



Children's Services Improvement Plan

Revised April 2020

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Progress update	July 2020

The shared commitment and drive for improvement remains as strong and unwavering in this revised plan as it was in the immediate post inspection Improvement Plan

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

Why revise the plan?

Since the development of the original plan in 2019 we have appointed a permanent Director of Children's Services (DCS) in July 2019 and Deputy Director for Children's Social Care (DD, CSC) in November 2019. Since December 2019 they have established a Programme Management Team (PMT) through Corporate Services for projects; along with a new Children's Social Care Management Team (March 2020) to drive improvement activity, combined the new Management Team through permanent Heads of Service and PMT provide stable arrangements to drive Innovation and Improvement work and enabling it to be sustained and maintained in the longer term.

In addition to the new leadership and management arrangements, Bradford has had four monitoring visits from Ofsted, the last one in February 2020, which have all provided valuable feedback and learning. This new plan supports us to take forward Ofsted feedback and learning, along with our own self-evaluation which Ofsted recognise is a strength in that we know what needs to improve.

Finally, the new plan enables us to reflect on progress; consolidate the work done to date, and prioritise and re-focus on the work required as we move forward.

Progress and Impact to March 2020

Bradford's original Children's Improvement Plan was developed with five key themes. These related to the Ofsted recommendations and Bradford's vision in developing a 'Child Friendly City' - with the central theme being the 'Lived Experiences and Voice of the Child'.

In recent months we have disaggregated Early Help from the 'Improving the Front Door and MASH arrangements' theme to provide an additional theme and specific focus on 'Prevention and Early Help'. This will help to evidence progress and the impact through joint working and increased partnership arrangements we are developing.

Detailed work on the original five key theme of the plan to March 2020 are contained in Appendix 1. A summary of the work and the impact this has had is outlined below:

Theme	Summary	Impact
The Lived Experience of children and young people.	<p>All projects within the four Improvement Programmes contribute to the Lived Experience theme within the Ofsted Improvement Plan. This will strengthen and develop our working practice with children and young people.</p> <p>In line with Signs of Safety, direct work is implemented on a regular basis using tools such as the three houses which is evident in case files.</p>	<p>The child's voice</p> <p>Recent section 47 audit sample identified the child's voice was evident in 44% (34/77) of cases. Where the child was seen and spoken to alone, the outcome of this contributed to the recommendations and next steps. Although there is much progress still to be made there is evidence that:</p> <ul style="list-style-type: none"> • Children and young peoples' needs and wishes are being considered in case work and evidenced through case audits • Children and young people are being consulted on core documents and changes in social care practice through the improvement work plans
Improving the Front door and MASH arrangements including Early Help	<p>We have strengthened our partnership working through improved development and changes within MASH and the Integrated Front Door (IFD) by:</p> <ul style="list-style-type: none"> • Establishing a Task and Finish Group with partners and improved understanding of the roles and functions of the Integrated Front Door. • Mapped the current process and model of practice of the Integrated Front Door • Started to understand the Special Educational Needs and Disability process and develop specific practice through the Integrated Front Door. • Improved the collection of joint intelligence and effective decision-making to support children and families to receive the right support as early as possible <p>The Prevention and Early Help service in its current structure went live from January 2020. The structure includes:</p> <ul style="list-style-type: none"> – one Head of Service – one Service Manager 	<p>Data and compliance</p> <p>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 Integrated Front Door and since April, over 80% of contacts are consistently being completed within 1 working day.</p> <p>There has been a decrease in NFA's which have stabilized at around 60% over the past 12 months. Planned changes to our recording facilities moving forward will 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).</p> <p>Early Help Co-ordination and promotion of Lead Practitioner</p> <p>Through testing and trialling there are early but strong signs that the initiative</p>

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	<ul style="list-style-type: none"> - four Locality Hub Managers - 12 Early Help Coordinators. - <p>Four Early Help Coordinators (EHCs) were recruited on secondments from November 2019 to March 2020. The posts were funded by Families First to work alongside schools to encourage them to take on the Lead Practitioner role, with the aim of reducing the number of referrals to Children’s Social Care which resulted in No Further Action (NFA).</p> <p>There are four locality Family Hubs which serve families and communities across Bradford district. The Family Hubs are developing an integrated local offer to families within each locality. Professionals from a number of statutory, voluntary and community based organisations collaborate to ensure that there is a joined up and locally responsive offer to support all families, children and young people in their locality.</p>	<p>with 4 Early Help Coordinators between December 2019 to February 2020, saw a reduction of 51% in the number of referrals to the Integrated Front Door for those schools the co-ordinators worked with. This has now been expanded to have 3 Early Help Co-ordinators in each of the four localities.</p> <p>Feedback from partners; <i>“We really do value your support, this is just what we needed” and “We now understand the difference between the levels of need and know when we need to be providing support and when we need to refer”</i></p>
<p>Improving the quality of Social Care practice.</p>	<p>The Heads of Services have facilitated bi-weekly, thematic task & finish groups to focus on processes and procedures around Allocation & Assessment, Children with disability, Child Protection & Children in Care/Care Leavers. In addition, we have:</p> <ul style="list-style-type: none"> • Established a Court Proceedings Task & Finish group to review systems & process to address issues relating to drift & delay. • Delivered: <ul style="list-style-type: none"> - New up-dated Practice Standards Booklet - Improved Children in Need Plan - Improved Child Protection Plan - Improved Care Plan - Updated ICPC Minute Template - Improved Outline Plan 	<p>Section 47 Strategy Discussions A dip sample identified that the threshold was applied correctly in 95% (84/88) of the strategy discussions reviewed. The audits evidenced that the right decisions are being made and families are receiving the right support at the right time.</p> <p>Section 47 Investigations Audits have identified that in most cases, the right children are being identified and presented at ICPC ensuring they are receiving the right support at the right time</p> <p>Single Assessment Whilst the trend line indicates that there has been an overall decline in performance over the last 12 months, given the increase in demand and the volume of assessments completed within timescale, this indicator overall is heading in the right direction. For example, on average the number of assessments completed on time per month has increased by 70 assessments between April 2019 and April 2020.</p> <p>CIN Audits Audits have been conducted show;</p> <ul style="list-style-type: none"> • Improved compliance providing a starting point for improvements in quality. • All of the files looked at in this sample have had evidence of management oversight, particularly in the form of allocation notes and monthly supervision. <p>CPP Audits The number of children subject to a Child Protection Plan was 1,000 at the end of April. 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.</p>

