



**Agenda for a meeting of the Children's Services Overview and Scrutiny Committee to be held on Wednesday, 14 December 2022 at 4.30 pm in Council Chamber - City Hall, Bradford**

**Members of the Committee – Councillors**

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

**Alternates:**

<b>LABOUR</b>	<b>CONSERVATIVE</b>	<b>LIBERAL DEMOCRAT</b>	<b>BRADFORD INDEPENDENT GROUP</b>
<b>Mukhtar Walsh Johnson Regan</b>	<b>K Green Felstead</b>	<b>Stubbs</b>	<b>Elahi</b>

**VOTING CO-OPTED MEMBERS:**

**Church representative:**

Joyce Simpson (CE)

**Parent Governor Representatives:**

Fauzia Raza & Shifa Simab

**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

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**To:**

## A. PROCEDURAL ITEMS

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

The Director of Legal and Governance 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 must consider their interests, and act according to the following:*

<b>Type of Interest</b>	<b>You must:</b>
<i>Disclosable Pecuniary Interests</i>	<i>Disclose the interest; not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Directly Related)</i> <b>OR</b> <i>Non-Registrable Interests (Directly Related)</i>	<i>Disclose the interest; speak on the item <u>only</u> if the public are also allowed to speak but otherwise not participate in the discussion or vote; and leave the meeting <u>unless</u> you have a dispensation.</i>
<i>Other Registrable Interests (Affects)</i> <b>OR</b> <i>Non-Registrable Interests (Affects)</i>	<i>Disclose the interest; remain in the meeting participate and vote <u>unless</u> the matter affects the financial interest or well-being (a) to a greater extent than it affects the financial interests of a majority of inhabitants of the affected ward, and (b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest; in which case speak on the item <u>only</u> if the public are also allowed to speak but otherwise not do not participate in the discussion or vote; and leave the meeting</i>

*unless you have a dispensation.*

- (2) *Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (3) *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.*
- (4) *Officers must disclose interests in accordance with Council Standing Order 44.*

### **3. MINUTES**

**Recommended –**

**That the minutes of the meeting held on 28 September and 12 October 2022 be signed as a correct record (previously circulated).**

(Kanwal Amrez – 07929 070228)

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

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

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

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

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

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

(Kanwal Amrez – 07929 070228)

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

To receive referrals that have been 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

### 6. ESTABLISHING THE BRADFORD CHILDREN AND FAMILIES TRUST (THE TRUST) 1 - 24

The report of the Chief Executive (**Document “K”**) provides an update on activities to establish the Bradford Children & Families Trust, the progress to date and critical next steps.

**There are no specific recommendations from this report.**

(Chris Chapman – 01274 433656)

### 7. ANNUAL REPORT FOR CHILDREN LOOKED AFTER AND CARE LEAVERS APRIL 2021 - MARCH 2022 25 - 74

The report of the Director of Quality and Nursing - West Yorkshire Integrated Care Board (Bradford) (**Document “M”**) presents the Annual Report for Children Looked After and Care Leavers April 2020 – March 2021

The annual report (appendix 1) has been written by the Designated Doctor for Children Looked after on behalf of the West Yorkshire Integrated Care Board for the period of April 2021 - March 2022.

The General Manager of Community Services, responsible for the (health) Children Looked After team at BDCT has provided an up-to-date position, working in partnership with BTHFT and ANHSFT, (appendix 2).

Recommended -

**Members are asked to consider the information provided within the report. Members are welcome to ask a question or raise a comment at the meeting to gain clarity or for assurance.**

(Dr Catherine Murray - 01274 237523)

### 8. CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE - WORK PROGRAMME 2022/23 75 - 88

The report of the Chair of the Children's Services Overview and Scrutiny Committee (**Document “L”**) includes the Children's Services 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 reviews that they may wish to conduct.**

(Mustansir Butt – 01274 432574)

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



## **Report of the Chief Executive to the meeting of Children's Services Overview & Scrutiny to be held on 14 December 2022**

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**Subject:**

**K**

**Establishing the Bradford Children and Families Trust (the Trust)**

**Summary statement:**

**The report provides an update on activities to establish the Bradford Children & Families Trust, the progress to date and critical next steps.**

### **EQUALITY & DIVERSITY:**

Equality assessments – There are no direct equality impact assessment from this report. The establishment of the Children's Trust has been jointly agreed by the Council and the DfE as the most appropriate action to provide essential services and safeguard Children across the District. Equality of access to those essential services, including safeguarding, will be an essential component of services delivered by the Children's Trust

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Kersten England  
Chief Executive

**Portfolio:**

**Corporate & Children and Families**

Report Contact: Chris Chapman,  
Director of Finance & IT  
Phone: (01274) 43 3656  
E-mail: [chris.chapman@bradford.gov.uk](mailto:chris.chapman@bradford.gov.uk)

**Overview & Scrutiny Area:**

**Corporate & Children's Overview & Scrutiny Committee**

## **1. SUMMARY**

- 1.1 This report provides an update on activities on the progress in establishing the Bradford Children & Families Trust.
- 1.2 The report is an update to the report to this Committee in September; and to the report to the June Executive and the July Children's Services Overview and Scrutiny Committee.
- 1.3 The report is supported by an Appendix power point presentation.

## **2. BACKGROUND**

- The Council has been rated as inadequate in the delivery of its responsibilities to children since 2018. In recognition of these challenges and following the report of the Bradford Children's Commissioner in January 2022, the Council has agreed with the DfE Secretary of State to voluntarily establish a wholly owned, not-for-profit company (children's services trust), which will discharge the Council's children's social care functions on its behalf pursuant to the terms of a Service Delivery Contract to be entered into by the Council and the children's services trust. This decision will offer greater agility and focus in order to drive the required rapid improvements and improve the ability to delivering excellent social work in an effective and sustainable way. The challenge facing the Council is to sustain the current parallel improvement work, business as usual activity and the successful establishment of the proposed Children's Trust.

## **3.0 PROGRESS MADE TO DATE**

This report builds on the previous presentation given in September 2022 and provides the Scrutiny Committee with an update on the progress with the establishment of the Bradford Children and Families Trust (BCFT).

The supporting Appendix report provides an update on:

- An overall progress update focusing on the critical requirements which need to be in place by 1 April 2023 for the Trust to be contractually and operationally ready for Go Live;
- An update on key appointments to the Trust and progress with the legal dialogue sessions; and



- An overview of the outcome of the programme Gateway Review that assesses progress based on work completed to date, including recommendations and a summary of feedback.
- An overview of the Trust governance and political oversight, outlining the potential role of scrutiny in the Trust's governance arrangements.

#### 4. NEXT STEPS

- 4.1 The details of the contract and performance regime under which both the Council and the Trust will operate are still being defined and developed by both parties, under the guidance of PWC and in dialogue with the DfE.

#### 5 FINANCIAL & RESOURCE APPRAISAL

Implications will be covered through established Workstreams for which there are specific finance; HR and Communication workstreams. Finance, HR and Communications are represented in the current officer group leading on the establishment of the Trust.

The agreement of the contract price and finance mechanism under which the trust operates will be a key matter discussed between all parties in the coming period.

#### 6 RISK MANAGEMENT AND GOVERNANCE ISSUES

The main risk management and governance issues, and their current mitigations are identified below. These risks are actively reviewed through existing governance arrangements.

**Slippage:** PWC will play a critical role in managing the overall programme and applying their specific skills, knowledge and expertise in managing complex programmes and establishing trusts arrangements.

The recent Gateway review process has provided assurance in relation to the ability to meet the deadline of establishing the trust and for it to be operationally effective from 1 April 2023

**Appointments to Critical roles in the Trust:** the appointment of the right people to critical roles will be essential for the success of the Trust in delivering Children's Services improvement. Recruitment processes have been established in order to attract and appoint the right candidate.

Appointments have been made to the Trust Chair; Non-Executive Directors; Chief Executive and Finance Director Roles. The interim HR Director has indicated an agreement to continue until end June 2023 to enable handover to successor. A recent recruitment exercise for the Children's Social Care lead unfortunately didn't result in an appointment and a new recruitment campaign is currently being developed. Discussions around interim arrangements are ongoing.

**Workforce stability:** over the past 3-years there has been significant volatility and turnover of employees and agency workers within the service. Targeted recruitment campaigns are planned which will emphasise the opportunities within a new Children's Trust.

**Slippage in performance:** the establishment of the Children's Trust may potentially divert attention and resource away from delivery of core 'business as usual' services and lead to a deterioration in performance. Separate roles and responsibilities have been established to focus upon business as usual; the improvement plan and establishing the Children's Trust to mitigate this risk.

**Slippage in improvement programme:** the establishment of the Children's Trust may potentially divert attention and resource away from delivery of the improvement programme. Separate roles and responsibilities have been established to focus upon business as usual; the improvement plan and establishing the Children's Trust to mitigate this risk.

**Interim leadership in service:** the current leadership team is filled with interims; recruitment has already commenced to secure permanent resource

## 7. LEGAL APPRAISAL

The statutory framework for the establishment of the Children's Trust is set out in the Children and Young Persons Act 2008, which provides authority for the issue by the Secretary of State for Education of the February 2022 Statutory Direction. The Direction requires the Council to both establish the Children's Trust, and ensure contractual arrangements are in place to facilitate the discharge by the Children's Trust of a wide range of children's social care functions including key functions under the Children Act 1989.

The children's social care services are specified in the Memorandum of Understanding with the DfE which was completed on 20th July 2022. The Children's Services, and support services will be described in further detail in the Services Delivery Contract which is currently under discussion. Governance arrangements are set out in the Governance Service Agreement with the DfE which are currently under discussion between the Trust, DfE and the Council. The governance arrangements must be based on the agreement that the Children's Trust is to be formed as a company limited by guarantee to enable it to operate with a considerable degree of autonomy from the Council, in accordance with the Direction

## **8. OTHER IMPLICATIONS**

### **8.1 SUSTAINABILITY IMPLICATIONS**

There are no direct implications from this report.

### **8.2 GREENHOUSE GAS EMISSIONS IMPACTS**

There are no direct implications from this report.

### **8.3 COMMUNITY SAFETY IMPLICATIONS**

There are no direct implications from this report.

### **8.4 HUMAN RIGHTS ACT**

There are no direct implications from this report.

### **8.5 TRADE UNION**

The Trade Unions have been consulted as part of considerations regarding the potential scope of services to be transferred to the Bradford Children & Families Trust

A series of regular meetings are in place and formal consultation will commence later

Trade Union consultation will continue through the TUPE process; the transfer of services and the establishment of the Trust.

### **8.6 WARD IMPLICATIONS**

There are no direct implications from this report.

### **8.7 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

There are no direct implications from this report.  
Corporate Parenting issues will be subject of specific arrangements between the Council and the Children & Families Trust.

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

There are no direct implications from this report.

**9. NOT FOR PUBLICATION DOCUMENTS**

None

**10. OPTIONS**

10.1 The option to establish a Children’s Trust has been taken and agreed with DfE.

10.2 Within this the Council and the Trust has options on the shape, nature, scope and operational working of the Trust. The report sets out the key aspects behind recommendations made.

**11. RECOMMENDATIONS**

There are no specific recommendations from this report.

**12. APPENDICES**

Power point presentation “BCFT Progress Update – Scrutiny Report December 2022”

**13. BACKGROUND DOCUMENTS**

The Ofsted Improvement Plan and report of Commissioner January 2022 are the core relevant background documents.

DfE Statutory Direction 9 February 2022

Establishing the Children’s Company – June 2022 Executive Report

Establishing the Children’s Company – July 2022 Children’s Services Overview & Scrutiny Report

Establishing the Children’s Company – September 2022 Children’s Services Overview & Scrutiny Report

BCFT - Progress Update  
Scrutiny Report  
December 2022



City of  
**BRADFORD**  
METROPOLITAN DISTRICT COUNCIL



# 1. Purpose and outline of this update



This report builds on the previous presentation given in September 2022 and provides the Scrutiny Committee with an update on the progress with the establishment of the Bradford Children and Families Trust (BCFT).

The scrutiny report includes:

- An overall progress update focusing on the critical requirements which need to be in place by 1 April 2023 for the Trust to be contractually and operationally ready for Go Live;
- An update on key appointments to the Trust and progress with the legal dialogue sessions; and
- An overview of the outcome of the programme Gateway Review that assesses progress based on work completed to date, including recommendations and a summary of feedback.
- An overview of the Trust governance and political oversight, outlining the potential role of scrutiny in the Trust's governance arrangements.

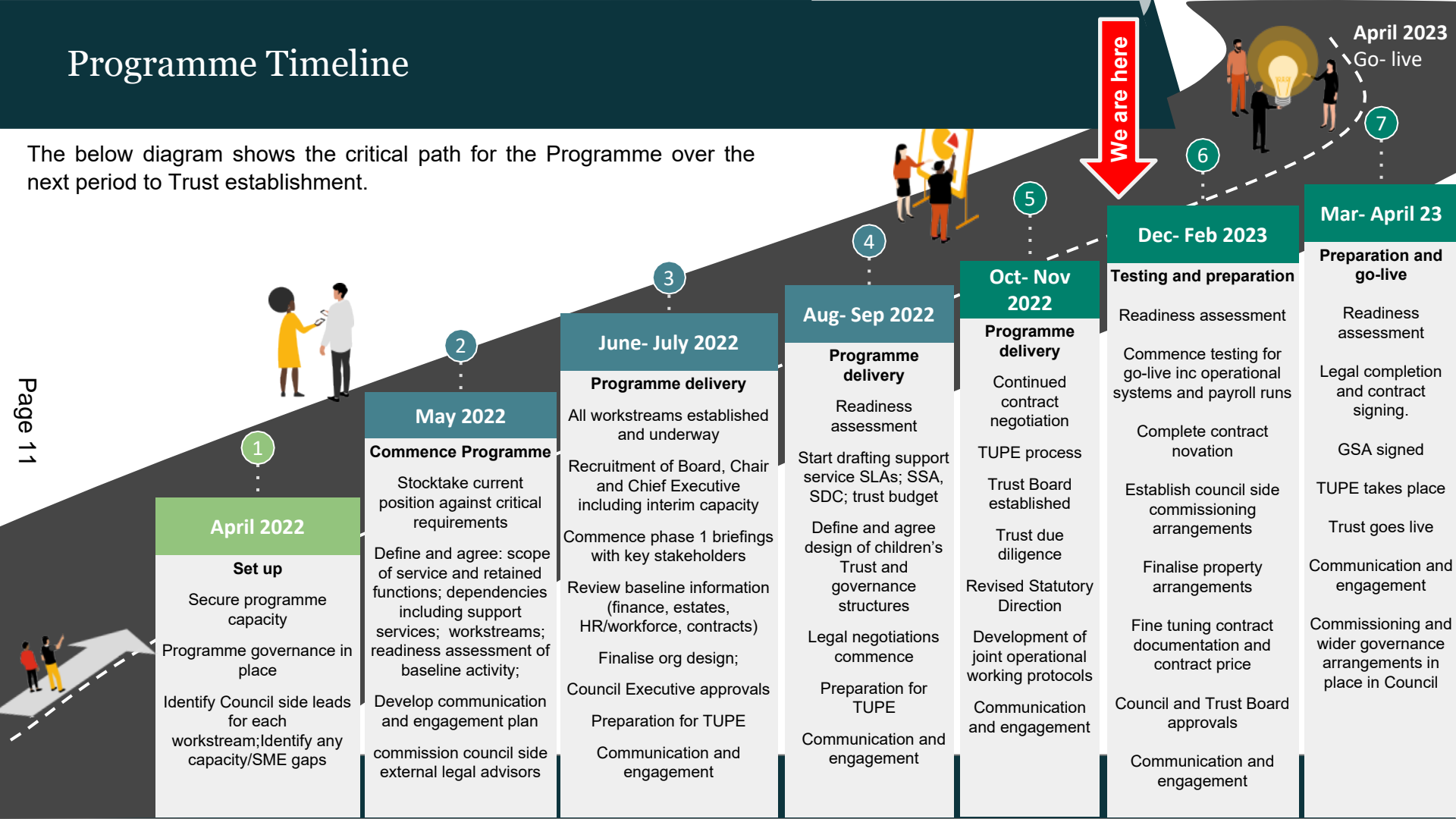


## 2. BCFT Progress Update



# Programme Timeline

The below diagram shows the critical path for the Programme over the next period to Trust establishment.



# Summary



The gateway review completed in October confirms that **there is a viable, technical Critical Path, which allows the operational and contractual establishment of the Children's Trust by 1<sup>st</sup> April 2023.**

**Good progress is being made with the contract documentation** and further dialogue sessions are for the remainder of the calendar year. A joint workshop has been held between trust and council in order to develop the contractual KPIs and good progress in being made in this area. **Key risks are finalising the Contract sum, which is dependent on Demand Trajectories,** in the context of significant financial pressures in the children's services and wider system and **Trust resources across all workstreams.**

**The TUPE process is progressing well** and consultations are now underway. No major issues have been identified to date.

**The Trust has successfully made some key Appointments** with **Charlotte Ramsden** appointed as the Trust Chief Executive and starts on 20th February, and **Julie Crellin** appointed as the Finance Director, starting 30th January. The Trust Board is established in shadow form with meetings taking place as required.

Work has started in relation to planning for **operational mobilisation** and this will be a focus of attention from January. The development of **joint operational working protocols** is well underway.

