Fostering
	Timelines for progression training are produced.	Service Manager, Fostering
	Level 3 & 4 foster carers have clarity on the support via the mockingbird model. <i>(Level 4 has to be developed)</i>	Service Manager, Fostering
	Clarity from HR regarding level 4 carers and their employment status.	HoS, Fostering, Placements and Residential
Finalise and approve the implementation of; <ul style="list-style-type: none"> Review fostering and residential structures and staffing fostering fees and allowances policy SGO policy. Commission residential capacity and review current Statements of Purpose 	Refresh policy is communicated to all stakeholders.	Service Manager, Fostering
	Communication to foster carers on the timeframe for implementation of the recommendations	HoS, Locality
	Fostering and residential staffing is for purpose including skill and knowledge	HR Specialist
	Explore joint commissioning of specialist residential provision with Health Colleagues	Commissioning Manager
To develop and streamline the process of the recruitment and approval of foster carers.	Monthly performance reports to track and monitor new interests stage 1 through to stage 3 approvals.	HoS and Service Manager, Fostering, Placements and Residential
	To develop effective monitoring and reporting mechanisms.	
To complete a demand and need analysis.	To have a proposed structure based on the findings of the analysis.	HoS and Service Manager, Fostering, Placements and Residential
To recruit to a pool of emergency foster carers.	Agree a payment structure for the carers.	

<p>Risks to Implementation:</p> <ul style="list-style-type: none"> Further delay or lack of decision to implement the recommendations in the “Money Matters” paper Lack of support from Corporate Communications team to support key messages to foster carers Lack of financial commitment to support the development of a “level 4” option for foster carers Lack of clarity regarding the employment status of level 4 foster carers 	<p>KPI's</p> <ul style="list-style-type: none"> Long term stability Unplanned placement moves Number of foster carers recruited. Number of foster carers lost.
<p>Impact – What difference will this make:</p> <ul style="list-style-type: none"> Increased confidence and resilience within our foster carers. Improved retention and progression rates for foster carers who feel valued and safe. Increased recruitment rates due to level of support offered to foster carers 	

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

DMT Lead: Philip Segurola, Assistant Director, Safeguarding & Review, Commissioning & Provider Services and David Johnston, Deputy Director, Childrens Social Care

Action	Milestones for Achievement	Lead officer
To develop and re-establish Prevention and Early Help partnership and governance.	To ensure data across partner agencies is captured, especially from health to inform the local preventative model.	Data and Performance Manager
	Statutory partners will identify director level officers to lead across the prevention and early help partnership board.	HoS, Early Help
	Universal providers are clear about their role as part of a tiered approach to supporting families (level 1 & 2 or Universal & Universal Plus).	HoS, Early Help
	The board will have developed a strategic response to level 1 and 2 of the continuum of need.	HoS, Early Help
	Early Help clearly enhances the support provided by universal providers.	HoS, Early Help
Develop and implement with partners an Edge of Care strategy.	We will have an effective monitoring and performance framework for the Edge of Care across partner agencies.	Data and Performance Manager
	We will have appropriate data sharing protocols in place with partner agencies.	Data and Performance Manager
	Bringing together Family Group Conferencing and Intensive Family Support under the management of BPP. To provide a more joined up service, avoid duplication and mobilise these services at the earliest possible opportunity.	HoS, Fostering, Placements and Residential
	Edge of Care aligns with statutory social work at CIN/CP and the remit is understood by social work practitioners and wider partners.	HoS, Fostering, Placements and Residential

<p>Risks to Implementation:</p> <ul style="list-style-type: none"> Lack of partnership engagement and commitment to delivering the edge of care strategy Lack of engagement and commitment from key universal services, particularly schools, in supporting the early preventative model of locality working 	<p>Headline KPI's</p> <ul style="list-style-type: none"> Numbers referred to Edge of Care Numbers of families receiving EH Partners leading EH assessments 	<p>Additional KPI's</p> <ul style="list-style-type: none"> % of children who come in to care within 12 months Numbers of children coming in to care Number of children returned home. FGC – number of referrals and number held Families accessing parenting programmes
<p>Impact – What difference will this make:</p> <ul style="list-style-type: none"> More Children will remain at home safely, and where children do need to be brought into care with the provision of appropriate service, we will be able to return them back home safely More children will remain at home safely, and where children do need to be brought into care with the provision of appropriate service we will be able to return them back home safely. Reducing the need for children to enter care by strengthening the early help offer and improving the quality of front line practice in supporting families. Improved relationships and family networks building resilient communities. Reduce pressures on social work services through improved early help and community support. 		

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

DMT Lead: Marium Haque, Acting Strategic Director, Children’s Services

Action	Milestones for Achievement	Lead officer
Implement a consistent approach to individual personal and professional supervision.	Supervision, CPD, performance objectives and audit outcomes (best practice and learning) are aligned.	Principle Social Worker
Succession: Implement succession planning with locality social work teams	Launch session and build plan with HoS, SM and TM's - run every six months and capture data, movements and training needs that are identified as a result which will feed back into the L&D plan	HR Specialist
Recruitment: Develop and implement a week long induction programme for all staff new to Bradford focussing initially on L3 social workers.	Induction will cover both corporate and service based elements. No case work will be allocated during this time. Other areas covered will include: health safety and wellbeing, governance, recruitment, procurement and IT, navigating systems and processes.	HR Specialist
Implement ‘always on’ strategy to attract and hire quality social workers at all levels but in particular L3 social workers and ASYEs	Launch new brand work, microsite and video interviews to drive attraction alongside enhanced candidate experience at every stage of the process and into induction/ on-boarding. Data will show increased applications and hires as a result.	HR Specialist
	ASYE intakes will move to 2 x annual intakes rather than current monthly model and the training offer will be enhanced (leading to the creation of an academy in the future)	HR Specialist
Retention: Reduce the level of attrition across social work roles in all areas of the service	Embed ‘stay interviews’ discussions with staff to ensure we are aware of any issues to avoid attrition	HR Specialist
	Cascade comms on flexible working and employee wellbeing offers to ensure staff are aware of the offer and able to access where needed	HR Specialist
	Scope the use of group supervision and clinical supervision to enhance practice and well being	Principle Social Worker

<p>Risks to Implementation:</p> <ul style="list-style-type: none"> ▪ Insufficient applications and recruitment of both newly qualified and qualified social workers (and associated support roles) ▪ Inability to reduce attrition across the locality teams ▪ Slow and inadequate processes and systems e.g. cumbersome application process, lack of timely response and poor candidate experience in a candidate driven, talent short market ▪ Slow process in the provision of issuing contracts for permanent appointments or staff who have been promoted ▪ Insufficient salary benchmark data to ensure competitiveness and/or market supplements for hard to recruit roles 	<p>Headline KPI's</p> <ul style="list-style-type: none"> ▪ Number of starters and leavers ▪ Number/ percentages of personal supervision ▪ Progression between levels 	<p>Additional KPI's</p> <ul style="list-style-type: none"> ▪ % cases supervised ▪ Budget monitoring ▪ Number of adverts, time between application and interview ▪ Social work survey
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Impact – What difference will this make:

- A stable workforce that ensures adequate resource levels to meet the demands of the service and provide good quality, consistent care to children, young people and their families
- Reduced overspend on agency allowing budgets to come back in line with plans
- Bradford will become a 'destination employer' for social workers at all levels with robust inductions, relevant IT kit and systems, career pathways and restorative practice approach
- Staff will be engaged and have clear career pathways linked to succession plans that mitigate the risk of under resource and skills gaps
- Staff will recommend Bradford as a good employer to other social workers
- Supervision will contribute to improved quality of practice and staff wellbeing and retention

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

DMT Lead: Philip Segurola, Assistant Director, Safeguarding and Review, Commissioning and Provider Services

Action	Milestones for Achievement	Lead officer
Baseline data required, with trends to inform resource planning. * Children looked after. * Profile of CLA coming into care, * CLA placements in Fostering and * CLA with Disabilities	Data is provided and updated every 6 months	Data and Performance Manager
External providers to run the additional homes.	Market testing of Homes providers to deliver specialist residential medium term placements	Commissioning Manager
Create new 5 small bedroom homes for CLA and consider options for delivery in the medium term to include:	Identify properties	Finance, FM and HoS, F, PC and Residential
Partners, particularly Health, to commit to supporting more children to remain in District via increased specialist health provision to support children's homes.	Agreement in place to support children receiving appropriate health provision to sustain children in placement.	HoS, F, PC and Residential and Commissioning Manager
Approach to commissioning external and internal placements to be reviewed and revised.	Commissioning strategy is developed which impacts, delivers and supports external and internal placement commissioning	Commissioning Manager
Internal expansion of the current residential estate (including the new Ofsted regulations for multi-home registrations)	Recruit RM's and staffing	HoS, F, PC and Residential and Service Manager

