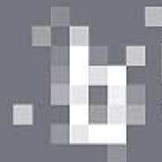


# children AT THE heart OF all we do



**BRADFORD**  
working in partnership

**Bradford Children's Improvement Board**  
**Vital Signs report**  
**June 2020 data**



*City of*  
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# Purpose of Vital Signs Report



## 01: Why

The Vital Signs report has been created to help all members of the Improvement Board understand and interpret the key trends in children's social care performance. It is hoped that this will help support a culture of challenge and support to assist Bradford through the improvement journey following OFSTED.



## 02. What

A report including a number of overall measures or 'Vital Signs' that are key indicators for the health of the Children's Social Care service. To assist non-specialist members of the board, a description of why each individual measure is important is included.



## 03. How

We have used the most up to date information possible from the children's social care systems, HR data and forecasts in order to provide a rounded assessment of recent trends. This report has also been discussed with the Children's Services department to understand what we are doing to address any issues identified by this assessment. To account for monthly volatility in social care data and allow a rounded, long term picture, this report focuses on long term trends.



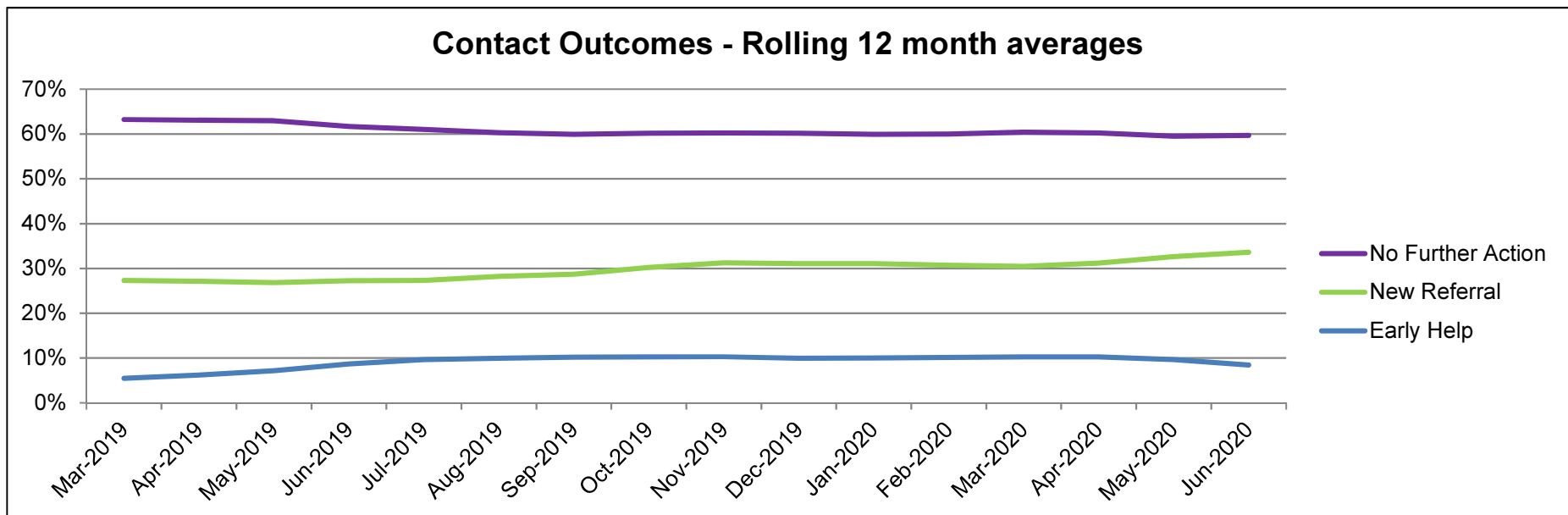
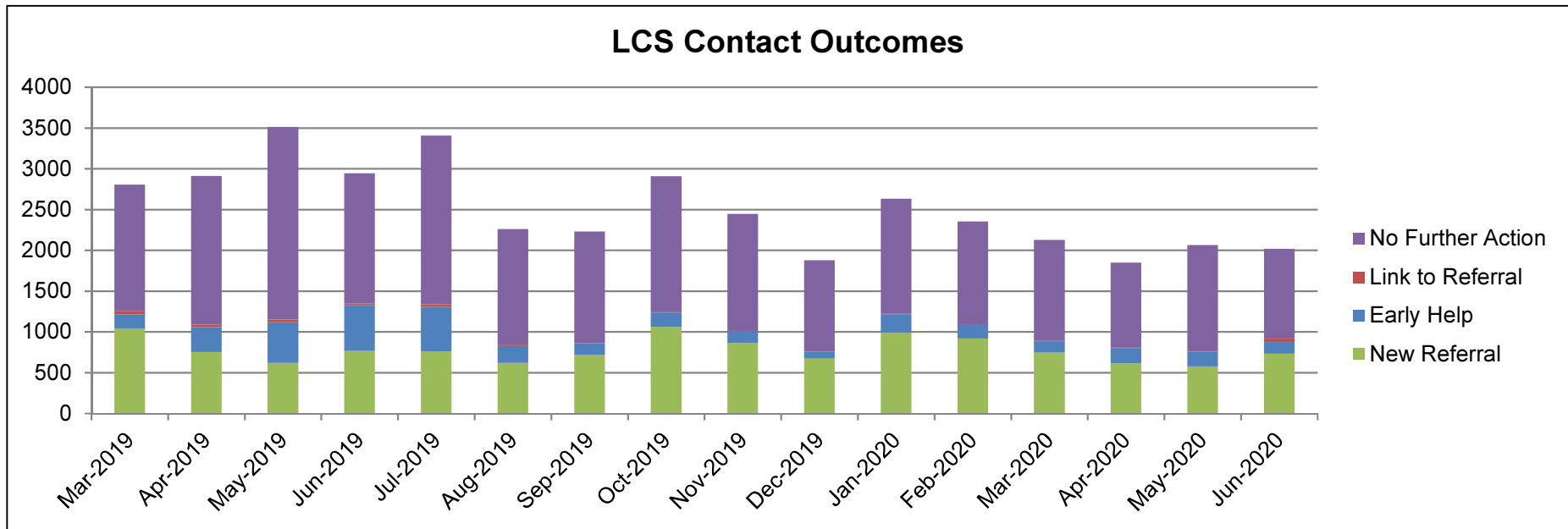
# Vital Signs

## Section 1: Demand



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# 1. Children's Social Care Contact



# 1. Children's Social Care Contacts

## Why is this important?

- An effective service should be working with partners to limit the number of contacts that do not lead to a referral to ensure that demand is managed and dealt with appropriately.

## What is our current trend and what are we doing about it?

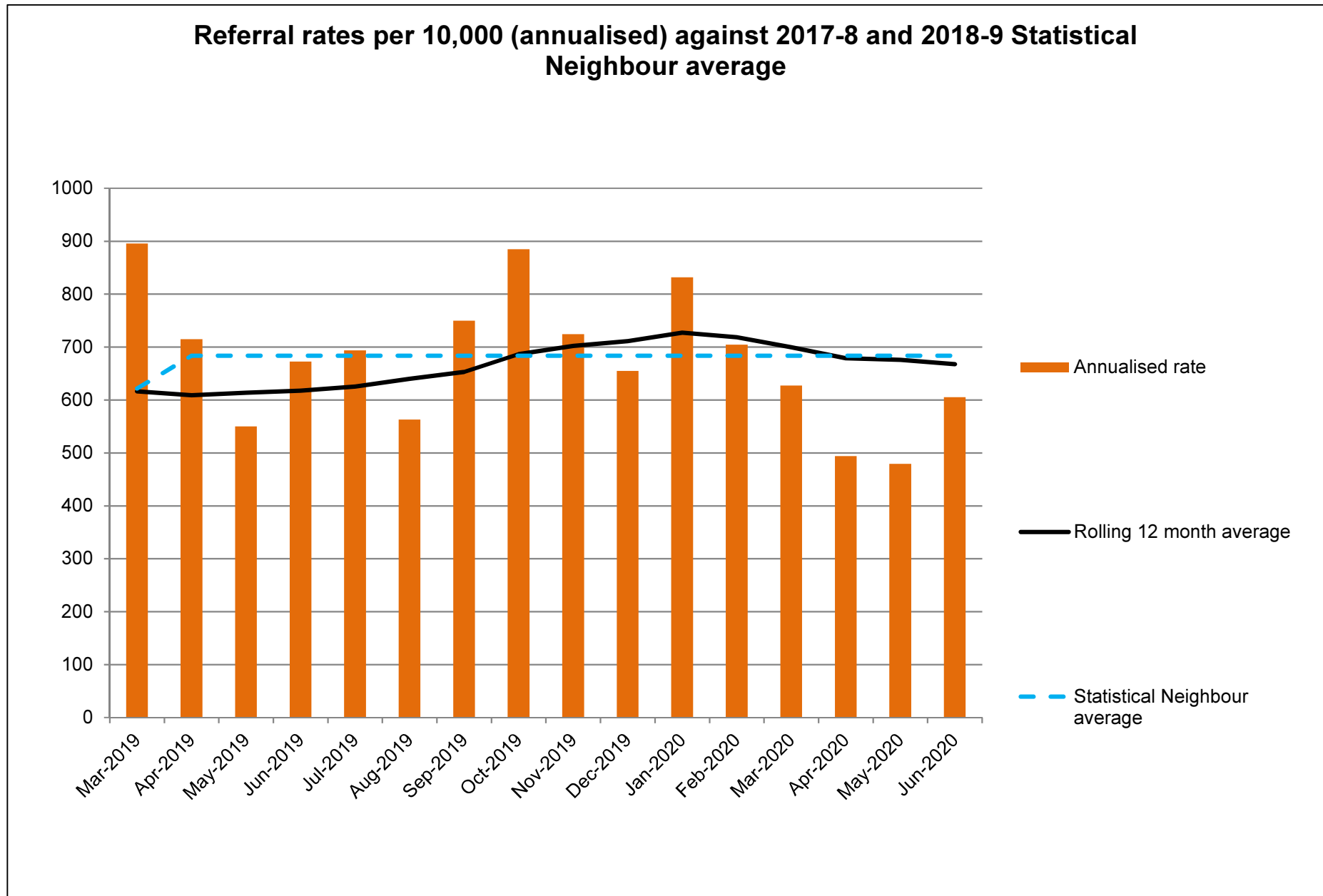
- Contacts resulting in EH has increased from 4.5% stabilised at around 10% for 9 months and is now starting to fall. There has been a decrease in NFA's which have stabilised at around 60% over the past 12 months. We have recently improved our recording system to allow us to break down this data even further by categorising NFA's into different areas (No consent, advice/information provided, family moved out of area, threshold not met for EH support and signposted to other agency). The impact of these changes will be visible in July's data.
- 12 Early Help Co-ordinators are now in post. There are 3 full time officers in each locality; managed by the individual Hub Manager. All schools across the district will have an allocated EHC, offering a point of contact to help them develop their lead practitioner skills.
- Work has also been initiated with the local neighbourhood policing teams. Each locality Sergeant has been contacted, and EHC contact details and toolkits have been issued to the PCSOs within each team.

# 1. Children's Social Care Contacts

Improvement work is also on-going to develop a new 'Early Help Assessment' which will be rolled out to all partners. The vision is to ensure our partner agencies are able to identify unmet need and offer support (where possible) at the earliest possible opportunity for children and their families.

Whilst this exciting work is most certainly a step in the right direction, at present it remains in its infancy and it is hoped that with time we will be able to see the impacts of this resulting in an increase of referrals to Early Help.

## 2. Children's Social Care Referrals



## 2. Children's Social Care Referrals

### Why is this important?

An effective service works across all partners to make sure that the right contacts come through the front door and contact centre that result in a referral.

### What is the current trend and what are we doing about this?

- Referrals increase in June by more than 100. This is in no doubt due to increased attendance at school. Concern remains about the summer holiday period as the current lockdown arrangements bring additional vulnerabilities for vulnerable children who are confined in homes where abuse or neglect may be present. The conversion rate from contacts to referrals would indicate that approximately 130 fewer assessments are being undertaken of which 50% would lead to some form of early help or statutory intervention being delivered.
- A subgroup of the safeguarding partnership chaired by Jane Booth is meeting weekly to consider key safeguarding risks or challenges across all key agencies working with children and to confirm the arrangements they have in place to ensure that professionals continue to have oversight of children across the district.
- The Safeguarding Partnership recognises the reduction in referrals to children's social care and has shared this concern with their respective workforce so that professionals can exercise due care and vigilance whilst carrying out their duties. Additionally, the Safeguarding Partnership has commissioned a series of social media safeguarding awareness posts across a number of platforms.