Communication and engagement activity continues.

# Detailed update: Introduction and methodology

This document summarises the position against the Children’s Trust Programme Plan as of 30 November 2022 and gives an overview of:

1. Progress against the plan
2. Critical risks and issues, impact and mitigating actions taken

Note: Progress has been measured using the following methodology:

	Deliverable	Workstream / Critical Requirement Area
<b>RED</b>	Deliverable / critical decision missed. Management action / recovery plan required. Escalation needed.	Delays being experienced across workstream / critical requirement area. Management action / recovery plan required. Escalation needed.
<b>AMBER</b>	Deliverable at risk if issues are not addressed. Corrective action required.	Risk of delay to work stream / critical requirement area. Corrective action required.
<b>GREEN</b>	Deliverable is on track to meet scheduled dates	Work stream / critical requirement area is on track to meet scheduled dates
<b>BLUE</b>	Completed	Completed
<b>BLANK</b>	Not started	Not started

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Risks are scored using the following risk methodology:

Impact	Very High	5	10	15	20	25
	High	4	8	12	16	20
	Medium	3	6	9	12	15
	Low	2	4	6	8	10
	Very Low	1	2	3	4	5
		Very Low	Low	Medium	High	Very High
		Likelihood				

# Summary of progress against critical requirements



Critical Requirement	Position Sept 22	Position Oct 22	Position Nov 22	Critical Requirement	Position Sept 22	Position Oct 22	Position Nov 22
TUPE	Red	Red	Yellow	Contract Management	Yellow	Yellow	Yellow
OfSTED Registration	Yellow	Yellow	Yellow	Statutory Duties	Green	Green	Green
Contract Novation	Yellow	Yellow	Yellow	Performance Framework	Yellow	Yellow	Green
Pensions	Yellow	Yellow	Green	Property and Assets	Yellow	Yellow	Yellow
Organisational governance	Green	Green	Green	Corporate Governance	Green	Green	Green
Service Delivery Contract (SDC)	Yellow	Yellow	Yellow	Democratic Approvals	Green	Green	Green
Support services and ICT	Yellow	Yellow	Yellow	ERP and Payroll	Yellow	Yellow	Yellow



# 3. BCFT Gateway Review



It was agreed by the Children's Trust Programme Steering Group in September that it would be beneficial to review progress of the programme as part of a Gateway Review process. The agreed objectives of the review were to:

- Maintain effort on delivering the Programme's critical requirements
- Provide a proactive risks management focus in order to risk assess the Programme workstreams and critical requirements
- Review programme/workstream plans, identify and analyse the critical path for the delivery of the critical requirements within the necessary timescale
- Bring together stakeholders to promote open communications
- Keep the programme team, Trust and Council honest with themselves so issues can be addressed early and are escalated when assistance is required
- Set out clear governance structures for all involved
- Provide a feedback loop for continuous improvement
- Provide increased assurance to DfE, Trust and Council

The review was undertaken by an experienced programme manager who has worked on 2 children's trust programmes elsewhere in the country. The report setting out the outcomes of the review was shared at the November Children's Trust Programme Steering Group. The report provides an assessment of the current status of all programme critical requirements, highlighting key risks and issues, with recommended actions for their resolution or mitigation.

# General Observations from the Gateway Review



- There is much to be positive about. Stakeholders have reported good relationships and commitment from individuals. Hard work is evident across the programme and all workstreams are making progress.
- Council colleagues have demonstrated good levels of commitment to establishing a Trust and are working hard to deliver key critical requirements. Council staff have 'day jobs' as well as supporting the Trust programme; this requires the balancing of competing priorities which can at times impact upon pace, quality and progress. As typical with other Councils in intervention, there have been gaps in information in children's and support services which have posed challenges to the programme which are being addressed.
- The Trust have quickly established as a motivated and enthusiastic interim executive management team, and are demonstrating a real commitment to joint working, focussed on improving outcomes for children and young people. This is a new team which has limited previous experience of working on other Trust programmes which results in needing more input from the PMO than was anticipated in terms of both capacity and support. There needs to be increased Trust visibility in the workstream activity.
- The PMO is now running effectively and has experienced and knowledgeable Programme Director and SMEs. Whilst there were some early teething issues in the initial months these were addressed head-on and improved arrangements put in place, and is striving to relieve pressure from the system, rather than adding to it.
- The programme is at a good stage of development when benchmarked against other Trust launch programmes. There is the time and the resources available to resolve critical issues.
- As the Programme moves into a new phase, there will need to be a renewed programme management approach with a relentless focus on resolving dependencies across the programme, a creative approach to issue resolution, improved quality management, and a risk management approach with effective escalation processes.

# Summary of conclusions



The Programme Gateway Review assessment is solely focussed on the stated scope of each 11 workstreams (see Appendix 1), plus an assessment of Programme Management itself. It does not look at areas of development of the Trust outside of critical requirements. A benchmark comparison of progress against a similar trust set up programme at the same point (c. 5 months to launch) has been completed. All but 1 workstream is ahead or at a comparable level of development as the benchmark.

Out of the 12 areas:

5 are rated as 'Green' = Successful delivery of these workstreams appears highly likely.

6 are rated as 'Amber' = Successful delivery appears feasible but significant issues require management attention.

1 is rated 'Red' = Successful delivery appears unachievable with issues that do not appear resolvable.

Workstream	Bradford Children's Trust Progress Against Benchmark (at c. 5 months to launch)	Readiness Assessment
Programme Management	Resource levels are comparable to benchmarks. When entering the next phase of the programme there will need to be greater focus on issue resolution, improved quality management and greater grip of programme dependencies.	<b>Amber</b> - Successful delivery appears feasible but significant issues require management attention
1 - Service design	<b>Behind Benchmark</b> - Bradford is slightly behind but service specification is progressing well.	<b>Amber</b> - Successful delivery appears feasible but significant issues require management attention
2 - Setting up the new organisation	<b>Ahead</b> – Bradford is significantly ahead in Trust development.	<b>Green</b> - Successful delivery of this workstreams appears highly likely
3 - Legal and contracts	<b>Ahead</b> – Prospects for successful completion of legal agreements is good	<b>Green</b> - Successful delivery of this workstreams appears highly likely
4 - Finance	<b>Comparable</b> – Progress is as expected, but issue of affordability appears unresolvable.	<b>Red</b> – Issue of affordability appears unresolvable by the Programme.
5 - Staff transfer and HR	<b>Comparable</b> – There are concerns in Bradford with an unconfirmed establishment. This is similar to the benchmark and there is time to resolve these issues given significant level of attention.	<b>Amber</b> - Successful delivery appears feasible but significant issues require management attention
6 - Property and Assets	<b>Comparable</b> – There are issues here without a property complete list being agreed. This was also the case in the benchmark at this stage. A similar level of focus will be required to resolving this issue	<b>Amber</b> - Successful delivery appears feasible but significant issues require management attention
7 - Data and ICT	<b>Comparable</b> – There is a plan in place for ICT which is being executed, in a similar position to the benchmark. Risks remain but are manageable.	<b>Green</b> - Successful delivery of this workstreams appears highly likely
8 - Support services	<b>Ahead</b> – Drafts of SLAs are more advanced in Bradford, although there are quality issues	<b>Amber</b> - Successful delivery appears feasible but significant issues require management attention
9 - Commissioning and Contract Management	<b>Ahead</b> – There is significantly greater progress in contract novation. There is an achievable plan in place.	<b>Green</b> - Successful delivery of this workstreams appears highly likely
10 - ERP build, data migration and testing	<b>Ahead</b> – The plan for Trust ERP still contains high levels of risk, but mitigations are preferable, with higher levels of testing and contingencies built into the plan than the benchmark	<b>Green</b> - Successful delivery of this workstreams appears highly likely
11 - Communications, Marketing, and Engagement	<b>Comparable</b> – similar levels of engagement and will require greater engagement alongside TUPE consultation.	<b>Amber</b> - Successful delivery appears feasible but significant issues require management attention



# Recommended Action Plan



#	Recommended Action	Action Owner	By when
1	<p><b>Refresh the Programme Management arrangements to reflect the next phase of the Programme, including:</b></p> <ul style="list-style-type: none"> <li>i. Implement new processes to facilitate timely decision-making and focus on programme-wide dependencies.</li> <li>ii. Strengthen escalation process.</li> <li>iii. Implement new, improved information sharing processes.</li> <li>iv. Implement new quality management plan.</li> <li>v. Embed programme management arrangements more closely with Trust and Council to ensure prioritisation of resources.</li> <li>vi. Include DfE set up grant reporting to Steering Group on a regular basis.</li> </ul>	SP	Report to next Steering Group
2	<p><b>Maintain high level of focus on the Service Delivery workstream with a prioritisation of Joint Working Protocols, the ICF Function and the retained function and associated structure and defined review points.</b></p>	Council Lead: Marium Haque Trust Lead: Sally Hodges, Peter Featherstone, Portia Bailey Barrow PwC Lead: Sarah Phipps	Delivery to Programme Plan target dates
3	<p><b>Immediate lock down of the Establishment list and initiation of a change control process.</b></p>	Council Lead: Shirley Hoyland	Immediate
4	<p><b>Commitment to rapid progress towards agreement of Trust HQ arrangements – Trust and Council to meet to discuss and agree approach</b></p>	Council Lead: Ben Middleton; Deputy: Neil Charlesworth Trust Lead: Mel Creighton	Report to next Steering Group

# Recommended Action Plan



#	Recommended Action	Action Owner	By when
5	<b>Rapid agreement of fundamentals of Trust Support Service Requirements</b> – Trust needs to build a proposal of its structure to discuss and agree with the Council as a matter of urgency. This should include complete definition and agreement of which support services are bought back and which are transferred.	Council Lead: Anne Lloyd/Caroline Lee (Chris Chapman) Trust Lead: Peter Featherstone	Report for the next Steering Group
6	<b>Consider developing contingency shadow running arrangements for support services</b> - create an options appraisal for consideration by the Steering Group	See 9 below	See 9 below
7	<b>Closer alignment and engagement between Trust and Service, plus engagement of a wider range of stakeholders, particularly elected members.</b> Links need to be built as a matter of urgency. The communications plan must reflect the mobilisation stage of the programme and include increased engagement of the full range of programme stakeholders.	Council Lead: Steve Hemming Trust Lead: Portia Bailey Barrow PwC Lead: Sarah Phipps	Report for the next Steering Group
8	<b>All parties to enter urgent discussions regarding affordability.</b> Propose meetings as follows: 1. An internal face to face council meeting to take place asap - before the 21st October. 2. A meeting with the council, Trust, DfE intervention leads and commissioners - to take place before 28th October.	Council CEO, Trust CEO, DfE intervention leads	28 October
9	<b>Consider contingency of shadow running period for a fixed period</b> - create an options appraisal for consideration by the Steering Group	SP	Report for the next Steering Group

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# 4. Trust governance and political oversight

# Proposed Trust Governance



## Council

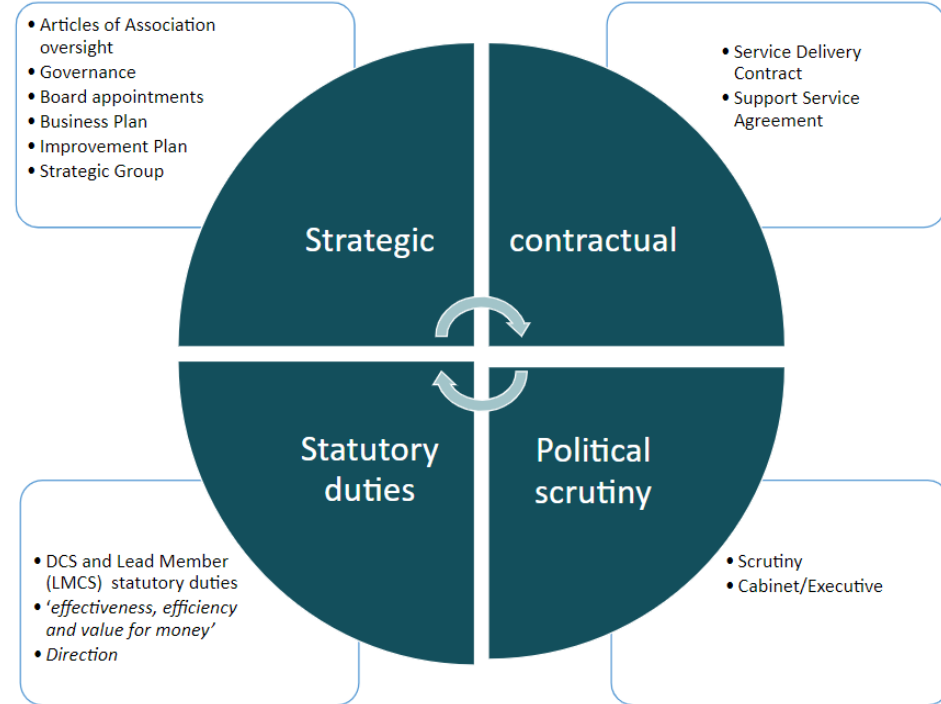
- Council remain statutorily responsible and accountable for its children's social care functions
- DCS and Portfolio holder remain statutorily accountable for effectiveness & efficiency of its children's social care functions and the commissioning arrangements.

## Trust

- Trust are commissioned by the Council through a contract and is responsible for the delivery children's social care functions
- Trust deliver agreed functions to pre-agreed performance & business standards including those areas set out in the Improvement Plan.

## Governance takes form of:

- Informal, Operational, Strategic and Scrutiny
- Key roles, including statutory roles of DCS and Lead Member
- Contractual governance and accountability arrangements:
- Assurance to Elected Members



# Proposed political oversight of operational and strategic arrangements



The **statutory role of Lead Member for Children's Service** with political responsibility for the leadership, strategy and effectiveness of local authority children's services.

**How** is oversight and management provided:

Report to Overview and Scrutiny Committee and to Executive:

**What** is reported is oversight of:

- Trust Business Plan and Improvement Plan objectives and vision
- Quarterly and annual reviews and
- Future years budget setting processes

**Political assurance** as relates to the effectiveness of the commissioning arrangements via –

- Overview and Scrutiny Committee
- Corporate Parenting Board
- Annual Reports (including e.g. Business Plan, IRO; LADO; Adoption and Fostering)
- Improvement of outcomes for children and young people

# Typical role of Scrutiny Committee where there is a children's trust



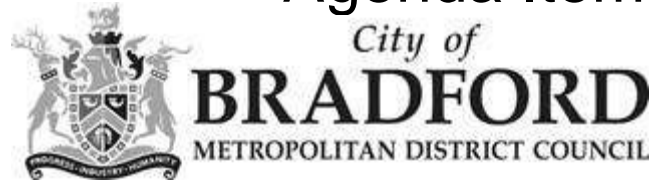
## General areas which are covered:

To fulfil the functions of an Overview and Scrutiny Committee as they do to any policies, services and activities concerning the Children and Families Trust, vulnerable children, corporate parenting and other child social care and safeguarding functions.

Provide political oversight of operational and strategic arrangements – may request to see all reports and business plans, and review policy and how objectives in the articles and improvement plan and operational measures such as KPI's are being met.

**Update Reports to Scrutiny** may include an update on matters such as:

- Accountability
- Key Priorities
- Partnership working
- Performance update of the KPI's
- Key budget issues
- Future Budget
- Challenges
- Opportunities
- Milestones
- Ofsted Inspections
- Improvement Plan objectives



**Report of the Director of Quality and Nursing - West Yorkshire Integrated Care Board (Bradford)– Annual Report for Children Looked After and Care Leavers April 2020 – March 2021 Children's Services Overview & Scrutiny - Wednesday 15 December 2021.**

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**Subject:**

**M**

**Subject: Annual Report for Children Looked After and Care Leavers April 2021 – March 2022.**

**Summary statement:**

The annual report (appendix 1) has been written by the Designated Doctor for Children Looked after on behalf of the West Yorkshire Integrated Care Board for the period of April 2021 - March 2022.

The General Manager of Community Services, responsible for the (health) Children Looked After team at BDCT has provided an up-to-date position, working in partnership with BTHFT and ANHSFT, (appendix 2).

---

Michelle Turner  
Director of Quality and Nursing

**Portfolio:**

**Children and Families**

Report Contacts: Dr Catherine Murray  
Designated Doctor for Children Looked after  
Catherine Murry  
Phone: 01274 237523  
E-mail: [Catheirne.Murray@bradford.nhs.uk](mailto:Catheirne.Murray@bradford.nhs.uk)

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

## 1. SUMMARY

The report in Appendix 1 is the second annual report written by the Designated Doctor for Children Looked After (CLA) for the period April 2021 - March 2022. The role of the Designated Doctor and the team within the WY ICB (Bradford) team is a strategic one, and is separate from any provider responsibilities for individual children and young people who are Looked After or Care leavers. The explicit independent nature of the Designated team allows for the freedom of advice, influence, and provision of guidance to be shared with service planners and commissioners.

This report highlights the key aims, matters of legislation, the scope of the Children Looked After and Care leavers team and compares the numbers of children looked after per 10,000 with Bradford's statistical neighbours. This report also provides some information about initial health assessments and review health assessments and provides some key areas of focus for 2022/23.

The report highlights some successes in the delivery of a health service to Children Looked After and Care leavers and refers to the challenges of provision of care, in meeting statutory timescales and of capacity limitations within the context of the year-on-year growth of children becoming looked after across the Bradford District.