<p>Risks to Implementation:</p> <ul style="list-style-type: none"> ▪ Poor data analysis does not provide useful or accurate projection of needs of the CLA population ▪ Lack of partnership financial commitment to support more children to remain in the District ▪ Lack of suitable homes being made available for rent or purchase ▪ Lack of financial capital and revenue commitment to purchasing and resourcing/staffing additional homes ▪ Slow HR processes to support additional staffing to be put in place 	<p>Headline KPI's</p> <ul style="list-style-type: none"> ▪ % children placed out of District ▪ % children placed with foster carers 	<p>Additional KPI's</p> <ul style="list-style-type: none"> ▪ Short term placement stability ▪ % children placed externally ▪ % children placed in residential ▪ % children placed with parents ▪ % children placed with Family and Friends
<p>Impact – What difference will this make:</p> <ul style="list-style-type: none"> ▪ Appropriate placements which meet the level of need and avoid early placement breakdown causing further distress for children and young people. ▪ Stable placements reducing the number of times children/ young people are moving to new placements. ▪ Building positive and stable relationships enabling children and young people to reach their full potential. ▪ Children and young people have improved mental health and well-being 		

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

DMT Lead: Marium Haque, Acting Strategic Director, Children's Services

Action	Milestones for Achievement	Lead officer
DMT ensure they are visible and accessible leaders	Full staff briefings are held on a monthly basis with an agenda that is representative of all areas across C&YP Services.	Executive Support
	DMT identify learning points and celebrate good practice communicating this via staff briefings and in regular communications.	
	Staff feedback is positive about the visibility of leaders.	
Dip-sampling of casefiles undertaken by the Deputy Director of Children's Social Care are discussed at DMT	DMT members are trained on the auditing framework used for Casefile Audits	Deputy Director
	Deputy Director of Children's Social Care's dip sampling report is a monthly agenda item on DMT	
	Continuous learning and development culture embedded by ensuring all learning is incorporated within all team meetings and other communication platforms to ensure we are closing the loop.	
Monthly performance monitoring becomes a focussed "deep dive" where DMT have good understanding of the progress and risks in identified areas each month.	Performance monitoring identifies 3 areas each month (2 of poor performance and 1 of good performance), and enables DMT to understand what is/isn't working well and why, and what needs to be done to improve performance	Data and Performance Manager
	Deep dive areas includes a specific focus on C&YP with mental health needs, disabilities, children missing, and placement with parents	
	Data intelligence is produced to enhance understanding in relation to trends, emerging needs and risks.	
Regulation 44 reports provide a themed analysis on the quality of care across all Children's Homes.	Regulation 44 reporting format enables the easy extraction of issues & improvements.	HoS - Safeguarding, QA and Workforce
	DMT will have full oversight of the risks and concerns provided by quarterly reports and ensure the relevant actions and resources are taken to mitigate future risks.	
	DMT have clarity on the mitigations and actions being taken to improve identified areas.	
The impact and quality of care planning is highlighted within reports that DMT receive	All reports to DMT on CSC practice contain reference to the impact of care planning, including permanence planning, IRO decision-making and PLO	HoS - Safeguarding, QA and Workforce
Develop feedback from C&YP and parents to share with DMT for discussion to shape future provision, services.	Listening events and social media platforms capture the voices of parents and C&YP	Comms Manager and Participation Officer
	DMT receive quarterly reports on the Voice of the Child & parents views with recommendations for DMT's consideration	

<p>Risks to Implementation:</p> <ul style="list-style-type: none"> ▪ Poor quality regulation 44 reports that do not adequately inform DMT of themes ▪ Lack of time for DMT members to undertake a monthly audit ▪ Poor communication with staff on audit actions, sharing of learning and celebrating good practice ▪ Lack of infrastructure to enable the gathering of the voices of C&YP and their parents ▪ DMT meetings do not provide adequate time and planning to enable meaningful discussion and decision-making to take place 	<p>Headline KPI's</p> <ul style="list-style-type: none"> ▪ Number of cases audited ▪ % of audits where case files are good or outstanding 	<p>Additional KPI's</p> <ul style="list-style-type: none"> ▪ % children seen by alone during an IRO visit
<p>Impact – What difference will this make:</p> <ul style="list-style-type: none"> ▪ Improved grip and oversight by leaders and managers ensuring good quality and timely services are delivered to children and families. ▪ Improved visibility and communication up and down the organisation ensuring the workforce feel engaged, heard and listened to creating a sense of community and belonging. ▪ Enhanced data intelligence informing the future direction of the service and mitigating any potential risks in a timely manner. ▪ Children, young people and families influence and shape future services 		



Report of the Strategic Director of Children's Services to the meeting of Overview and Scrutiny to be held on 12 October 2022

Subject: SEND Services Update

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Summary statement:

The following report provides the Overview and Scrutiny Committees with an update on the SEND Inspection and activities relating SEND in the Bradford Local Area.

Marium Haque
Strategic Director of Children's Services

Portfolio: Education Employment and Skills

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**Overview & Scrutiny Area: Childrens
Services**

1. SUMMARY

- 1.1 This report provides members with a comprehensive overview of SEND services across the District following the SEND Inspection that was undertaken by Ofsted and the CQC on the 7th March 2022 to the 11th March 2022.
- 1.2 Members are asked to note the strengths reported in the inspection letter and the work that has been done particularly since 2019. Members are also asked to note the areas for improvement highlighted. The letter also sets out the five Written Statements of Action (WSOA) that the Local Area will need to respond to through an improvement plan, following the publication of the inspection letter. This plan will be submitted to regulators within 70 days of the publishing of the Inspection Letter.
- 1.3 Members are asked to consider the co-production activities and acknowledge the future SEND Improvement Programme which has been approved. Members are also asked to note that this has been co-produced with parent-carers, young people, core statutory partners, the voluntary sector and front line practitioners prior to the Inspection.
- 1.4 Ofsted agreed with the Local Area that we knew ourselves well and that our proposed Improvement Programme will provide the changes we need to deliver positive outcomes for families and children.
- 1.5 This report should also be considered in light of the SEND Review launched by the Government to consider the impact of the new SEND Code of Practice that is referenced within this report.

2. SEND Services in the Bradford Local Area

- 2.1 Bradford was inspected on the 7th March 2022, to determine the effect and impact of SEND services that are set out in the SEND Code of Practice 2015 and Children and Families Act 2014. The Inspection considered the progress of all statutory partners known as the Local Area which include; NHS Services, The CCG, Education and Learning, Bradford's Schools, Public Health, The Voluntary Sector Adult Social Care, Children's Social Care and core commissioned services such as SENDIASS.
- 2.2 The inspection considers in totality the amount of work completed for the whole of the period since the reforms were introduced in 2014 and contains substantial historical information relating to services from 2014 to 2022.
- 2.3 The Ofsted Letter received on the 6th May 2022, highlights the Local Areas strengths, areas for improvement and Written Statements of Action (WSOA). The Inspection was wide ranging and inspected over 100 services delivered by the NHS, Local Authority, voluntary sector and across our 228 schools across the Bradford District.
- 2.4 The Inspection considered the efficiency and effectiveness of Joint Commissioning and the impact our activities have had, to improve outcomes for children and their families with SEND in Bradford.

- 2.5 The Local Area has been issued a Written Statement of Action (WSOA) in regards to 5 areas that require improvements to be made. These will be discussed in more detail throughout this report. The Local Area as specifically been asked to create a WSOA improvement plan to improve the following areas:
1. Poor communication between stakeholders across education, health and care.
 2. The variable quality of EHC Plans including plans which do not fully describe the provision that children and young people with SEND need.
 3. The inconsistent delivery of the 0-19 health visiting, school nursing and specialist nursing service.
 4. Children and young people wait too long for assessments, treatment and diagnoses. There is insufficient support for children and young people with SEND who are waiting for provision, services, diagnosis or equipment.
 5. Joint Commissioning of Services for SEND are underdeveloped.
- 2.6 This Report and the Ofsted inspection also considered the impact of Covid and the results of our activity considering the operational constraints caused by the Pandemic over the last 12 months.

SEND Reform Implementations 2014-2019

- 2.7 Ofsted have reported in their inspection letter, that the Local Area was slow to implement the SEND reforms across the Local Area. This has been found nationally to be a common trend with **54%** of all local areas being issued with a Written Statement of Action. This is due to the SEND reforms being highly complex in nature and requiring all local areas to deliver a full structural shift from statements, to more detailed Education, Health and Care Plans (EHC).

Key Improvement Activities in 2019-2022 prior to the Ofsted Inspection

- 2.8 Since January 2019, significant improvements have been made across SEND services with the aim of embedding the SEND Reforms. The introduction of the SEND Strategic Board in late 2019, provided a major shift of emphasis in Bradford. The Board provides a key decision making activity for the delivery of SEND Services across all partners and was well received by Ofsted.
- 2.9 A new SEND Transformation and Compliance team was created in 2020, to support the growth of the SSPB. This service led the creation of multi-agency and partner workstreams that were owned across the Local Area to help drive and oversee improvements for families and children. In order to provide a focus to our SEND Transformation activities, we arranged our work into four direct workstreams to set out about bringing improvements in our SEND Services.