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		<p>The audit completed in January 2020 identified that we are making appropriate and timely decision making in 80% of the cases reviewed</p> <p>Initial Child Protection Conferences Where children's circumstances are presented at an Initial Child Protection Conference, the conversion rate to a Child Protection Plan reassuringly suggests the right cases are being identified and discussed with multi-agency partners. Following the controls introduced in January 2020, the volume of ICPCs held on time has improved and appears to be sustained, evidence shows the last 3 months being consistent at 84% of ICPC being completed on time.</p> <p>Timeliness of CP Visits The data suggests that we are on an upwards trajectory in relation to the timeliness of visits for children in care. We have also managed to narrow the gap by reducing the number of visits not being completed from 81 in April to 32 in May.</p>
Improving management oversight and quality assurance.	<p>We have established a more stable leadership and management structure with a new Deputy Director and seven established Heads of Service posts from the previous three HoS. This is providing the capacity and capability to drive improvement with the support of the Programme Management Team. Weekly recruitment is supporting managers to appoint the numbers of staff with the capability for direct work with families to improve quality of practice.</p> <p>We have implemented the following to improve management and management oversight;</p> <ul style="list-style-type: none"> • Simplified and embedded allocation of cases process & practice • Child Protection process & practice • Reviewed, up-dated & embedded CIN process & practice • New CIN practice standards have been completed. HoS to embed in to practice • Reviewed, up-dated and embedded Court proceedings and PLO process & practice • Governance Process to embed standards of practice. 	<p>Management Oversight There is more work to be done in this area to show the impact. However, performance data highlights that the implementation of supervision is increasing with key areas of practice requiring improvement being identified more consistently.</p> <p>Audit activity Although there is continued work on percentage of audits to be completed; regular and consistently applied audit practice is identifying progress as well as key areas for improvement.</p> <p>Workforce The service now has access to bi-weekly data on caseloads which shows the number of workers who have above 26 and below 10 cases. The proportion of workers who hold more than 26 cases has continued to reduce up to May 2020.</p> <p>Workforce Recruitment, Retention and Capability</p> <ul style="list-style-type: none"> • Restructure of Children's Social Care concluded and implementation from January 2020 with all teams now located in the appropriate part of the service. Work is now taking place to ensure that our resources are deployed across the service based on demand. • Weekly recruitment panels have secured 72 new permanent staff in frontline social work and contact with children reducing some of the reliance on agency workers, although there is further work to be done.
Improving outcomes for Children in Care	<p>Service led and project initiated activity to review:</p> <ul style="list-style-type: none"> • Placement Quality and Sufficiency of Provision for children in care • Cohort analysis of children and young people in care to reduce care duration; care episodes and care costs. 	<p>Placement co-ordination Peer led review of current co-ordination of placements has identified a number of recommendations which are being progressed by a new service manager with additional resources within the service being identified</p> <p>Review of high cost places Review concluded that the majority of children and young people were placed</p>

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		<p>in the right provision for their needs. However, the chronology of the cases for the majority it showed that historical long term neglect or abuse and a slow response to identification had contributed to the need for the current provision being in place. There were some cost savings and the learning from these cases will be presented in a series of learning forums for the whole system to understand the contributing factors to address these for future practice.</p> <p>Cohort analysis and tracking</p> <p>Outcomes for children who exited pre-proceedings from January 2020 to May 2020:</p> <ul style="list-style-type: none"> • 48% of children who entered pre-proceedings were diverted away from care proceedings. The duration within pre-proceedings for these children ranged from 0.4 months to 11.9 months, with the median duration being 6.3 months. • No children out of the cohort that exited PLO over the past 6 months have either escalated back into pre-proceedings or become children in care. • There is evidence that for the 52 % of children where the decision was taken to issue care proceedings the time in pre-proceedings was on average 2.7 months which provides evidence that fairly swift action has been taken to safeguard those children where risks are deemed unmanageable. • The evidence suggests that the current approach to progressing cases to pre proceedings has become more robust over the last six months. There has been a significant increase of referrals to LGP being approved for pre proceedings.

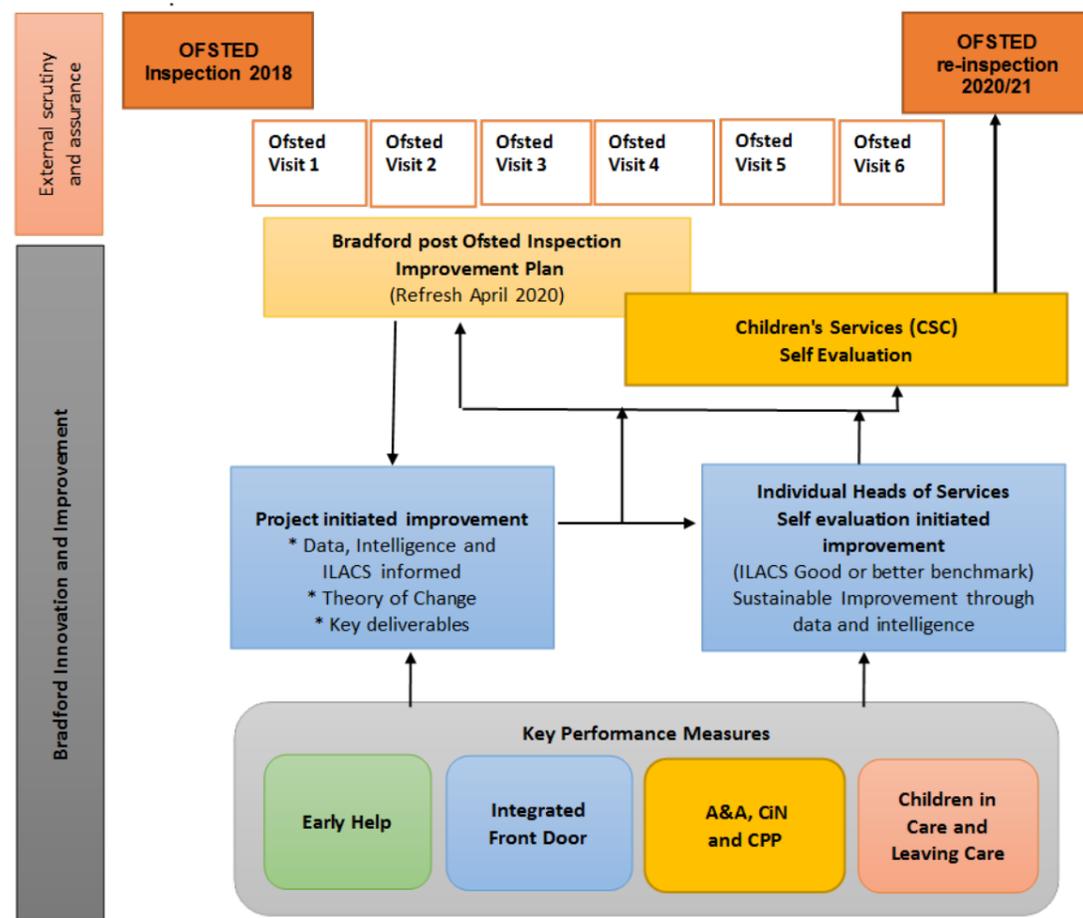
How the new plan is being informed and delivered?