The second report in Appendix 2 is an update on the latest position, provided by BDCT.

## 2. BACKGROUND

Providing support for children in care is a statutory requirement with responsibilities for organisations outlined in '*Promoting the health and well-being of looked-after children*' (2015).

The Annual Report is part of the West Yorkshire Integrated Care Board (ICC) assurance arrangements in relation to Children Looked After and wider Safeguarding Children arrangements in Bradford.

There are many challenges in delivering this service both nationally and also within Bradford. These include:

- Only doctors are able to undertake an Initial health assessment (IHA), with the nursing team providing the follow up appointments, the review health assessments (RHAs). The medical assessments cannot be delegated to another health practitioner.
- There is a national shortage of paediatricians who also have to balance the need of rising waiting lists and increasing demands within the NHS as a whole.
- The IHAs are lengthy health appointments, usually taking an hour or longer per appointment, for children who often have complex health needs.
- A significant challenge for Bradford is that the total number of children coming into care is continuing to rise.
- 'Medical complexity' and life limiting diseases for all children in Bradford is the highest in the country (along with Luton and Hyndburn), and some of these children will be becoming 'children looked after'



- The number of children who were not brought to planned appointments was very high this year. This has a knock on impact on clinical time that is therefore wasted but also further appointments then need to be made (116 appointments were missed in the year, 275 IHAs were completed).

### **Some of our local Solutions have included:**

- IHAs are historically routinely undertaken by community paediatricians. In May 2021, a new clinical model was adopted sharing the responsibility of IHAs with some GPs who gained the skills and expertise to undertake some of these assessments.
- Due to the demands within the NHS, the number of paediatricians and GPs who have been available to deliver the appointments has fluctuated over the year. Both BTHFT and BDCFT have recently been successful in appointing a paediatrician and a GP respectively to fill the vacancies that have occurred in this reporting year.
  - The weekly triage meetings are attended by system partners (Designated Doctor Children Looked After, Named Nurse Children Looked After/Nursing team leaders, and administration support from Children looked after health team and managers from Children's Social Care). The purpose is to allow for timely discussion between health and social care on operational issues. It helps to mitigate the risk of the delayed time in seeing the children by prioritising the need of the children at triage, according to their clinical need and their placement. This also gives an opportunity to try and obtain missing consent.
- A weekend Waiting List Initiative, which was well supported by multi-professional clinical teams, and ensured 27 children were assessed on one day. Discussions are underway on options to repeat this.

### **3. OTHER CONSIDERATIONS**

Other achievements for 2022:

- Recruitment to the post of substantive Designated Doctor for Children Looked After was appointed in January 2022.
- The total number of children awaiting an IHA has reduced from 115 in April 21, to 75 in March 2022. The new clinical model which was introduced in May 21 has reduced the backlog.
- The monthly data set developed by colleagues within BDCFT Bradford is scrutinised to recognise drift and highlights have been reported to the System Quality Committee. The data set is routinely shared with the Children's Improvement Board and informs the dashboard.
- Recruitment and retention of additional nursing capacity to complete RHAs and respond to the, often complex, health needs.
- Dedicated practitioner with oversight of Bradford children placed across West Yorkshire.
- Recruitment of a clinical lead nurse, responsible for CLA.
- Deployment of a Risk and Vulnerability Rating Tool across the whole caseload, which enables all high-risk young people to be rated according to greatest need and visible to the team.
- Dedicated practitioners working with Bevan healthcare supporting unaccompanied asylum-seeking children

The Annual Report was written in the context of the commitment of the system partners to improving health outcomes for Children Looked After and Care Leavers. It was recognised that no single agency could solve the issues within the system and across the partnership there has been a willingness to sustain a consistency in the quality of the service delivered and to ensure that children within the Bradford area receive what they need at the time they need it.

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

The Annual report has been written by the Designated Doctor for Children Looked After and Care Leavers from WY ICB - Bradford. The General Manager of BDCT has provided a progress report.

The main themes and trend for the successful and continuous sustainability of the clinical model led by BDCT and supported by paediatricians in Bradford Teaching Hospital Foundation Trust and Airedale NHS Foundation Trust, is the reduction in the total number of children awaiting an IHA, reducing from 115 in April 2021, to 75 in March 2022.

The difficulty in reducing the statutory waiting times further is multifactorial; it is influenced by the complexity of the cases, the increasing number of children entering the care system, the national shortage of medical practitioners who can undertake the IHAs, a delayed time in obtaining consent to undertake the medicals providing further delay in timescales, and the large number of children who were not brought to the appointments.

All of these difficulties have led to a system wide focus on these issues. The main focus on the reduction in waiting times for a child to receive an Initial Health Assessment has proved successful. This has been due to the provision of additional ICB funding support the new clinical model coupled with additional funding from BDCT to support the nursing staff. Providing a sustainable system staffing model is challenging.

Strategic oversight of progress is provided by the new Children's and Young Peoples Priority programme and the Bradford District and Cravens Partnership Board via the System Quality Committee. A placed based report for Bradford is also shared with the West Yorkshire Quality Committee and partnership. The Children's Improvement Board (BMDC) will continue to receive regular updates. The Annual report will also be received by the Bradford Children's Safeguarding Partnership and System leadership Group.

#### **5. OTHER IMPLICATIONS**

The success of the new clinical model has demonstrated the need to continue to drive forward the Children Looked After and Care Leavers health service provision to include work across the health system. The Designated Team for CLA ( WY ICB Bradford) will maintain a strategic focus, supporting encouraging, and influencing other areas of the Children Looked After agenda that would improve the practice and service given to children to ensure that the quality of care for this vulnerable group is not compromised.

Slide 38 of the annual report sets out our key priorities for 2022-2023. The report will assist in providing benchmarks to identify areas of need and to assist in the robust management of any actions needed to improve performance and outcomes such as timely and effective initial health assessment and adoption medicals.

**7.1 SUSTAINABILITY IMPLICATIONS**

N/A

**7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

N/A

**7.3 COMMUNITY SAFETY IMPLICATIONS**

N/A

**7.4 HUMAN RIGHTS ACT**

N/A

**7.5 TRADE UNION**

N/A

**7.6 WARD IMPLICATIONS**

N/A

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

N/A

**7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE**

This report is to be presented at Corporate Parenting Panel in early 2023.

**7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

N/A

**8. NOT FOR PUBLICATION DOCUMENTS**

None

**9. OPTIONS**

N/A

## RECOMMENDATIONS

Members are asked to consider the information provided within the report. Members are welcome to ask a question or raise a comment at the meeting to gain clarity or for assurance.

### References:

Department for Education (2015). **Promoting the health and well-being of looked-after children: Statutory guidance for local authorities, clinical commissioning groups and NHS England.** [online] London: HM Government.  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/413368/Promoting\\_the\\_health\\_and\\_well-being\\_of\\_looked-after\\_children.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/413368/Promoting_the_health_and_well-being_of_looked-after_children.pdf)

Royal College of Nursing (2020). **Looked after Children: roles and competencies of healthcare staff.** [online] London: RCN. Available from:  
<https://www.rcn.org.uk/professional-development/publications/rcn-looked-after-children-roles-and-competencies-of-healthcare-staff-uk-pub-009486>

## APPENDICES

**Appendix 1:** Children Looked After and Care Leavers Annual Report. April 2021-March 2022



Annual Report -V7 to  
submit OSC.pptx

**Appendix 2:** The current position of health assessments October 2021.



Slides for OSC Dec  
2022 (003) - MH chec

## 12. BACKGROUND DOCUMENTS

Department for Education (2015). **Promoting the health and well-being of looked-after children: Statutory guidance for local authorities, clinical commissioning groups and NHS England.** [online] London: HM Government.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/413368/Promoting\\_the\\_health\\_and\\_well-being\\_of\\_looked-after\\_children.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/413368/Promoting_the_health_and_well-being_of_looked-after_children.pdf)

Royal College of Nursing (2020). **Looked after Children: roles and competencies of healthcare staff.** [online] London: RCN. Available from:

<https://www.rcn.org.uk/professional-development/publications/rcn-looked-after-children-roles-and-competencies-of-healthcare-staff-uk-pub-009486>

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# Children Looked After and Care Leavers Annual Report

## April 2021-March 2022



Michelle Turner, Strategic Director of Quality and Nursing,  
Dr Catherine Murray, Designated Doctor Children In Care  
Jude MacDonald, Designated Nurse Safeguarding Children

# The Context of the Report

- The 2<sup>nd</sup> annual Children Looked After (CLA) and Care Leavers Annual Report provided by West Yorkshire Integrated Care Board (WYICB) - the successor organisation to Bradford District and Craven Clinical Commissioning Group.
- Written in response to the statutory guidance *'Promoting the health and well-being of looked-after children'* (2015).
- The purpose of the Annual Report is to form part of WY ICB assurance arrangements, in relation to Children Looked After and wider Safeguarding Children arrangements.
- Covers period from 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022
- Has been developed through regular engagement with key partners and stakeholders in the Bradford District and Craven Health and Care Partnership.



# Key Aims



- To provide the WY ICB and the Bradford District and Craven Health and Care Partnership with an overview of the work undertaken by the Children Looked-After (CLA) Health Team in the last year.
- To share report with the new Bradford District and Craven Health and Care system programme for Children and Young People (CYP) and the Corporate Parenting Panel (CPP).
- To demonstrate that the Bradford District and Craven Health and Care Partnership has discharged their statutory and legislative responsibilities for Children Looked After & Care Leavers.

# A Child Looked After

## Children Act 1989

A Child is looked after by a local authority if he/she:

- Is provided with accommodation, for a continuous period of more than 24 hours
- Is subject to a care order or
- Is subject to a placement order.

A child ceases being “Looked After” when they are:

- Adopted
- Return home
- Reach the age of 18 years.

# Care Leavers

- Care leavers are those children who have been previously Looked After and are now being supported to live independently, with an age range of 18 to 25 years.
- Social care responsibilities for Care Leavers over the age of 21 changed under the **Children and Social Work Act (2017)**:
- Care leavers can request support up to the age of 25, regardless of whether or not they are in education



# Legislation

## The Local Authority (LA)

The **Children and Social Work Act 2017** introduces corporate parenting principles

- set out local authorities' responsibilities for looked after children
- The LA has a duty to promote the welfare of Looked After Children
- includes promoting the child's physical, emotional and mental health.

## WY ICB and NHS England

- have a duty to cooperate with requests from the LA to undertake statutory health assessments
- and provide support services to Looked After Children without any undue delay
- irrespective of whether placement of the child is emergency, short term or in another area outside of Bradford District and Craven.

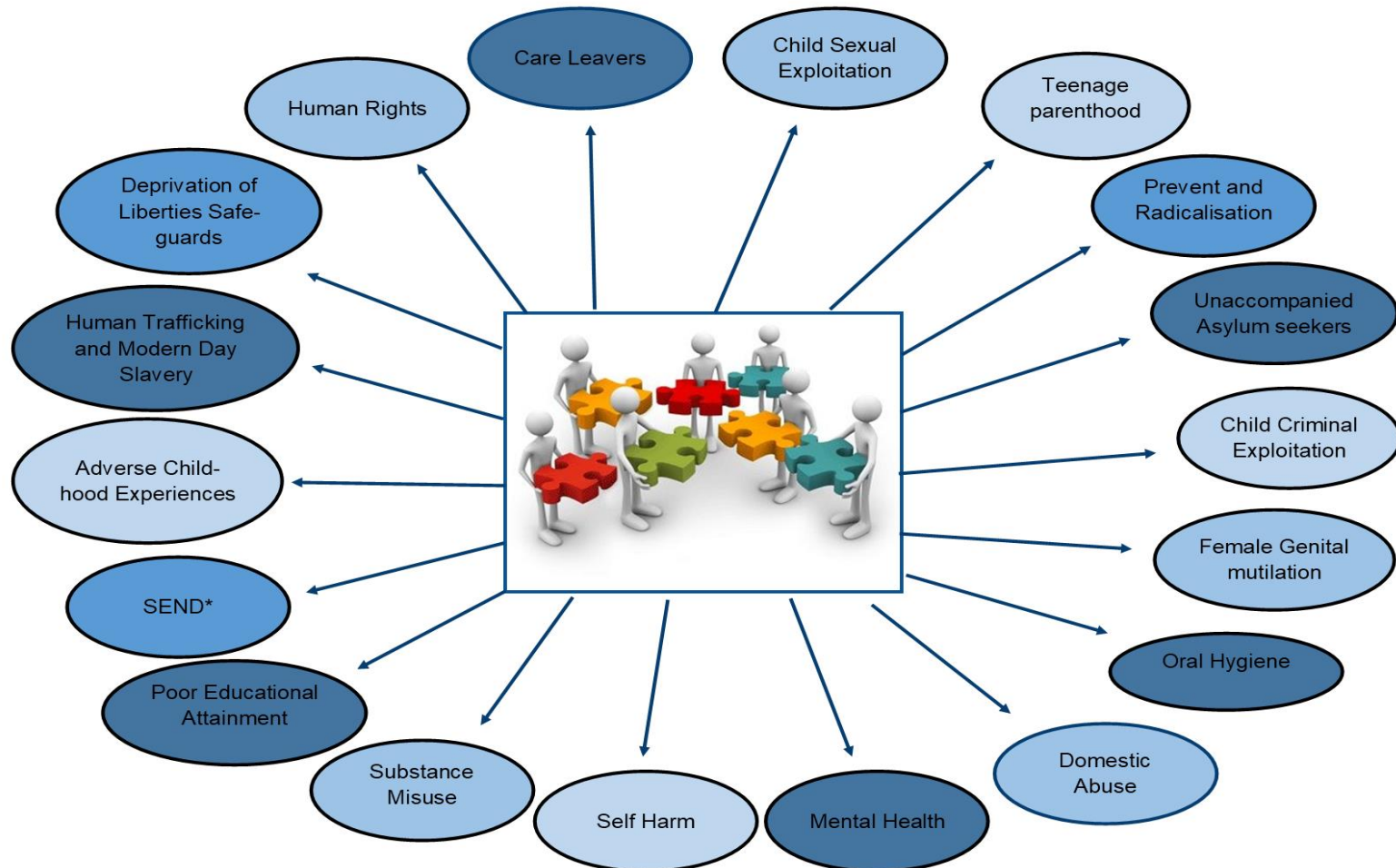
# Why Their Health is So Important



They often experience:

- unmet health needs such as missed immunisations, neglected dental care and missed health appointments.
- a higher incidence of learning and developmental problems
  - 3-4 times more likely to have Special Educational Needs by 16 years of age than all children
- emotional, behavioural and mental health problems
  - higher rates of mental health disorders – 45% rising to 72% for those in residential care, compared with 10% of the general population aged 5-15 years.
- Most have experienced a high numbers of Adverse Childhood Experiences (ACEs) and the subsequent health impact is significant.

# Scope of CLA – Multiple Agendas



\*SEND – Special Educational Needs and Disabilities

# WY ICB Responsibilities

There is a clear line of accountability for safeguarding, reflected in the Bradford District and Craven Health and Care Partnership governance arrangements. (i.e. a named Place based Director lead to take overall leadership responsibility, who employs or secures the expertise of Designated Professionals (Des) to provide health leadership and expertise across local area).