Strengthening EHC Planning and Timeliness Processes

- 2.10 To address historical challenges with the publication of EHC Plans in a timely manner, a strengthening of the 0-25 Integrated Assessment Team with an increased number of SEN Casework Officers was completed. This work allowed the Local Authority to be more effective in providing EHC plans in a timely manner. Compliance improved from less than **30%** of plans being completed to over **75%** of plans being completed in 20 weeks in the last year.
- 2.11 A full process review was undertaken in 2020 and a substantial effort to redesign EHC processes was completed. This included the development of a graduated response and appropriate triage process for all new EHC Assessments. This has ensured that families were appropriately tracked to assessment for an EHC Plan, where the thresholds were met where a child needs an EHC Plan.

Key Partner Improvements

- 2.12 The CCG in late 2020, recruited to the Designated Clinical Officer role to help provide additional input into the EHC planning processes and to provide overarching clinical leadership and input to the EHC Planning processes to support our improvement. A named nurse for SEND was introduced in 2019 within the local mental and community health provider Trust and the Senior Responsible Officer role for SEND within the CCG was strengthened. Two SEND clinical leads posts have been developed within the CCG.
- 2.13 Over the last 18 months, the Local Area has been proactively working with external partners such as the Council for Disabled Children (CDC) and National Development Team for Preparing for Adulthood (PA). Support and best practice has been drawn from other Local Authorities to help us know what good looks like for our services and this has led to the production of our outcomes framework, which was considered good in the inspection.

Co –production & our Improvement Programme for SEND 2022-2024 prior to the Ofsted Inspection

- 2.14 Following a review of our progress in late 2021, partners, parent / carers and young person representatives met to discuss what the next stage of our co-production and improvement activities should consider.
- 2.15 A co-produced Programme of service improvement and integration has been developed with partners across the SEND Strategic Partnership to identify areas of growth. Over **100** Professionals, Parents and Carers and Young People took part across these events called **our Open Houses** on the run up to Christmas 2021.



Figure 1 – Open House Logo, and Kala Sangam venue one of our Open House Event Venues

- 2.16 Improvement Projects were identified that include improving the family finance arrangements for families, improving the quality assurance of EHC Plans, capturing the voice of children, delivering an improved Local Offer and providing further support for Short Breaks to Bradford’s children and families. Ofsted agreed with our assessment that these areas need further work and demonstrate our commitment to improvement over the next three years.

Area 1 in the Ofsted Letter - The effectiveness of the local area in identifying children and young people’s SEN and/or disabilities.

SEND Support, Graduated Responses and the Matrix of Need

- 2.17 The SEND Inspection considered what support is being provided to children who are supported at the SEN Support Stage and how they are then identified for further support where they need it. Bradford has historically had higher numbers of children on SEND Support and was substantially higher than the national average. This however has been falling substantially due to the work done over the last three years by the Integrated Assessment Team and partners to identify children working with schools to get children the right support at the right time.
- 2.18 There are **12,655** children and young people who receive SEN Support across all settings in Bradford as of August 2021. This number has decreased over the last 12 months, from **13,604** in 2020 to **12,916** in Jan 2021. This is in partly due to the narrowing and increase in the numbers of children who receive an EHCP. This is also partly due to the Pandemic and a reduced throughput of new requests for SEN Support.
- 2.19 The Education Psychology team in 2019, reviewed the Bradford Matrix of Need in consultation with school leaders and Health Service Leads. The Matrix of Need was praised by Ofsted and provides clarity on the Graduated Approach and ‘Best Endeavours’ through detailing: Identification and Assessment; Curriculum Access; and Teaching and Learning Strategies. This includes promoting the use of Quality First Teaching and My Support Plans for those identified as needing SEN Support.

Community Hubs and Early Help to support early identification of SEND

- 2.20 Bradford has four Community Hubs that support prevention and early help services that are available for all babies, children, young people and families. These services provide a gateway for families in Early Years to get the support they need for SEND through early identification.
- 2.21 Ofsted met with families and professionals to discuss the hubs and found that the access to services within the hubs was too variable. This was partly due to the pandemic and some limited access to services.
- 2.22 The Local Area was able to show to Ofsted that children and their families are being identified with SEND early and that the majority of children who are being identified as needing support happens predominantly in Key Stage 1 and 2 and before they go to High School.

Youth Justice Multi Agency Panels

- 2.23 Work has been ongoing since 2020, to support young people with SEND who are known to the Youth Justice Service. Ofsted noted the good work of the multi-agency panels that support Youth Justice to capture the unmet needs of young people entering the criminal justice system. This team were able to demonstrate throughout the inspection how they support young people and how they support other services to connect with them to gain appropriate support.

Healthy Child Programme, 2 and 2 and half year-old screening and Early Years.

- 2.24 Ofsted found in their inspection that more needs to be done to fully embed the Healthy Child Programme within the District. Ofsted have issued the Local Area with a Written Statement of Action (WSOA) for this element to ensure that the inconsistent delivery of the 0-19 health visiting, school nursing and specialist nursing service is addressed.
- 2.25 The Inspection letter found that children were not routinely being screened for visual and hearing impairments as part of the Healthy Child Programme, limiting our ability to identify children who may have a hearing or visual impairment. This was in part due to the effect of the pandemic and historical challenges relating to gaps in the service.
- 2.26 The Inspection Letter also identified missed opportunities in undertaking the two and two-and-a-half-year-old checks within the Healthy Child Programme. This will need to be remedied to ensure that greater opportunities are put in place as mandated to provide greater scope to identify children with disabilities earlier in Early Years.
- 2.27 Leaders from within Public Health have created an improvement plan to address these issues. Funding of £1m has been found to improve the depth of the Healthy Child Programme offer with new vision screening and hearing teams being in place from next year to ensure these checks are being completed.

Early Years Measures to identify children with SEND

- 2.28 Ofsted praised the use of early language measures to identify children with SEND as a strength, within Early Years. Bradford was able to show that we are using these measures to help positively identify children with speech and language needs early to help provide appropriate support for them.

Initial Health Assessments and Review Health Assessments for Children in Care

- 2.29 Initial health assessments are a statutory requirement and offered to all children and young people who come into care. Health colleagues who are responsible for the Programme have been proactive in addressing our long waits for an IHA over the last 12 months. Ofsted reported that this was an area of improvement that the Local Area needs to improve on. Health colleagues are aware that the assessment compliance rates for completion within **20** days are not being achieved and a steering group has been established to address this.
- 2.30 Additional investment has been made by the CCG to support work to address the high numbers of children waiting for an initial health assessment which has resulted in the development and introduction of a new clinical model during 2021.
- 2.31 The average time for a child to receive their initial health assessment has decreased significantly from **170** days in January 2021 to **40** days currently in August 2022.

Review Health Assessments

- 2.32 Ofsted noted that children wait too long or not offered a review health assessment by health professionals in Bradford. Work is being done by Health Professionals to ensure more young people in care are receiving these assessments and a pathway is being reviewed by health to improve this area.

Area 2- The effectiveness of the local area in meeting the needs of children and young people who have SEN and/or disabilities

Supporting Families through recovery groups in the Pandemic.

- 2.33 Ofsted considered the work of the Local Authority with schools during the pandemic as a strength where children with SEND were supported.
- 2.34 Local Recovery groups also supported access to digital devices and support worked well in partnership during the first 12 months of the pandemic in particular. School leaders commented that this helped them meet the needs of children with SEND during a challenging time for schools.

Considerations relating to the numbers of children being assessed for an EHC Plan in Bradford

- 2.35 Ofsted noted and observed the number of children being requested to be assessed for an EHC plan and that numbers of children in the system have been rising substantially over the last 4 years. In 2021 during the Pandemic, Bradford saw the highest rate of requests for an EHC Plan in the past 4 years, with **1058** new requests for assessment being recorded. This figure is an increase of **48%** since 2018. We also reported that we are expecting a further **10%** increase in 2022, with an estimated **1200** new requests for assessment being made to the Integrated Assessment Teams in 2022/2023.
- 2.36 Ofsted in their report letter noted that in our SEND panels, that Children and Young People are beginning to benefit from our multi-lingual approaches to meet their needs and that this is improving the accuracy of assessments.
- 2.37 In order to address this, a restructure to increase the size of the integrated assessment team from 14 EHC Plan Writers to 21 EHC Plan Writers has been agreed. These new post holders are expected to be in post by February / March 2023.

Numbers of children being issued with an Education, Health and Care Plan

- 2.38 In Bradford, we have seen an increase in the numbers of children with an EHC Plan from **3,441** in December 2019 to **5,286** in September 2022. This has equated to a rise of **53%** in the last three years.

