

# Bradford Children's Services Improvement Plan

# DRAFT



## **Our Vision**

Our children and young people are the future of Bradford. We are privileged to be the UK's youngest city, and want our 150,000 children and young people to be the driving force behind everything we do. We are committed to developing a Family Friendly City and an environment where all our children and young people can fulfil their potential, have high aspirations for themselves and their neighbourhoods and become adults who help to drive the prosperity of our district. The precondition for this is ensuring that every child, young person and family is safe and healthy.

## Foreword

Bradford Council is committed to ensuring that all our children have the best possible start in life. We are proud of the great work that we already do across the district to give every child the opportunity to fulfil their potential. At our recent inspection, Ofsted found that the services we deliver to protect the most vulnerable children and young people are not meeting the high standards the children in the district deserve. We fully accept Ofsted's findings and are committed to a programme of rapid and sustainable improvement.

We have taken immediate action following the inspection to ensure the safety and well-being of our children.

Our over-riding priority is to address the areas of improvement that have been highlighted by Ofsted. We are determined to focus on getting the basics right for children. Most importantly, we want to put children, and the quality of their experience, at the centre of what we do. Our aim is to move quickly to a position where our services are good or better for Bradford's children.

The experience and voices of children and young people are central to our improvement journey. Children and young people will have a strong voice in our plan through engagement activities. The test we will set ourselves is "*are our services the best they can be for our children?*"

## A shared commitment

Bradford Council, together with its partners, is committed to working together to achieve rapid and sustained improvement in the experience of children and young people who require support, protection and care. We recognise that, whilst the council is accountable for the protection of children, that for all children to be effectively safeguarded, everyone needs to work together. We will only be able to achieve this if we listen to children and put their experiences at the centre of all that we do.

Cllr Susan Hinchcliffe- Leader of Bradford Council

Cllr Adrian Farley- Portfolio Holder for Children and Families

Kersten England – Chief Executive

Bradford's Improvement Journey will be delivered through six key themes that relate to the Ofsted recommendations, with the central theme being the lived experiences and voice of the child. ( see figure 1 below)

1. The "*Lived Experience*" and the voice of the child
2. Improving the quality of social work practice
3. Improving the operating environment to create optimum conditions for success : sufficient enabler support
4. Improving the Front Door and MASH arrangements
5. Improving management oversight and quality assurance
6. Improving the sufficiency of placements for Children Looked After ( CLA)