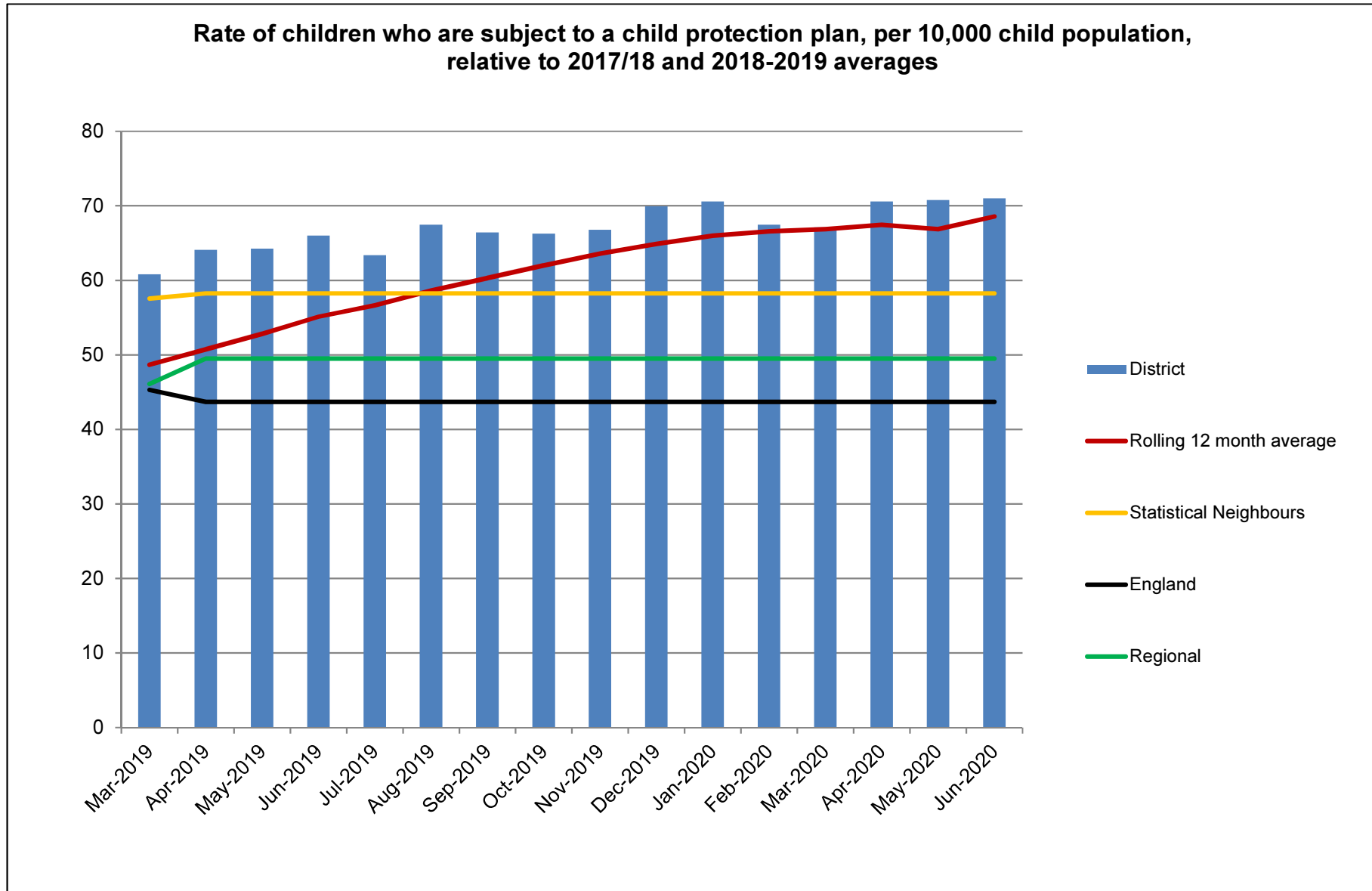
#### •Integrated Covid-19 (ICV19) Outreach team

- A partnership approach has been developed with the Bradford District Care Trust to identify children with additional vulnerabilities and ensure that risk is being appropriately managed by the lead agency or that they receive appropriate early help support or are stepped up to statutory social work services.





# 3a. Rate of Children Subject to a Child Protection Plan

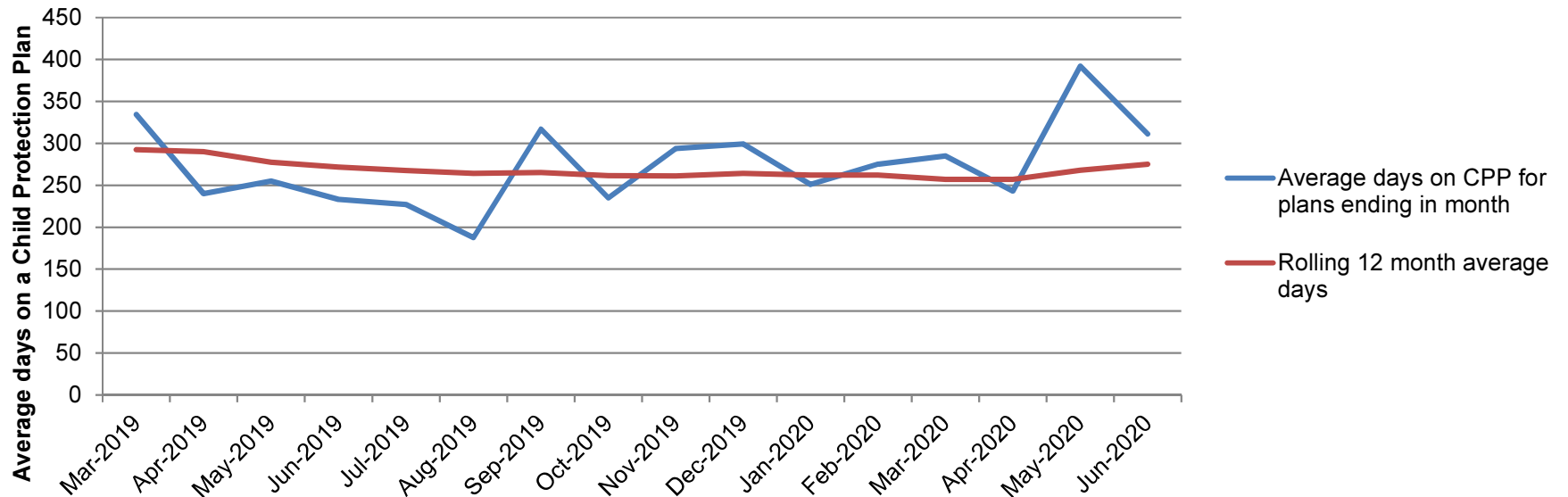


# 3b Length of time on Child Protection Plans

### Current CPP by length of time on plan



### Average time on CP Plan (based on completed cases)



# 3. Rate of Children Subject to a Child Protection Plan

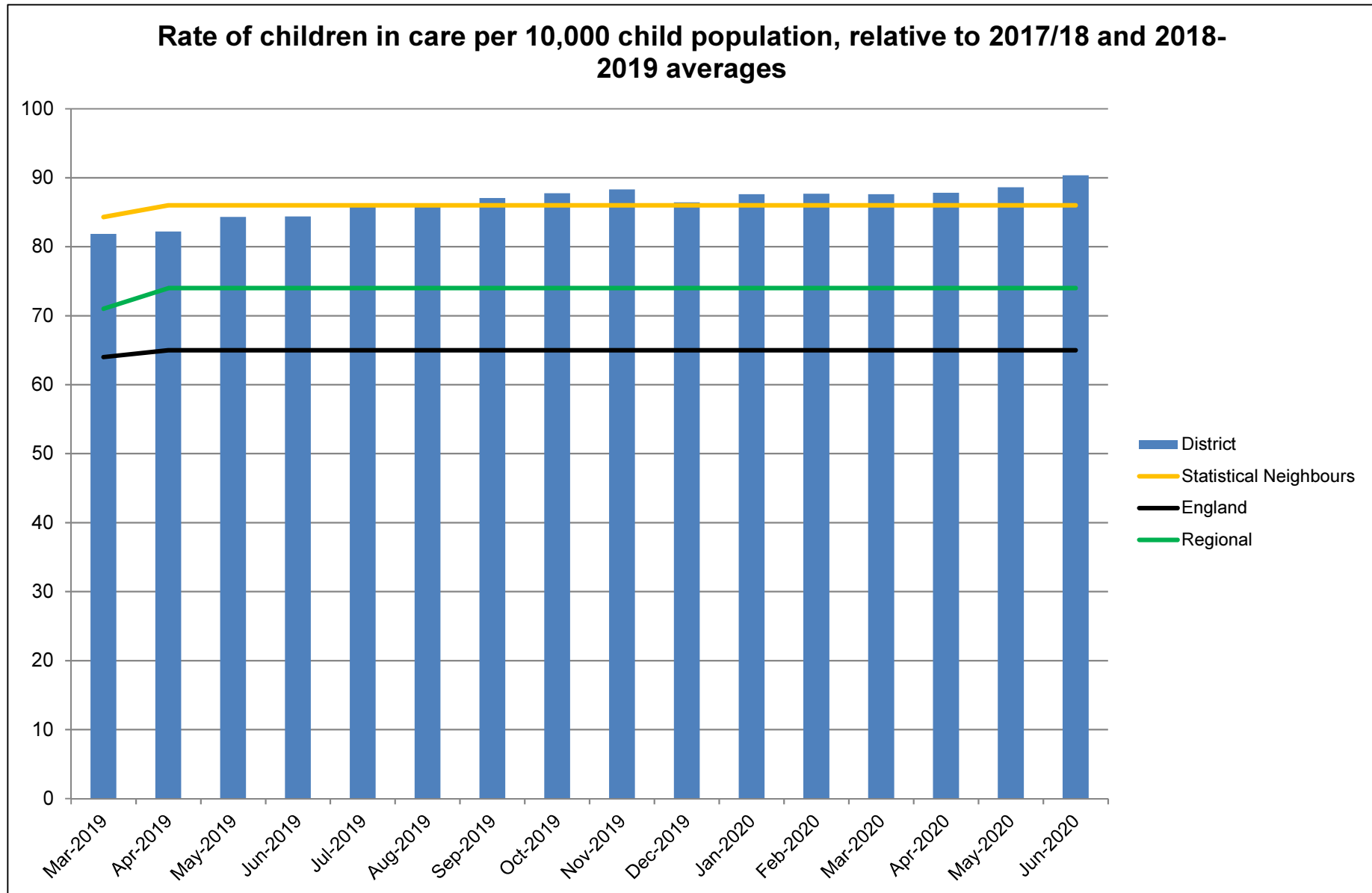
## Why is this important?

- This is a key measure which can be compared with statistical neighbours.
- The length of time a child is subject to a Child Protection Plan is important because the longer a child remains subject to a Child Protection Plan the child's lived experience has not improved. Additionally, there is an increased risk of drift and delay in care planning for a child who remains subject to a Child Protection plan for a prolonged period of time.

## What is the current trend and what are we doing about this?

- The number of children subject to a child protection plan was 1012 at the end of June. After an initial increase in April, the rate of children subject to a child protection plan appears to be stabilising.
- Our rate is above the statistical neighbour average (2018/19); audit activity has highlighted that we are applying consistent thresholds regarding decisions to make children subject to child protection plans.
- Child Protection Co-Ordinators, Team Managers and Social Workers continue to meet to review cases at the 13 month point.
- Covid 19 has impacted on the number of children subject to plans and further audit activity is being planned with partner agencies to test thresholds regarding decision making to step down plans; this will help understand whether a cautious approach has been adopted in light of virtual working.