**Place Based Director of Quality and Nursing**  
**WY ICB Director of Nursing**

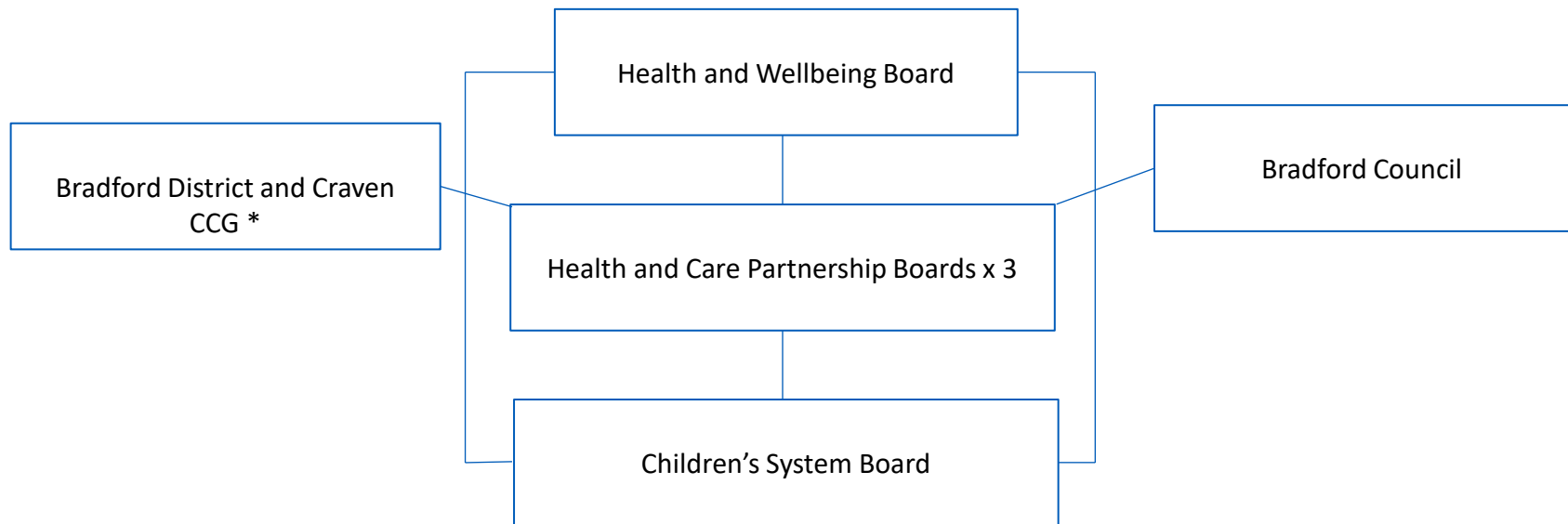
## Children's Team

- Des Nurse Safeguarding and Children Looked After
- Deputy Des Nurses: Safeguarding Children
- Specialist Health Practitioner: Safeguarding Children and Domestic Abuse
- Named GP Safeguarding Children
- Des Doctor Safeguarding
- Des Doctor CLA

## Adult's Team

- Des Nurse Safeguarding Adults
- Deputy Des Nurse: Safeguarding Adults
- Mental Capacity Act/Liberty Protection Safeguards Lead
- Specialist Health Practitioner: Safeguarding Adults
- Named GP Safeguarding Adults

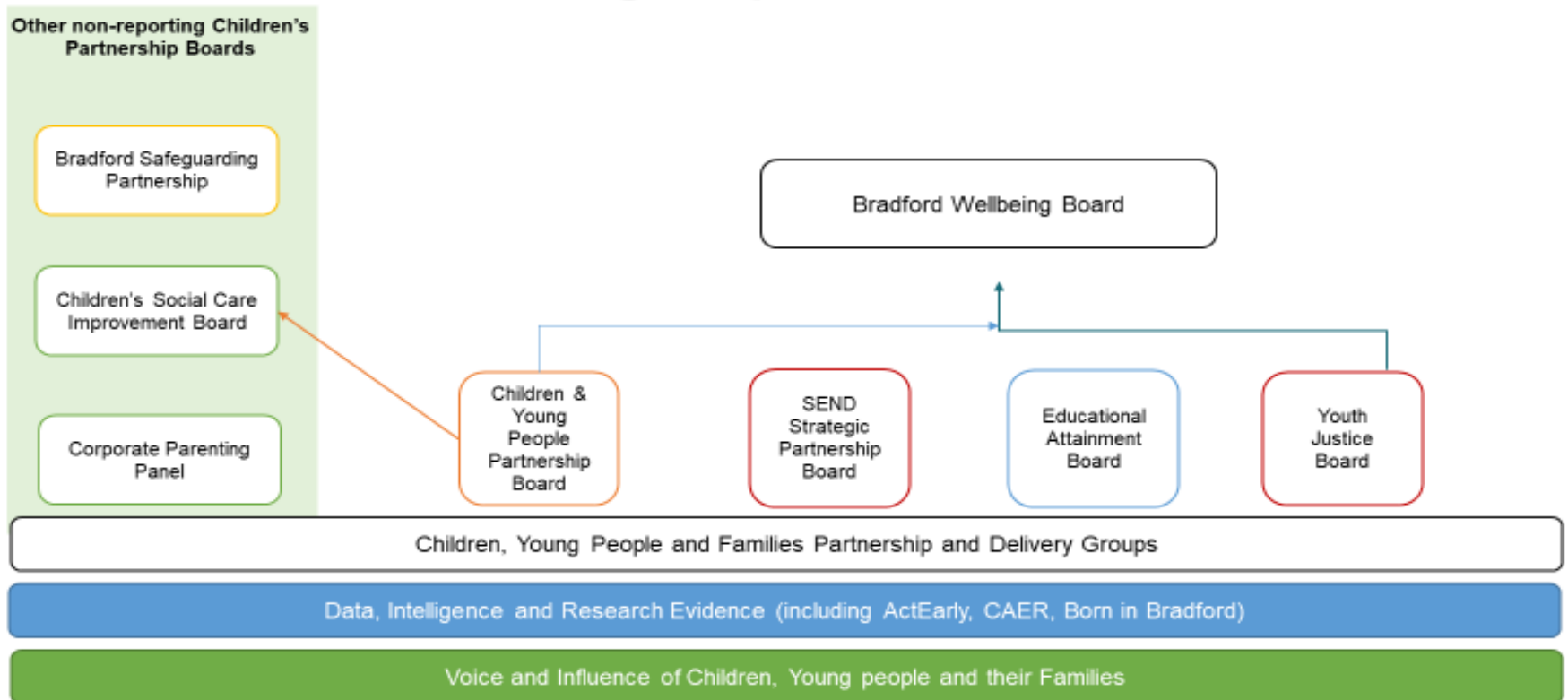
## Children and Young People's District Governance 21/22



\*West Yorkshire Integrated Care Board (WYICB) - the successor organisation to Bradford District and Craven Clinical Commissioning Group.

# Local Authority Responsibilities and Governance Interface with Health Team

## Children and Young People District Governance 21/22





# Statistical Neighbours: CLA

Published figures for the period 2020-21 and as at 31/03/21

Numbers are children looked after per 10,000

Statistical Neighbours		2017	2018	2019	2020	2021
	Kirklees	70.00	67.00	62.00	66.00	66.00
	Peterborough	73.00	74.00	73.00	71.00	67.00
	Oldham	83.00	93.00	86.00	88.00	89.00
	Dudley	99.00	96.00	95.00	90.00	89.00
	Bolton	87.00	91.00	95.00	92.00	90.00
	<b>Bradford</b>	<b>66.00</b>	<b>70.00</b>	<b>82.00</b>	<b>87.00</b>	<b>95.00</b>
	Blackburn with Darwen	96.00	97.00	104.00	106.00	97.00
	Walsall	97.00	95.00	90.00	97.00	97.00
	Telford and Wrekin	96.00	92.00	96.00	98.00	102.00
	Rochdale	89.00	95.00	108.00	100.00	104.00
	Derby	76.00	82.00	94.00	98.00	108.00

# The Local Figures: CLA

Published figures for the period 2020-21 and as at 31/03/21  
Numbers are children looked after per 10,000

Local Authority, Region and England	2017	2018	2019	2020	2021
Bradford	66.00	70.00	82.00	87.00	95.00
Yorkshire and The Humber	67.00	71.00	74.00	77.00	78.00
Statistical Neighbours	86.60	88.20	90.30	90.60	90.90
England	62.00	64.00	65.00	67.00	67.00

- Current no. of CLA in Bradford (March 2022) was 1447
- Many have additional needs, have experienced abuse and neglect and therefore enter care with multiple and complex health and care needs.

# The Local Context, Bradford

- 7th largest local authority in England in terms of population size, after Birmingham, Leeds, Sheffield, Cornwall, Manchester and Buckinghamshire.
- In June 2020, the Office for National Statistics published latest population estimates for 2019.
- Bradford had a total estimated population of 539,776, an increase of 2,576 people since 2018. The population is expected to grow to around 550,100 by mid-2028.
- A young population, with the fourth highest proportion of under 16 - year - olds in England (over 160,000 children)

# The Local Context, Bradford

- Approx. 56.7 % of school children are from ethnic minority groups (national 31%).
- 3 main ethnic groups in the local authority are
  - White English & British 40.6%
  - Other Pakistani 19.6% and
  - Mirpuri Pakistani 11.4%
- Health and well-being of children generally worse compared with the England average
  - obesity, teenage pregnancy and accidental injury.
  - 11.4% of children have a rare disorder compared with national average of 4.3%
- Infant mortality rates significantly higher
- Craven in N. Yorkshire LA– slightly different demographics, with more ageing population, still many children in poverty

# Who Provides the Medical Care for CLA?

## Children Looked After Team

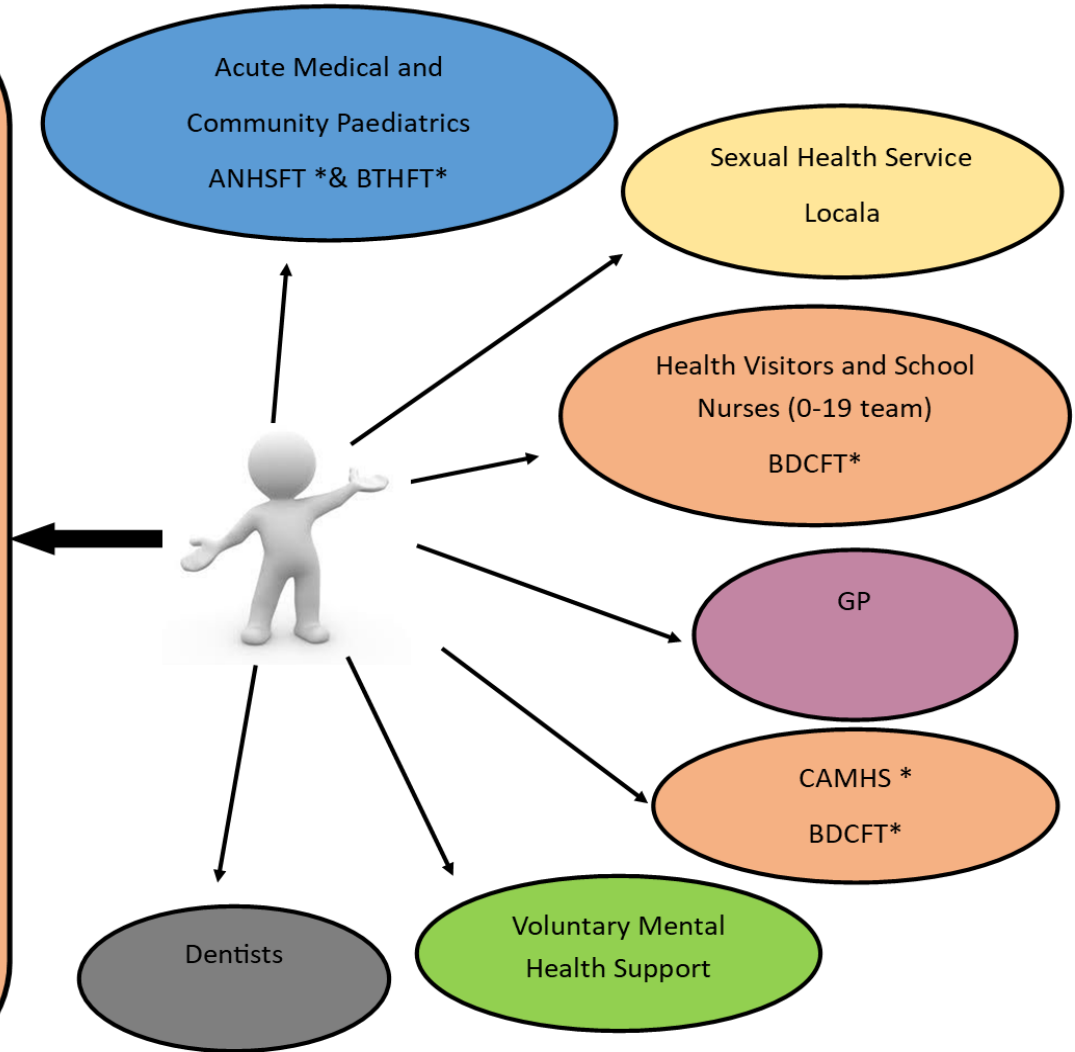
IHAs\*- allocated at triage according to the need of the child, to most appropriate medical professional. Either:

- Paediatrician in Airedale
- Paediatrician in Bradford
- Specialist GPs for CLA (BDCFT) - 3 GPs— one session a week and 1 GP 1 session per month.
- Adult Health Forms now all completed by BDCFT since 1st December 2021

RHAs - team of specialist CLA nurses comprising

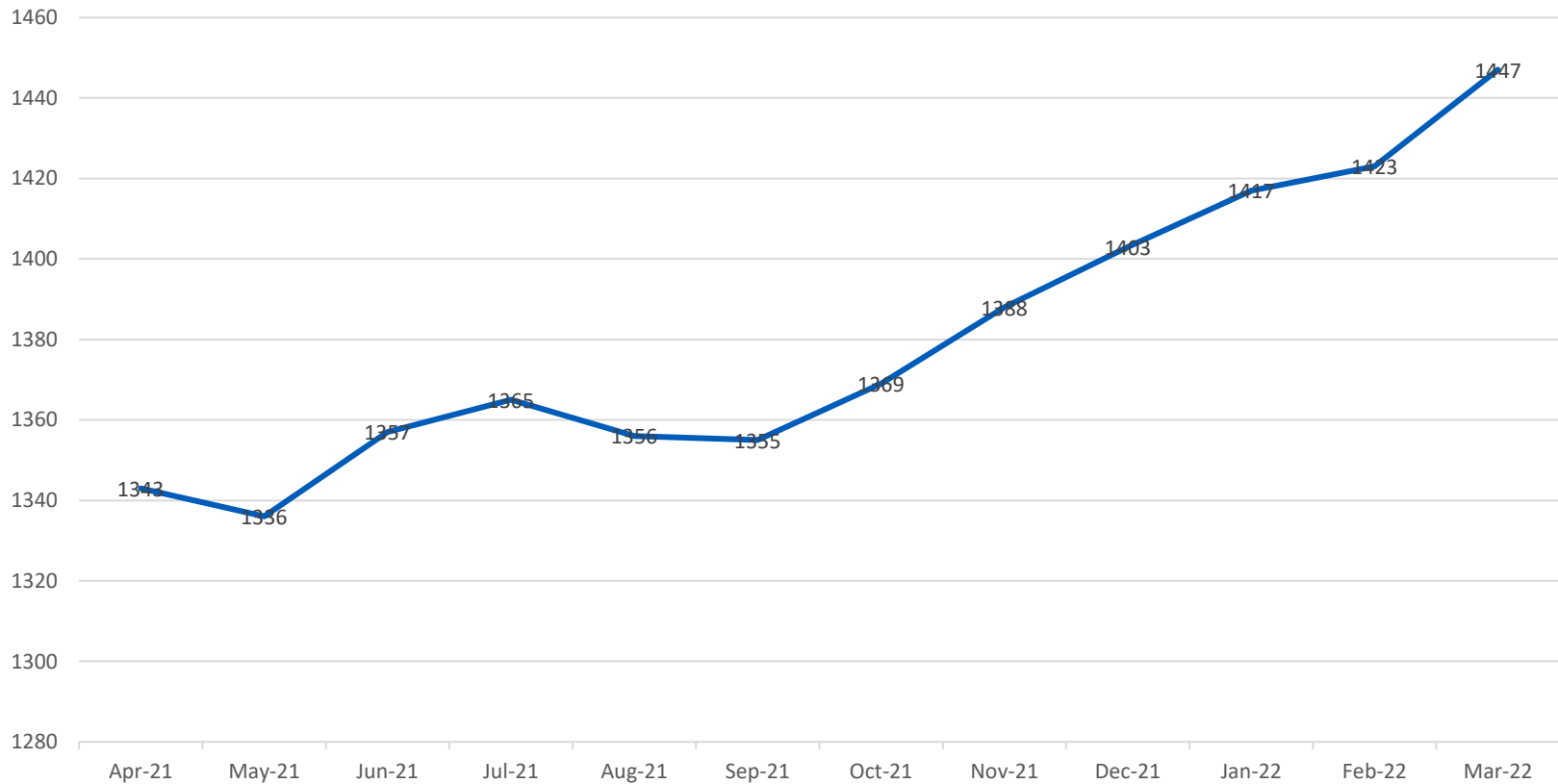
- 1 WTE Named nurse (Band 8)
- 1 WTE Team Leader (Band 7)
- 10.34 WTE Band 6 nurses—case holders
- 2 WTE Band 5 staff nurses – support clinics
- 2 WTE Band 4 nursery nurses
- 1.9 WTE Band 3 admin
- 1.1 WTE Band 2 admin

\*Using a systems approach to help addresses the needs of children and looked people looked after in Bradford. Ensuring more timely access to services for the child. Also, provides a clearer understanding of any risks/gaps and overall system capacity.