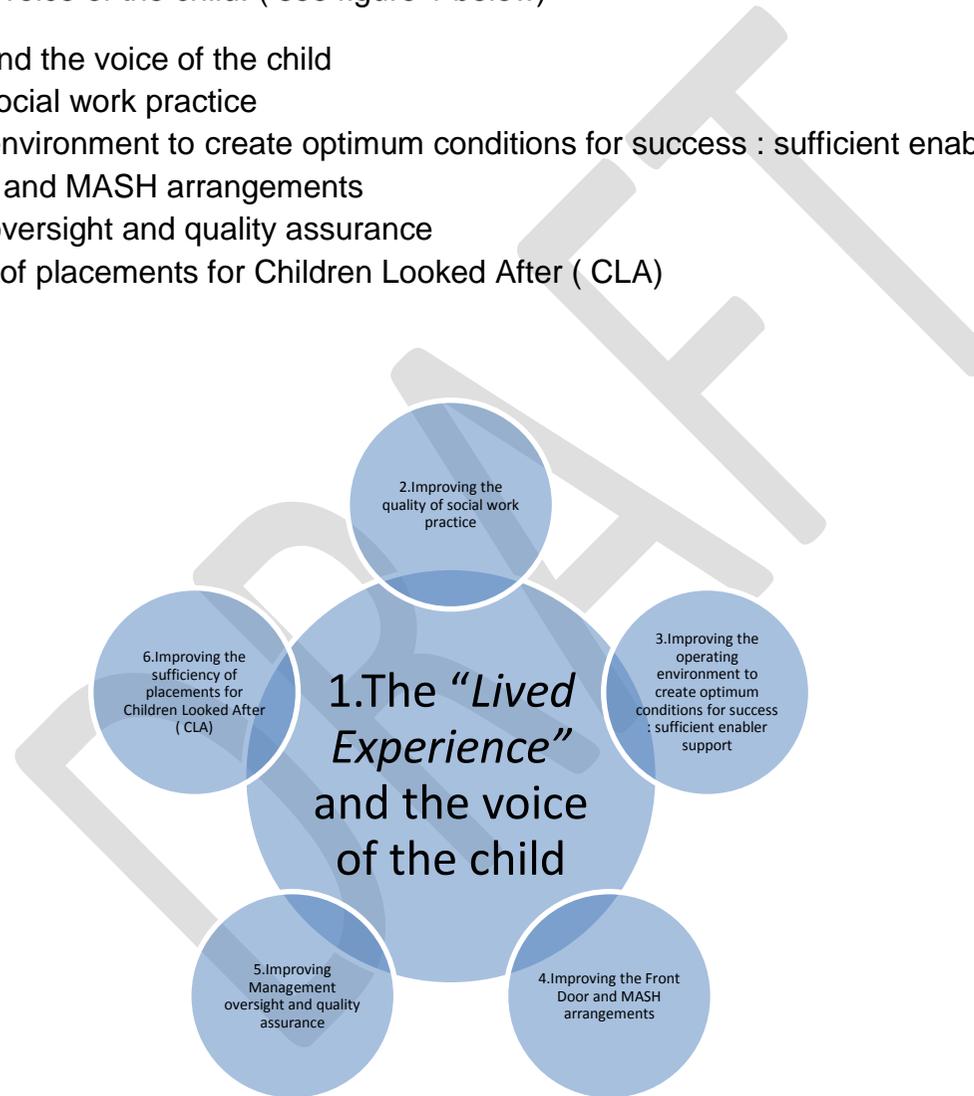


Figure 1

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Ofsted made 10 specific recommendations for action, and also identified a number of areas for improvement that are essential to ensuring children, young people and their families consistently receive a good service, which, in turn, will lead to improved outcomes. The table below shows how the specific recommendations (R) and the areas for improvements (AFI) link to the six themes in our improvement plan. The numbers in the table below reference the recommendations e.g. R1 is the first recommendation – to improve identification and response to risk, particularly of the long term impact of domestic abuse and neglect. This is referenced under theme 1 and theme 4. AFI 2 *Screening of contacts to the MASH is ineffective* references numbered paragraph 2 in Ofsted's report is referenced in theme 4.

Theme	R/AFI	Reference to the 10 Ofsted Recommendations and wider Areas for Improvement
<b>1. The “Lived Experience” and the voice of the child</b>	R1	Improve identification and response to risk, particularly to the long term impact of domestic abuse and neglect.
	R 4	Improve the quality and implementation of assessments and plans.
	R 5	Improve all aspects of multi agency child protection work.
	R 6a	Improve the response to 16 & 17 year olds who present as homeless.
	R 6b	Improve the response to children in private fostering.
	R 7	Enough local placements to meet the needs of children.
	R 8	Provide life story work for all children in care.
	R10	Improve the quality of supervision of social work staff
	AFI 16	Written plans are not always specific in identifying the children's needs
	AFI 22	The children in care council said that consultation was “tokenistic”
AFI 29	Insufficient prioritisation of children's lived experiences being at the centre of service improvements	
<b>2. Improving the quality of social work practice</b>	R 2	Provide clarity for families about what needs to change when there are serious concerns.
	R 4	Improve quality of assessments and plans and their implementation.
	R 6b.	Improve response to children in private fostering.
	AFI 6	Social work varies in quality and impact across teams
	AFI 7	Core groups are not always regular
	AFI 7	Children are not always seen in line with their plans

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	AFI 7 AFI 7 AFI 8 AFI 8	Children remain on CP for long periods without their situations improving Children are removed from plans too early Use of the Public Law Outline (PLO) is not robust Children are in Public Law Outline (PLO) for too long
<b>3. Improving the operating environment to optimum conditions for success : sufficient enabler support</b>		Ensuring the conditions for success are in place and all possible barriers to delivery of good social work practice are removed or mitigated. Excellent multi-agency collaborative working is established across the partnership and corporately within Bradford Council.
<b>4. Improving the Front Door and MASH arrangements</b>	R 1  R 3  AFI 2 AFI 2 AFI 3 AFI 4 AFI 5  AFI 29  AFI 5	Improve identification and response to risk, particularly long term impact of domestic abuse and neglect  Deliver a timely proportionate response to contacts including gaining parental consent.  Screening of contacts to the MASH is ineffective. Children in potentially harmful situations that had been closed by the MASH or inappropriately stepped down to early help All contacts inappropriately involve a full duty social worker review and children are inappropriately interviewed by partner agencies Strategy meetings do not always include all partners All neglect cases are identified through early help and this does not ensure children's needs and safety are at the centre of decision making  Insufficient prioritisation is given to ensuring that children's lived experiences were at the centre of the service improvements.  Three waiting time for early help allocation
<b>5. Improving Management oversight and quality assurance</b>	R 10 R 6a AFI 13 AFI 20 AFI 20 AFI 27	Improve the quality of supervision of social work staff. Improve oversight and monitoring of allegations against professionals. The quality of evidence in court reports is variable Results for Looked After Children at key stage 2 and 4 are not yet good Personal Education Plans (PEPs) are too variable Earlier improvements in performance were not being sustained

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	AFI 26 AFI 30 AFI 32	Loss of experienced social workers, high use of agency staff Rapid turnover of staff leading to children have frequent changes of social worker Formal supervision inconsistent and not always reflective
<b>6. Improving the sufficiency of placements for Children Looked After ( CLA)</b>	R 6a R 7 R 8 R 8 AFI 17 AFI 17 AFI 23 AFI 23 AFI 18 AFI 19	Improve the response to '16 & 17' year olds who present as homeless. Enough local placements to meet the needs of children. Provide life story work for all children in care. Ensure that all foster carers complete mandatory training. Feedback from Foster Carers is variable Poor Assessments leading to placement breakdowns Not all care leavers have key documents Pathway plans are not user friendly For some children arrangements are not sufficient to enable continued contact with important people in their lives Local children's mental health support is not available in a timely way

## 1. The Lived Experience and the Voice of Children

### What do we mean?

Bradford is Britain's youngest city and our services need to be shaped by listening to the voice of our children and young people. This is not just a focus of children's services, but everything the council does. We need to find a range of ways to make sure this happens. For vulnerable children who need social care intervention, we need to make sure that they get the 'right help at the right time' and are protected from harm. Social work records and reports must reflect what the world looks like for the child and wherever possible our children must have the chance to form stable and trusting relationships with their social worker. Children's lives should improve as a result of timely actions. We must make sure that all children understand their rights including those children who are in our care. We will take a corporate approach, learning from best practice, across the whole authority and with partners to become a 'Child Friendly Status' city.