Our Framework for Improvement

Our Improvement Framework encompasses and is informed by external scrutiny and assurance through Ofsted along with Bradford's own Innovation and Improvement practice approach. Bradford's own Innovation and Improvement approach and strategy to good and outstanding services are based on two key strands of activity:

- **Project initiated improvement** – these are areas of improvement that are whole system or service wide. They are significant changes in practice and structure that would not be achieved by a single service or manager alone. Many project based areas of improvement require a fundamental 'rethink' or 'step change' in the way we deliver services with many improvements requiring active participation of partners.
- **Individual Heads of Service self-evaluation initiated improvement** – these are areas of improvement that in the main are localised; focusing on compliance and quality, requiring performance improvement through intervention by individual leaders and managers.

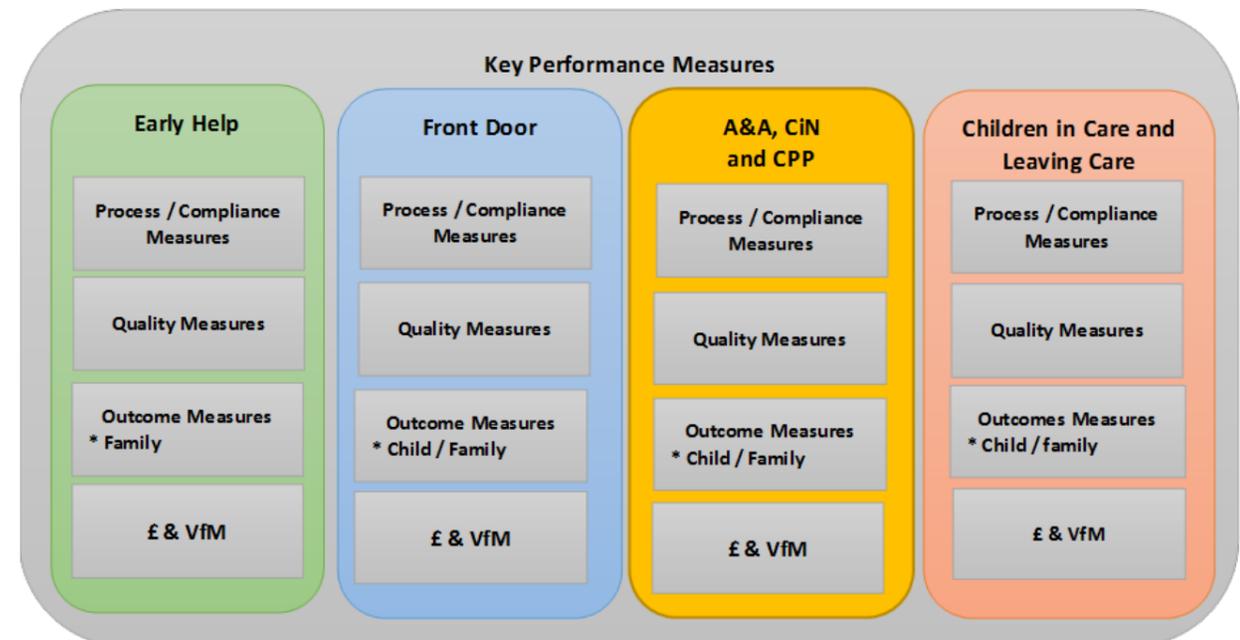
Together the two strands of improvement activity will deliver Bradford's post Ofsted Improvement Plan and provide a robust assessment of what we do well, where we need to improve and what we are doing to achieve it.



There are four scorecards (in development, building on the Vital Signs reports) within our Framework for Improvement that will provide the Children's Services system with key performance measures and evidence of improvement over time.

These are an accumulation of data and intelligence that follow the response to a child's needs from:

- Early Help where there are identified additional and multiple needs;
- To how decisions are made and supported through the Integrated Front Door; and
- The support a child or young person receives through a statutory response from Children's Social Care as needs require.



Governance of the Improvement Plan and Outcomes

The Children's Services Programme Board and Children's Services Improvement Board

It is the responsibility of local authority leaders and managers to lead the improvements required locally with partners. This is supported and managed through the Bradford *Children's Services Programme Board (CSPB)*. The Programme Board is responsible for the delivery of the Children's Improvement Programme. It is established to bring together and align the work streams so they are working at the same pace to deliver the required improvements highlighted in the Ofsted inspection and report of October 2018.

The *Children's Services Improvement Board (CSIB)*, led by the Independent Chair appointed by the DfE will support and challenge improvements. The Improvement Board is responsible for the oversight of the development and delivery of the Improvement Programme. Likewise, it is established to bring together and align the work streams so they are working at the same pace to deliver the required improvements identified in the Ofsted inspection and report of October 2018 through a partnership approach.

Measuring Progress from improvement activity and Impact and Outcomes from practice

The table below enables the Programme Board and Improvement Board to track progress and offer critical challenge of the Improvement Plan.

Tasks and/or outcomes have not been met or timescale slipped	RED
Tasks and/or outcomes are on track; milestones met but not completed	AMBER
Tasks and outcomes are completed; performance is on target	GREEN

Sitting alongside the Improvement Plan are the four scorecards from our Framework for Improvement that will enable the Programme Board and Improvement Board to support and challenge progress in terms of Performance; Outcomes and Quality of services and practice.

Our Children’s Improvement Themes and revised Action Plan

We have a continued commitment to the key themes and priorities of the original Ofsted Improvement Plan. However, we have reconfigured the action plan to more appropriately follow the response to a child or young person’s needs with five key *areas for development* along with The “*Lived Experience*” and the Voice of the Child more appropriately influencing the key areas of development and improvement.