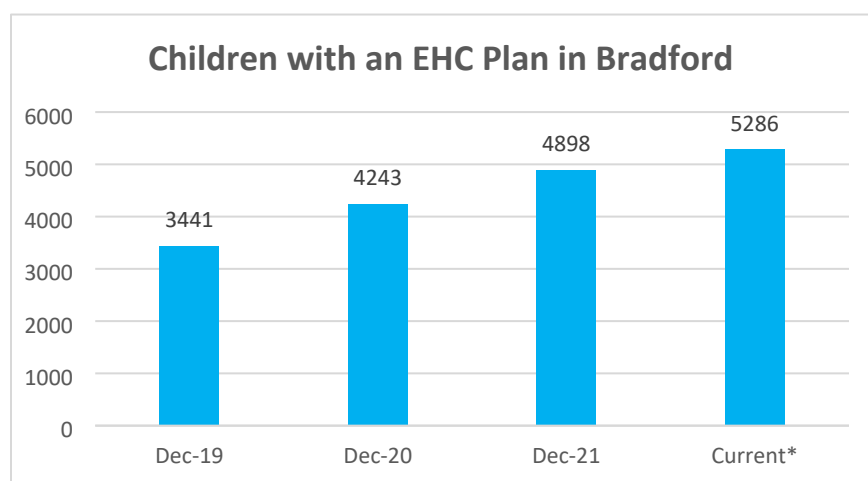


Figure 2 - Number of Children with an EHCP 2019-2022

Education Psychology support for EHC Plans

- 2.39 Ofsted found in the inspection our Educational Psychology service to be an area of strength in both the quality of advice and the timeliness of advice into EHC Plan development. Regulators found that Educational Psychology that thresholds for children are understood and applied correctly in their assessments and recommendations.

Social Care Advice in EHC Plans

- 2.40 Ofsted found that EHC Plans do not accurately contain Social Care interventions being recorded in the sample cases that were reviewed by Inspectors. The Local Area and Head of SEND had reviewed this area prior to the inspection and a programme of improvement starting with all children who are on the edge of care has been completed. Further thematic reviews of all children in care is being completed currently, working alongside our DFE improvement partner Warrington Council.
- 2.41 The Governments SEND Green Paper is now advocating to make mandatory the Designated Social Care Officer role (DSCO) that will mirror the work of the Designated Clinical Officer (DCO). A proposal has been approved to develop a team that will ensure that all social care input is provided to help address the gap identified by ourselves and Ofsted. This work with Children's Social Care is ongoing and this new team is expected to be in post by January 2023.
- 2.42 To help support this area of development within Education and Learning, we are proposing to create a new complex and vulnerable case team. This team will hold the most complex cases where children are on social care plans. (Children in Care, Child Protection, Child in Need) This will help to ensure all of this cohort of children's plans are up to date and have accurate interventions that are connected within them. The new team is expected to be in post by January / February 2023.

Health Advice in EHC Plans

- 2.43 Ofsted found that EHC Plans do not accurately contain Health Care advice or interventions recorded on their files across the files that were reviewed by Inspectors.
- 2.44 A plan of review of all EHC Plans is underway by the Designated Clinical Officer. This is being done in tandem with the updating and the access of health to all files by the DCO that relate to SEND.

Children being issued with an Education, Health and Care Plan within 20 weeks

- 2.45 We were able to report to Ofsted that, compliance relating to the timeliness of the issuing of Education Health and Care plans within 20 weeks, has been improving since March 2020. Bradford is currently above the national average that was reported on in 2021.
- 2.46 Over the last rolling 12 months, the highest compliance figure for issuing plans in 20 weeks has been **88%** in May 2022 and the lowest has been **53%** in January 2022. Our rolling year to date compliance is **77%** which is above the target set of **65%**. In the national league tables for compliance Bradford has moved up from **109th** nationally two years ago to **52nd** this year.

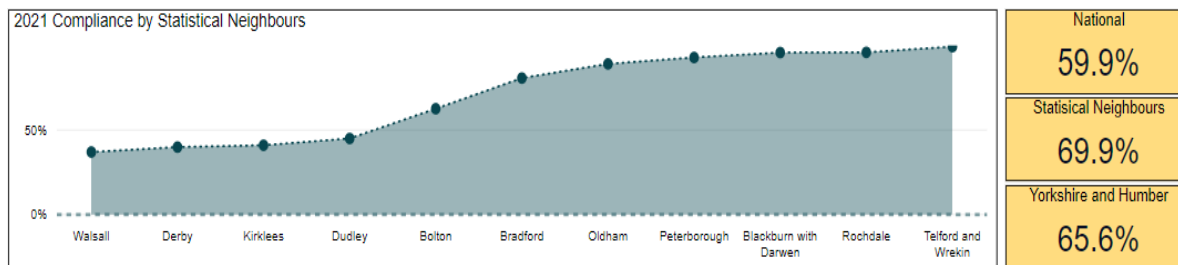


Figure 3 – EHC Compliance percentage / statistical neighbours

Annual Reviews of Education, Health and Care Plans

- 2.47 EHC Plans are required to have an annual review to ensure that plans still meet the needs of children and ensure that progress is being made towards outcomes. These take place for pupils who are not changing school and those in transition to either secondary or further education. Ofsted praised the work of the new team working with Social Workers to do Child in Need (CIN) plan reviews at the same time. This has created a tell us once approach that was identified as positively supporting children and families during the inspection.
- 2.48 All of our phase transfers were completed by the statutory deadlines during the academic year 2020/21 and 2021/22, but it is estimated that around **2,800** of our plans will need to be amended over the next 12-18 months. This is primarily due to the substantial volume of new plans that the Local Authority have issued over the last three years and those that will go through key transitions such as going to secondary schools and colleges.
- 2.49 We created a recovery plan prior to the inspection, to improve the timeliness and quality of Annual Reviews. Within this plan, we have recruited an Annual Review Recovery Team through agency staff to start to clear the Annual Review backlog.
- 2.50 As part of the changes that will be required, we have committed to creating a new permanent Annual Review Team which will be up and running by January / February 2023.

Quality Assuring our EHC Plans & the development of the Complex Panel

- 2.51 Substantial effort has gone into assuring the quality of our work over the last 18 months across the Partnership. We have started to develop auditing and assurance systems to ensure that the quality of advice from across partners is improving.
- 2.52 The Local Area has drafted a Quality Assurance Framework for the partnership working with Warrington Council, that will set out the overarching approach to providing audit feedback and advice. This is scheduled to be launched by November 2022.
- 2.53 We will be recruiting a small independent group of auditors in October 2022, to help drive up quality through independent auditing for EHC Plans that will be fed back to the SEND Strategic Partnership Board. This team is expected to be launched in January 2023.

- 2.54 Ofsted have issued the Local Area with a Written Statement of Action for this element, to ensure that the quality of EHC Plans improves and accurately describes the needs of children moving forward. Our proposals contained in this section have been considered by regulators to be appropriate, to improve these areas and to meet the written statements requirements.

Coproduction and Engagement in Bradford

- 2.55 Co-production in Bradford has made significant progress in the last 18 months. This pace of change has been through the changes in leadership across the partnership and a positive approach to working together with parent's carers and children.
- 2.56 There is evidence of strong willingness and enthusiasm and some areas of good practice in coproduction, which have been recognised both within Bradford, Ofsted and externally by other agencies as strong foundations to build upon our wider systems change. This is particularly true in the case of the role of the Parent Carers Association who were considered a strength in championing the involvement of parents and carers.

Coproduction with the Council for Disabled Children

- 2.57 Bradford Council has commissioned work with the Council for Disabled Children (CDC) which was approved the DfE in 2020. The first set of sessions took place in June and July 2020 which constituted a deep dive into Coproduction and Joint Commissioning with a focus on developing our initial outcomes framework. Further sessions took place in March 2021 with over **70** professional and parent carer representatives to look at embedding the Outcomes Framework across the Local Area.

Coproduction of Short Breaks for children with EHC Plans

- 2.58 Bradford's Short Breaks Statement has also been reviewed and co-produced in 2021 as part of our SEND Improvement works. Ofsted noted in the Inspection that the Local Authority has recently increased the amount of support it will be providing to families to access short breaks, although the access to these is variable and some families are having to wait too long to access these currently. This is partly due to capacity restrictions imposed by Covid 19 in some settings.
- 2.59 In order to meet our demand, a new dedicated non-social work team has been recruited, who will provide an additional needs led assessment for all children with a disability in the Bradford District who are not currently known to Social Care. The new service will oversee all assessments and re-assessments, for all short breaks for children without a social worker in Bradford. We are already working with **100** families and anticipate that we will be providing an extra **750** short breaks for children and families by the summer of 2024.