### What does this mean for children?

We will listen to what you say and use this to ensure you get the right help and support to make your life better.

No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
1.1	Increase the influence of children in care in decision making in Bradford. AFI 22;	1.1.1 Undertake a review with the Children in Care Council (CiCC) to co design a revised CiCC and to make recommendations for more opportunities to participate.	"You said we did" report New strengthened CiCC arrangement in place. Survey of CLA to test response to "You said we did"	April 2019	JH	EC	
	AFI 22 & 29 Increase influence of children in care in decision making in Bradford. Insufficient prioritisations being	1.1.2 Introduce two way feedback and publish "you said, we did" every term.	You said we did "report published 3 times a year	March; July and December 2019	JH	SH	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
	given to ensuring that children's lived experience were at the centre of the service improvements.						
1.2	R 6a All children understand the services provided for them by all partners and why we are intervening and provide care.	1.2.1 Work with young people to develop age appropriate information packs, and feedback opportunities.	% of Children receiving services who have received information packs. Young people's feedback	April 2019	JH	EC	
	AFI 23 All care leavers to have access to key documents	1.2.2 Revise practice standards to make sure that all children are given this information and have a chance to talk about it.	Revised practice standards published Survey of care leavers	March 2019	JH	EC	
1.3	AFI 23 Use innovation to capture the voice of our care leavers.	1.3.1 Provide smart phones for all care leavers with Leaving Well App pre-installed	No and % using smart phones to keep in touch	December 2019	JH	EC	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		1.4.1 Deliver and evaluate a digital story telling pilot (working with Bradford College).	Evaluation report	June 2019	JH	TT	
1.5	AFI 29 Maximise the use of Viewpoint to capture children's views and to act on these.	1.5.1 Practice guidance and management guidance leads to increased use of Viewpoint and this is reported regularly to CSMT and DMT every quarter with an action plan	¼ ly View point user report Presented to CS management teams Evidencing increased use of Viewpoint	January 2019 – baseline - % increased by January 2020	JC	IC	
1.6	R 4 ;AFI 16 Ensure that the voice of children and young people is clear in the records for each child.	1.6.1 Review and re launch Practice Standards in relation to visiting children and recording the child's views..	Audit sampling	March 2019	JH	DD	
		1.6.2 Internal audit on evidence voice of the child in case file recordings of Children Looked after and Care leavers to inform standards and good practice	Audit report	March 2019	DB	EC/RC	
		1.6.3 Provide training for staff on capturing and	Workforce reports	Quarterly CSMT and	JH	TT	

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<b>No</b>	<b>What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement</b>	<b>Actions</b>	<b>Measure</b>	<b>When</b>	<b>CMT/DMT Lead</b>	<b>Operational and Task Group Lead</b>	<b>RAG rating Progress</b>
		recording the voice of children in casework		DMT			
1.7	AFI 29 Improve and embed the Corporate Parenting commitment across the council.	1.7.1 All departments asked to provide a Corporate Parenting Plan and report this through the Corporate Parenting Committee	Plan in place monitoring reports from committee	April 2019	G R-W	CM	
1.8	R6a Improve the response to 16&17 year olds who present as homeless.	1.8.1 Social worker led team in place to assess needs of young people presenting as homeless.	Audit sampling Feedback from young people	November 2018 April 2019	JH	DB	
		1.8.2 Develop clear information for young people on their rights as homeless young people and ensure these are shared and understood.	Young People's guide published and accessible to young people	January 2019	JH	DB/EC	
		1.8.3 New management arrangement in the Youth Homelessness team in place to oversee this work		January 2019	JH	DB	
		1.8.4 Enhanced case file audit programme in the Youth Homeless Team	Audit report shows improved performance	Completed by April 2019	JC	EC	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		1.8.5 Explore linking in youth homelessness with the front door to social care.		May 2019	JH	JH	
<b>Engaging with all children in Bradford</b>							
1.9	Children’s Plan: Improve engagement across the system in listening to the voice of children and young people in order to become a ‘Child Friendly City’.	1.9.1 Develop a whole council, whole system approach, linked communication strategy – co produced with children and young people.	Strategy in place with SMART objectives	2019 onwards	KE	PW	
1.10	Refresh the work of the Children’s Trust	1.10.1 Ensure that the Children’s Trust is focussed on improving evidence of listening to children and young people.	Children’s Trust actions	2019 onwards			
1.11	AFI 29 Improvements in children’s services are informed by and respond to the voices of children.	1.11.1 Grant to enabler suitable provider to engage children and young people in the development of the improvement programme.	Reporting from the contract and the group	January 2019	JC	HW	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
	<p><b>How will we know that Children’s Outcomes have improved?</b>                      More children telling us through case file notes, reviews , events and surveys that their outcomes have improved                      More children participating in key decisions that affect them so they can tell us how their lives are better – direct and indirect feedback</p>						<p><b>What will this look like?</b>                      The voice of the child is represented and documented in case files.                      Children know their rights and are empowered to tell us what matters to them                      Children and young people are supported to contribute to or attend their reviews                      Care and support plans reflect the identified needs and wishes of each child                      Children in care (and all children in Bradford) feel they have more say in how the council and services are run                      Clear processes are in place using a range of methods to make sure young people’s voices are routinely heard</p>