Action Plan and how it has been configured

Developing and improving the whole system to manage demand; support family needs and promote their wellbeing, and safeguarding and protecting children and young people are the aims and purpose of this Improvement Plan. In simple terms this is about improving a ‘child’s journey’ and life chances, particularly the most vulnerable and at risk with the support of their family, where appropriate. We have therefore configured the plan and scope of work into Five Areas of Development in the way we manage and respond to needs. The voice of the child & their lived experience is included as a key development of Improving management oversight & QA but will influence the work throughout the Improvement Plan.

	Early Help	Integrated Front Door – Information Gathering and Decision Making	Children in Need and Child in need of Protection	Children in Care and Leaving Care
The Lived Experience Strengthening and developing our working practice with children and young people. (Cross cutting theme with work contained within section 1.0 within the action plan)	1.0 Improving management oversight and quality assurance. Strengthening management grip at all levels and ensuring a stable, skilled workforce for the future			
	2.0 Prevention and Early Help Improve arrangements for the earlier identification, assessment and response to children and young people with additional / multiple needs through a partnership response before the need for CSC		4.0 Improving the quality of Social Care practice. Consistently identifying, assessing and responding to risk.	
		3.0 Improving the Integrated Front Door (IFD) Strengthening our partnership working through improved development and changes within the IFD.		5.0 Improving outcomes for Children in Care Developing and retaining sufficient placements, Foster Care training, and timeliness of access to mental health support for vulnerable children/young people.

Recommendations from Ofsted following the Inspection in 2018 along with accumulated areas for improvement from subsequent monitoring visits are shown at the beginning of each of the Areas for Development.

1.0 Improving management oversight and quality assurance - Strengthening management grip at all levels and ensuring a stable, skilled workforce for the future

Ofsted Recommendations covered in this development area

R6c	Improve the oversight and monitoring of allegations against professionals working with children
R10	Supervision of social care staff, which provides direction, to be regular and reflective.

Date Ofsted identified Areas for Improvement	Areas for Improvement (Afl)
September 2018 February 2020	Review and improve the provision and availability of local children's mental health support, including therapeutic provision for children in care to support their emotional wellbeing. The Afl in relation to children in care needs to be expanded to cover all health and wellbeing needs.
September 2018 March 2019 June 2019 October 2019 February 2020	Establish a stable staffing structure reducing caseloads; the reliance on agency staff by increasing permanent staff which builds capacity to improve continuity of social worker and timely progression of plans and builds trusted relationship between the social worker and children.
September 2018 June 2019 October 2019 February 2020	Supervision policy and practice with social workers must ensure it: - is consistent, reflective and regular - drives the progress of children's plans to achieve good outcomes - remedy weaknesses in the quality of social work practice
June 2019 October 2019	Quality assurance practice including audit require improvement to support individual workers, improve learning across the workforce and senior managers with assurance on specific practice. Specific areas include: - develop the skill base of auditors - Auditors' understanding of what Good looks like and identification of weak practice must be consistent - Audits must be conducted with Social Worker to understand the child's progress and experiences - Themed audits and practice evaluations focused on child experience as well as compliance
September 2018	Review and improve consultation processes and outcomes of consultation with the children in care council.
February 2020	Increase and widen participation of children and young people on the Children in Care Council to represent the views and wishes of children looked after and improve the response to their needs and aspirations

Action No.	What we are doing	How we do it Project or Service / Partner action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
1.1	Develop a Child and Young Person Participation approach, strategy and plan to ensure the voice of the child is represented and acted upon through Early Help and CSC practice, Increasing the extent	Service action	Amandip Johal	Amandip Johal	Review of National Youth Advocacy Service (NYAS) contract arrangements in relation to Independent Visitors (once developed, this will form part of the overarching strategy)	30/06/20	Update 20 July 2020 <ul style="list-style-type: none"> Report to the Corporate Parenting Panel 20/01/20 regarding NYAS services with an action plan to improve Child Participation across the service. 10 places have been agreed and 	

Action No.	What we are doing	How we do it Project or Service / Partner action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
	to which children and young people contribute to their assessments, plans and to wider service delivery.						have been costed and sorted – contract variation has been updated to reflect changes	
		Service action	Amandip Johal	Deepti Kalam-Hunter Richard Fawcett	Review of Viewpoint and exploration of MOMO to gather the views of children known to Children's Services (once developed, this will form part of the overarching strategy)	30/06/20	Update 20 July 2020 MOMO project to be included as part of ICT Programme which is now in development.	
		Service action	Amandip Johal	Amandip Johal Rachel Curtis	Review the CYP complaints procedure to improve the response to children and young people	30/06/20	Update 20 July 2020 • Draft documents to be reviewed and approved by HoS. • This has been delayed – plan to complete by the end of July.	
		Service action	Amandip Johal & Richard Fawcett	Helen Cliffe	<ul style="list-style-type: none"> • Robust review and restructure of Children in Care Council • Development of a Leaving Care Council. • Establishment of a Participation and Voice Work stream chaired by a HOS and including representation from children and young people and from across the services (Inc. EH) • Fully revised Children in Care Strategy fully reflects our aims and aspirations in respect of participation and ensuring that children and young people have a voice in their care planning and also service delivery • Development of a Participation Strategy to supplement the Children in Care Strategy 	15/09/20	Update 16 July 2020 <ul style="list-style-type: none"> • Consultation has been completed with CYP and service. • Governance has been written and meeting to take place by the end of July to look at commencing recruitment for the two groups. • Initial scoping meeting for Participation and Voice Group 	
1.2	Review current commissioning arrangements & contracting practice Detailed review of contracts and contract arrangements for services supporting CSC. To enable Strategic Directors and other Directors to make	Improvement project To be agreed & scoped	Irfan Alam	Programme Lead to be identified	Detailed understanding of contracts and contract reviews that includes, but not limited to: <ul style="list-style-type: none"> – Contractor details – Aim, objectives and outcome expectations – Performance against contract and risks – Source of funding and risks 	TBD	Update 16 July 2020 Not yet started	