The Voice of Children and Young Person Engagement across Bradford

- 2.60 Currently in Bradford, we do not have a directly or indirectly elected body of young people (i.e. a SEND Youth Council or Youth Mayor) to help shape and guide our SEND journey from a young person's perspective.
- 2.61 The Young Persons Voice Project is focusing on creating the infrastructure to capture the voice of young people through a locally designed model of participation and governance for our children with SEND. We want them to be able to have their say and hold systems leaders accountable, for improving the wider systems and services relating to SEND.
- 2.62 We are co-producing this model working across our local area. We have already set up a multi group design board and hope to be able to report on our model in the Autumn. Ofsted noted the work on their visit and highlighted that this work is still in the design stage. We will launch this new model in the spring of 2023.

Communicating with Parents and Carers

- 2.63 Historically, Bradford partners have not fully understood the needs of families and children in regards to SEND services across the District. Across the Inspection, over 650 families who historically have had statements and EHC Plans, contacted Ofsted to note that the delivery of the reforms were not always fully understood by partner agencies in Bradford.
- 2.64 Ofsted in their inspection letter, referenced further work that is needed to be done to work collaboratively with parents and carers. We have made substantial progress in this area over the last 3 years with our co-production and engagement work, but more is needed to be done given the increase in children who have EHC plans in Bradford compared to 3 years ago.
- 2.65 Proposals to increase the size of the Integrated Assessment function will help with improving communication to ensure that parents are contacted in a timelier manner. Overall with the staffing increases proposed, we can expect to see timeliness of responses improve to parents and carers. We will be publishing a new charter of responsiveness standards for families and partners to help improve communication so that, parents will know when they can expect to be updated around support for their children.
- 2.66 Bradford have introduced a new portal for use to apply for EHC Plans in April of last year. The Portal allows for professionals and parents to upload key documents to the plan processes. Over the last 9 months over **650** new requests for an EHC plan have been made through the portal.
- 2.67 The portal is still in the process of going fully live with all its functionality. We are also going to be launching the new Annual Review portal in late 2022 & early 2023. This will make it easier for parents to see what stage of the processes their children and families' members are and keep them informed on progress.

Communicating with Schools

- 2.68 Ofsted met with 8 schools and with representatives of school leaders across the Inspection. School Leaders asked it to be noted that a more collaborative approach would be welcomed moving forward, particularly in relation to the development of school place planning.
- 2.69 The Local Area is committed to working strategically with our schools on this issue. Bradford has provided over **1000** extra special school places in the last few years and is committed to creating in excess of **240** new specialist places to support rising demand. A strategic plan has been created and shared with Schools Forum to support better understanding of the work being done by the Local Authority to meet the rising demand for places moving forward.
- 2.70 Schools raised throughout the inspection that the consultation processes for EHC places can be frustrating. We agree with our schools that the balance of parental preferences and case law in some circumstances can be challenging. Within the new SEND Green Paper there will be a national response to some of these challenges with the publication of a local inclusion plan. This will set out what schools are available in a local area that can meet the needs of children. We will see where Bradford can be a national lead in this area, so that we can simplify the process for both parents and schools.
- 2.71 Ofsted have issued the Local Area with a Written Statement of Action for this element, to ensure that better communication within these groups takes place overall. We are confident with the steps we have outlined, that this will improve over the next two years. We are introducing a survey to check this is the case with parents and schools so we can alter our approaches where required.

The Local Offer

- 2.72 Our Local Offer has been subject to substantial improvements over the last three years since its launch seven years ago. The site has been strongly influenced by the views of children and young people who have given a continued level of commitment to the Local Offer.

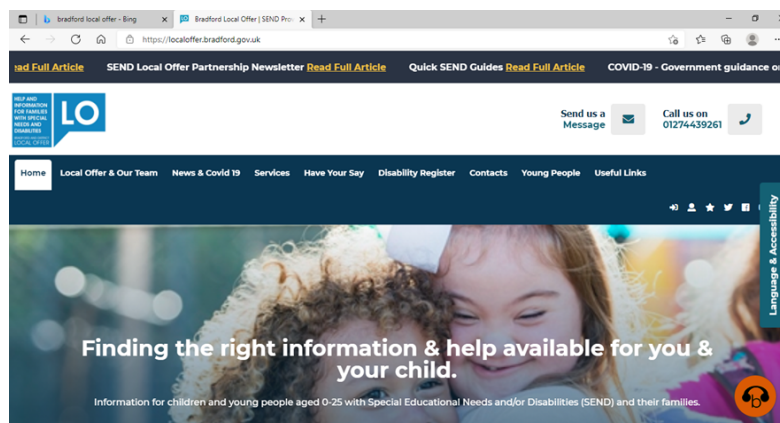


Figure 4 Our Local Offer in Bradford

- 2.73 We are now looking forward to making changes to the Local Offer Website as we undertake revised commercial contracting arrangements for the website. We are also seeking to prioritise the evolution of the content in line with the development of the new Family Information Services website that is currently being developed.
- 2.74 The Local Area is considering changing the look and feel of the website as part of the Local Offer website refresh project that is being undertaken that is scheduled to be concluded in the summer of next year.
- 2.75 Due to the impact of the pandemic some of our **700** services have struggled to keep their information up to date. We acknowledge this as reported by Ofsted and are working with some providers to update their content throughout the next 3 months.

School Transport

- 2.76 Children who we identified as being eligible to receive support, receive appropriate travel arrangements. Any child or young person identified as being eligible is provided with appropriate travel arrangements based on their identified needs. The Passenger Transport Service (PTS) transport is provided in accordance with the statutory requirements, the Council's policy and the DfE guidance.
- 2.77 We accept as noted in the Ofsted Inspection that there are substantial demands for our transport services and this is causing operational challenges. A transformation programme and roadmap for school transport has been agreed initially by the Transport Board and changes are to be developed for consideration in the late Autumn.

Access to Health Services for children with SEND

- 2.78 Ofsted noted during the inspection that health professionals had worked tirelessly and above what can be expected, to juggle the demands of the pandemic and providing support to all children and adults during the last 2 years.
- 2.79 Ofsted noted however, that access to treatments remains challenging across the Local Area and that children and families have to wait too long from referral to treatment (RTT) for some services. Under the NHS Constitution services are meant to be provided within 18 weeks of a referral being made to when treatment starts.
- 2.80 As a result of these challenges, Ofsted and the CQC have issued key healthcare services that provide support to children and families with a Written Statement of Action (WSOA).
- 2.81 A plan to improve access to health services for children with SEND will be published in October 2022 setting out the work that will be undertaken to address the waits, and support that is required.

Joint Commissioning for SEND Services

- 2.82 Joint Commissioning is an area of growth that the Local Area will be required to place a substantial focus throughout the next 18 months.
- 2.83 Joint Commissioning of services to meet the needs of children and young people with SEND is not yet embedded across the Local Area. We have though made an encouraging start in the joint funding of the Parent Carers Association (PCA and the Joint Commissioning of SENDIASS services.
- 2.84 As a result Ofsted have issued a Written Statement of Action (WSOA) for Joint Commissioning given the current maturity of these arrangements. One area identified within the SEND Inspection identified for example is a lack of resource and signing clubs for children who are deaf. The Local Area is now working with key school leaders who support Deaf Children to design a new set of arrangements to meet the needs of this group of children.
- 2.85 During 2020, The Local Area Co-produced our new SEND Joint Commissioning Strategy (2020-2023). Within the Strategy, we have identified a number of key areas and identified how we currently commission and wish to commission services in the future. This is now providing the impetus to help provide a strategic commissioning set of arrangements, that we wish to further develop over the course of this Strategy lifecycle.
- 2.86 In line with the national agendas relating to the changes to CCG's and the move towards Integrated Commissioning Board models, we hope to have designed and implemented a model for joint and strategic commissioning by the summer of 2023. This will consider and in all likelihood see greater alignment and potential pooling of budgets with Health along with the creation of a provider alliance for SEND Services by the start of the 2023/2024 financial year.

Area 3 - The effectiveness of the local area in improving outcomes for children and young people who have SEN and/or disabilities

Preparation for Adulthood

- 2.87 The Preparation for Adulthood team are based within children's social care, and are made up of social workers, community support workers and occupational therapists. The team seeks to ensure that young people aged 16 -25 with physical or learning disabilities have targeted support to meet their aspirations.
- 2.88 Ofsted praised the work of this service and that in the last 3 years the team have also helped **683** young people with the most complex disabilities transition successfully into adult services. The majority of young people who are supported by the PfA team will need some form of support from adult services and they are supported to do so through transition Care Act assessments and by successful joined up working with adult social care teams.
- 2.89 Ofsted recognised that Since 2019, the PFA team have helped **50** young people to move out of their family home into suitable independent and supported living

arrangements. In some cases, this has meant that young people have stayed in Bradford rather than having to move to expensive out of area accommodation arrangements. The team over the last 3 years have also helped **260** young people with access to personalised transitions support direct payments. These are used for a variety of support that include PA support around independence and self-care.