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## 2. Improving the quality of social work practice

**What do we mean?** Social work practice in Bradford is consistently and demonstrably of a high standard, meeting or exceeding national standards and compliant with guidance. Good quality assessments and plans accurately and clearly set out vulnerabilities and what actions are required to improve children's circumstances / reduce risk. These are regularly reviewed and remain accurate and purposeful. Children are seen and their voice is heard

### What does this mean for children?

Children and their families will get help when they need it and will understand what needs to change to keep them safe and well. Young people who cannot live at home get the right support when they need it. Children living with private foster carers are safe. There is clarity for families about what needs to change when there are serious concerns

No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
<b>Good quality assessments and plans</b>							
2.1	R 4 Improve the quality of assessments, plans and their implementation.	2.1.1 Undertake a review of assessment and plans and report the findings to agree corrective action.	Audit report Review document ; Revised practice standards document in place	February 2019	JH	DD	
		2.1.2 Put in place enhanced audit to review assessments and plans and support and challenge staff.	New process in place.	March 2019			
		2.1.3 Provide training for front line Social Workers on preparing good plans	Evaluate learning programme	March 2019			

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		2.1.4 <i>Lunch and learn Back to Basics</i> sessions on specific subjects, sharing best practice /what works.	Evaluate learning programme	September 2019			
		2.1.5 Review business processes in LCS to ensure that these facilitate good planning	IGE action log; LCS changes made	March 2019	JC	DB	
		2.1.6. Review CIN processes	Report Revised practice standards DASH in place	March 2019	JH	MP	
2..2	R5 Improve all aspects of multi agency child protection work  AF 17 children on child protection plans – avoid drift and ensure that the plan leads to improvement in the child’s circumstances.	2.2.3 Review and revise the use of Signs of Safety within Child Protection planning ensuring that plans are SMART	Revised practice standards Multi agency guidance in place	March 2019	JC  BSCB nominated partners	JC to nominate  BSCB nominated partners	
		2.2.4 Undertake CPD with Child Protection Chairs and Team Managers in relation to good planning and escalation responsibilities.	Training completed	September 2019	JC	JC to nominate	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		2.2.5. Review CP Challenge to include time bound escalation and regular reporting to the Performance group on issues. 2.2.6. Practice standards are readily accessible to all social workers	Revised guidance in place; Monthly review of escalations; Compliance with standards	April 2019	JH	DD	
		2.2.7. Review of the 10 cases from audit where auditors expressed concern and SD to review with Team Managers and CP Chairs.	Review undertaken;  New process in place	February 2019	JH	DD/NC JC to nominate	
		2.2.8 Review Child Protection Conferences (including use of SOS) format and focus of CP Plans and Core Group Process).	Review completed;  Audit reports show processes to be effective	January 2019  September 2019	JC	JC to nominate BSCB nominated partners	
		2.2.7 Put in place an improved escalation process for CP Challenge.	New process in place	March 2019	JC	JC to nominate	
		2.2.8 Review of all cases of CP over 2 years and report to senior	Review report  Reduction in	January 2019	JH	Nina Chaudhry & Head of	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		managers with case level action for TMs.	numbers on plan for over 2 years			Safeguarding and Reviewing Unit	
		2.2.9. Process implemented for TMs to review all children subject to CP Plans at 12 months, to ensure children progress is timely.	Pilot findings reviewed and guidance in place Fewer children on plans for over 2 years	Pilot January – March 2019 Then review	JH		
		2.2.10 Introduce 18 month review and audit by CP Chairs.	New process in place	June 2019	JC	JC to nominate	
	R 6 a: Improve oversight and monitoring of allegations against professionals.	2.2.11 Research best practice, and implement an enhanced system for tracking allegations management referrals to demonstrate enhanced oversight of the work.	Upgrade in LCS to manage allegations effectively ; reports improved	March 2019	JC	JC to nominate	
2.3	Improving social work practice. Resources and reducing caseloads AFI 7	2.3.1. See management actions 5.1 &5..2			JH		
		2.3.2 Introduce support and education package through the Teaching Partnership to drive practice improvement			JH	DD/TT	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		2.3.4 Establish 3 Practice Educators to support social work practice		February 2019	JH	DD	
		2.3.5 Develop smarter systems to support social workers recording allowing more focus on time spent with children.	LCS more user friendly; Social workers report less time spent on LCS	March 2019	DW	DD	
2.4	R10 Improving the quality of supervision.	2.4.1 Develop the Practice supervisor role to support best practice (training/mentoring).	Improved audit outcomes	June 2019	JH	DD	
		2.4.2 Audit supervision and feedback learning. Revisit to test for impact	Audit report shows compliance and quality improved	July 2019	JH	TT	
		2.4.3. Provide training on reflective supervision	Training delivered	March 2019	JH	DD/TT	
		2.4.4 Revise practice guidance for managers	Revised guidance published; Supervision audit report shows compliance and quality improved	Dec 2018  September 2019	JH	DD	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		2.4.5. Improve managers' induction programme and ensure completion by all new managers	Workforce reports show all managers complete induction programme	April 2019	JH	DD	
2.5	AFI 8 Ensuring clarity and timeliness for families in PLO and pre- proceedings work.	2.5.1 Review all cases in PLO and take immediate action to address issues of drift and delay. Maintain improved performance.	Reduced average time in PLO  More timely progression of legal process through robust case handover  Legal Gateway Panel minutes	January 2019	JH	DD/DS	
		2.5.2 Put in place a revised tracker and the Service Manager for Proceedings and the Head of Social Work to review this on a regular basis to ensure no drift and delay.	Tracker in place, regularly reviewed and showing evidence of timely actions.	January 2019	JH	DD/DS	
		2.5.3 Implement Legal Workspace on LCS to provide better processes and reporting.	Legal workspace in place	February 2019	JC	DB	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		2.5.4 Provide briefing for all managers on PLO expectations.	Briefing delivered and attended by all relevant managers	February 2019	JH	DS Head of Legal Services	
2..6	AFI 7&8 reducing drift and delay in planning for children subject to plans and improving the use and effectiveness of the Public Law Outline	2.6.1 Secure additional resources to deal with the current delays.	Revised practice guidance in place  Audit/dip sample PLO cases over 12 months	February 2019  Link to audit plan	JH	DD/DS	
		2.6.2 Formalise the role of Legal Gateway Panel in step down from PLO as well as step up.	Revised ToR for LGP	February 2019	JH	DD	
2.7	R 6a Improve response to children in private fostering.	2.7.1. Review the Private Fostering Policy and practice guidance ; working with partners to ensure that each agency has an action plan to promote awareness within their organisation. Link to BSCB actions	Revised multi agency policy in place; Increased notification of private fostering arrangements; Multi agency reporting of private fostering increased	July 2019	JH	D D  BSCB nominated partners	
<b>How will we know that Children’s Outcomes have improved?</b>			<b>What will this look like?</b>				