## 4. Trends in Children In Care numbers and comparison with other authorities



## 4. Trend and forecast numbers of children in care

### Why is this important?

- Local authorities that provide children's services are bound by a 'sufficiency duty', which is to provide, as far as is practicable, sufficient accommodation within the area that meets the needs of children in care from the area.
- A good handle on the increase in number and nature of children in care allows us to plan to deal with future service demand efficiently and effectively.
- Of the 1288 children in care on 30<sup>th</sup> June, 41% were in foster placements, 30% in Family & Friends placements, 9% in residential care, 12% placed with parents, 7% in supported accommodation and 2% placed for adoption.

### What is the current trend and what are we doing about it?

- June was a particularly busy month with 66 children entering care. To some extent this increase was due to court timetabling having been impacted by availability of courts during Covid-19 lockdown
- Of the children who became looked after:
  - 38 have been placed with family members.
  - 19 have been placed with foster carers
  - 2 have been placed in children's homes
  - 2 are over 16 and have been placed in supported living placements
- In the same period 33 children left care broken down as follows:
  - 9 became 18 years old
  - 1 adoption
  - 13 rehabilitation
  - 7 Special Guardianship Order
  - 1 left the UK



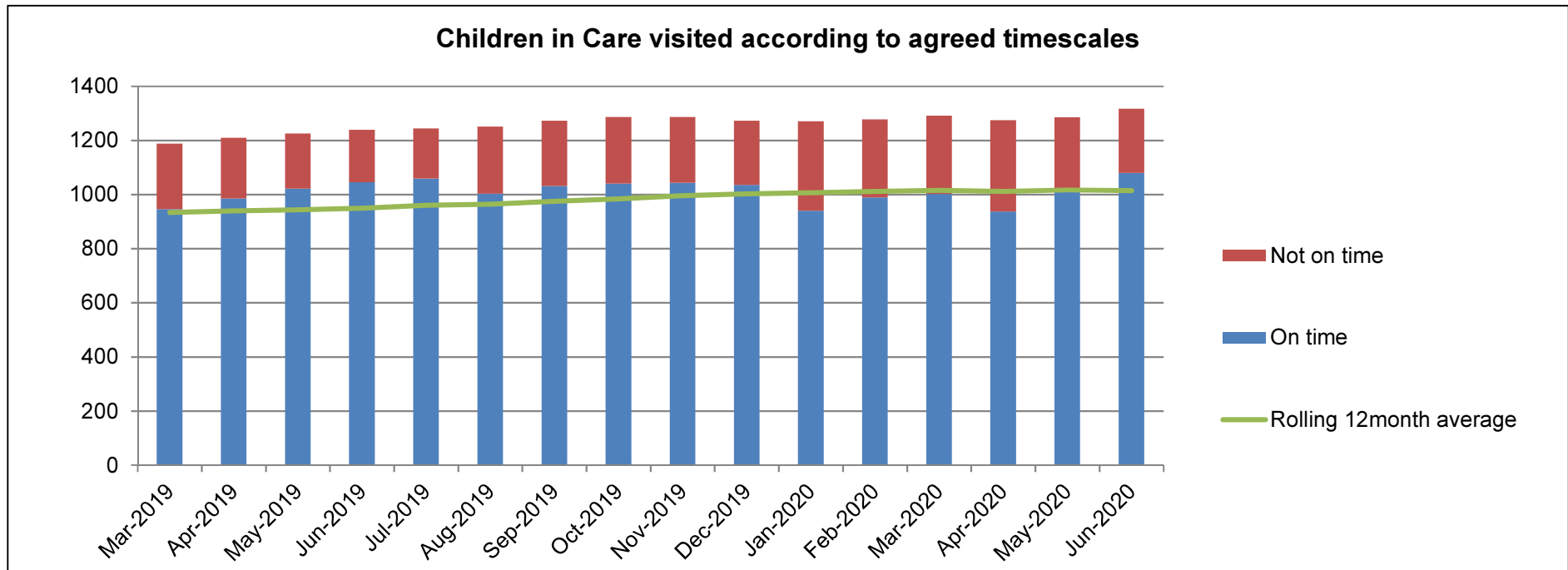
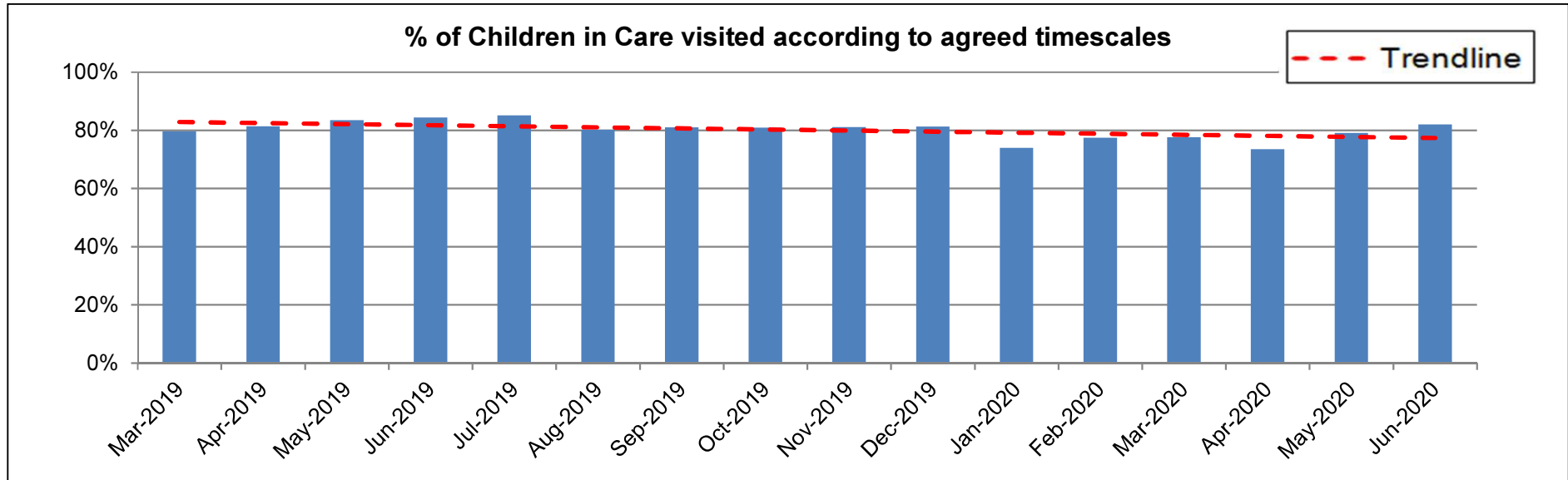
# Vital Signs

## Section 2: Timeliness

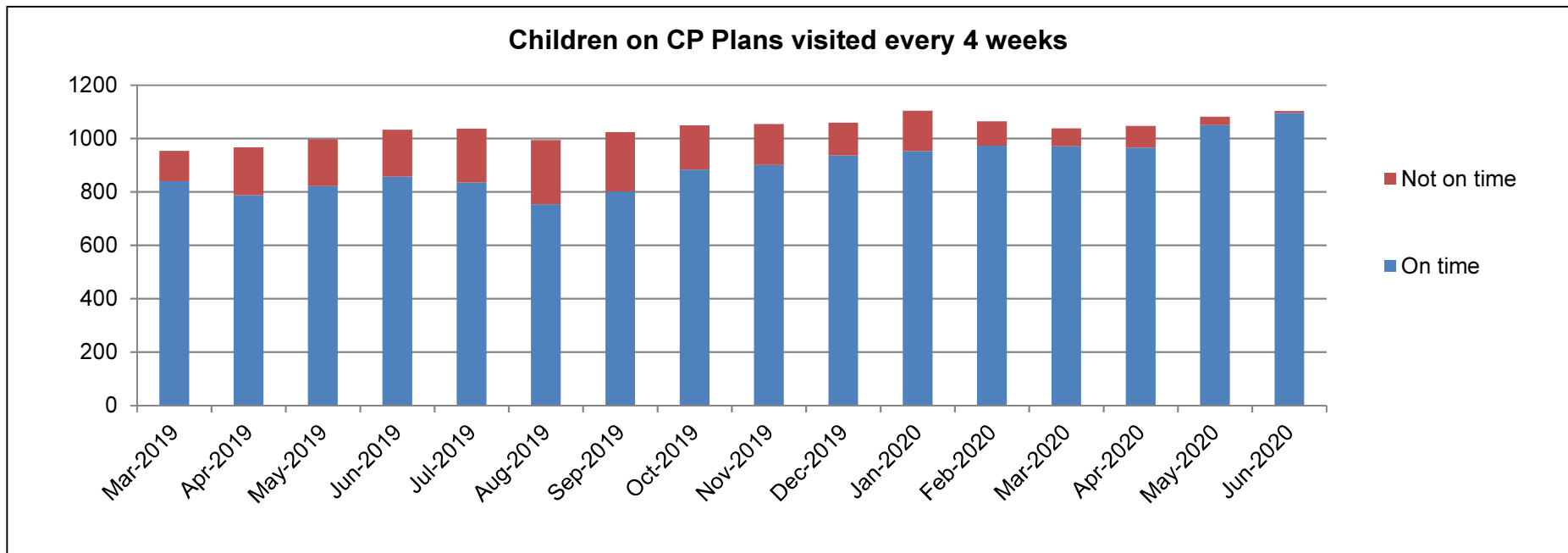
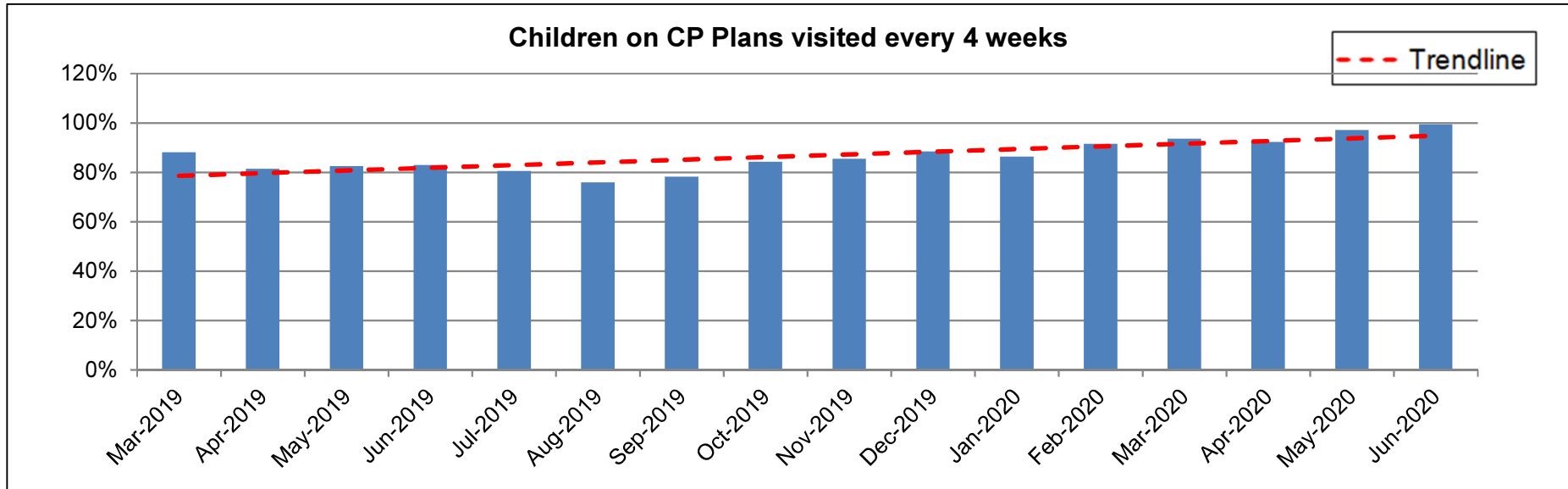


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# 5. % visits completed on time