Bradford Family Leadership Programme

- 2.90 Following feedback from over 400 families and professionals gained via focus groups and listening events alongside a PfA audit, we identified that; there is a lack of awareness and understanding about the support and options a family can receive. This includes, employment, housing, short breaks and transition support in Bradford.
- 2.91 Our response to this was to create the Bradford's Family Leadership Programme. The Programme aims to ensure that parents and carers are well informed about these opportunities, promoting the importance of planning for adulthood as early as possible (Year 9 at the latest), following a person centred approach, allowing the PfA priorities in Bradford Council's SEND Strategy for CYP 2018 -2022 to be achieved.

Destinations of young people in Bradford

- 2.92 Destinations information is a key source of understanding what life training and employment route our young people take. In Bradford we are proud of collaborative works we have done with colleges and FE providers to provide the best opportunities we can for your young people with SEND.
- 2.93 Ofsted were shown the evidence that our figures compare broadly with the England and Yorkshire and Humber averages. In August 2022, the percentage of 16-17 year olds Participating in Learning was **88%**, compared to **84%** in March 2020. These figures are slightly above Regional figures **86.1%** and National figures **86.3%**.
- 2.94 Our figures for children where we do not know their college place are **1.8%** (not known) are lower than national figures (**2.0%**). This is positive in that it confirms that we are better at knowing what our young people are doing.

Supported Interns needs

- 2.95 Ofsted noted that the numbers of Supported Interns have grown year on year, averaging **8** in 2018/2019, **19** in 2019/2021 and **40** in 2020/2021. In July 2021, **4.7%** (51/1093) of our 16-25 EHCP cohort on a Supported Internship. In January 2021, Bradford ranked the **9th highest** proportionally against all other local authorities in our Supported Intern numbers.

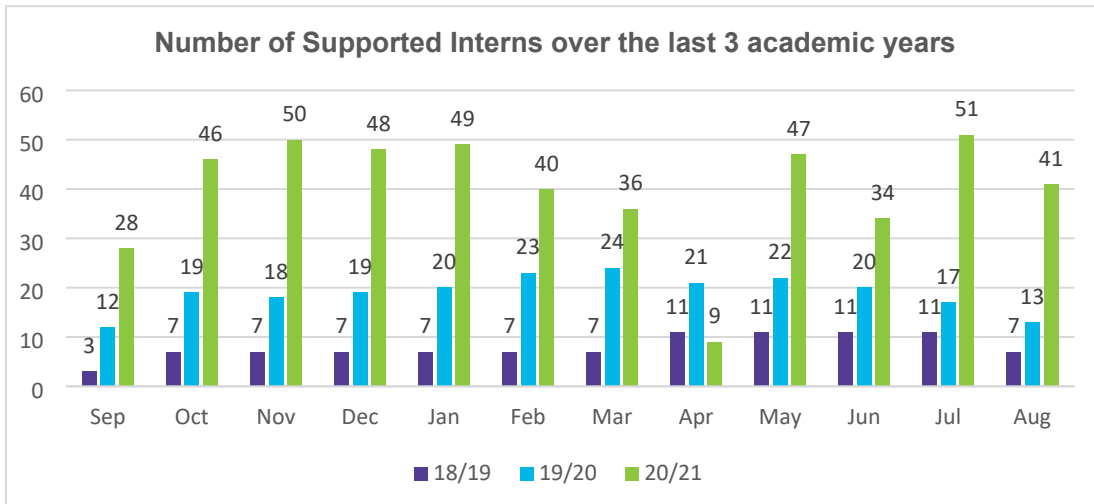


Figure 5 – Number of Supported Interns over the last 3 academic years

Into-Employment Programmes

- 2.96 Ofsted noted as a strength, the substantial work done in Bradford to narrow the gap between percentage of young people with learning disabilities entering paid employment in Bradford and England.
- 2.97 Ofsted also reported that the figures from the DfE’s quarterly comparison data confirm that we have been successful in developing Supported Internship opportunities. Bradford are committed in growing the opportunities for those with a learning disability, the local area now has 5 Supported Internship providers (both Shipley & Keighley college, Project Search out of Bradford College, Craven Cottage and Mencap).

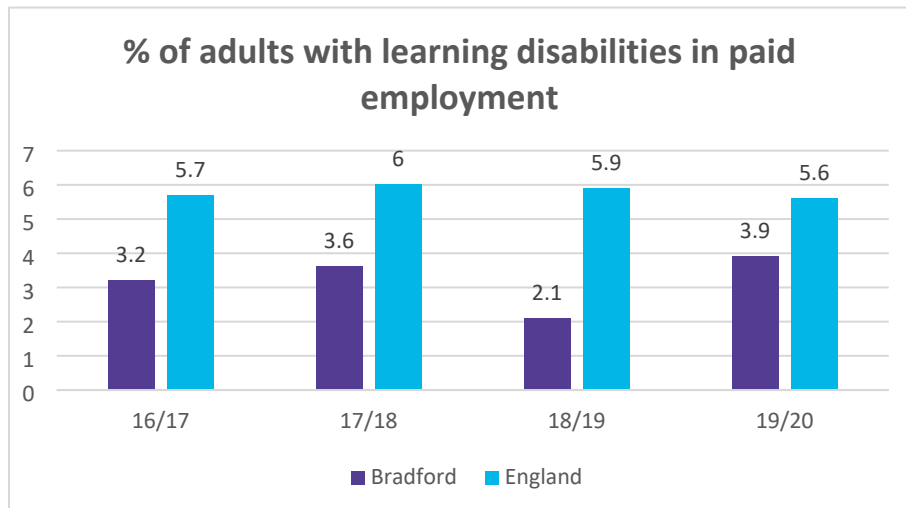


Figure 6 - % of adults with learning disabilities in paid employment

Academic Progress for Children with SEND - Level 2 Qualifications for young people with SEND and SEND Support

- 2.98 There is an ongoing Vulnerable Young Person’s review, which defines a vulnerable young learner as someone who is at risk of not attaining Level 2 qualifications by the

age of 16. Ofsted reported that we need to do more to support greater understanding and develop greater approaches to support children at KS4 get better outcomes and also to commission a better understanding of progress by children on SEND Support.

2.99 According to the latest UK Government data, **27%** of young people in the Bradford District reach the age of 19 without attaining a level 2 qualification. This is lower than their national counterparts (**17%**) and we are undertaking a vulnerable person review to help address this.

2.100 The purpose of the Vulnerable Young Person’s Project, is to review the current picture, including the breadth, range and quality of vocational educational pathway routes available for vulnerable young learners in the Bradford District. Work with the specialist teaching team is underway and each school has now been provided with a named teacher moving forward. Students have in Bradford stabilised over the last three years with an improvement in young people gaining Level 2 qualifications including English and maths.

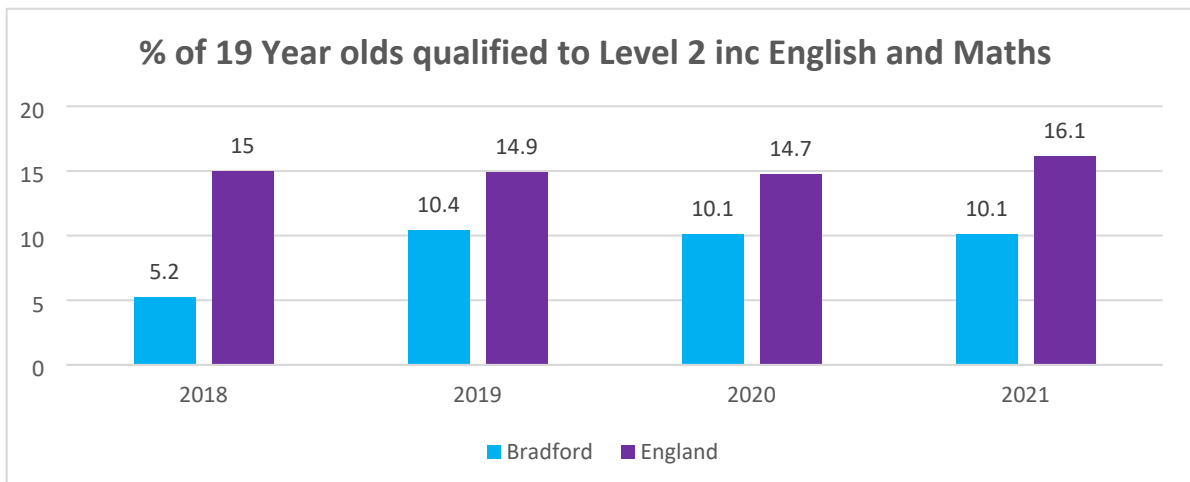


Figure 7 – L2 Qualifications

Level 3 Qualifications for young people with SEND and SEND Support

2.101 The number of students in our area moving onto **Key Stage 5** is in line with national averages. The % of CYP in Bradford aged 19 with an EHCP qualified to Level 3 has been well below National averages since 2017/18 academic year although this has been rising due to further engagement works and use of dedicated resources over the course of the pandemic. Further work is continuing with the specialist resources team to continue to improve the % of children with EHC plans who get a Level 3 qualification.