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<p>Children and young people will tell us that they feel safe and things are better for them as a result of our interventions</p>	<p>Children who need to come into care do so at the right time Managers will be confident in having oversight of cases and driving improvement in their area Audit will evidence improved quality of casework Social Workers will stay in Bradford for longer and we will have more experienced workers to balance the numbers of newly qualified staff We will prioritise stability of social worker for our children and changes will be minimised. Where changes of workers have to happen the transition will be managed with children Managers will be able to speak confidently about performance in their area and there will be evidence of support and challenge improving practice Reflective supervision will be happening and there will be evidence that this stretches social workers and helps to improve practice and keep children safe</p>
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### 3. Improving the operating environment to create optimum conditions for success : sufficient enabler support

Actions to achieve improvements in front line social work with children, young people and families cannot be achieved in isolation. The council, along with its partners, will need to work collaboratively to ensure that rapid improvements can be made. Barriers to efficient working practices that allow front line staff to spend as much time as possible in face to face work with children, must be removed or reduced. This will be achieved through a combination of investments in technology, streamlined processes and procedures, additional business support and other technical support capacity. Involving front line staff, corporate colleagues, partner agencies as well as children themselves will help us to identify and systematically improve the quality and effectiveness of our services.

Ref no	What needs to change - ref to Ofsted report	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
3.1	Sufficient, skills, capacity and leadership across the system combined with admin support to keep trackers updated.  Use of admin support to reduce the burden on SW and TMs to reduce inefficiency across the service, allowing front line staff to prioritise work with children.	3.1.1 Review the barriers to strong performance monitoring and accountability and make necessary investments based on these findings	Improved maintenance and use of management information across the service	March 2019	Anne Lloyd	JH	
		3.1.2 Maximise the functionality and ease of use of IT systems – LCS to support administrative tasks.	Performance reports, feedback from Ofsted and staff	June 2019	JC	DB	
		3.1.3 Respond to feedback from Staff engagement sessions.	You said we did reports	On-going from January 2019	GRW	JC to nominate	
3.3	Delays in achieving permanence for children.	3.3.1 More specialist legal advice to enable timely legal processes.	Timeframes for permanence	December 2019	Parveen Akhtar	David Stephens	

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			planning improve				
3.4	Develop and sustain a positive culture across the service that supports good working conditions for all staff	3.4.1 Dedicated HR support linked to transformational change plans in Help and Protection service	Reduced turnover of SW staff	July 2019	Anne Lloyd	TT Communication lead	
		3.4.2 Implement an enhanced staff engagement and communication strategy that ensures positive responses to feedback from staff regarding working conditions and management culture	Strategy in place; Surveys and actions; Use of the post boxes ; feedback from staff who feel valued and listened to	Throughout the year with review in December 2019			
3.5	Improve all aspects of workforce development and performance management.	3.5.1 HR support including dedicated HR business partner for 6 months to support transformation programme.	Improved overall performance /staff survey feedback	July 2019	Anne Lloyd	TT	
3.6	Maximise efficiency through mobile working, use of tablets and other devices.	3.6.1 IT support. Consultant to support transformation of LCS functionality to support good social work practice and management .	Improved overall performance /staff survey feedback	March 2019	DC		
3.7	Improve the use of performance analytics and management information.	3.7.1 Performance team OCX and service performance teams working collaboratively.	Improved overall performance /Ofsted Feedback	Monitoring visits throughout 2019	DW	JC	

**How success will be measured**

Cost effective measures that deliver timely and measurable improvements across all themes of the plan

A 12 week plan will be developed within the first 3 months  
Efficient progress is made in the delivery, and monitoring of improvement actions

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### 4.Improving the Front Door and MASH arrangements

**What do we mean?**

When someone refers a child or young person to us, we quickly and thoroughly work out what needs to happen to make sure the child is safe. Children and their families are fully involved and consent to work with us from the start, unless this would increase the risks to the child. All children and young people who have been referred have their needs and vulnerability accurately assessed and responded to in a timely way. They will receive a proportionate response and a service that is individually tailored to meet their needs. Our services will be compliant with relevant statutory guidance and legislation.