# 5. % visits completed on time





## 5. % visits completed on time

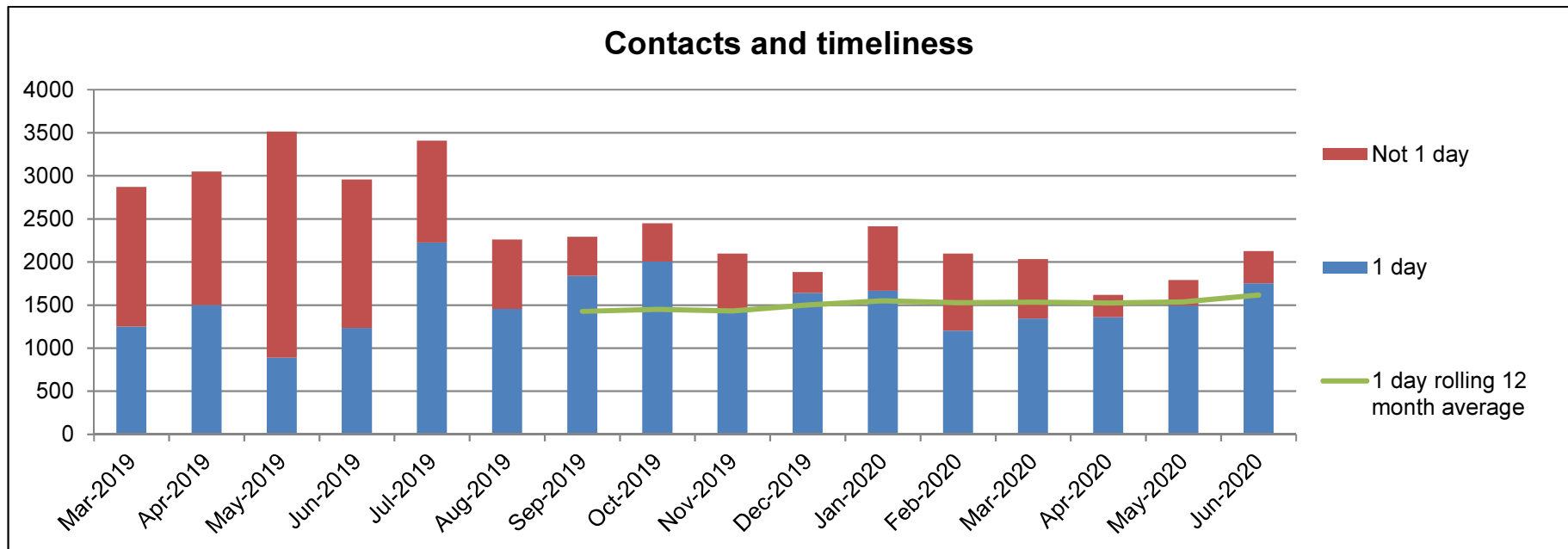
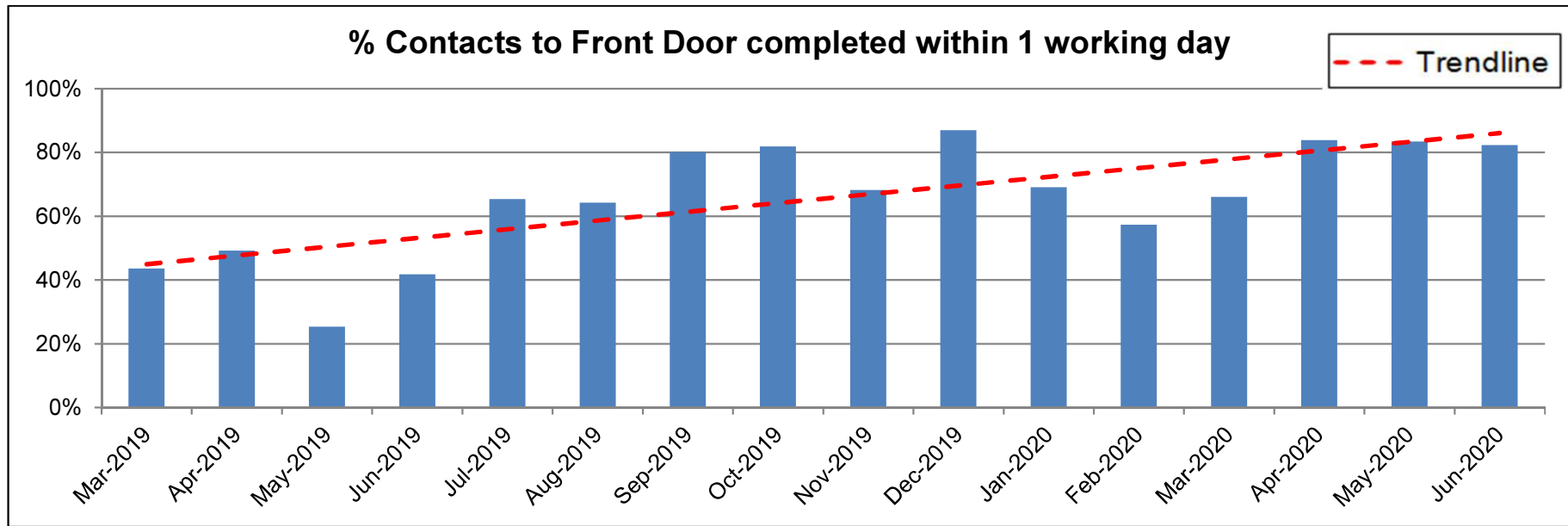
### Why is this important?

- For the safety of children and to ensure that they are having the right experience with appropriate outcomes, timely visits in line with our statutory requirement and Bradford's Practice Standards are essential.
- Children in Care in stable long term placements are visited every 12 weeks, with visits every 20 working days expected for the rest of the care population.
- Child Protection cases are expected to be visited 10 working days or more frequently if this is required as part of their plan.

### What is the current trend and what are we doing about this?

- The data suggests that we are on an upwards trajectory in relation to the timeliness of visits for children in care and children subject to CP plans. With a newly established permanent leadership team, there is an increased level of governance around performance data which is tracked on a twice weekly basis.

# 6. % of contacts with a decision in one working day



# 6. % of contacts with a decision in one working day

## Why is this important?

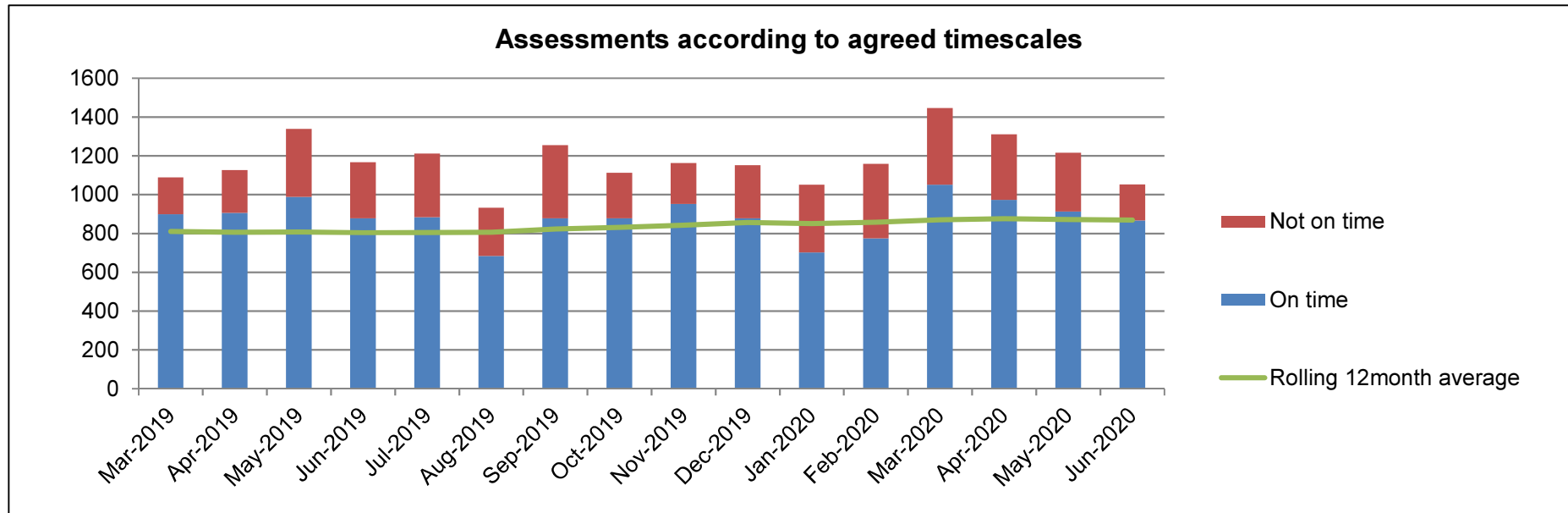
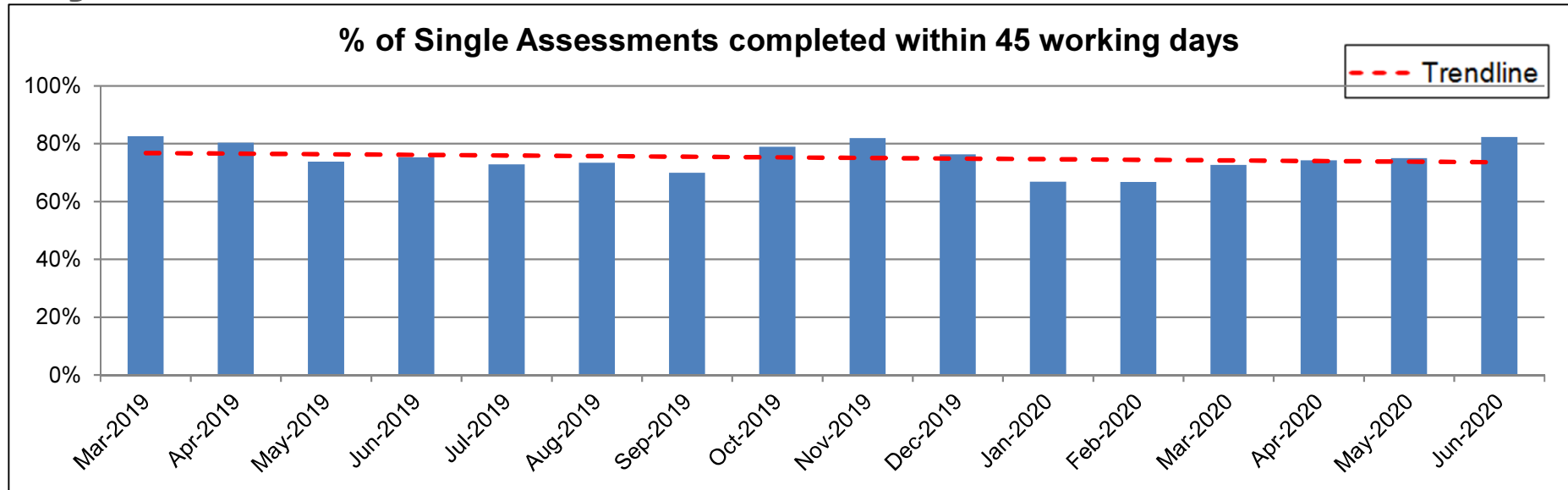
It is important that contacts received by the front door are dealt with quickly and efficiently. This ensures that children at risk are identified and safeguarded .

## What is the current trend and what are we doing about this?

- In February 2020 the number of contacts completed in 1 working day was 57%. Since this time, there has been a sharp increase in performance at the front door and since April, over 80% of contacts are consistently being completed within 1 working day. We know that during Covid19 there has been a reduction of contacts which has resulted in demand being more manageable. The appointment of a HOS and Service Manager has provided clarity on expectations and brought stability to the Integrated Front Door.
- A weekly performance meeting coupled with a re-alignment of teams is expected to sustain and build on the progress already made.
- A new system and structure was implemented on 23<sup>rd</sup> June 2020 and it is positive to note that the performance of over 80% has been sustained even with the challenges of a virtual restructure. In addition to this, since the 23<sup>rd</sup> June 2020, two team managers in the front door have been off sick which has resulted in a loss of 50% of management cover. It is to be noted that the only reason performance has remained so positive is due to the existing managers working extra hours and the Service Manager assisting with the sign off of contacts.