Action No.	What we are doing	How we do it Project or Service / Partner action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
	effective and appropriate decisions on current and future arrangements.				<ul style="list-style-type: none"> – Controls and reporting arrangements 			
				Programme Lead to be identified	Detailed understanding of commissioning resources; practice and procedures currently used within Children's Services.	TBD		
				Programme Lead to be identified	Appraisal of current arrangements and resources against a recognised good practice model for effective assessment of needs; planning and review of contracts.	TBD		
				Programme Lead to be identified	Recommendations and actions to address any immediate concerns and to develop and maintain good contracting practice in the future; but also support the services to respond to service user needs in an agile and timely manner.	TBD		
1.3	Improving the quality of health services for children in care (CIC) by achieving compliance with statutory timescales for health services in respect of Initial Health Assessments, Review Health Assessments and Adoption Medicals	Partner action	Ruth Shaw (CCG)	Sarah Worstead (CCG)	<ul style="list-style-type: none"> • Baseline review of health support for CIC • Identification of key stakeholders across health and social care • Establishment of project steering group • Completion of baseline review of health support for CLA • Development of Key Recommendations • Development and delivery of an action plan 	31/07/20	<p>Update 10 July 2020</p> <ul style="list-style-type: none"> • Review completed July 2020 • Recommendations for change to existing services identified • Action plan for change developed and resource neutral changes to pathways implemented • Progress has been made with regard to reducing waiting list for IHAs during the COVID-19 period <p>Note; Requested progress data for waiting list and IHA and RHA – Ruth Shaw to provide w/c 27/07/20</p> <ul style="list-style-type: none"> • Further work is required in respect of getting consent for IHA returned from CSC in a timely • Opportunities for changing clinical practice as a result of learning during COVID-19 are being explored 	

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		Partner action	Ruth Shaw (CCG)	Ruth Shaw (CCG)	<ul style="list-style-type: none"> Development of business case to address gaps in service provision arising as a result of increased numbers of children entering care 	31/03/20	Update 10 July 2020 <ul style="list-style-type: none"> Business case developed but some proposals (i.e. access to external training courses) have been impacted by COVID-19. Financial elements of the business case will be discussed by systems finance and performance committee in July 2020 New trajectories to demonstrate timescales to compliance have been developed to support the business case discussions 	
		Partner action	Dawn Lee	Dawn Lee	<ul style="list-style-type: none"> Development of a CLA performance dashboard 	July 2020	Update 10 July 2020 <ul style="list-style-type: none"> Draft data dashboard looking at IHAs and RHAs has been produced and is currently under internal review prior to release. This is an iterative process and further elements will be added as data becomes available 	
1.4	Implementation of the recommendations of the system wide review of children and young people's mental health in Bradford and Craven	Partner action	David Sims	Sasha Bhat, Kelly Barker, Irfan Alam	<ul style="list-style-type: none"> Governance and programme structures established to facilitate system wide approach to CYP Mental Health as a priority programme for the Health and Care Partnership Board 	31/10/20	Update 14 July 2020 <ul style="list-style-type: none"> Draft CYP MH review report agreed by Programme Sponsors across LA, CCG & BDCFT Programme structure and alignment of staff is underway 	
					<ul style="list-style-type: none"> Development and agreement of system wide implementation plan, assigned leads and agreement of timescales 	31/10/20	Update 14 July 2020 <ul style="list-style-type: none"> Recommendations from CYP Review to be considered by CYP Planning Group 	
	Develop new pathway for CYP mental health services, incorporating single referral form and triage via multi-disciplinary team	Partner action	Sasha Bhat, Kelly Barker, Irfan Alam	Alex Church, Krystal Hemingway, Helen Ioannou	Agreement of a new pathway for CYP mental health services	31/08/20	Update 14 July 2020 <ul style="list-style-type: none"> New pathway developed In process of agreeing resources for MDT 	
					Agreement and pilot of the common referral form	31/08/20	Update 14 July 2020 <ul style="list-style-type: none"> Single referral form has been drafted 	

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					Production and dissemination of a one page pathway diagram that is accessible to CYP, parents, carers and professionals, and includes descriptions of all services supporting CYP mental health	31/08/20	Update 14 July 2020 Pathway diagram drafted	
					Launch new pathway, training and service manual to support implementation of the new pathway	31/10/20	Update 14 July 2020 See update above	
	Implement a programme of rapid service improvement within Specialist CAMHS	Partner action	Kelly Barker	Krystal Hemingway	An offer provided to CYP and parents/carers on specialist CAMHS waiting list	30/04/20	Update 14 July 2020 Waiting list initiative offer of counselling, online or befriending support	
Reduction of referral to assessment time, and assessment to treatment time within specialist CAMHS CYP services					01/01/21	Update 14 July 2020 Improvement process in place for contacting referrals and booking in assessments within 15 days		
Rapid improvement programme to include, but not limited to leadership, care plans, risk assessments, transitions and discharge					01/01/21	Update 14 July 2020 Service improvement plan in place and routinely monitored		
Promotion of awareness of services and integrated working between Specialist CAMHS and VCS					31/08/20	Update 14 July 2020 Joint learning sessions planned for the CAMHS and VCS workforce		
	Embed opportunities for engagement and co-production across the programme for children and young people, parents and carers	Partner action	Sasha Bhat	Alex Church Isla Skinner Victoria Simmons	Recruitment of CYP mental health apprentices to lead on co-production and engagement	31/10/20	Update 14 July 2020 <ul style="list-style-type: none"> 6 apprentices recruited and studying towards a youth work qualification at Shipley College Links made with participation leads at the CCG 	
	Ensure there are a range of options for parental support for those supporting children and young people	Partner action	Sasha Bhat	Lisa Stead Claire Cooper-Jones	E-learning offer for parents around building resilience and supporting their child or young person, to be promoted by MH Champions, School Nurses and available to those on waiting lists for CYP MH Services	30/09/20	Update 14 July 2020 Package of e-learning developed	
Offering a parent support group on a rolling basis					Ongoing	Update 14 July 2020 <ul style="list-style-type: none"> Referral to a parental support group is part of Bradford's offer via Mental Health School Champions 		