**What does this mean for children?**

When you, your family or a professional working with you first asks us for help, we will quickly make sure you get the help and advice you need. We will always involve you and your family in decisions about you unless it would put you in danger to do so.

No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/D MT Lead	Operational and Task Group Lead	RAG rating Progress
4.1	R 1 Improve the identification and response to risk, particularly longer-term impact of domestic abuse and neglect:	Immediate action taken- 4.1.1 All contacts (including neglect) handled by MASH. . . .	Audit sample of cases coming into the MASH  Audit observation in the contact centre  DASH in place and evidence of actions  Integrated processes in place Recruit a Head	December 2018  January 2019  December 2018  February	JH	JM	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/D MT Lead	Operational and Task Group Lead	RAG rating Progress
			of Service for Front Door and MASH	2019			
	AFI 2 Screening of contacts to the MASH is ineffective. Children in potentially harmful situations that had been closed by the MASH or Inappropriate stepped down to early help AFI 5 Three week waiting time for Early Help allocation	4.1.2 Review of Early Help workload and capacity; end to end performance reporting on early help intervention to improve timeliness and management oversight	Report in place, performance tracked	February 2019	JC	PW	
	AFI 2 Screening of contacts to the MASH is ineffective.	4.1.3 Protocols put in place for recording contacts and Social workers based at the Contact Centre to oversee calls and provide advice		February 2019	JH	JM	
	R1& R5 Improve identification and response to risk, particularly long term impact of domestic abuse and neglect. Improve all aspects of multi agency child protection work.	4.1.4 MASH Dashboard put in place and reviewed weekly to monitor timeliness. 4.1.5 Review the interface with early help gateway and the Thresholds of Need document with specific reference to neglect and domestic abuse; clarify pathways	MASH DASH in place; targets set, and performance improves.  Threshold document reviewed	February 2019  April 2019	JC	PW  BSCB practice subgroup	
		4.1.6 Merge the Early Help Gateway and MASH and introduce an integrated process	Integrated front door operational	January 2019	JH	JM	

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		at the Front Door.					
4.2.	R 5; AFI 3 Too many children being subject to unnecessary and disproportionate SW processes.	4.2.1 Establish MASH Strategic Board to improve partnership understanding of thresholds, accountability and the development of shared expectations in relation to gaining consent.	Board notes  Board notes  Audit reports	December 2018	G R-W	JM	
		4.2.2 Revise Thresholds of Need document , consent and referrals through the BSCB practice sub group	Revised multi agency document agreed and widely disseminated	April 2019	JH	JM BSCB nominated lead	
		4.2.3 Establish MASH Operational task Group	Task group in place	December 2018	GRW	JM	
		4.2.4 Quality Assurance of quality of contacts and responses at MASH	MASH audit	Regular audit from December 2018	JC	CA	
4.3	R3 & R5 Children who are already allocated to a SW are being opened as a new contact; Improve accuracy of data re: contacts; improve customer service experience for	4.3.1 'Process map', revise and issue new guidance re telephony standards to include guidance on <i>contacts</i> on open cases.	Standards in place  All workers have a phone	February 2019	JH	DD JM	

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	children, families and partners.						
4.4	R1 & R3 Quality assurance of impact of improvements on timeliness and quality of Front Door responses.	4.4.1 Arrange a Peer review of Front Door inc MASH processes – by the Partner in Practice Doncaster CT	Peer review report	December 2018	GRW	JM	
		4.4.2. Following PiP Peer Review and in response to the findings- remodel Front Door arrangements	Front Door operational and partnership arrangements remodelled	February 2019	GRW	Head of Front Door & MASH JH	
	R & R 5	4.4.2 Undertake multi agency audits.	Audit report to the BSCB	4 times per year	GRW	MG	
	R1& R 3	4.4.3 Internal QA audit team to audit MASH responses.	Audit report to the performance meeting	December 2018 then on-going	JC	CA	
<b>What will this look like?</b> Fewer contacts to social care as children are safeguarded in universal services and the right contacts are then made to social care Fewer children come into our services following repeat referrals 100% compliance in gaining the consent of families when this is required Contacts and referrals are dealt with in a timely and proportionate manner Partners and peers are confident about our Front Door arrangements			<b>How will we know that Children’s Outcomes have improved?</b> More children will receive help through universal and early help provision to remain safe, have access to school, training or work, be healthy and living with their families or an appropriate alternative. Children and families tell us they were helped early enough Fewer children suffering significant harm				

## 5. Improving Management oversight and quality assurance

### What do we mean?

The service is well led at all levels and there is clear oversight of all children and all aspects of work with children and families. The service leadership is well informed about all aspects of the service and use this information to take timely action to anticipate and rectify problems.