# 7. % of single assessments completed within 45 days



# 7. % of single assessments completed within 45 days

## Why is this important?

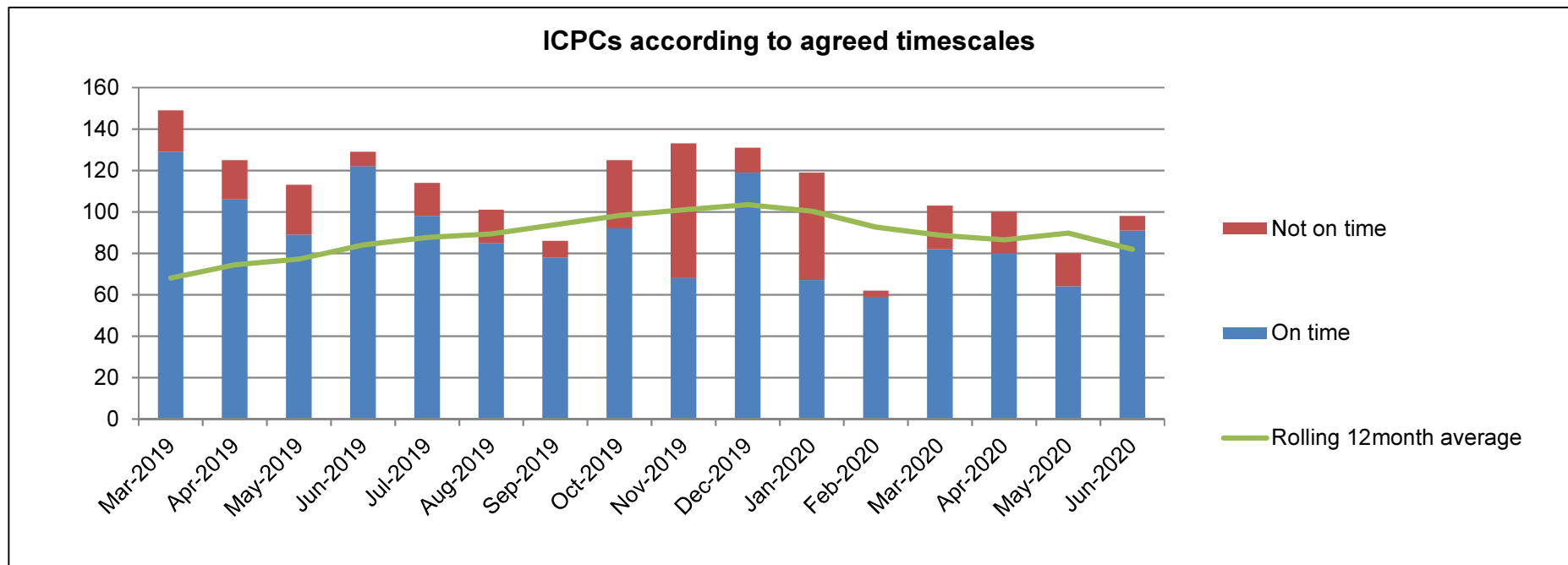
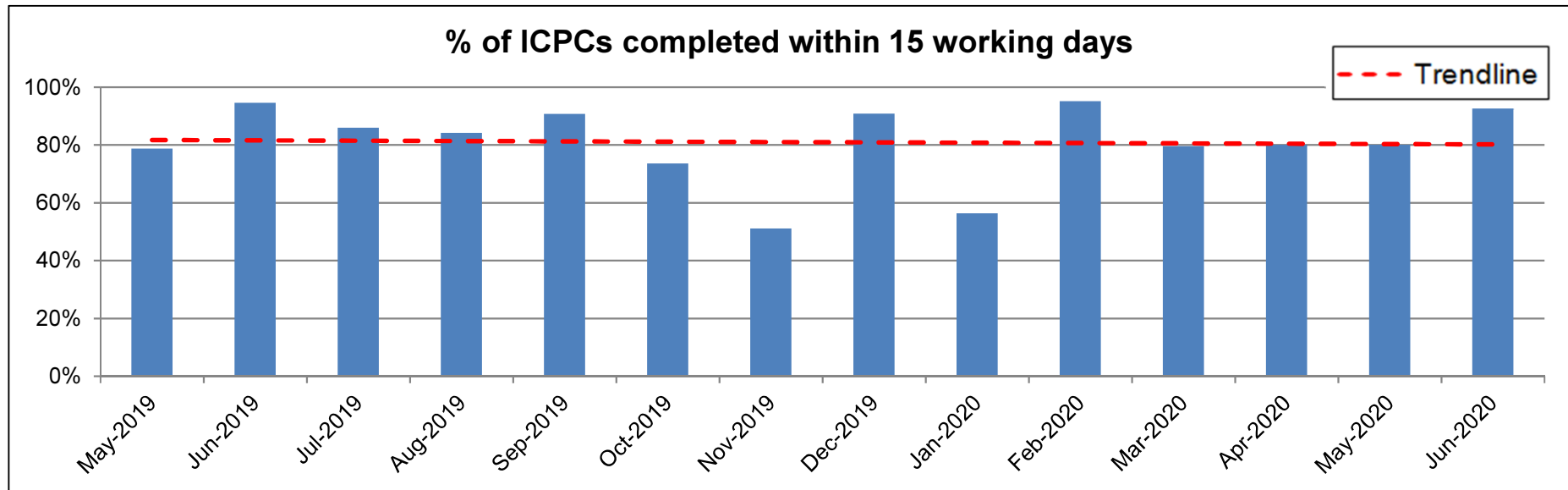
- A Single Assessment is an in-depth assessment which addresses the central or most important aspects of the needs of a child and the capacity of his or her parents or carers to respond appropriately to these needs within the wider family and community context.
- While the Single Assessment is led by Children's Services, it will invariably involve other agencies or independent professionals, who will provide information they hold about the child or parents, contribute specialist knowledge and/or give advice/undertake specialist assessments.

## What is the current trend and what are we doing about this?

- The % of single assessments completed on time has been rising month on month since January.
- On average the number of assessments completed on time per month has increased by 60 assessments between April 2019 and June 2020.
- Demand for Single assessments has been decreasing inline with reduced contacts and referrals, since lockdown began in March.
- Overall, this is a positive picture given the challenges associated with service delivery during COVID-19.
- There is an increased sense of stability in the management structure following a series of permanent appointments. We would therefore expect to see a continued improvement in this area.



# 8. % of Initial Child Protection Conferences within time



# 8. % of Initial Child Protection Conferences within time

## Why is this important?

Children who are required to go to a Child Protection Conference are potentially highly vulnerable. The process from Section 47 enquiries to Initial Child Protection Conference is how the determination is made on whether a child is at risk of significant harm and therefore needs to be made subject to a Child Protection Plan. It is key to children's safety that this process is completed in a timely way.

## What are we doing about this?

- Following the controls introduced in January 2020, the volume of ICPC's held on time has improved and appears to be sustained.
- It is positive that the timeliness has improved with regards to scheduling of conferences; the focus moving forward will be to review the quality of work being completed with children who are subject to the child protection process to understand their experiences and the impact we have made to achieving a safe and timely outcome. This links into embedding the practice standards and reviewing processes to ensure that this drives the change to improve services.





# Vital Signs

## Section 3:

### Social Care

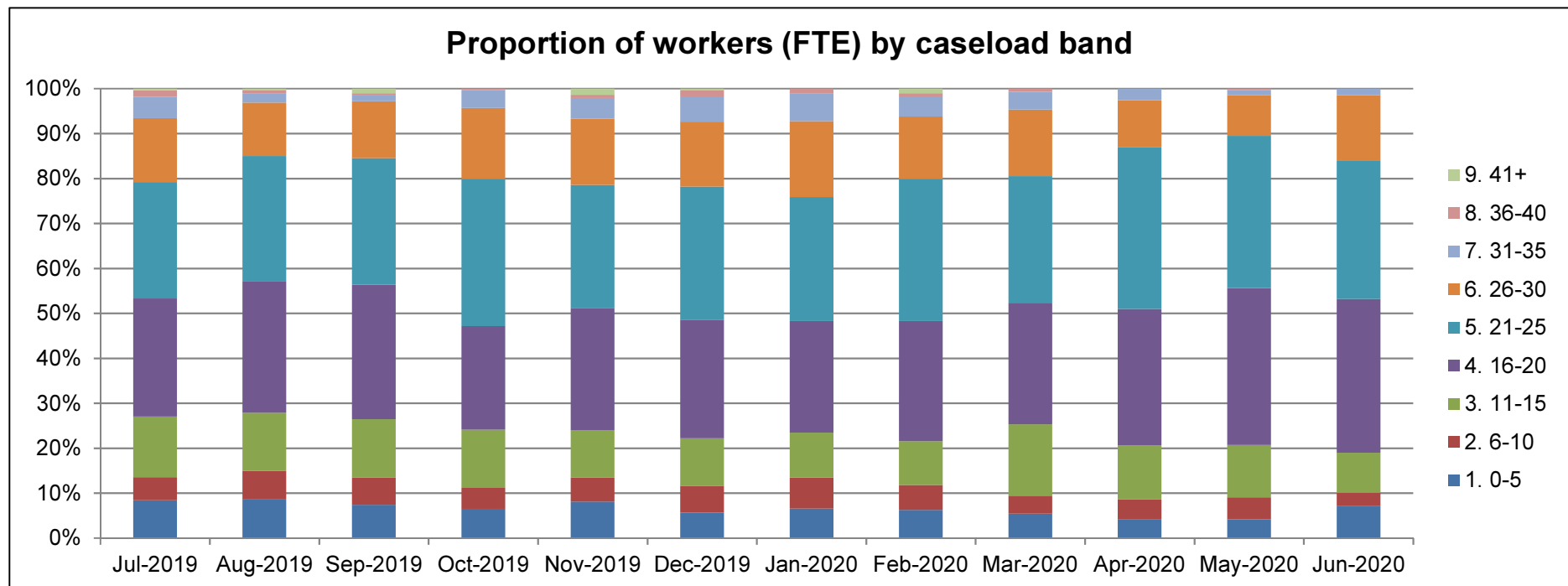
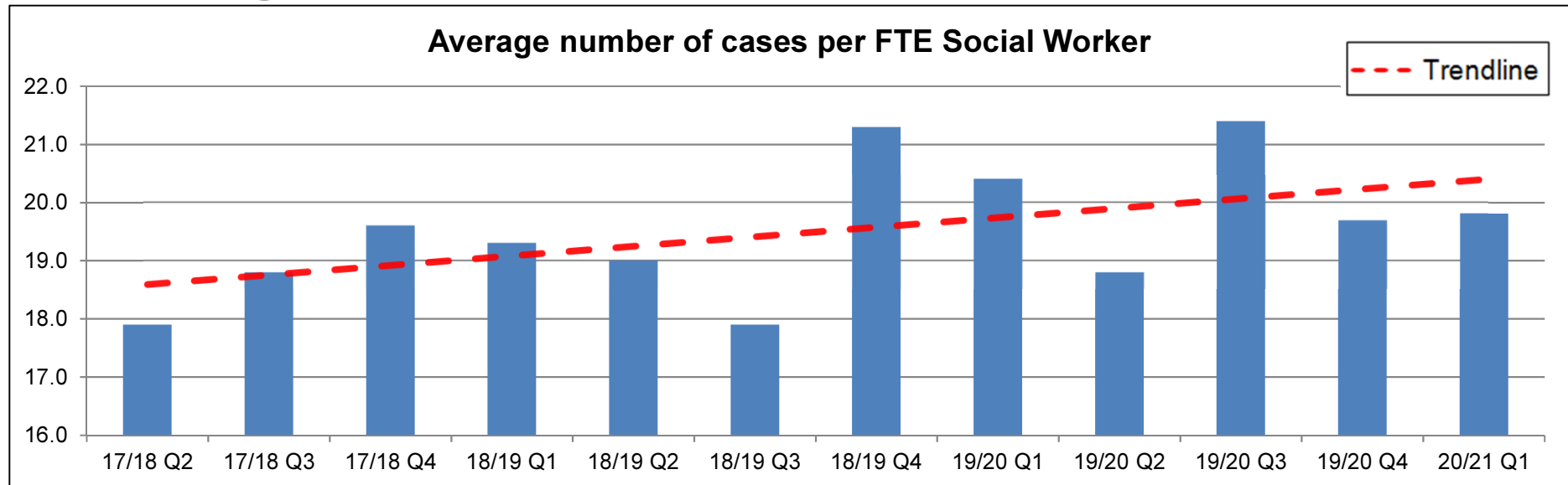
### Management



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# 9. Average Caseload



# 9. Average Caseload

## Why is this important?

This is important as a higher number of cases per social worker can limit their ability to provide an effective service.