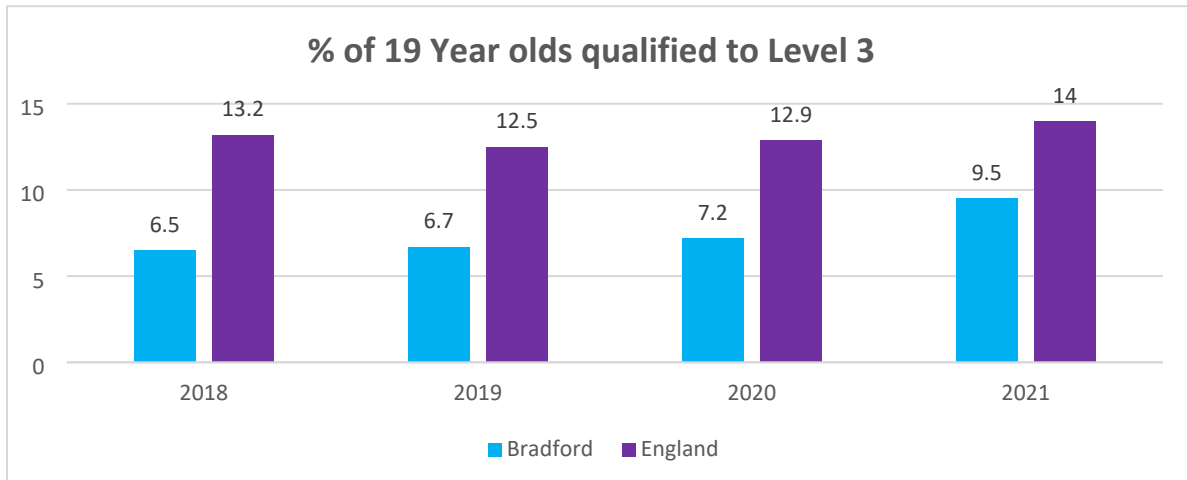


Figure 8 – L3 Qualifications

Supporting children with an EHCP who are at risk of Exclusion /Suspension

- 2.104 Ofsted positively praised that in the last three years, there have only been **2** permanent exclusions for children with SEND in 2018/2019 and none since that academic year. Overall in the last three-year period, we have seen a reduction on the numbers of children being excluded in our schools. These children are supported by our Exclusions team who work with schools and families to reduce the risk of exclusions for children with an EHC Plan.
- 2.105 Following the 2018-2019 academic year, The Bradford exclusions team have developed a process where if schools are concerned about pupils being at risk of permanent exclusion, then the Exclusions team with our SEN colleagues will do proactive work with the school and families to support the child.
- 2.106 This has proven successful and in the last two academic years no child has been permanently excluded from a school in Bradford.

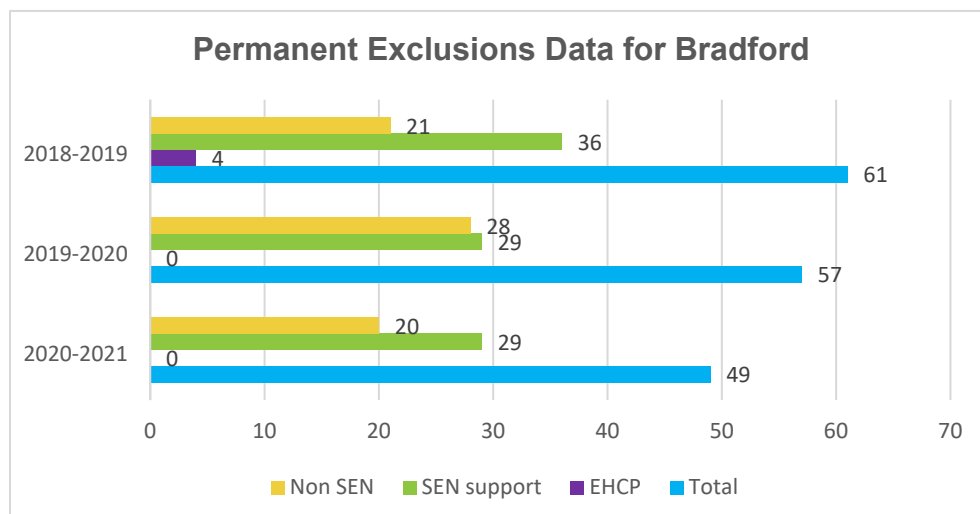


Figure 9 – EHC Exclusions data

2.109 Work is still required across the Local Area to support young people who are being suspended across schools, as too many young people are suspended where they have SEND. Ofsted noted that work will be required to support both pupils and schools moving forward to help reduce these numbers. A new SEND Inclusion charter mark is being developed by the Council working with Warrington Council to be consulted on with schools over the next academic year to promote inclusion to reduce suspensions.

Conclusions

2.110 Overall, substantial improvements have been made to support families and children with SEND in Bradford despite substantial rising demand for services over the last three years.

2.111 Building on these improvements, further work will be required over a variety of areas as outlined in this report to provide the types of services our families will require over the next few years.

2.112 Designated Directors will be required to update the Department for Education and NHS England on a 90-day basis on progress being made against the Written Statements of Action through their improvement plans.

2.113 The following Directors will be statutorily responsible for progress and will update Overview and Scrutiny on the progress via the SEND WSOA Improvement Plan. This improvement Plan will be shared with this board following agreement on the key areas as required by Ofsted.

Written Statement Area	Named Statutory Director
WSOA 1 Poor Communication between stakeholders	Niall Devlin Assistant Director SEND and Inclusion BDMC
WSOA 2 the variable quality of EHC Plans	Niall Devlin Assistant Director SEND and Inclusion BDMC
WSOA 3 – Inconsistent Delivery of The Healthy Child Programme	Sarah Muckle Director of Public Health BDMC
WSOA 4 – Appropriate and Timely Access to all Health Services that Support SEND	Melanie Pickup Chief Executive Bradford District Teaching Hospitals Foundation Trust
WSOA 5 – Joint Commissioning of SEND Services	Jane Wood Assistant Director of Commissioning BDMC

2.114 The Designated LA Officer for SEND will co-ordinate the improvement planning and has contacted key partners on the types of information and measurement that will be required, having experience of completing this work and supporting the lifting of a previous LA from a Written Statement of Action.

3. OTHER CONSIDERATIONS

There are no further considerations that Overview and Scrutiny are asked to consider at this time.

4. FINANCIAL & RESOURCE APPRAISAL

The financial request implications in this report at this stage are not requested to be approved. This will be done in line with the Local Authority and Statutory Partner Agency boards for approval of increasing resources.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

The challenges outlined in this report are being tracked through the SSPB Programme and being considered by the SSPB Board. Risks are being managed through the governance arrangements for each respecting statutory authority involved in SEND service delivery,

6. LEGAL APPRAISAL

The Local Area will be required to create an Improvement Plan within 70 days of the receipt of the inspection letter. This will be ratified by each host agency where they are the statutory improvement agency for the required improvement.

There are no direct legal requirements in regards to this report, outside of the statutory framework for SEND as mandated in the Children and Families Act 2014.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

There are no direct impacts from the contents of this report relating to Green House Gas Emissions.

7.3 COMMUNITY SAFETY IMPLICATIONS

There are no community safety implications bearing from the contents of this report.

7.4 HUMAN RIGHTS ACT

The Provision of Services for SEND operate within a complex legal framework that is set out in the Children and Families Act 2014 that considers HRA requirements in its provisions.

7.5 TRADE UNIONS

There are no direct HR implications in this report for consideration at this stage. Future changes to structures will be reviewed through OJC, officer and constitutional gateways.

7.6 WARD IMPLICATIONS

There are no direct ward implications for this report.

7.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

The report does not directly relate to Children in Care, the report references some children who are looked after as part of this report. A specific update on this is to be scheduled at a later date.

7.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

A Privacy Impact Assessment was published as part of the public recommendations that were contained in the setting of the 2022/2023 budget relating to Short Breaks.

8. NOT FOR PUBLICATION DOCUMENTS

There are no not for publication aspects to this report.

9. OPTIONS

There are no direct recommendations in this report. The report has been created to update members on SEND Services in the Bradford District. The Overview and Scrutiny Committee are asked to note the contents of the report.

10. RECOMMENDATIONS

Members are asked to consider the contents of the report.

11. APPENDICES

There are no appendices to this report.

12. BACKGROUND DOCUMENTS

There are no background documents



Report of the Chair of the Children’s Services Overview and Scrutiny Committee to be held on Wednesday 12 September 2022

Subject:

J

Children’s Services Overview and Scrutiny Committee – Work Programme 2022/23

Summary statement:

This report includes the Children’s Services Overview and Scrutiny Committee work programme for 2022/23.