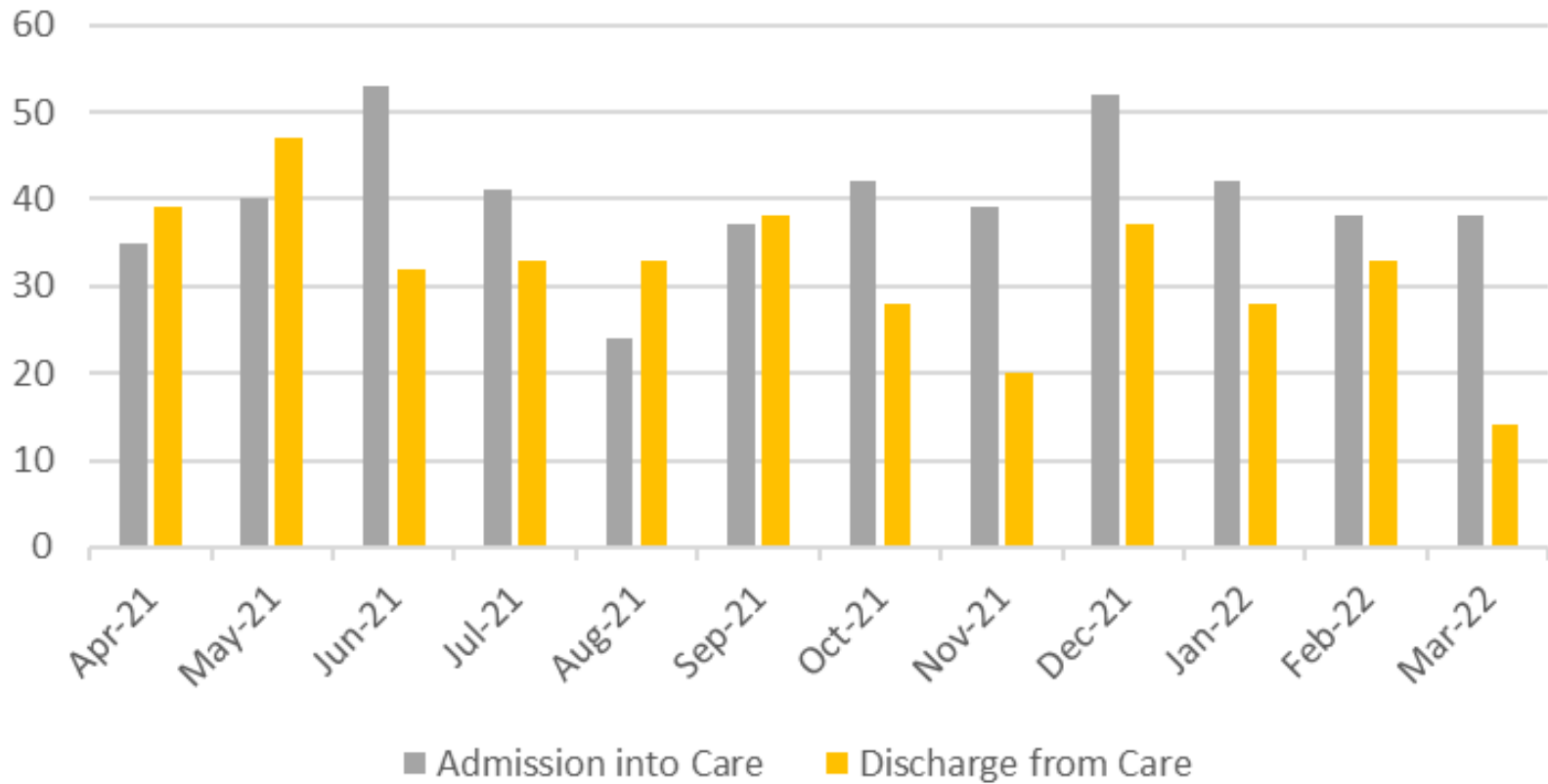


# Numbers of Children In Care, Bradford April 2021-March 2022

Total Number of Children in Care



## Admission and Discharge From Care



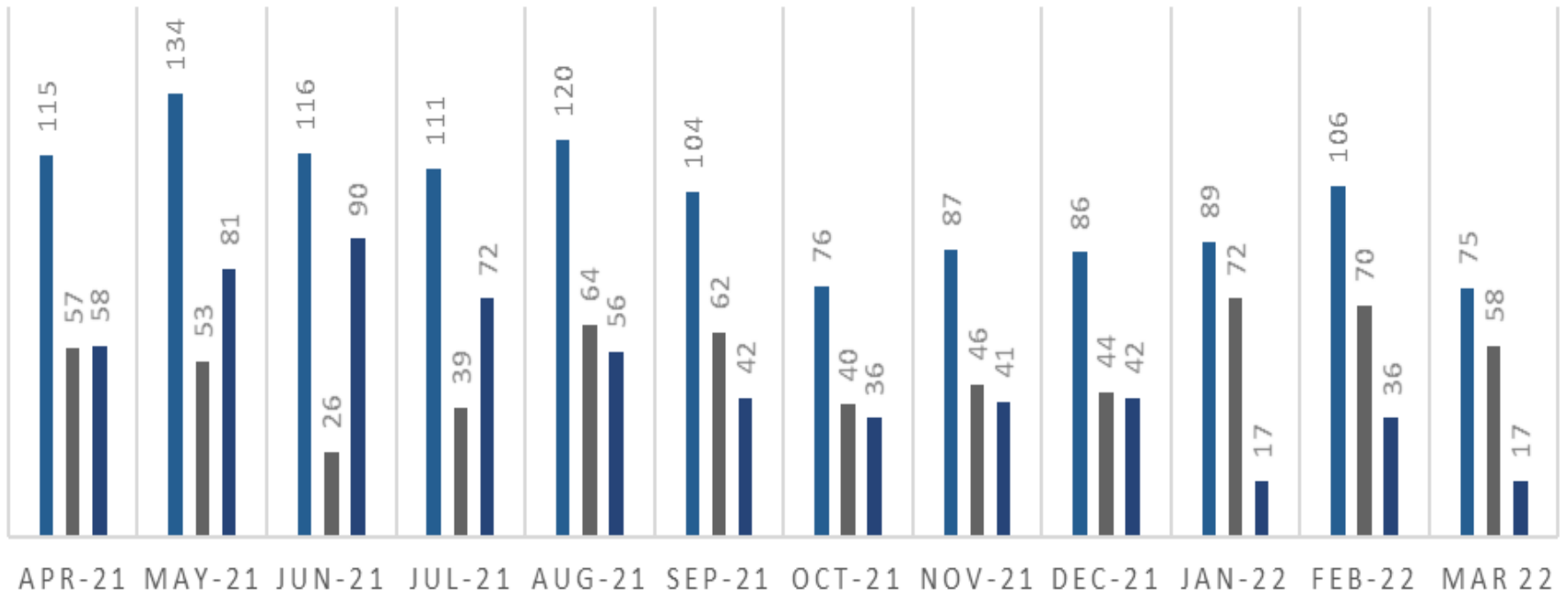
# Purpose of IHA and Who Can do Them?

- The Initial Health Assessment must be done by a registered medical practitioner <sup>1</sup>
- Statutory guidance states that IHAs should be done within 20 working days of entering care.
- The statutory health assessment should address the following for a child:
  - The state of their health, including physical, emotional and mental health
  - Their health history including, as far as practicable, his/her family's health history
  - The effect of their health history on their development
  - Existing arrangements for their health and dental care; including
    - routine checks of their general state of health, including dental health treatment and monitoring for identified health (including physical, emotional and mental health) or dental care needs
    - preventive measures such as vaccination and immunisation
    - screening for defects of vision or hearing
    - advice and guidance on promoting health and effective personal care
    - any planned changes to the arrangements
  - the role of the appropriate person, such as a foster carer, residential social worker, school nurse or teacher, and of any other person who cares for the child in promoting his or her health.

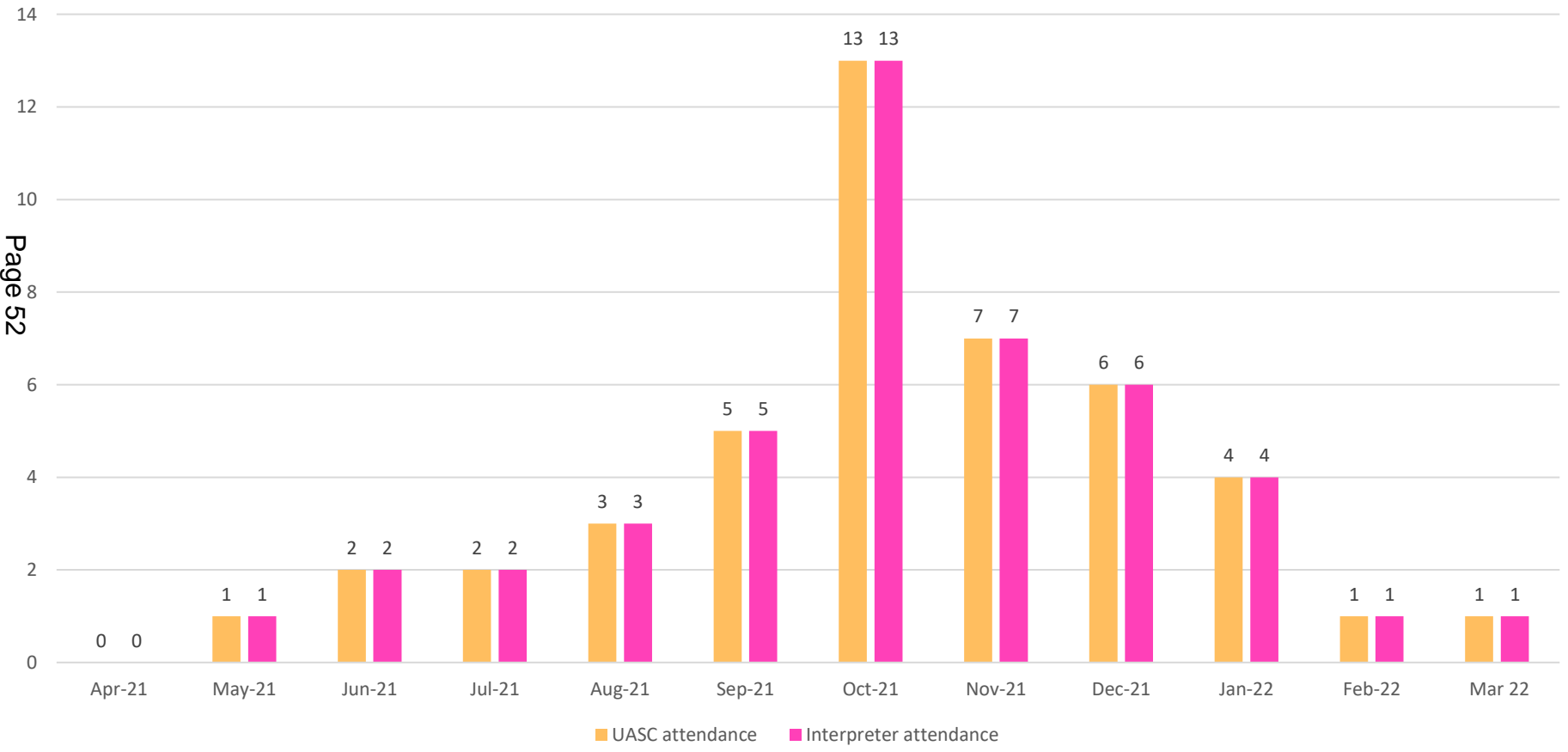


# INITIAL HEALTH ASSESSMENTS

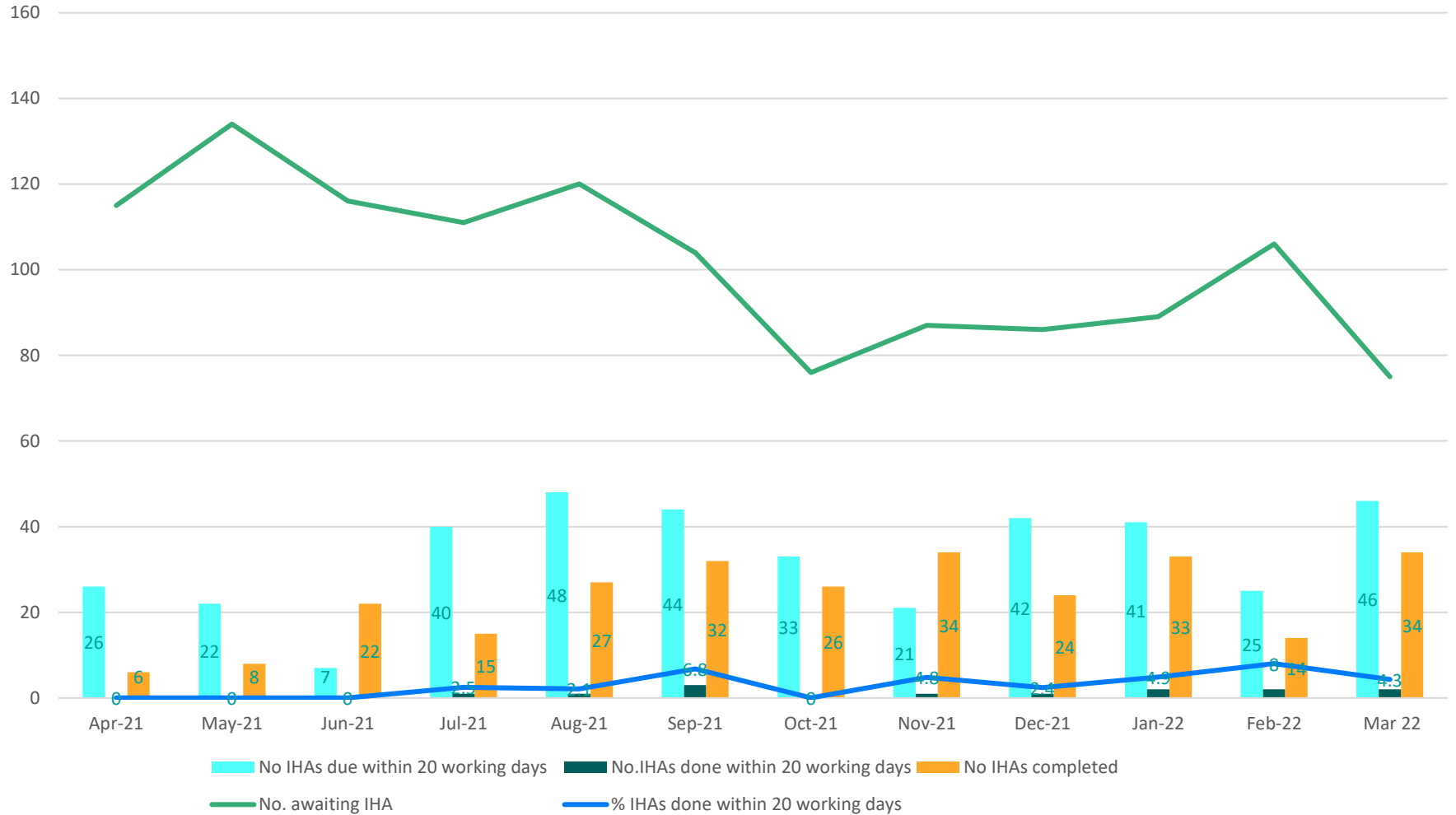
■ No. awaiting IHA    ■ Awaiting assessment with consent    ■ Awaiting assessment without consent



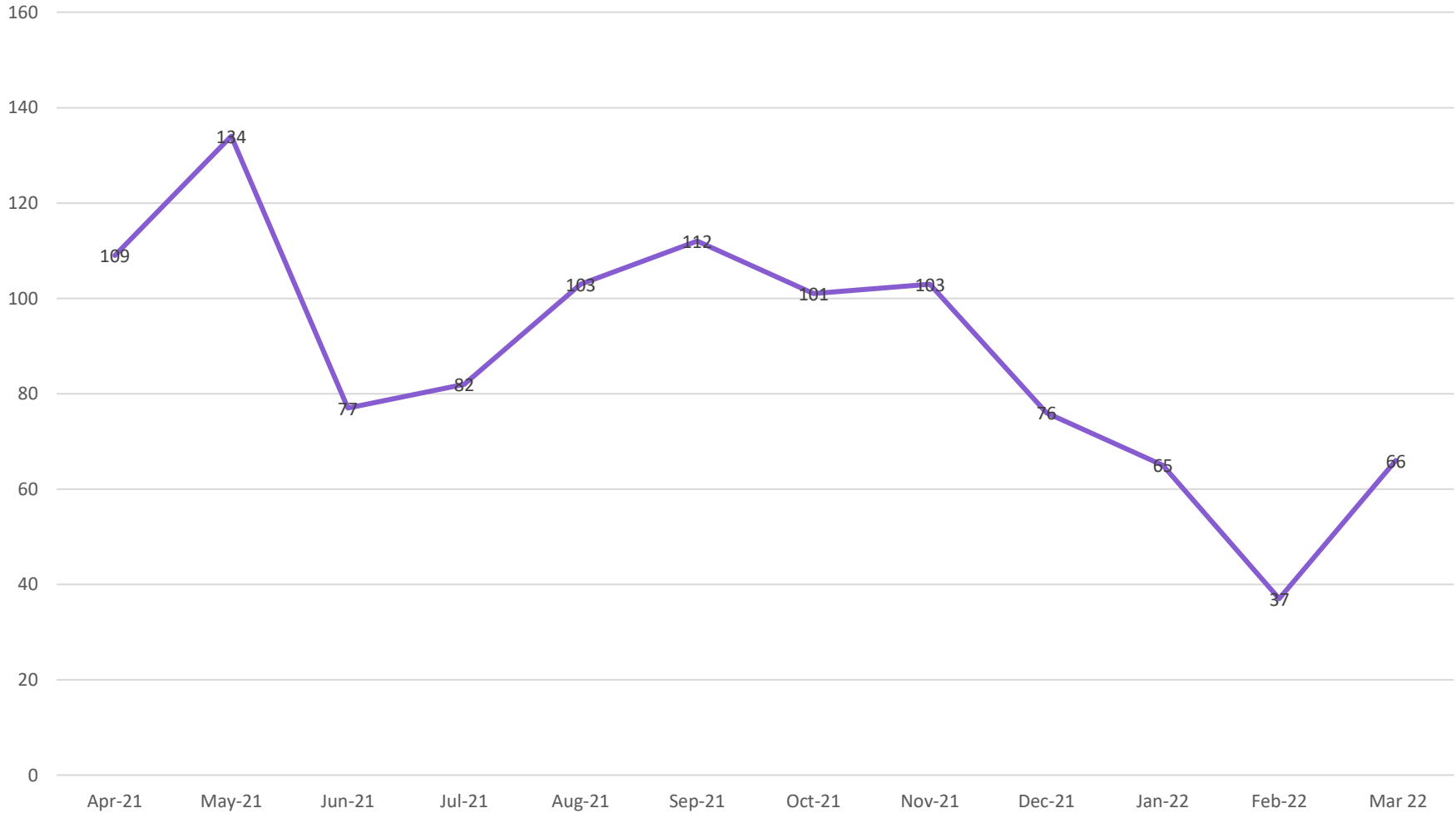
### Numbers of Unaccompanied Asylum Seeking Children (UASC) and interpreters booked