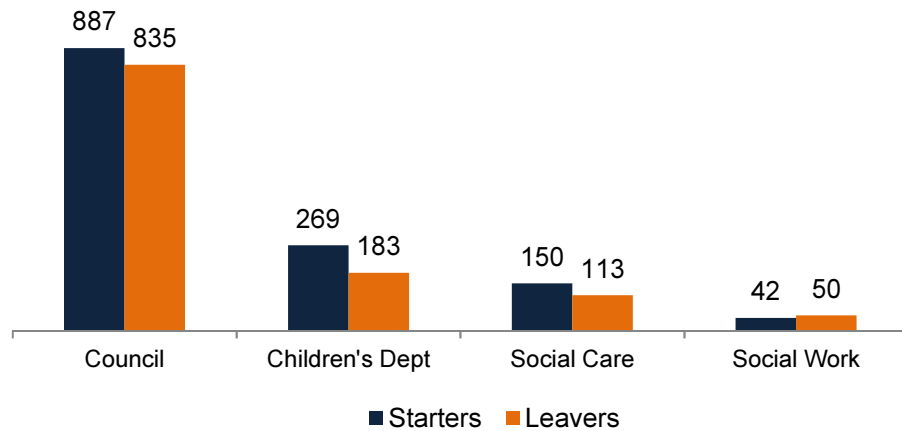
## What is the current trend and what are we doing about this?

- The average number of cases held by a social worker remained steady at 20 in Qtr 1.
- However, the proportion of workers who hold more than 26 cases has increased in June as has the proportion with less than 10 cases.
- There was an additional 114 cases in June compared to May but only additional 3 case holders, 2 of these were ASYEs.
- In order to return caseload levels back to where they should be there has been a successful recruitment drive of Practice Supervisors. These practitioners will support social workers and team managers in the identification and progression of cases to step down or close to Children's Services. Continued recruitment of Social Workers from ASYE through to experienced workers will ensure a varied skillset amongst the workforce.
- There is also a recruitment drive for Community Resource Workers who will support Social Workers in delivering early intervention to children and their families.
- The average caseload is reviewed by Team Managers, Service Managers and Heads of Service on a twice weekly basis where plans are agreed to safely reduce caseloads where possible.

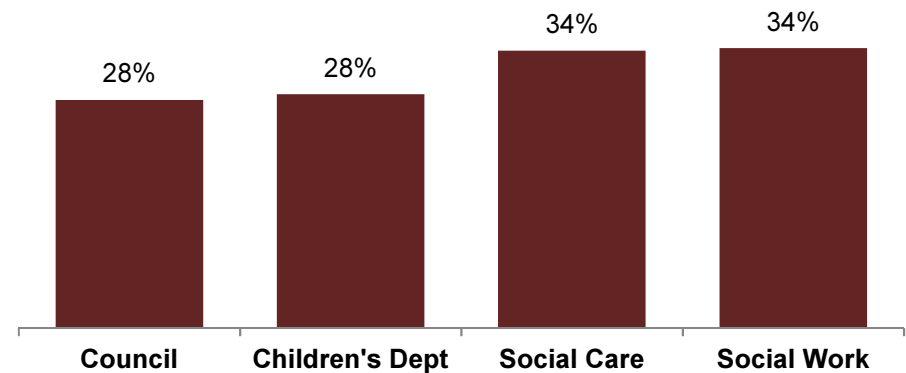
# 10. Recruitment Activity, Children's Starters and Leavers

*July 2019 to June 2020: Authority-wide New Starters = 887 of which 269 in Children's Services*

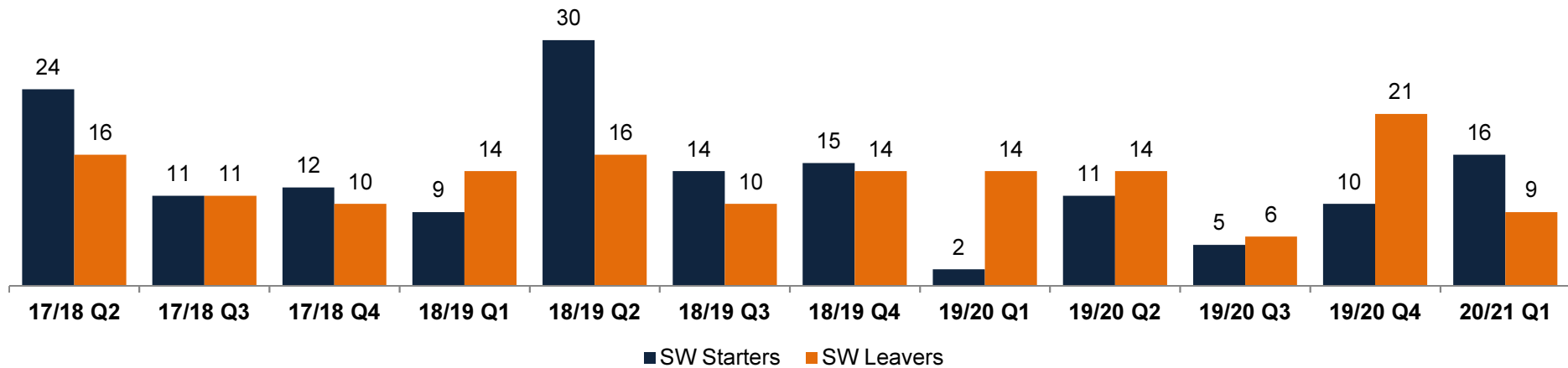
**Starters & Leavers July 19 - June 20**



**Leavers Under 2 Years Service July 19 - June 20**

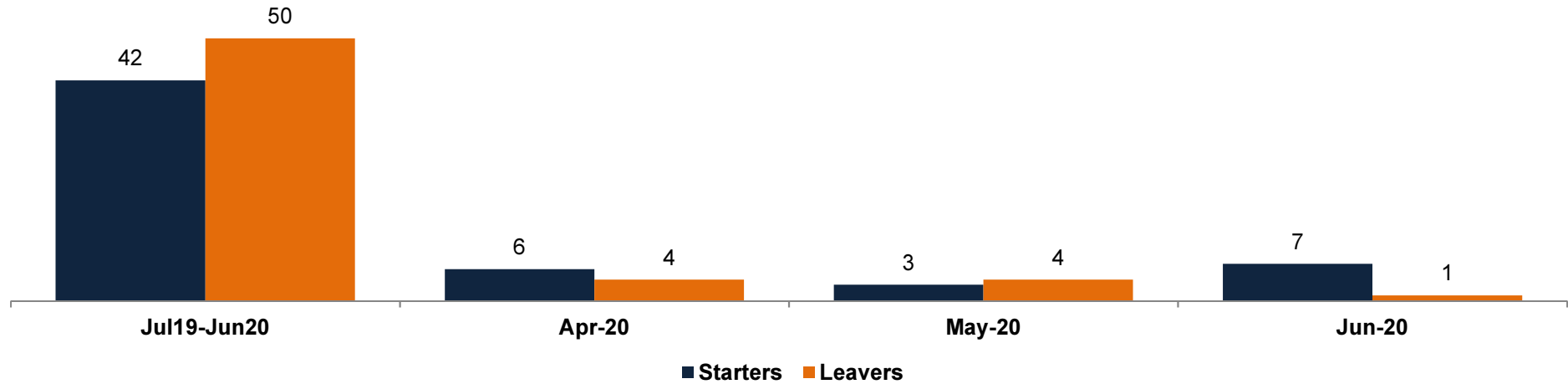


**Social Worker Starters & Leavers by Quarter**

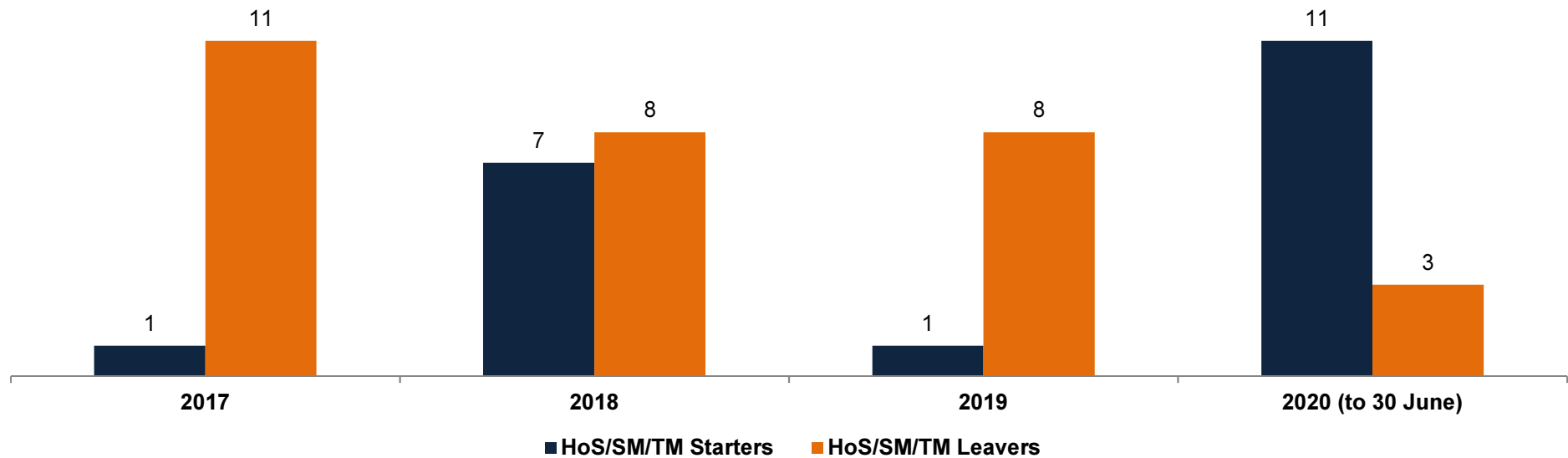


# 10. Recruitment Activity, Children's Starters and Leavers

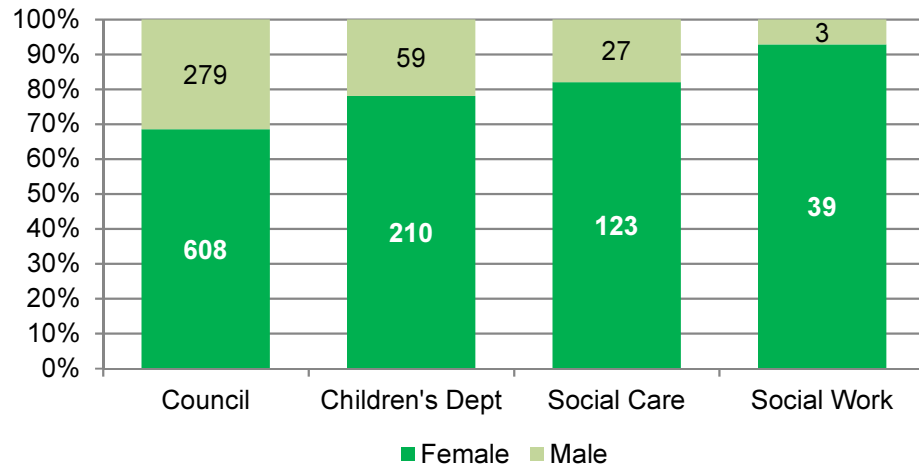
## Social Worker Starters & Leavers



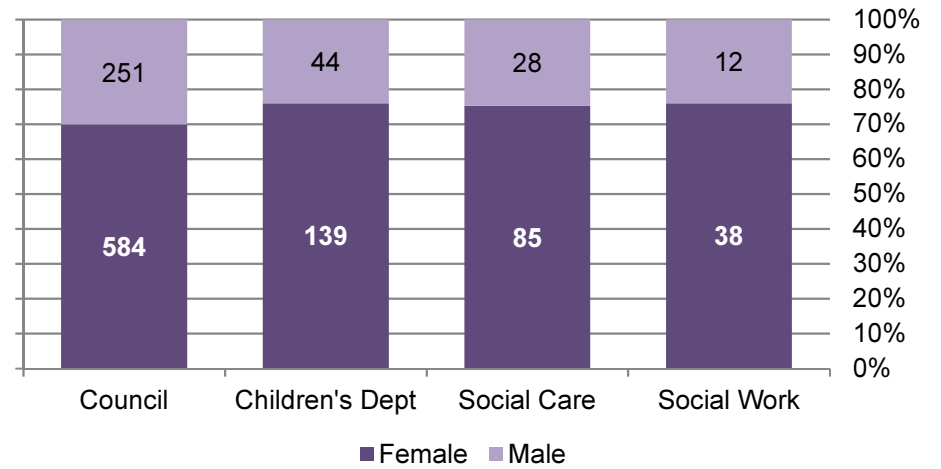
## HoS/Service/Team Manager Starters & Leavers