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							<ul style="list-style-type: none"> Education Psychology Service offer information sessions for parents in schools 	
	Establish clear communication channels and engagement with schools	Partner action	Sasha Bhat	Lucy Clews	All schools have clear communication and awareness of the new pathway, referral process and parental support offer	30/09/20	Update 14 July 2020 CYP Task and Finish Group set up to focus on Communication and awareness raising	
	Awareness raising and promotion of CYP mental wellbeing	Partner action	Sasha Bhat	Lucy Clews	Delivery of a positive campaign to support the promotion of CYP mental wellbeing, including promotional materials for CYP, parents and carers	Ongoing	Update 14 July 2020 <ul style="list-style-type: none"> Programme of promotion and awareness raising took place throughout Mental Health awareness week CYP signposting resources which has been disseminated to schools and other agencies 	
Partner action		Sasha Bhat	Ruth Ayub	Production of a series of short films to introduce services, the Healthy Minds tools, Thrive model and directory	31/10/20	Update 14 July 2020 <ul style="list-style-type: none"> NHSE resource 		
Partner action		Sasha Bhat	Alex Church Claudia Bowler	Creation of a comprehensive online resource for CYP mental health with resources for CYP, parents, teachers, health and care professionals and the general public	31/10/20	Update 14 July 2020 <ul style="list-style-type: none"> Work to begin to consolidate existing 3 websites underway 		
	Establish Mental Health Support Teams (MHSTs) to help meet the mental health needs of children and young people in educational settings, teams will deliver evidence based interventions for CYP with mild to moderate mental health problems	Partner action	Sasha Bhat	Alex Church Lisa Stead	Establishment of four teams in the following localities: - Craven - Bolton & Undercliffe and Manningham Area - Queensbury/Royds and Wyke - Keighley <i>The MHSTs will support schools to develop a whole school approach to MH and provide timely advice to staff. They will provide support for CYP around the following areas:</i> <ul style="list-style-type: none"> Transition (year 6 – year 7 and post 16) School age CYP not in an education setting/frequently suspended/in isolation at school 	31/01/21	Update 14 July 2020 <ul style="list-style-type: none"> Two teams have been established: one team based in Craven and one team based in Bolton and Undercliffe and Manningham. Teams have been recruited to and are undergoing training at the University of Sheffield. Teams will be fully operational January 21 Teams are currently working to build strong relationships with participating schools and are developing resources for schools as well as delivering training The MHST has set up a parent/guardian peer support group The team are exploring ways to co- 	

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					<ul style="list-style-type: none"> - CYP experiencing crisis and/or self harm 		produce their offer with CYP, parents/carers and schools	
	Establish multidisciplinary teams to reduce inequalities experienced by CYP living in the central Bradford City area	Partner action	Sasha Bhat	Alex Church Helen Ioannou	<ul style="list-style-type: none"> • Establishment of a 0-2 service offer that is a truly preventative offer for parents and babies from conception to age two. • Establishment of a Specialist Early Attachment and Development Service supporting families with children between the ages of 2 – 6 • Provision of accessible community based interventions for CYP experiencing higher inequalities. The team will work to build in community based support and provide access to sports, art activities and group sessions • Set up of a CYP MH Reducing Inequalities in City Steering Group to oversee operations • Raised profile of existing services and pathways across the district • Community link workers will carry out home visits and establish relationships with Children Care Home facilities in Bradford. • Community link workers will build relationships with NEET CYP as well as CYP in the youth justice system in Bradford. 	31/01/21	Update 14 July 2020 <ul style="list-style-type: none"> • Most posts have been recruited to • The Steering Group has met and are supporting the development of a coherent CYP MH pathway • Strategic leads are building relationships across schools and agencies 	
1.5	Ensure our services and workforce have clear understanding of the needs of children and young people who are vulnerable	Partner Action	Sasha Bhat	Mandy Helm Duncan Cooper Joanne Tooby	<ul style="list-style-type: none"> • Joint Mental Health Needs Assessment For Children And Young People updated and shared, so there is a district wide understanding of the barriers and factors that can make children, young people and families more vulnerable and at risk. • Proposed initiatives aligned with the priorities in the updated joint strategic assessment for Bradford 	31/08/20	Update 23 July 2020 <ul style="list-style-type: none"> • Needs assessment completed • Proposed initiatives being worked up currently 	

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					<ul style="list-style-type: none"> and Craven and feed into the development of the needs assessment Engagement with social work teams to ensure vulnerable groups are able to access support 			
		Partner Action	Sasha Bhat	Mandy Helm	<ul style="list-style-type: none"> All services developed from a trauma informed approach to address adverse childhood experiences and an understanding of the approaches that build protective factors and address barriers. Scoping of how services can be brought together onto a single framework despite different client groups. 	30/11/20	Update 23 July 2020 <ul style="list-style-type: none"> Training scoped out Working with Public health and Better Start Bradford Work on framework yet to commence 	
1.6	Ensure vulnerable children, young people and their families receive the multiagency support and services they need	Partner Action	Ruth Shaw	Kelly Barker Irfan Alam	<ul style="list-style-type: none"> Completion of a service and gap analysis of the specialist looked after and adopted children service and an established clear framework of support. Identification of service capacity Reflection on the outcomes of the Department of Education and Anna Freud led project in North Yorkshire around MH and emotional wellbeing assessments that looked after children receive when they enter care. 	31/08/20	Update 23 July 2020 <ul style="list-style-type: none"> Service gap analysis completed Work to sustain the BPP model 	
		Partner Action	Sasha Bhat	Sharing Voices	<ul style="list-style-type: none"> Development of a family and trauma-based support approach for Refugee and asylum-seeking children and children and young people at risk of sexual exploitation and abuse 	Ongoing	Update 23 July 2020 <ul style="list-style-type: none"> Working with Sharing Voices and schools to understand the need 	
		Partner Action	Ali Jan Haider	Kelly Barker Ruth Shaw	<ul style="list-style-type: none"> Pathways for children and young people on the autistic spectrum Establishment of a coordinated approach in relation to multi-agency responses to autism referrals 	30/09/20	Update 23 July 2020	

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1.7	Improve the care and support for children and young people who are most excluded from society.	Partner Action	Sasha Bhat	Helen Ioannou	<ul style="list-style-type: none"> Children and young people of Craven have access to support and services that help to reduce isolation. Extension of the offer of Youth in Mind support in Craven School staff will be supported through training and advice to recognise and respond to pupils with difficulties (advice/get help) 	30/09/20	Update 23 July 2020 <ul style="list-style-type: none"> Craven aspect completed Implementation of MHST Opportunity area work to expand training to schools and review of the Mental Health Champions work to extend to all schools 	Green
		Partner Action	Sasha Bhat	Joanne Tooby	<ul style="list-style-type: none"> BME engagement and development of access to services for South Asian, East Asian and Black young women, Pakistani and Black and African young men Continuation of mental health promotion in schools and communities. Mental Health Training to Imam & Madrassa Teachers Community events promoting CYP IAPT services Delivery of cultural awareness / equality & diversity training to key VCS & statutory services working with CYP Develop & deliver effective anti-stigma programmes in schools & communities 	Ongoing	Update 23 July 2020 <ul style="list-style-type: none"> Specific work with Solace, Sharing Voices, MESMAC, Inspired Neighbourhoods and Roshni Ghar to role this out. 	Green
		Partner Action	Lisa Brett	Sasha Bhat	<ul style="list-style-type: none"> Multi-agency response to working with the youth justice system and mental health liaison and diversion. Established links with the Liaison and Diversion group Partnership work with Youth Justice to provide additional speech and language therapy and psychological support in Craven. 	Ongoing	Update 23 July 2020 <ul style="list-style-type: none"> Work established with the Liaison and Diversion group and MIND in Bradford. 	Yellow
1.8	Improve the functionality and use of case management	Project SWP03	Irfan Alam	Stu Barratt	Completion of End 2 End review of IT Services, including development of 10	30/04/20	Project Concluded Update 17 July 2020	Green