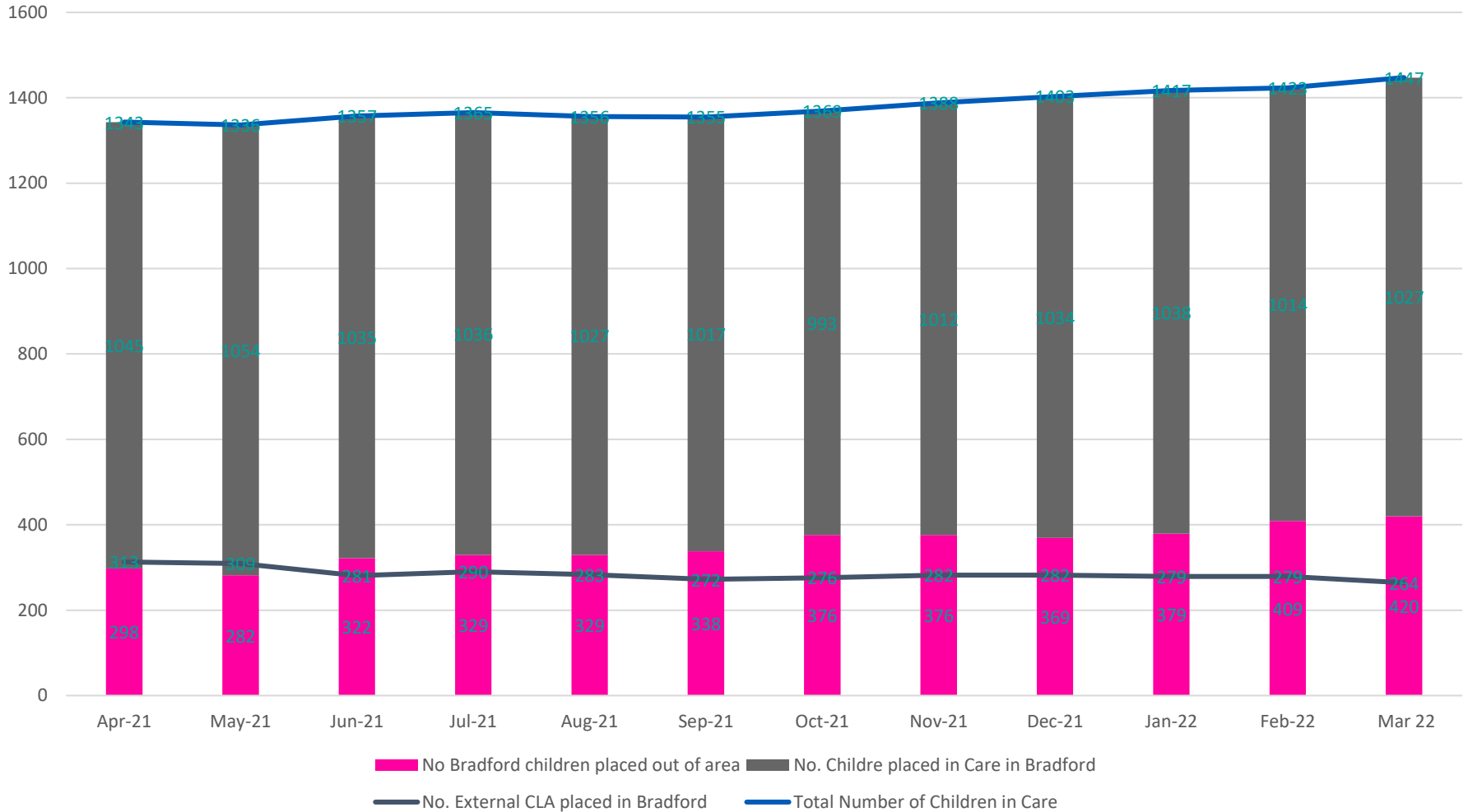
### IHAs Completed



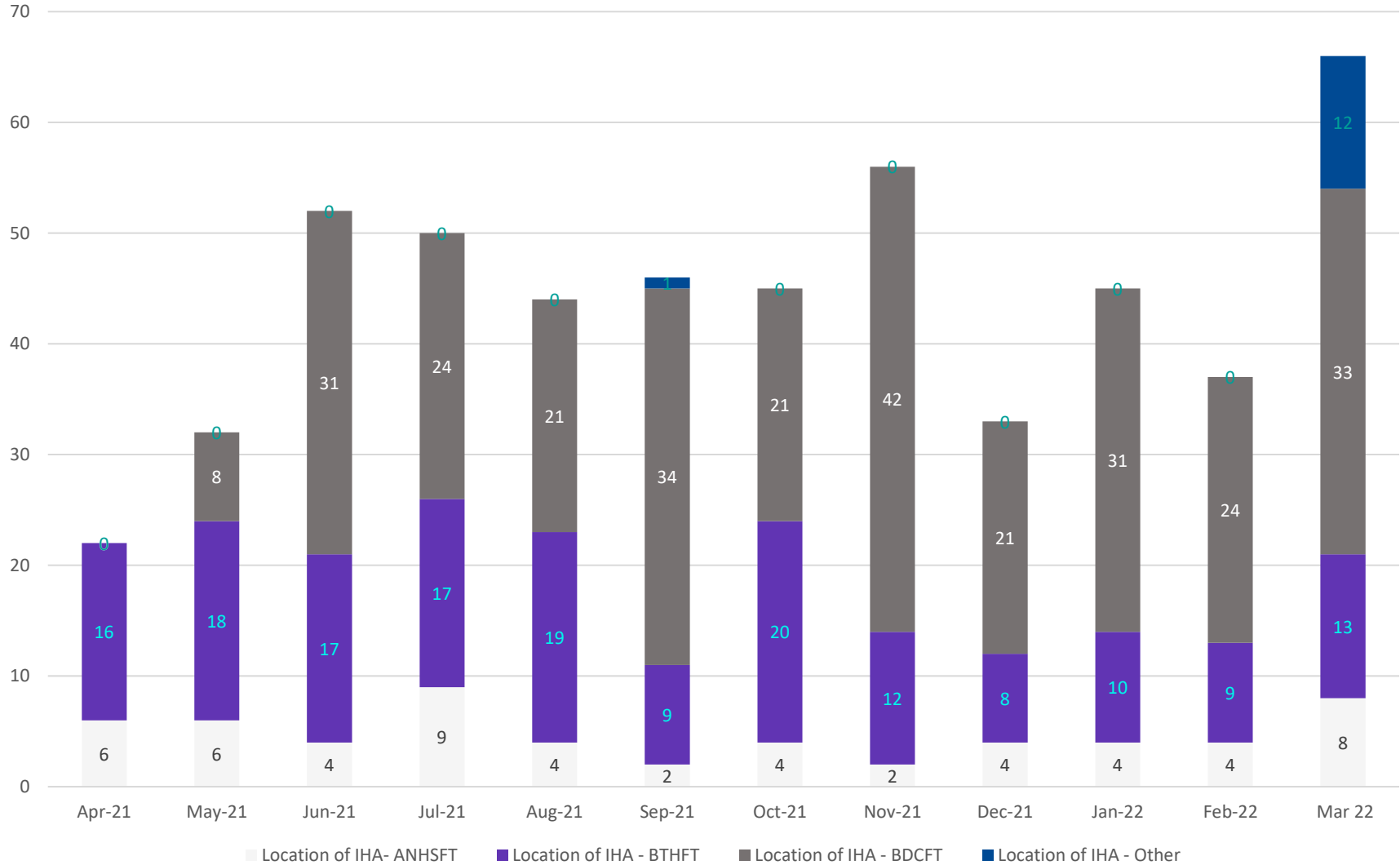
Av. Time CYP becoming CLA to IHA completion (working days)