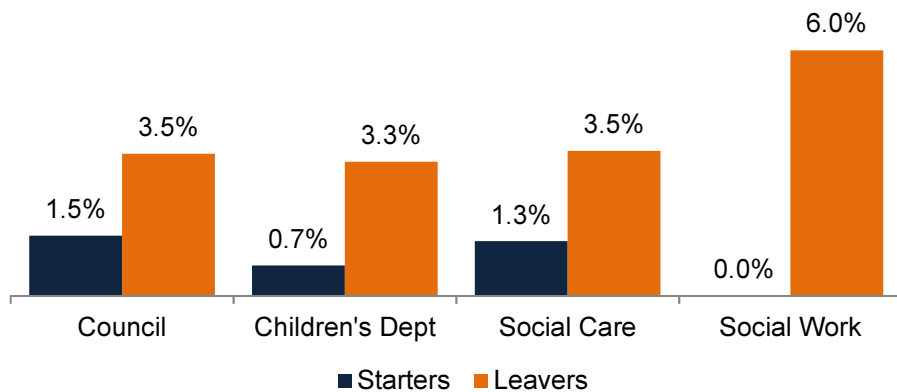
### Gender of Starters July 19 - June 20



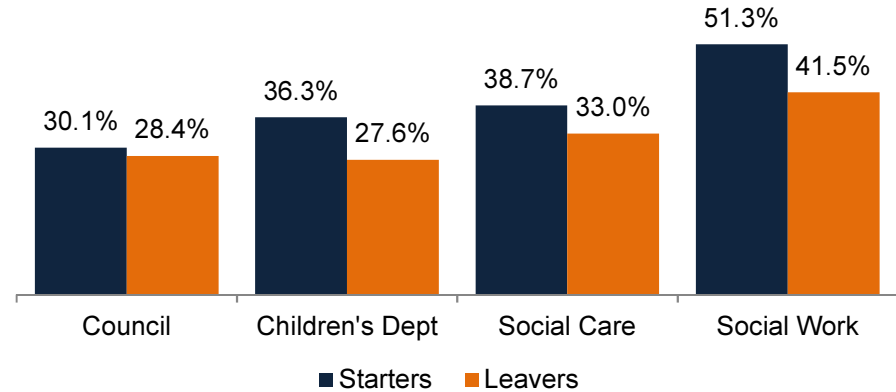
### Gender of Leavers July 19 - June 20



### Disabled Starters & Leavers July 19 - June 20



### BME Starters & Leavers July 19 - June 20



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# 10. Recruitment activity, Starters and Leavers

## Current position and what we are doing to achieve the above:

- Dedicated recruitment campaign launched to encourage suitably qualified and experienced social workers. Streamlined recruitment process in place to accept CV's for hard to fill roles.
- Campaign using various Social Media methods. Bradford Council Careers page redesigned so that roles within Children's Services to be more visible and high profile. Fortnightly selection panels. Continuing rolling recruitment process for Social Workers and Team Managers. Arrangement to fast-track agency social workers and students into permanent roles.
- Practice Supervisors are now being recruited to all teams. A number of permanent appointments have been made from internal and external candidates.
- Children's Resource Workers are now been appointed to all teams to support the delivery of social work services. 15 recruited (as at 7 July), 14 remaining vacancies, Children's Services confident all roles will be filled.
- ASYE Social Workers – regular appointments are being made to fill vacant posts including the retention of Social Work Students who wish to remain when they are qualified.
- ASYE progression panels are held each month to consider those NQSW's eligible for progression to Level 2.
- Head of Service and Service Manager roles filled. Agency temps remain in these roles, there is a continued increase in agency staff overall.
- Over the last 12 months there were 183 leavers in Children's Services, of which 113 were in Children's Social Care, 44% (50) of these were Social Workers. The themes arising from departing Social Workers have been remuneration (reduced since the Council made changes to Social Worker remuneration in April 2019), family relocation, work/life balance and movement due to promotional opportunities.
- In the same period there were 269 starters in Children's Services, 150 of which were in Children's Social Care, 28% (42) of these were Social Worker appointments.
- An enhanced offer is being developed to make Bradford more attractive to experienced social workers (attraction strategy/total offer and options appraisal review of L3 SW remuneration).
- A Council Exit questionnaire in in development.



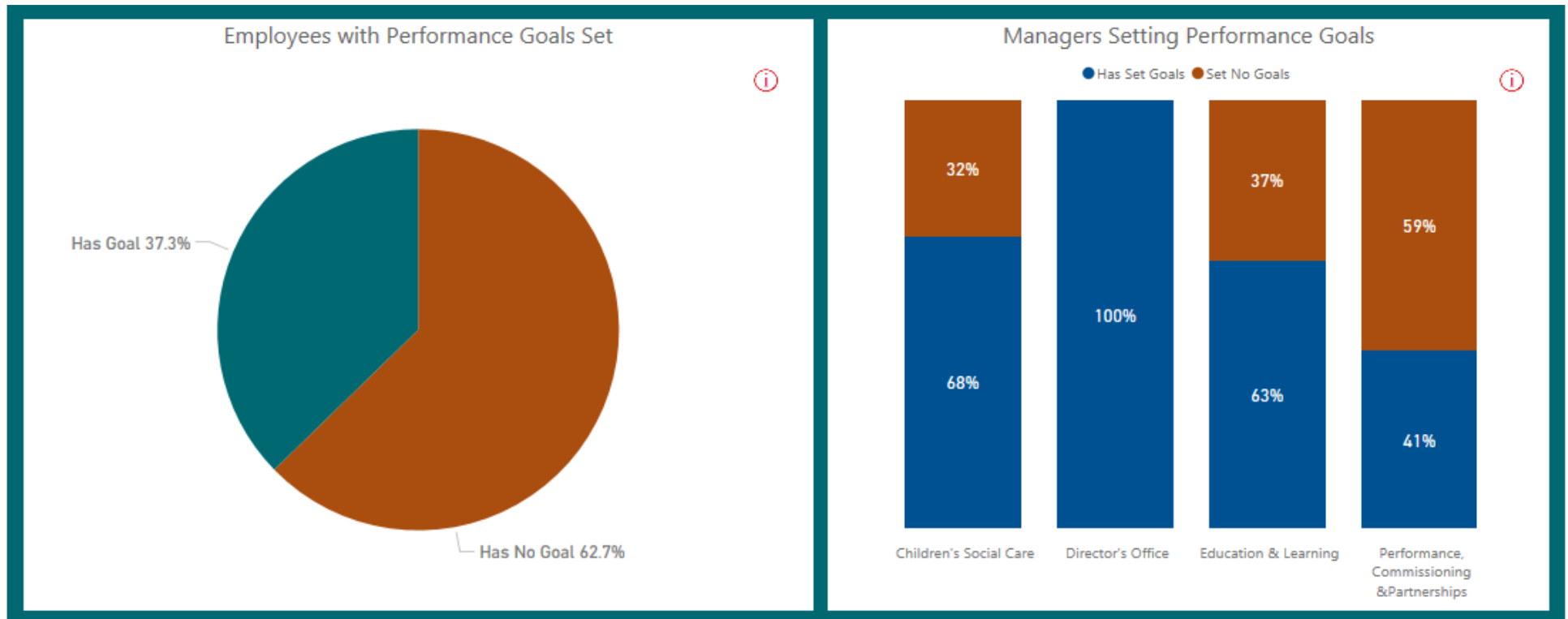
# Social Work Agency Staff

Service Area	Actual Agency FTEs as at 31/05/20	Actual Agency FTEs as at 30/06/2020	Change
Head of Service	2.0	2.0	0.0
Service Managers	4.0	4.0	0.0
Team Managers	15.0	15.0	0.0
Practise Supervisors	6.0	6.0	0.0
Social Workers	98.0	111.0	+13.0
Auditors	2.0	3.0	+1.0
SW Agency by Roles	127.0	141.0	+14.0



# 11. Workforce Performance

## Childrens Managers & Staff using Evolve to Record Performance Goals/Objectives



Annual performance by the new Evolve system (introduced in 2019). Objectives to be agreed and recorded between June-September 2020 (extension to Sept to support the workforce during Covid-19).

Council KPI is 90% of staff have received a positive performance review and have a development plan in place by 2020.

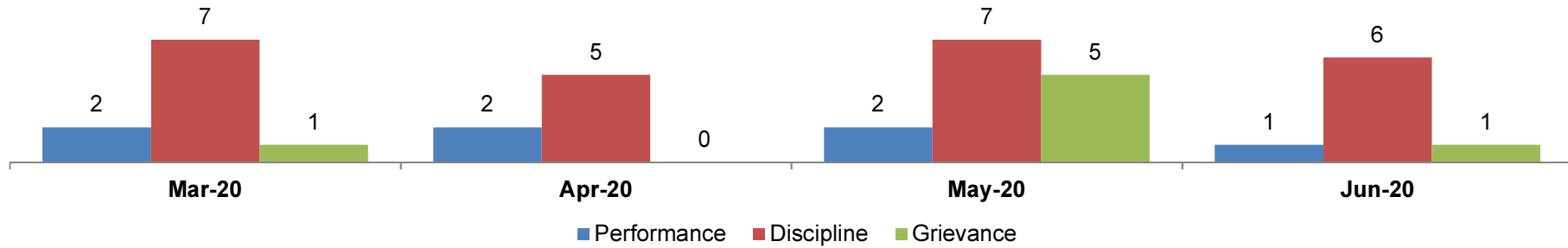


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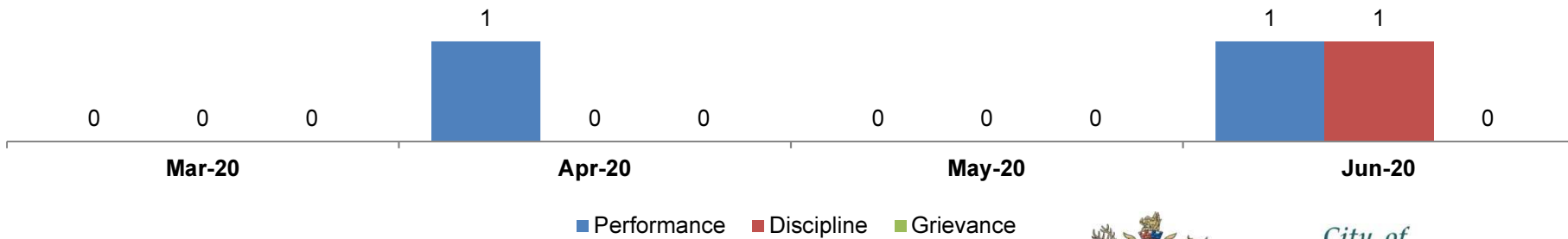