Action No.	What we are doing	How we do it Project or Service / Partner action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
	systems to support effective practice (LCS and EHM)				project programme covering: 1. Improving IT Governance across Children's Services 2. Improving Social Care Practice within LCS 3. Liquid Logic and Early Help Module Hosting 4. Implementation of Children's Portal for Front Door 5. Development of Auditing Database / Supervision Databases 6. Smarter Working for Social Care services 7. Foster Care Payments (Controcc) 8. Enterprise Application Data Improvement (SAP finance, SAP HR) 9. Early Help, Lead Practitioners and Outcome Star development 10. Unsupported Application Consolidation		<ul style="list-style-type: none"> The end 2 end review was completed and signed off by Children's Services and Corporate Services in April 2020. The review has found a number of recommendations which have been accepted. These have been addressed in the development of the Capital Business Case. The review has recommended 10 projects to improve the quality of social care practice and business management systems. These are to be delivered through the new ICT Programme for Children's Social Care. 	
			Irfan Alam	Stu Barratt	Business Case and for capital development of systems, to consider: <ul style="list-style-type: none"> Creation of Resource Plan Forward plan of UAT processes and configurations and roll out of protocols for new systems developments OD Training and roll out plan 	29/05/20	Project Concluded Update 17 July 2020 <ul style="list-style-type: none"> A Business Case was completed that outlines the Programme of works that are to be undertaken over a 2-year period. A Programme Manager has been recruited working in ICT to manage the Programme. The Programme Manager is undertaking scoping sessions with subject matter experts across the organisation to further develop each of the projects. Further resourcing proposals are being reviewed against each of the constituent projects in the new proposed programme which will take forward the recommendations. 	

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							<ul style="list-style-type: none"> A model to deliver User Acceptance Testing has been developed for use in the Programme moving forward. 	
1.9	<p>New Programme – Phase 2 Improve the functionality and use of case and business management systems to support effective practice</p> <p>10 Projects identified in this programme each with their own project plan and risk management arrangements. These will be detailed within the improvement plan on completion of scoping the individual projects.</p>	ICT Programme	Dominic Barnes-Browne	Vicky Smith	<p>Development of ICT Programme 2020-2022</p> <ul style="list-style-type: none"> Completion of Programme Business Case Scoping of Programme Projects. Approval of Programme Plan covering 2-year period. Approval of Programme Benefits tracker created and approved. Approval of Project and Programme Documentation Suite. Development of UAT and Build Processes. Development of Project PID documents and associated project documents. Development of Resource Plan Recruit appropriate resourcing to roles 	31/07/20 Projects to have individual deadlines	<p>Update 17 July 2020</p> <ul style="list-style-type: none"> Scoping meetings have taken place in July to underwrite the scope of each project contained within the proposed programme outlined in the end 2 end review. This will then inform the sign off of the new Programme by the end of July 2020. Draft Project Plans with outline timelines and other key associated project and programme documentation have been developed. These are to be ratified at the new Children's ICT Board in July 2020. Work has already begun at risk in designing new forms in the LCS systems to address areas of recording that need improvement. These are being scheduled to be rolled out in July and August 2020. The first of these have now gone live including the redesign of the front door and NFA reporting. Forms have been submitted to ICT and these are now in test including; Child in Need, Child Protection, ICPC Minutes, Supervision and Children in Care plans. New functionality for Permanence Planning will be going live by the end of July 2020. 	
1.10	Development of sustainable Financial model for Children's Social Care;	Service action	Chris Chapman	Andrew Cross	<ul style="list-style-type: none"> Review of Children's Social Care Budgets Financial Benchmarking of 	30/09/20	<p>Update 17 July 2020</p> <ul style="list-style-type: none"> A review of Children's Social Care finance is currently underway to 	

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	delivering an effective use of resources to support a needs led Children's Social Care service.				Children's Budgets <ul style="list-style-type: none"> Medium Term Financial Planning (MTFP) 		review current financial arrangements and resourcing to support statutory services in Children's Social Care. <ul style="list-style-type: none"> Further discussions in regard to budgets and alignment to be undertaken in July and August to report on potential proposed changes to Children's Social Care budgets. 	
1.11	Improve the oversight and monitoring of allegations against professionals working with children and young people.	Service action	Amandip Johal	Amandip Johal / Stu Barratt	Implementation of the LADO module in LCS to record and track all allegations against professionals working with children and young people.	17/07/20	Update 25 June 2020 <ul style="list-style-type: none"> The module is live and being used to record all LADO referrals. A spread sheet is used to record all enquires and advice as this is often generic. Further work required to develop reporting function on Power Bi. Further work required to secure LCS work trays to ensure that there is no access to the LADO information. This is in development as part of the at risk works and the review is due to be complete in July 2020 for implementation. 	
			Amandip Johal	Amandip Johal / Helen Cliffe	Development of a 'managing allegations development' group to be chaired by HoS to support consistency regarding roles and responsibilities to support effective decision making.	31/08/20	Update 25 June 2020 <ul style="list-style-type: none"> Resources secured to appoint 2 new LADO posts Arrangements made for HoS to observe this meeting in Leeds in July 2020. 	
			Amandip Johal	Amandip Johal / Helen Cliffe	Development of a LADO specific audit tool to enable quality conversations about the decision making to be used in supervision and in managing allegations development group.	31/08/20	Update 25 June 2020 Linked to above	