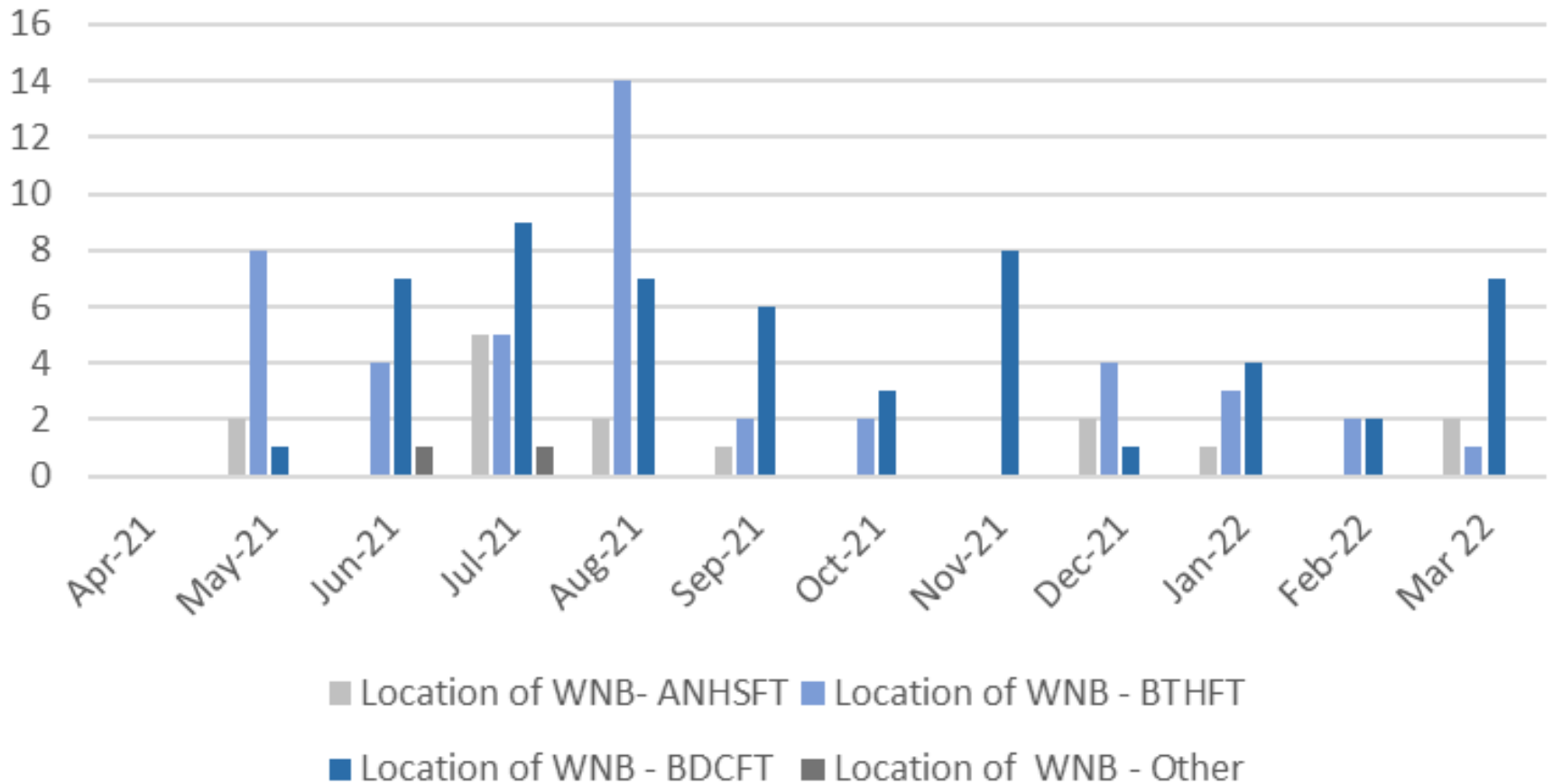
### Placements



### Location of IHAs



## Was Not Brought to Appointments

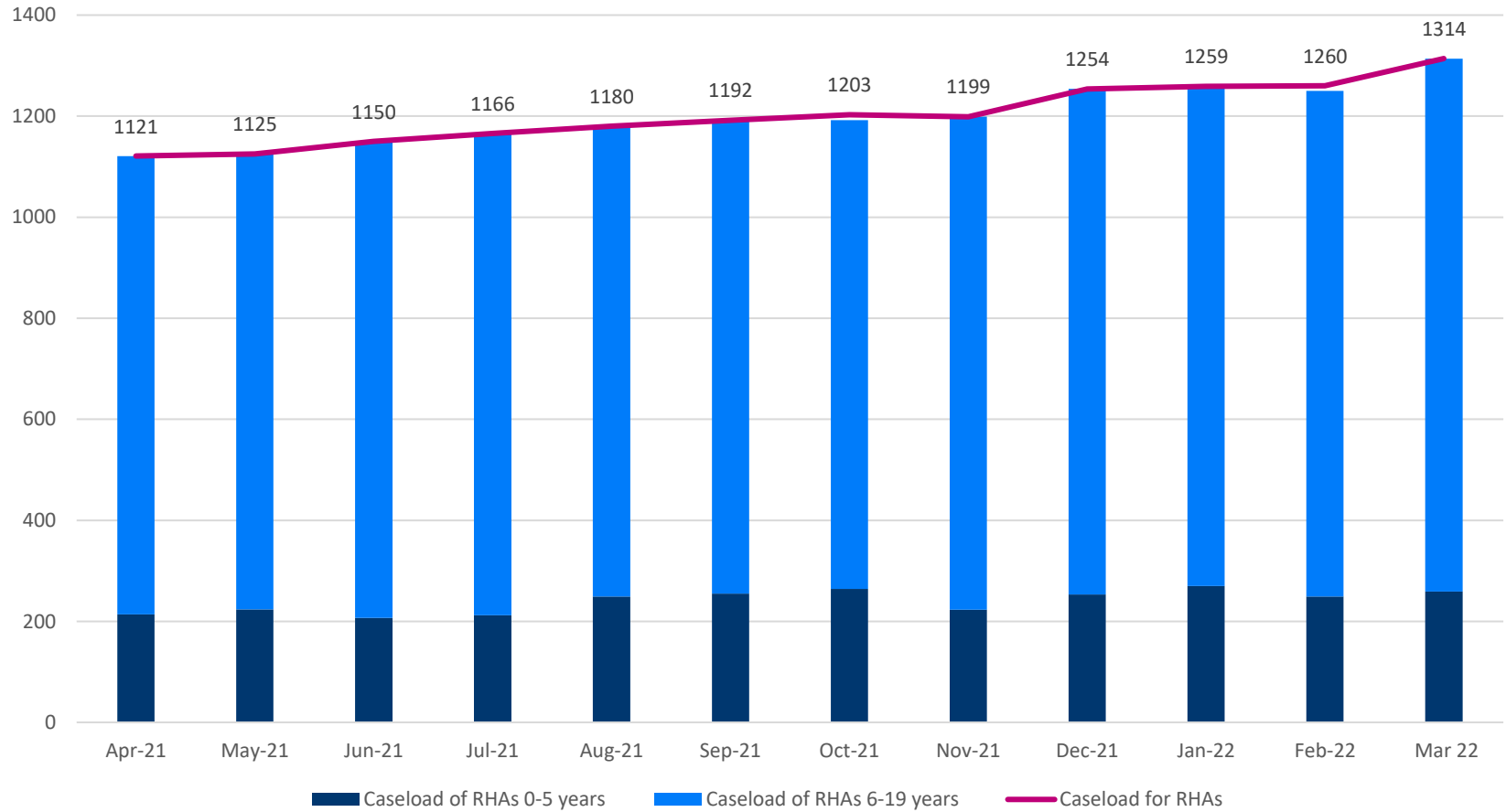


# Review Health Assessments (RHA)

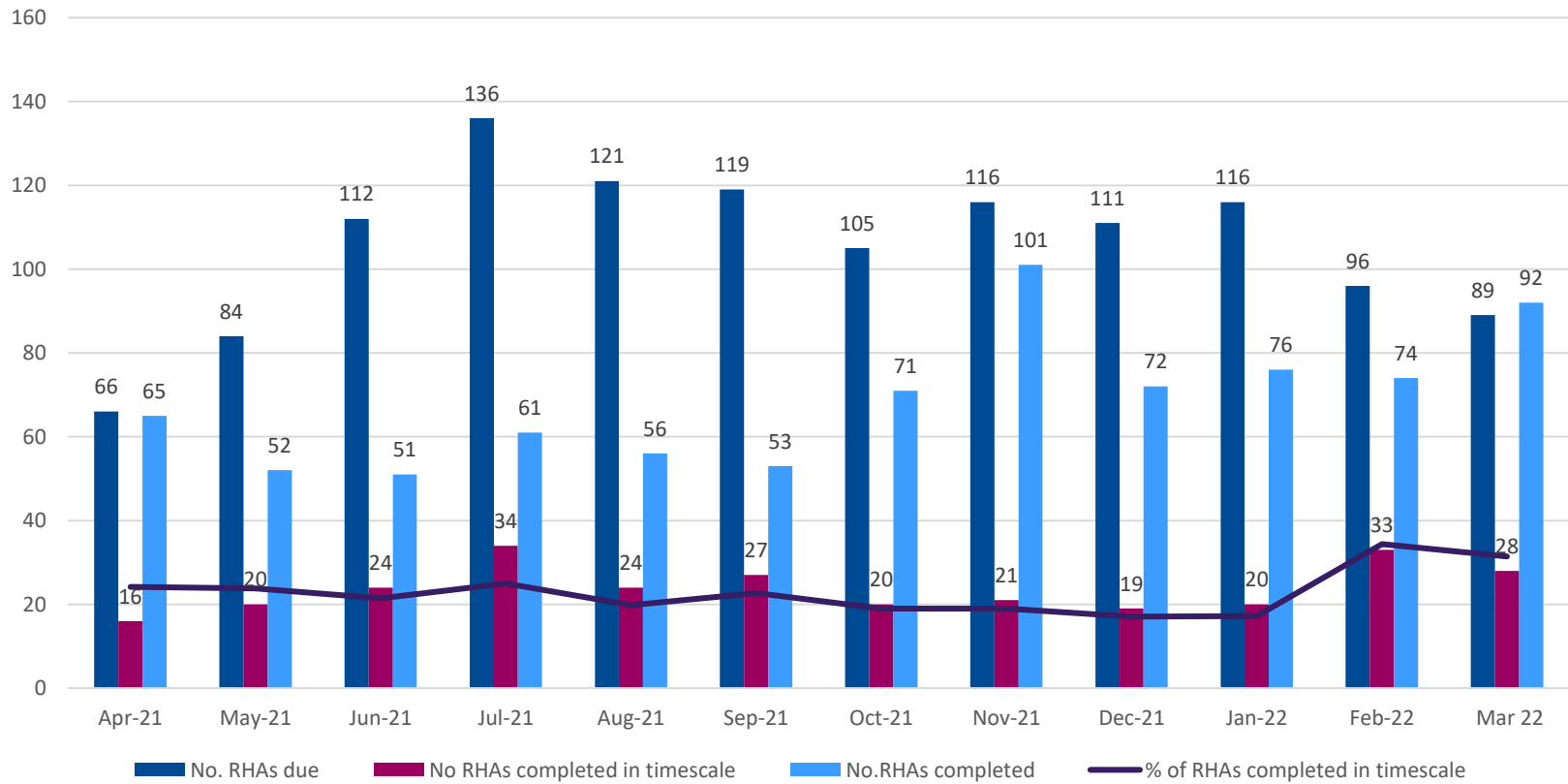
- The LA that looks after the child must make arrangements for a registered medical practitioner or a registered nurse or registered midwife to review a looked-after child's health needs and provide a written report for each review
- The review of the child's health plan must happen at least once every six months before a child's fifth birthday and at least once every 12 months after the child's fifth birthday.
- The child's social worker and Independent Reviewing Officer (IRO) have a role to play in monitoring the implementation of the health plan, as part of the child's wider care plan.
- The local authority that looks after a child must take all reasonable steps to ensure that the child receives the health care services he or she requires as set out in their health plan. Those services include mental health services, medical and dental care treatment and immunisations, as well as advice and guidance on personal health care and health promotion issues



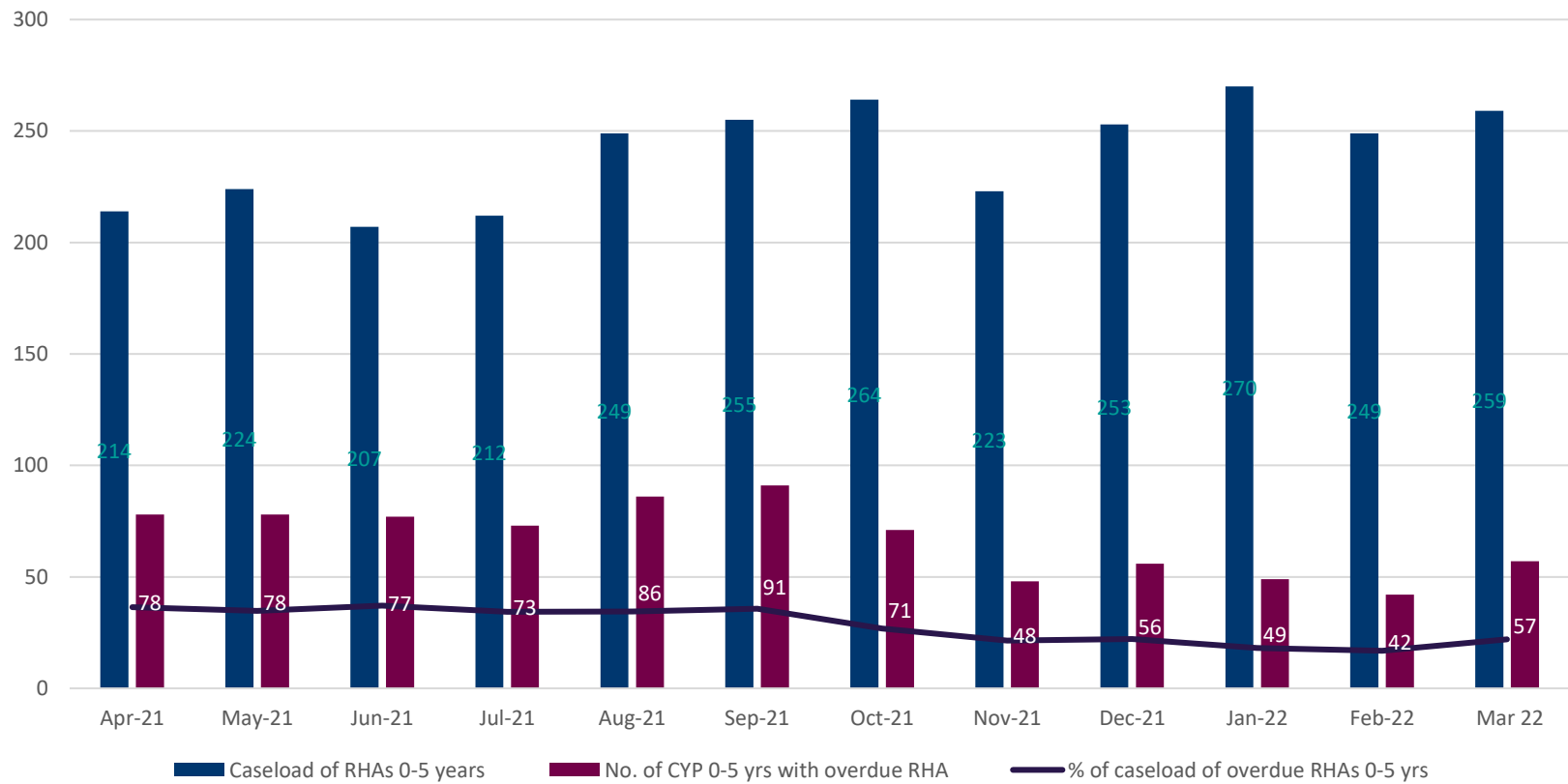
### Caseload For RHAs



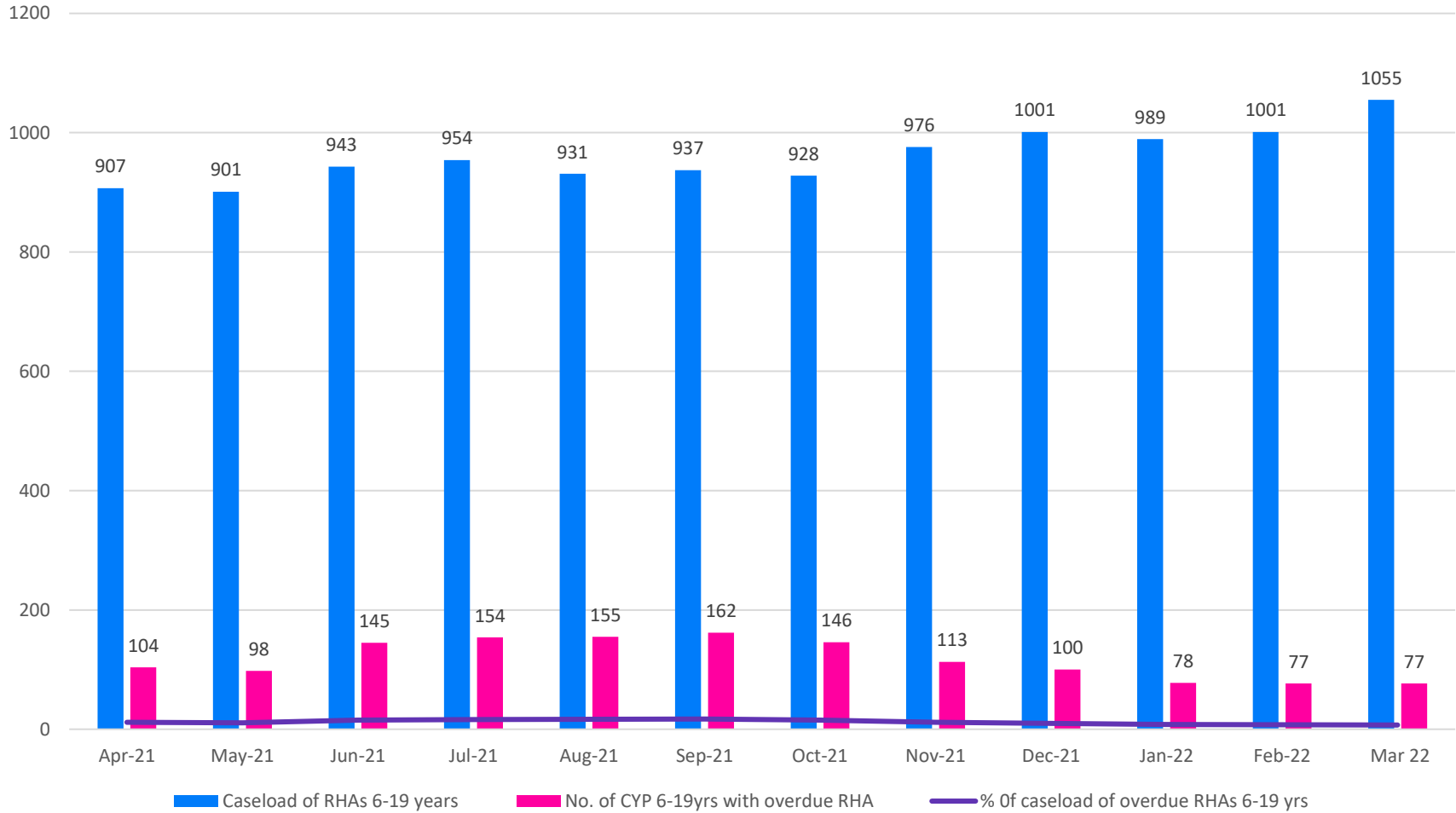
### Review Health Assessments



### RHAs 0-5 years



### RHAs 6-19 years



# Dental Checks

- The dental assessment undertaken help to inform the overall health assessment.
- Informed consent for dental treatment is needed from an adult with parental responsibility for the child (unless the child can consent for themselves)

	2019-2020	2020-2021	2021-2022
<b>Number of children who had their teeth checked by a dentist</b>	93.0%	45.0%	83.2%

As at 31/08/22 – CIC in care for 12 months+ who had teeth checked by a dentist = 70.93%

# Other Data

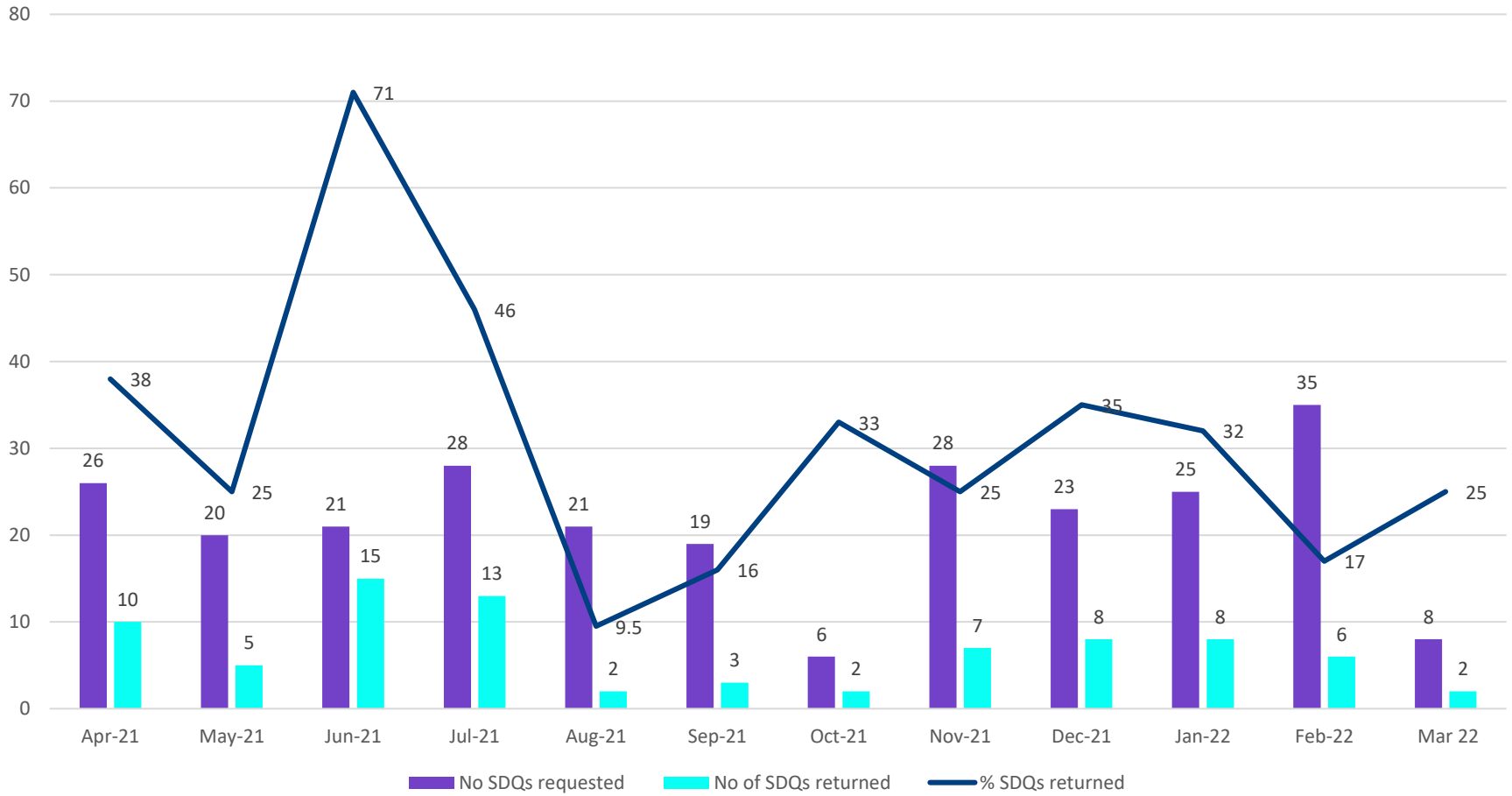
- Bradford children generally have good childhood vaccination coverage, especially for CLA

	2019-2020	2020-2021	2021-2022
<b>Number of children whose immunisations were up to date</b>	97.0%	95.0%	96.8%
<b>Number of children who had their annual health assessment</b>	94.0%	94.0%	95.3%

# Strength and Difficulty Questionnaires (SDQ)

- Important to have some means of measuring on a regular basis the emotional and behavioural difficulties experienced by looked-after children at a national level.
- SDQ is a clinically validated brief behavioural screening questionnaire for use with 4-17 year olds or 2-4 year olds.
- Internationally validated and simple to administer.
- 3 versions: for parents or carers, teachers and children aged 4-17
- Used to screen for any problems related to a child's emotional well-being.
- Provides information to help social workers form a view about the emotional well-being of individual looked-after children. Recommended that it is completed around the time of child's IHA or RHA