# 11. Workforce Performance

## Children's Social Care: Discipline, Grievance & Performance (Capability)



## Social Work: Discipline, Grievance & Performance (Capability)

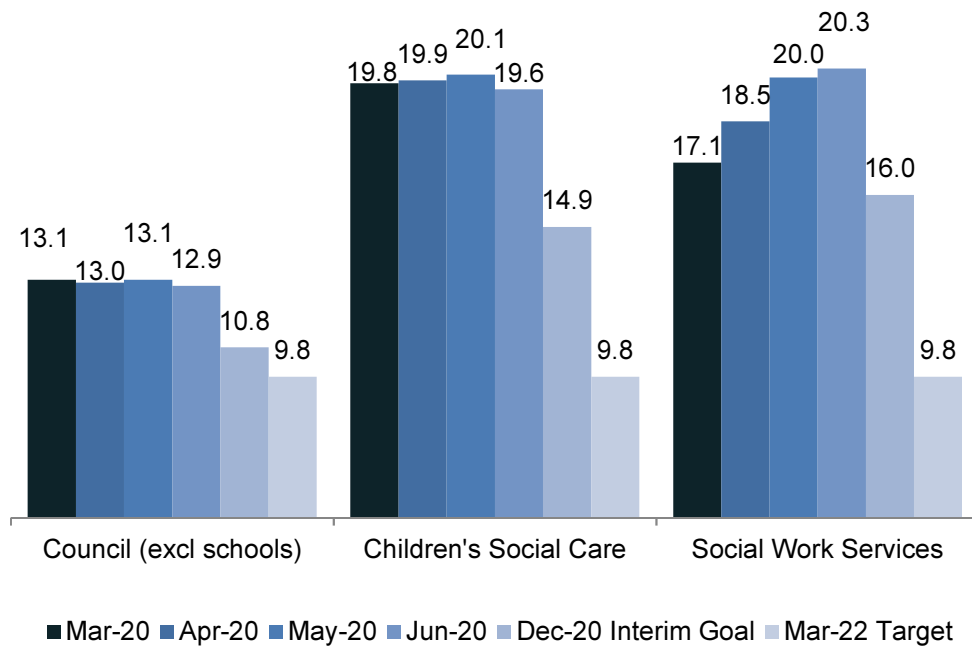


# 11. Workforce Performance

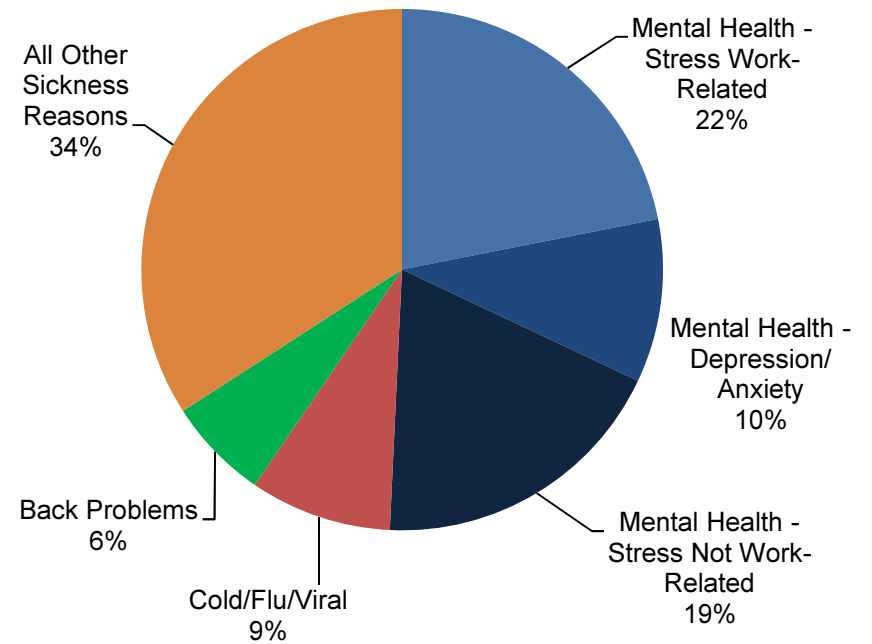
- Continuing dedicated and focused work with managers to increase the number of managers and employees using the Evolve system in line with corporate targets.
- Evolve Performance Sessions for managers ran until March 2020 as 2 hours session delivered jointly with a HR Business Partner and Workforce Development Team Leader.
- Sessions have included demonstrations on how the system is a tool to support management of staff including objective setting, monitoring staff performance and assessment of the Bradford Behaviours.
- These have been and will continue to be linked to real situations, with open and honest discussions around barriers and how to overcome them highlighting the importance and long term benefits of effective performance management.
- A total of 27 sessions delivered, with 175 managers attending, an average of 6.5 managers attending each session.
- Use of the system by Childrens Services managers, to monitor team performance, has increased from 62.9% in December 19 to 70.2% in June 2020.
- Performance sessions are planned to incorporate digital and online learning to support managers to continue to access training and development during COVID 19. Performance sessions via E learning are available now, targeted support has been provided to specific managers and teams via conference call and webinars, where requested.
- Next steps; to continue monitoring use of evolve system and quality of performance objectives set. To follow up with managers who have not yet set objectives or assessed Bradford Behaviours for their teams and continue to provide targeted support where needed.

# 12. Sickness Rates

**Sickness Absence (BV12\*)  
(rolling 12 months)**



**Top 3 Sickness Reasons**  
Social Work Services, rolling 12 months to 1 June 2020



**[\*FTE days lost to sickness per FTE employee over a 12 month period]**



# 12. Sickness

- Average working days lost per employee due to sick absence (rolling 12 months) is 22 days for Children's Services (highest in the Council), 24 days for Children's Social Care.
- 27% of Children's Services have reached a sickness review trigger in last 12 months and have no case raised, this is 14.3% in Children's Social Care. For the last 6 months this is 44.3% and 36.4% respectively and shows decreased manager performance in this area.
- 130 employee cases were closed due to failed manager contact in Children's Services in the last 12 months, 106 of which were in Children's Social Care. Failed manager contact in Children's Services is the highest in the Council and 60.76% higher than the second worst performing Council service.
- Work to support managers across children's services to successfully record, support and manage sickness absence and employee cases is on-going. However, there is more to do to improve management grip:
  - Addressing under reporting where there has been turnover of agency managers which has led to sickness absence to be updated retrospectively.
  - Continuing dedicated HR support to those managers requiring additional assistance with their sickness cases which as seen an increase in case activity.
  - Focus on long term sickness case with a number of those now being brought to a conclusion either by return to work or exiting the organisation. 42 current Long term sickness case – 12 have recently returned to work.
  - Continuing to work with managers where employees are hitting the corporate triggers to address short term sickness absence (27.4% of Children's Services staff have reached the trigger of 8+ days absence in the last 12 months) and ensure employees are supported and managed in line with the short term sickness absence process. Further work with HOS's to ensure consistent approach across the services in respect of short term absence management. There are currently 22 short term sickness cases.
  - Monitoring and addressing cases where facing case closure with HRplus due to failed manager contact to ensure these are actively managed by allocating new manager. This is partly due to agency turnover, cases are visible.
  - Continuing support from Employee Health & Wellbeing to ensure effective professional medical advice and intervention.
  - Management development and accountability.





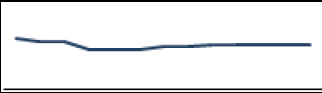
# Vital Signs

## Section 4: Effectiveness




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# 11. Improved life chances

Care leavers in education, employment or training														Trend	Bradford Target	Statistical Neighbour Average
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20		65.0%	-	
62.6%	58.9%	58.4%	47.6%	48.2%	48.0%	51.0%	51.8%	54.2%	53.3%	54.0%	53.8%	54.3%				

Percentage of Care Leavers aged 16-21 living in suitable accommodation														Trend	Bradford Target	Statistical Neighbour Average
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20		87.0%	-	
85.0%	84.8%	84.8%	87.4%	87.8%	87.8%	91.2%	89.2%	89.0%	89.0%	89.6%	88.4%	90.1%				


A slight increase for care leavers in education, employment or training however we still remain below Bradford's target. Action to ensure we sustain and improve practice includes; LEAP's work is currently focused on working in partnership with the virtual school ensuring all young people have what they need to engage in home learning (materials, lap-tops, tablets, wifi) and most importantly continue to be motivated to learn.


An improvement plan, that is COVID 19 appropriate, is being drafted to address the areas where young people can be supported such as; availability of childcare for care leavers who are parents and consideration to address this

The target of 87% of Care Leavers in suitable accommodation has been achieved and is currently at 90.1%. The number of young people in custody has doubled over time and there are number of closed cases where we no longer collect data on living arrangements.

The Service has reviewed its practice and is no longer closing cases, over time the number of care leavers where we do not record living arrangements will decrease. We are writing to all young people whose cases have been closed and informing them of entitlements and the new service.

# 12. Improved health and wellbeing

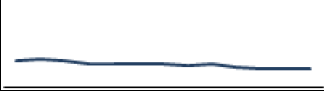
Percentage of Children in Care who had their teeth checked by a dentist (children who have been CIC for 12 months) in the year														Trend	Bradford Target	Statistical Neighbour Average
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20				
91.9%	92.4%	91.8%	90.6%	90.6%	90.7%	93.6%	91.4%	93.9%	91.9%	89.4%	84.3%	83.0%		92.0%	-	

Percentage of school age Children in Care who have an up to date PEP														Trend	Bradford Target	Statistical Neighbour Average
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20				
91.1%	86.4%	86.8%	84.0%	84.9%	84.6%	88.9%	88.9%	90.0%	85.1%	85.5%	87.2%	91.8%		95.0%	-	


The percentage of Children in Care seeing a dentist has reduced and is now the lowest it ever has been. This is potentially a result of Covid-19 as dentists have not been operating as usual. We will have further conversations with health in terms of a shared vision and plan to ensure health needs are met for the most vulnerable.

The percentage of Children in Care with an up to date PEP has risen back up to 91.8% but is still behind target. This again is potentially a result of Covid, however, this is worrying as schools are still operating virtually. Going forward a concentrated piece of work will take place to identify children who do not have an up to date PEP as well as exploring why this has happened to ensure targets are met/exceeded in the future. The service has identified a need to ensure that these plans are of good quality.


# 13a. Improved placement, practice and assessment

Percentage of Child Protection (CP) Plans lasting two years or more, in the year															Trend	Bradford Target	Statistical Neighbour Average
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20					
3.1%	3.3%	3.2%	2.8%	2.8%	2.8%	2.9%	2.7%	2.8%	2.3%	2.3%	2.2%	2.1%		3.5%	1.5%		

Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time in the year															Trend	Bradford Target	Statistical Neighbour Average
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20					
17.6%	16.3%	16.4%	16.1%	14.9%	15.2%	15.1%	15.3%	15.1%	15.2%	15.4%	15.1%	14.9%		14.0%	20%		

Percentage of Children in Care who had an annual health assessment (children who have been CIC for 12 months) in the year															Trend	Bradford Target	Statistical Neighbour Average
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20					
91.9%	90.8%	90.4%	89.8%	87.3%	87.1%	91.0%	90.9%	92.2%	93.3%	91.6%	89.9%	90.6%		92.0%	-		

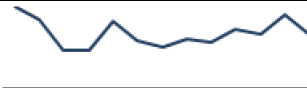
Child Protection plans lasting 2 years or more continue on a downwards trend and has reached the lowest figure over the last 12 month period at 2.1%. Child Protection Co-Ordinators, Team Managers and Social Workers continue to meet to review cases at the 13 month point.

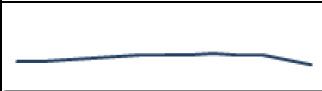
A multi agency audit is due to be completed to review thresholds and decision making processes when stepping children down from the child protection process; this will assist with understanding whether we are ensuring that children are being stepped down appropriately. This will maintain and improve on the proportion of children becoming subject to a CPP for a second or subsequent time.

The percentage of annual health assessments for children in care continues to be below target, a potential result of Covid 19. Discussions are to take place with health providers in terms of impact and possible solutions going forward.



# 13b. Improved placement, practice and assessment

Number of episodes of Children in Care going missing during the month													
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Trend
146	122	67	68	120	84	74	88	81	106	97	132	95	

Percentage of children looked after with three or more placements during the previous year															
Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Trend	Bradford Target	Statistical Neighbour Average
10.8%	10.8%	11.5%	11.7%	12.4%	13.2%	13.5%	13.3%	13.5%	13.1%	12.9%	11.4%	9.4%		9.0%	8.9%

The percentage of children looked after with three or more placements during the previous year has dropped to its lowest point in nearly a year, there is an increasing effort to reduce the numbers by implementing the actions/ plans listed below;

The Local Partnership is to review our current Placement and coordination service.

The implementation of a new staffing structure within placement and coordination service will allow a better and more structured management of how we source, review and QA our current and future placements.

Contracts with our providers will be monitored more rigorously to ensure the measurement of placement stability and impact the placement has on the child.

Working with private providers within Bradford to build specific needs led homes/ placement for our children.