EQUALITY & DIVERSITY

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

Clr Geoff Winnard
Chair – Children’s Services Overview and Scrutiny Committee

Portfolio:

Children and Families

Report Contact: Mustansir Butt
Overview and Scrutiny Lead
Phone: (01274) 432574
E-mail: mustansir.butt@bradford.gov.uk

Overview & Scrutiny Area:

Children’s Services

1. SUMMARY

- 1.1 This report includes the Children's Services Overview and Scrutiny Committee work programme for 2022/23, which is attached as appendix 1 to this report.
- 1.2 Also attached as appendix 2 to this report is a list of unscheduled topics for 2022/23.

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 Elective Home Education 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).
- 3.5 At its meeting on Tuesday 15 March 2022, the Executive, during their discussions relating to supporting children and their families to thrive post pandemic, recommended that the Children's Services Overview & Scrutiny Committee undertake a scrutiny review into Child Poverty across the District.

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 2022-23 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 – 2022-23 Work Programme for the Children’s Services Overview and Scrutiny Committee.

Appendix Two – Unscheduled Topics.

12. BACKGROUND DOCUMENTS

Council Constitution.
2021-22 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
Wednesday, 29th June 2022 at City Hall, Bradford. Chair's briefing 09/06/22. Report deadline 16/06/22.			
1) Serious Case Review Findings.	Representatives from Bradford Council, the Police and Health to be in attendance.	Darren Minton.	Request from Children's Services Overview & Scrutiny Committee members.
2) Draft 2022-23 Work Programme.	The proposed areas of work to be considered in this municipal year.	Mustansir Butt.	Includes recommendations that the Committee made in the last municipal year.
Wednesday, 13th July 2022 at City Hall, Bradford. Chair's briefing 24/06/22. Report deadline 30/06/22.			
1) Transition to the Bradford Children's Company.		Joanne Hyde/Chris Chapman/Marium Haque.	Member request.
2) Work Programme.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Wednesday, 28th September 2022 at City Hall, Bradford. Chair's briefing 07/09/22. Report deadline 15/09/22.			
1) Co-opted member - Shifa Simab.		Mustansir Butt.	

Childrens Services O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Wednesday, 28th September 2022 at City Hall, Bradford.			
Chair's briefing 07/09/22. Report deadline 15/09/22.			
2) Establishing the Children's Trust. Children's Services Overview & Scrutiny	(1) disappointed in relation to the representatives of PWC not in attendance at the meeting.	Members of the Committee were Chapman/Marium Haque/Eleanor Brazil/Steve Walker.	Joanne Hyde/Chris Committee recommendation from Wednesday 13 July 2022.
	(2) This Committee requests that a further progress report be presented to the Committee in September 2022.		
	(3) That the Contract between the Council and Children's Trust be presented to this Committee, prior to it being finalised.		
	(4) The Committee requests that the most appropriate representatives from Bradford Council and PWC attend the meeting in September 2022, along with the Children's Services Commissioner and Associate Commissioner.		
3) Draft Terms of Reference - Scutiny review of Child Poverty.		Mustansir Butt.	Council resolution from its meeting on Tuesday 15 March 2022, during their discssions relating to sporting children and families to thrive post pandemic.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Wednesday, 12th October 2022 at City Hall, Bradford.			
Chair's briefing 21/09/22. Report deadline 29/09/22.			
1) Monitoring of the Children's Services Improvement Plan.	Focusing specifically on Priority 2 of the plan - Caseloads across all	Marium Haque/Picklu Roychoudhary.	Children's Servoces Overview & Scrutiny Committee recommendation from Social Work Teams. Wednesday 23
March 2022.			

Childrens Services O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

Work Programme

Agenda Items	Description	Report Author	Comments
Wednesday, 12th October 2022 at City Hall, Bradford.			
Chair's briefing 21/09/22. Report deadline 29/09/22.			
2) OFSTED Inspection of SEND.		Niall Devlin/Ali Jan Haider.	Member Request and Children's Services Overview & Scrutiny Committee recommendfation from Wednesday 29 June 2022.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Wednesday, 30th November 2022 at City Hall, Bradford.			
Chair's briefing 09/11/22. Report deadline 17/11/22.			
1) Mental Health Issues relating to Children's Social Care.	Report to include the targetting of improved timelines of autism assessments and diagnosis.	Ali Jan Haider/David Sims/Christina Hollaway/Kristain Farnell.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 17 November 2021.
2) Findings from the review into children's health assessments caseloads.		Michelle Turner/Catherine Murray.	
3) Troubled Families Programme. Overview & Scrutiny	Focusing on key the programme and exploring more	outcomes delivered by	Chad Thompson. Children's Services Committee recommendation from options for more sustainable
	Wednesday 17 November 2021. approaches, to ensure the sustainable approaches to the continuation of the continuity of the programme, if it were not to be funded beyond the currently known three-year period, 2022-25.		
4) Serious Case Review Findings.	Progress against the review recommendatikns, togeter with examples of some positive outcomes.	Darren Minton.	Chidlren's Services Overview & Scrutiny Committee recommendation from Wednesday 30 June 2022.
5) 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

Agenda Items	Description	Report Author	Comments
Wednesday, 14th December 2022 at City Hall, Bradford.			
Chair's briefing 23/11/22. Report deadline 01/12/22.			
1) Establishing the Bradford Children and Families Trust.		Joanne Hyde/Marium Haque/Steve Walker/Eleanor Brazil/Chris Chapman.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 28 September 2022.
2) Exploitation Annual Report.		Darren Minton.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 15 December 2021.
3) Review into the existing CSE and development of the Multi-Agency Exploitation Hub.		Darren Minton.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 15 December 2021.
4) Annual Looked after Children.		Piklu Roychoudhary.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 15 December 2021.
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Wednesday, 18th January 2023 at City Hall, Bradford.			
Chair's briefing 21/12/22. Report deadline 05/01/23.			
1) Monitoring the Children's Services Improvement Plan.		Marium Haque.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 23 March 2022.
2) Audit findings relating to the quality of Social Work Practice.	To focus on areas that require actions being taken to address the areas of practice that currently, most often are shown to require improvement or are inadequate.	David Jonhstone.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 9th February 2022.

Childrens Services O&S Committee

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Work Programme

Agenda Items	Description	Report Author	Comments
Wednesday, 18th January 2023 at City Hall, Bradford. Chair's briefing 21/12/22. Report deadline 05/01/23.			
3) Youth Offending Team.	Focusing on the Next Steps, which include: Sarah Griffen/Lisa Brett. - Improving participation with young people and families to understand their experiences of the services they have received; - Starting to address themes that arise from the audit feedback; - Using		Children's Services Overview & Scrutiny Committee recommendation from Wednesday 15 December 2021.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
Wednesday, 1st February 2023 at City Hall, Bradford. Chair's briefing 11/01/23. Report deadline 19/01/23.			
1) Raising Attainment Strategy.	demonstrates key outcomes, with Emphasis on key outcomes, with particular emphasis on Wednesday 9th February 2022. Attainment Strategy.	Marium Haque/Sue Lowndes.	Children's Services Overview & Scrutiny Committee recommendation from the delivery of the Raising
2) Educational Standards - Early Years to Key Stage 4. March 2022.	To focus on: - Approaches being used to improve educational attainment across the District.	Marium Haque/Sue	Children's Services Overview & Scrutiny Lowndes. Committee recommendation from - More up-to-date data; Wednesday 9th
3) Opportunity Funding.		Kathryn Loftus	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 9th March 2022.
4) 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

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Work Programme

Agenda Items	Description	Report Author	Comments
Wednesday, 15th March 2023 at City Hall, Bradford. Chair's briefing 22/02/23. Report deadline 02/03/23.			
1) Monitoring the Children;'s Services Improvement Plan.		Marium Haque.	Children's Servoces Overview & Scrutiny Committee recommendation from Wednesday 23 March 2022.
2) Workforce Development - Children's Services. Children's Services Overview & Scrutiny	To focus specifically focus on: -The effectiveness of the new recruitment campaign; - Retention of staff; - Progress on training and growing our own staff; - The exact breakdown of workforce establishment for social workers and the level of vacancies at each grade level.		Committee recommendation from Wednesday 9th February 2022.
3) Sufficiency Strategy, to also include In-house Fostering Service and Adoptions.		Piklu Roychoudhary.	Chidlren's Services Overview & Scrutiny Committee recommendation from Wednesday 9 March 2022.
4) Young Carers.	To aso include measures of performance and details of outcomes and improvements delivered.	Cath Dew.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 23rd March 2022
5) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	

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Democratic Services - Overview and Scrutiny

Scrutiny Committees Forward Plan

Unscheduled Items

Childrens Services O&S Committee

Agenda item	Item description	Author	Comments
1 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. (e)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.
2 Informal Session with Bradford Academies.			Request from members.
3 Elective Home Education Scrutiny Review.		Mustansir Butt.	

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