### Strengths and Difficulties Questionnaires

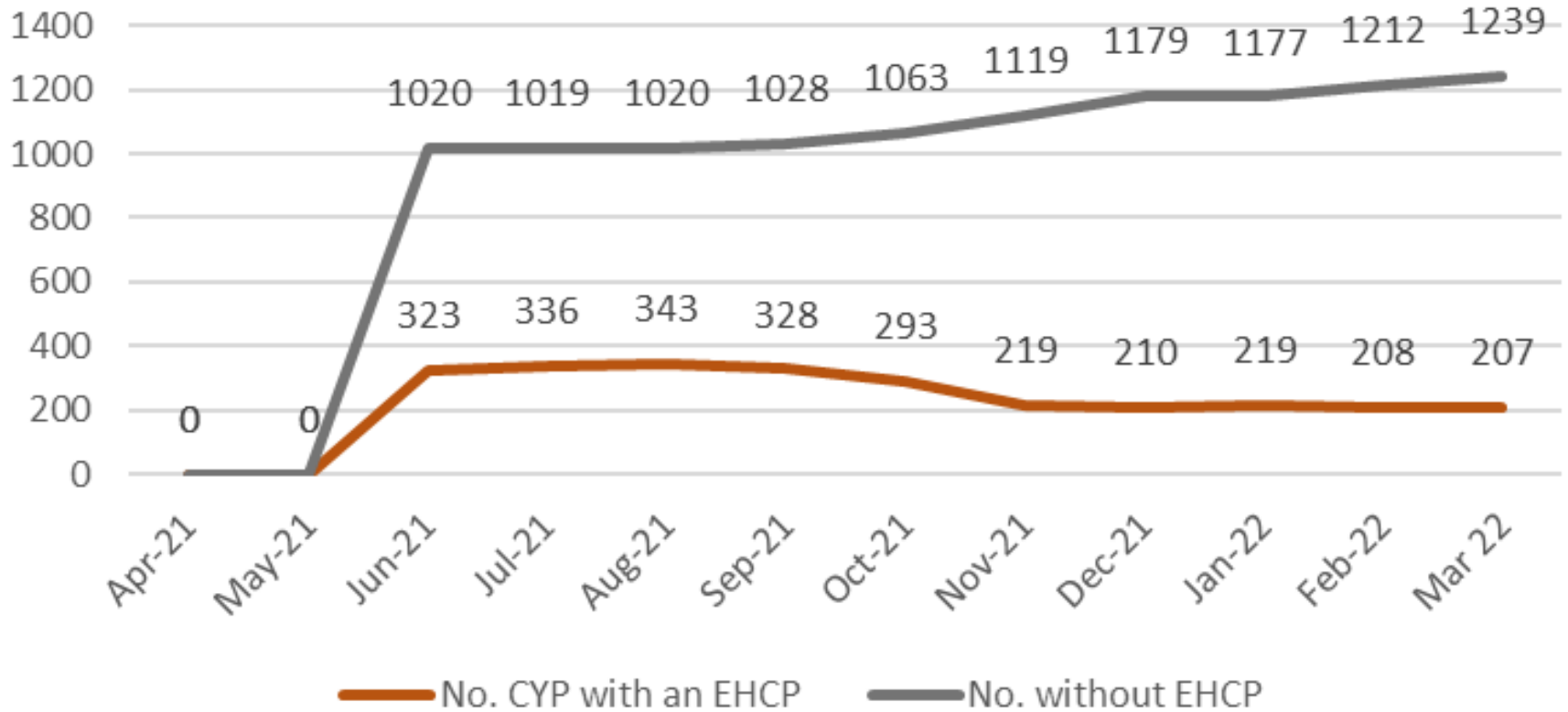




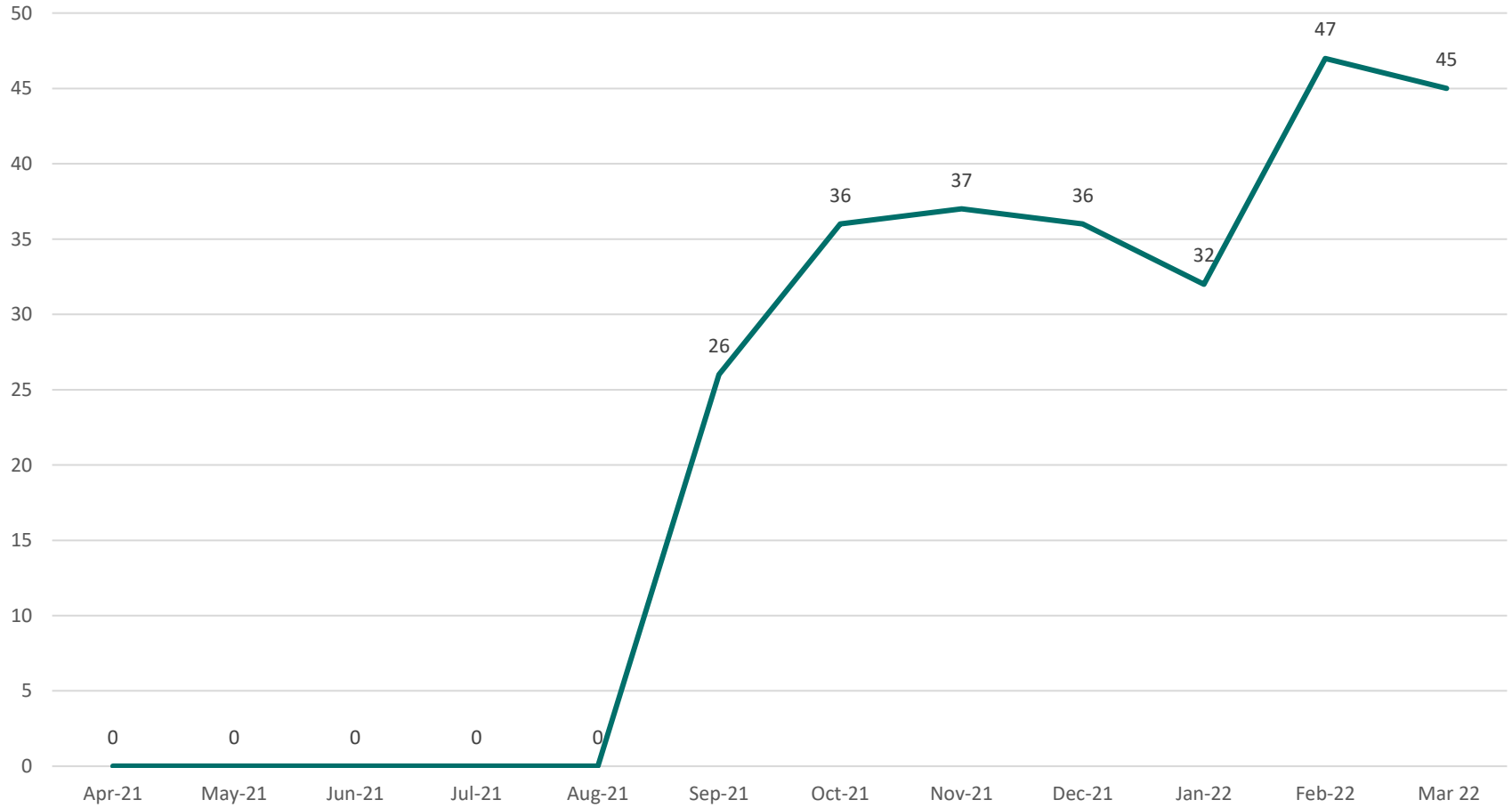
# Education, Health and Care Plan (EHCP)

- Around 70% of looked after children have some form of SEN, and it is likely that a significant proportion of them will have an EHCP <sup>2</sup>
- Local authorities will have particular responsibilities for these children and will act as a 'Corporate Parent'
- It is imperative that their needs are quickly and efficiently assessed and provided for so that the effect of any instability on their education is reduced to a minimum

## Children With An EHCP



Number of Strategy Meetings Attended



# Key areas of focus for 2022/23 for Partners to Address

## Annual report to be considered by

- Corporate Parenting Panel
- SEND partnership

## IHAs

- Optimise recruitment to medical staffing vacancies as much as feasible through partnership working.
- Improve attendance at appointments
- Improve time taken to obtain consent. Should be day 0.
- Improve data collection so we can be more responsive, currently takes 1 or 2 months to see the monthly data

## Work with partner agencies

- To better understand where there are delays and problems
- Work closely with Local Authority to improve contractual agreements and policy & procedures and to strengthen the governance and strategic support.
- To respond to any relevant areas of concern highlighted in the SEND Inspection Written Statement of Action

# References

1 Promoting the health and well-being of looked-after children Statutory guidance for local authorities, clinical commissioning groups and NHS England. March 2015. DOE and DOH

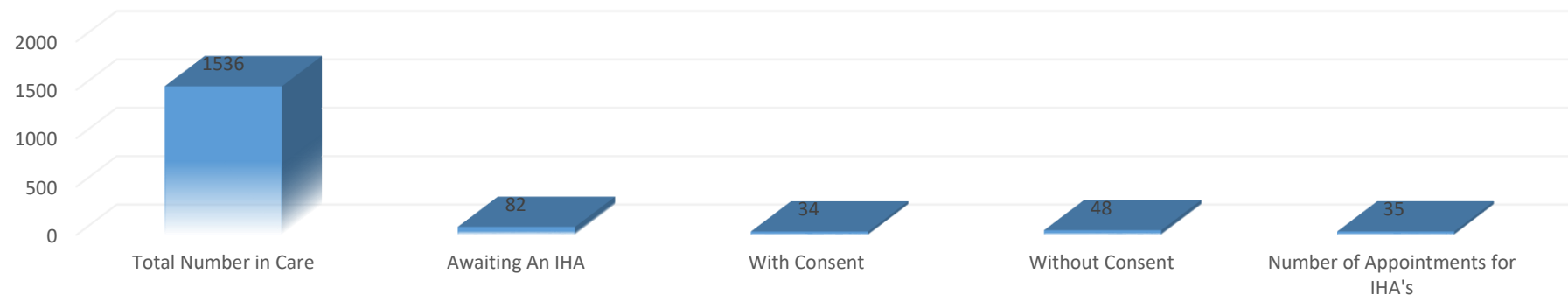
2 Special educational needs and disability code of practice: 0 to 25 years Statutory guidance for organisations which work with and support children and young people who have special educational needs or disabilities. January 2015. DOE and DOH

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# Initial Health Assessments

- Initial Health Assessments are undertaken by GP Medical Advisors or Paediatricians. They are supported by the Children in Care Nursing Team who also book the appointments.
- A Triage meeting takes place each week between partners (Health & Children’s Social Care). All those who are new into care are discussed at this meeting.
- Designated Doctor & Named Nurse meet with colleagues to address challenges.

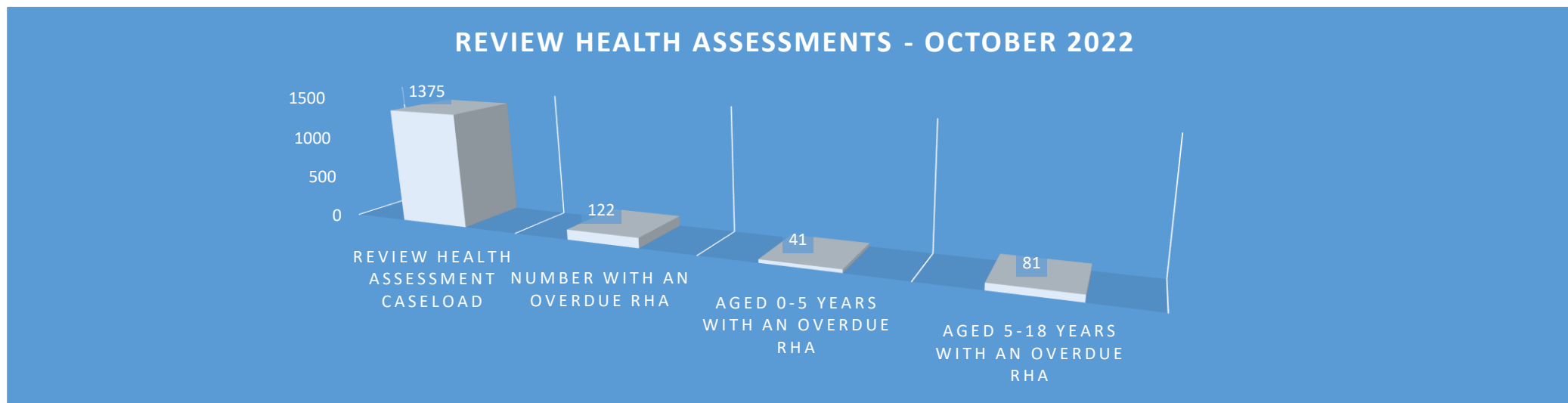
**INITIAL HEALTH ASSESSMENTS - OCTOBER 2022**



# Review Health Assessments

- Review Health Assessments are undertaken by Specialist Nurses.
- Nurse caseloads remain in excess of the recommended within the Intercollegiate Guidelines (1.0 WTE Specialist Nurse per 100 Children).
- 1 WTE Specialist Nurse is employed to undertake review health assessments on those who are placed in neighbouring areas (Kirklees, Wakefield & Calderdale).

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## **Report of the Chair of the Children's Services Overview and Scrutiny Committee to be held on Wednesday 14 December 2022**

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**Subject:**

**L**

**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.**

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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](mailto: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
<b>Wednesday, 29th June 2022 at City Hall, Bradford.</b> 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.
<b>Wednesday, 13th July 2022 at City Hall, Bradford.</b> 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.	
<b>Wednesday, 28th September 2022 at City Hall, Bradford.</b> 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
<b>Wednesday, 28th September 2022 at City Hall, Bradford.</b>			
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.	
<b>Wednesday, 12th October 2022 at City Hall, Bradford.</b>			
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
<b>Wednesday, 12th October 2022 at City Hall, Bradford.</b>			
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.	
<b>Wednesday, 2nd November 2022 at Remote Virtual Meeting.</b>			
1) Elective Home Education Scrutiny Review.	Informal remote information gatehring session with parents, whose children are being educated at home.	Mustansir Butt	
<b>Wednesday, 16th November 2022 at Remote Virtual Meeting.</b>			
1) Child Poverty Scrutiny Review.	Informal remote information gathering session - setting the scene.	Mustansir Butt.	
<b>Wednesday, 14th December 2022 at City Hall, Bradford.</b>			
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/Sarah Phipps.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 28 September 2022.
2) Annual Looked after Children.		Michelle Turner/Cath Murray/James Drury.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 15 December 2021.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	



# Childrens Services O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda Items	Description	Report Author	Comments
<b>Wednesday, 18th January 2023 at City Hall, Bradford.</b>			
Chair's briefing 21/12/22. Report deadline 05/01/23.			
1) 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.
2) SEND Services.	That the progress against the Written Statements of Action, (WSOA), Improvement Plan, be presented to this Committee at its meeting on Wednesday 18 January 2023.	Marium Haque/Niall Devlin	Children's Services Overview & Scrutiny Committee recommnedation from Wednesday 12 october 2022.
3) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Wednesday, 1st February 2023 at City Hall, Bradford.</b>			
Chair's briefing 11/01/23. Report deadline 19/01/23.			
1) Raising Attainment Strategy.	demonstrates key outcomes, with Emphasis on key outomes, 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.	To focus on:	Marium Haque/Sue	Children's Services Overview & Scrutiny Lowndes. Committee recommendation from - More up-to-date data; Wednesday 9th
March 2022.	- Approaches being used to improve educational attainment across the District.		
3) Serious Case Review Findings - National Action Plan.	Progress against the review recommendations, togeter with examples of some positive outcomes.	Darren Minton.	Chidlren's Services Overview & Scrutiny Committee recommendation from Wednesday 30 June 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

Scrutiny Lead: Mustansir Butt tel - 43 2574

### Work Programme

Agenda Items	Description	Report Author	Comments
<b>Wednesday, 15th February 2023 at City Hall, Bradford.</b>			
Chair's briefing 25/01/23. Report deadline 02/02/23.			
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 assessment caseloads.		Michelle Holgate/Dawn Lee.	
3) Children's Services Improvement Plan.	(1) This Committee requests that the new and detailed improvement plan be presented to the Committee in November 2022. (2) The Committee requests that the outcomes delivered for the Children's Services Improvement Plan, from September 2021 to March 2022, also be presented to the Committee in November 2022.	Marium Haque/Picklu Roychoudhary.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 12 October 2022.
4) Work Planning.	There is a need to regularly review the work programme, in order to prioritise and manage the work.	Mustansir Butt.	
<b>Wednesday, 15th March 2023 at City Hall, Bradford.</b>			
Chair's briefing 22/02/23. Report deadline 02/03/23.			
1) Exploitation Annual Report.	To also include, the review into the existing CSE and development of the Multi-Agency Exploitation Hub - Children's Services Overview & Scrutiny Committee recommendation from Wednesday 15 December 2021. .	Darren Minton.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 15 December 2021.
2) Monitoring the Children;'s Services Improvement Plan.		Marium Haque.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 23 March 2022.

# Childrens Services O&S Committee

Scrutiny Lead: Mustansir Butt tel - 43 2574

## Work Programme

Agenda Items	Description	Report Author	Comments
<b>Wednesday, 15th March 2023 at City Hall, Bradford.</b> Chair's briefing 22/02/23. Report deadline 02/03/23.			
3) 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.		Marium Haque/Anne Lloyd.  Committee recommendation from Wednesday 9th February 2022.
4) Sufficiency Strategy, to also include In-house Fostering Service and Adoptions.		Piklu Roychoudhary.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 9 March 2022.
4) Young Carers.	To also 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.	

# 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).      Electronic briefing to members.	Mustansir Butt.	Children's Services Overview and Scrutiny recommendation from Wednesday 9 October 2019.
2 Informal Session with Bradford Academies.			Request from members.
2 Troubled Families Programme.	Focusing on key outcomes delivered by the programme and exploring more options for more sustainable approaches, to ensure the sustainable approaches to the continuation of the continuity of the programme, if it were not to be funded beyond the current programme.      Electronic briefing to members.	Lisa Brett.	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 17 November 2021.
3 Youth Offending Team.	Focusing on the Next Steps, which include:  - 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.      Electronic briefing to members.	Sarah Griffen/Lisa Brett.	Children's Services Overview & Scrutiny Committee recommendation frm Wednesday 15 December 2021.
4 Opportunity Funding.	Electronc briefing to members.	Kathryn Loftus	Children's Services Overview & Scrutiny Committee recommendation from Wednesday 9th March 2022.

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