Partnership working results in robust and clear plans that improve outcomes for children; all social workers receive regular high quality reflective supervision; good quality management information enables service managers and leaders to exercise robust oversight and monitoring.

### What does this mean for children?

Services that are there to support you will be well run, regularly checking that work is of the highest standards ; open to challenge and ready to adapt quickly when needed.

No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	DMT Lead	Operational Lead	Progress RAG
<b>Workforce stabilisation, workable caseloads, supervision and efficiency</b>							
5.1	Workforce stabilisation and Improve supervision R10 AFI 26;30;32	5.1.1 Implement an improved recruitment and retention strategy	Reduce turnover to below national average of 15%; Higher % of experienced social workers in hard to fill posts.	January 2019	JH	DD/TT	
		5.1.2 Review the process for conducting Exit Interviews to achieve greater take up	>66% of exiting employees	March 2019	JH	TT	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	DMT Lead	Operational Lead	Progress RAG
			complete				
		5.1.3 Establish the team manager and practice supervisor development programme through the 'Teaching Partnership'.	All team managers to have commenced on the programme by October 18	January 2019	JH	TT	
		5.1.4 First-line" management course for aspiring leaders will be available to key staff.	Quarterly updates report that all first line managers have taken up training	September 2019	JH	TT	
5.2	R 10 Improve the quality of supervision.	5.2.1 Develop a protocol and timetable for audits of Supervision as part of the QA process.	Audits show progress. 100% of supervisions being carried out and recorded.	January 2019	JH	DD	
<b>Culture of High Support and High Challenge</b>							
5.3	Strengthen accountability across the service and develop a culture that supports excellent performance, through a	5.3.1 Review governance and accountability framework	Meeting structure and ToR  Feedback	March 2019	GRW	JH	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	DMT Lead	Operational Lead	Progress RAG
	combination of robust action planning, formal monitoring and action to ensure consistent compliance AFI 6;7;8;20;23;27;		from managers and evidence from cases through audit demonstrates effective management oversight	July 2019			
		5.3.2 Introduce management standards to ensure clarity of expectation in relation to management accountability.	Management standards; Review scheme of delegation/ decision making	April 2019	GRW	JH	
		5.3.4 Agree an enhanced approach to managing performance across the service and apply this consistently. Develop a culture of continuous improvement across the service	Monthly reporting on supervision, appraisal, performance disciplinary, grievance, sickness absence and formal performance Management tracker. Presented at	From January 2019	GRW	JH	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	DMT Lead	Operational Lead	Progress RAG
			DMT				
		5.3.5 HR ‘advice/drop in’ sessions for managers in relation to managing performance issues	HR capacity required from Corporate HR or HR Plus	February 2019	GRW	Head of HR	
5.4	Develop and sustain a positive working culture across the service that improves two way communication between staff and senior leadership	5.4.1 Implement an enhanced staff engagement and communication strategy (see separate strategy for details).including staff survey, video blogs, suggestion boxes	Strategy in place; Surveys and actions; Use of the post boxes ; Feedback from staff that they feel valued and listened to	December 2018 On-going through 2019 then review	GRW	TT	
5.5	Improve the quality and accessibility of guidance across all areas of practice for practitioners/ managers and QA. R2,4,5,10 AFI 27	5.5.1 Produce ‘one minute’ guides focusing on <i>back to basics</i> approach describing what good looks like and compliance expectations.	Feedback from staff;  improvement in audit outcomes	February 2019	JH	TT	
		5.5.2 Make practice standards accessible in all work areas.	Spot checks while walking the floor	March 2019	JH	JH	
		5.5.3 Put in place “themed months” focussing on one area of improvement per	Starting March 2019		JH	TT	



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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	DMT Lead	Operational Lead	Progress RAG
	efficiency of the client records system	maximise operational effectiveness. 5.6.6. Respond to Peer review feedback in relation to client information systems usage	improved				
5.7	Understand “what good looks like”	5.7.1 Use Peer reviews to focus on getting to good. Utilise the learning from Partners in Practice and outstanding Children’s Services	Improved performance and positive feedback from Ofsted and others	December 2018	JC	QA Lead	
5.8	A refreshed Quality Assurance strategy and action plan drives improved performance and improved outcomes for children and their families.	5.8.1 Undertake a review of all cases for children in help and protection; undertake remedial action and report and action learning.	Review completed and findings reported and disseminated	November 2018	JC	QA Lead	
		5.8.2. Ensure that performance reporting reflects practice standards across all elements of children’s services	Refreshed performance reports reflects all elements of children’s social care	March 2019	JC	PW	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	DMT Lead	Operational Lead	Progress RAG
		5.8.3 Apply a robust and comprehensive Quality Assurance and audit plan ( to include enhanced auditing, coaching ;regular reporting)	Plan agreed	February 2019	JC	QA lead	
<b>Improve partnership working</b>							
5.9	Improve all aspects of multi agency child protection work R5	5.9.1 Ensure ownership of improvements by all partners using the BSCB; MASH strategic group; Children’s Trust	Feedback from the partnership and multi agency sign up to the Improvement Plan	January – June 2019	JC	JC to nominate	
		5.9.2. Identify and remove barriers to effective partnership working.					
5.10		5.10.1 Establish MASH Strategic Board to improve multi agency practice at the Front Door.		December 2018	G RW	JH/JM	
<b>How will we know that Children’s Outcomes have improved?</b> Children and young people will tell us that they feel safe and things are better for them as a result of our interventions			<b>How success will be measured</b> Improved compliance across all areas of the service Improved management information leading to an accurate perception of quality of the service Robust and responsive management action to correct poor performance				

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			Reduced SW caseloads Reduced staff turnover- improved stability of the workforce Improved partnership working Increased innovation and collaborative working				

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## 6.Improving the sufficiency of placements for Children Looked After ( CLA)

### What do we mean?

The quality and availability of placements for children looked after is sufficient to meet the current and anticipated needs of looked after children; children understand their family background and foster carers are well prepared and trained to undertake their role.

### What does this mean for children?

If you need to be looked after away from your family you will be able to stay near home and will be well looked after.

No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
6.1	Reduce the numbers of Children Looked After through an effective 'Edge of Care' offer. R 7	6.1.1 Continue to invest in successful Be Positive Pathways (BPP) edge of care programme. Review impact and design a sustainable service based on lessons learned from the pilot programme. Sustainability planning with partner agencies from March 2019 onwards.	Fewer teenagers coming into care  More children returning home appropriately and quickly	1/4ly reviewing and forward planning December 2018- September 2019	JH	DB	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		6.1.2 Investment in connected persons team to identify family members earlier so that more children achieve permanency through SGO.	Increase in use of SGOs	Impact September 2019	JH	DB	
		6.1.3 Identify Children Looked After with potential to be reunified with family through Permanence panel and develop intensive intervention to support reunification.	More children returning home from care	Impact September 2019	JH	DB/EC	
6..2	R8 Provide life story work for all children in care.	6.2.1 Deliver training to all social workers in relation to life story work (LSW) and its importance for children	When appropriate Children Looked After (CLA) receive/ have life story work completed in a timely way	May 2019	JH	EC/TT	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		6.2.2 Develop one minute guides for practitioners about life story work.	Guides available	January 2019	JH	EC	
		6..2.3 Adapt LCS to provide reporting and storage for life story work.	System change logged as complete – IGE notes	February 2019	JC	DB	
		6.2.4 Implement Management standards in relation to life story work and ensure capacity to complete.	System reporting ; viewpoint All CLA have LSW offered.	June 2019	JH	DB	
6.3	R8 Ensure that all foster carers complete mandatory training. AFI 17 feedback from foster carers	6.3.1 Review and re launch the L&D offer to all foster carers including progression and on going CPD.	L& D offer  Increased participation in training	March 2019  December 2019	JH	DB	
		6.3.2 Induction pack in place for all new foster carers	Packs available	May 2019	JH	DB/fostering SM	

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No	What needs to change Ref no – ref to Ofsted report recommendations and Areas for Improvement	Actions	Measure	When	CMT/DMT Lead	Operational and Task Group Lead	RAG rating Progress
		5.3.3 Review the foster care Agreement / foster care charter. 5.3.4 Improve monitoring and reporting of foster carer training using Evolve	Revised agreement  Accurate reporting	May 2019  June 2019	JH	DB/fostering SM	
		6..3.5 Consult with Foster Talk to lead in addressing foster carers support needs.  6.3.6 Re launch a fostering association in Bradford.	Feedback from foster carers	March – April 2019  April 2019	JH  JH	DB/fostering SM  DB/fostering SM	
6.4	R7 Enough local placements to meet the needs of children. AFI 17 poor assessments leading to placement breakdown	6.4.1 Develop and deliver an effective sufficiency strategy that includes: <ul style="list-style-type: none"> <li>• Internal review of foster placement availability; a needs analysis to generate options to stimulate the provider market.</li> <li>• Develop local unregulated setting for emergencies.</li> </ul>	More in house beds  More use of in house foster placements  Improved recruitment	December 2018 – December 2019	JH	DB/fostering SM	

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		<ul style="list-style-type: none"> <li>• Re launch crisis care fostering scheme.</li> <li>• Explore external unregulated setting.</li> <li>• Continue to drive internal fostering recruitment.</li> <li>• Revive the shared care fostering scheme.</li> </ul>	and retention of in house carers recruited				
6.5	Improve matching of children and carers AFI 17 poor assessments leading to placement breakdown	6.5.1 Review and redesign Placement Coordination Service and linked systems and guidance to ensure consistency and improve placement choice and quality	New Placement Coordination service in place; placement stability improved	April 2019  December 2019			
6.6	AF1 18 Improve arrangements for keeping in contact with important people for children looked after.	6.6.1 Revise systems and guidance to ensure that contact with important people is facilitated where appropriate for children looked after	New guidance and processes in place that are effective in supporting continued contact	May 2019	JH	DB /DD	

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6.7	Improve timeliness of access to mental health support for children looked after AFI 19	6.7.1 Detailed improvement plans are set out in Future in Mind strategy.	t.b.a.	t.b.a.			
<b>How will we know that Children’s Outcomes have improved?</b>  More children are able to stay with their family and friends. Children Looked After are doing well in school and tell us that that they have someone to support them			<b>How success will be measured</b> Reduce total number of CLA Measures for improved offer for ‘16 &17’ year olds More local placements - Reduced reliance on externally purchased placements and associated costs Improved matching / placement choice More children leave care through increased use of SGO Increase the number of nights respite				