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1.12	Workforce Development Strategy for Social Care and Social Care Leaders – setting out medium and longer term strategy and practice arrangements following project work (SWP01, LM01)	STRAT 01	Michael Nugent	Michael Nugent	A six-stage process for writing the Workforce Development Strategy.	Completed 20/02/20	Update 15 May 2020 <ul style="list-style-type: none"> Stages 1-4 were completed and reported, following a review of internal (i.e. Bradford's own) documentation, of published material on workforce policies and models, and research on the application of workforce development principles in social care settings. Stages four and five concern the review of the workforce strategy after its introduction and the process through which the review might alter objectives and priorities. These will be agreed in the course of drawing together the final strategy document. 	Green	
					Evidence-led proposals for a relationship-based social care model researched	Completed 03/04/20	Update 15 May 2020 <ul style="list-style-type: none"> Revised and completed and incorporated into the draft practice model 		
					Evidence-led proposals for trauma-informed social care practice researched	15/04/20	Update 15 May 2020 <ul style="list-style-type: none"> Developed and completed and incorporated into the draft practice model 		
					Publication of the Workforce Development Strategy	31/08/20	Update 16 July 2020 <ul style="list-style-type: none"> Activity to complete this strategy was delayed by Covid but is back on track with revised date. This has not impeded work but rather taken time to consolidate work and detail further improvements – RAG remained Amber rather than Red Completion and publication of the strategy is pending with the action plan being completed. 		Yellow
1.13	Workforce Recruitment, Retention and Capability	LM01	Caroline Brain	Stu Barratt	Staff Baseline Report providing overview of current staffing and teams.	31/03/20	Update 15 May 2020 <ul style="list-style-type: none"> Complete – informing business 	Green	

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							case for CSC staffing model and structure	
			Anne Lloyd	Caroline Brain	A remuneration package for social workers in Bradford to attract social workers to the district	31/07/20	Update 23 July 2020 <ul style="list-style-type: none"> A Business Case has been provided to the Strategic Director of Resources to consider what financial and operating incentives can be offered to recruit experienced social work practitioners to Bradford. Remuneration package agreed. Work to progress for implementation. 	
			Caroline Brain	Amandip Johal Sue Bell Shahnaz Fahria	Core Mandatory Staff Training Programme for front line Social Care Practitioners and managers	14/09/20	Update 17 July 2020 <ul style="list-style-type: none"> Options paper into accredited Leadership & Management Training for Service/Team Managers submitted to senior management team. Decision & resource allocation to be identified by AD. Job profiles for L&D service, developed and submitted for evaluation 17 July 2020. 	
			Caroline Brain	Traci Taylor Gill Ward Service Managers Team Managers Heads of Service Steve Hemming	Recruitment & Marketing Campaign Sub milestones: <ul style="list-style-type: none"> Business case for Bradford's Offer Centralised and coordinated recruitment process New Job Profiles Marketing materials for recruitment Social media campaign 	31/07/20	Update 17 July 2020 <ul style="list-style-type: none"> Reviewed recruitment process and developed a centralised and co-ordinated approach that has resulted in a timely response to the recruitment and appointment of new staff. Developed weekly recruitment schedule and successfully appointed the following; <ul style="list-style-type: none"> 3 Service Managers 6 Team Managers 26 Practice Supervisors 5 Level 3 Social Workers 29 ASYEs 	

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							<ul style="list-style-type: none"> ▪ 15 Temp CRWs ▪ 16 Perm CRWs <ul style="list-style-type: none"> • Total 100 recruited from 205 potential candidates • Due to Covid 19 have been unable to progress with elements of marketing materials. Work will recommence on this area 3 August 2020. 	
			Caroline Brain	Amandip Johal Traci Taylor Gill Ward	Recruitment & Induction Toolkit for all new staff	30/09/20	<p>Update 17 July 2020</p> <ul style="list-style-type: none"> • Researched induction and training requirements for new staff • Consulted with HoS on requirements • Developing recruitment packs for all job roles within children social care service which includes; reviewed job profiles, competency based interview questions, recruitment process & requirements. To date have completed packs for the following; <ul style="list-style-type: none"> – Service Manger IRO – Service Manager Placements – Team Managers – Personal Advisor – Practice Supervisors – Community Resource Workers – PSW / Service – Professional Development Manager – WFD Development Manager – Practice supervisor – ASYE – Practice supervisor – Student – L and D trainer – Recruitment officer 	
			Caroline Brain	Staff Task & Finish Group Shahnaz	a) Business case outlining new Social Care Staffing model and b) Wrap Around Support System	30/09/20	<p>Update 17 July 2020</p> <ul style="list-style-type: none"> • Undertook review into non-statutory SW tasks that can be transferred into other roles 	

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				Fahria Phil Hayden			<ul style="list-style-type: none"> Created job profile for Personal Advisor (16+) Reviewed job profiles for Child Advisor, Contact Supervisor, Business Support Finance Officer, Specialist Minute Takers, Senior Business Support Officer, Business Support Officer, Business Support Apprentice and Head of Service Business Support, ensuring the non-statutory tasks currently undertaken by social workers are incorporated into the new job profiles. Completed analysis of the requirements for the service with draft recommendations submitted to Deputy Director for input/comment. Monthly up-dates provided to the Staff Task & Finish Groups to ensure their input and agreement with any proposed changes. 	
			Caroline Brain	Sue Bell	CPD Progression Pathway	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> Active engagement with staff task & finish group has taken place to start the process of identifying CPD opportunities to support them with their career path. Full outline will be published within the 8th edition of CSC Newsletter. 	
			Caroline Brain	Amandip Johal	Development of a clear Learning and Development Framework for CSC	26/06/20	Update 17 July 2020 <ul style="list-style-type: none"> First draft has been circulated to HoS for comment. To be submitted for sign off 18 August 2020 to DD 	
		Service action	Anne Lloyd	tbd	Building the capacity and capability of the HR infrastructure to support effective delivery of the WFD strategy	31/07/20	Update 15 July 2020 <ul style="list-style-type: none"> Support is being provided through additional dedicated HR Support that is being recruited to support Children's Services in July 2020 	

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		Service action	Anne Lloyd	tbd	Consistent resource to manage agency recruitment and reduction of reliance of agency workers over time as permanent staff are recruited in line with WFD strategy	30/07/20	Update 15 July 2020 <ul style="list-style-type: none"> Management of Agency Resources to be reviewed and opportunities to convert agency to permanent staffing are on-going as part of a dedicated programme of transition of agency to permanent staffing. 	
1.14	Ensure that supervision takes place in-line with procedure, is of sufficient and consistent quality and helps us to address our main practice and performance issues	Service action	Richard Fawcett	Richard Fawcett	New supervision policy launched to staff that includes procedure, standards and guidance	30/09/20	Update 15 June 2020 <ul style="list-style-type: none"> New policy has been signed off but cannot be launched until the new LCS form is implemented. LCS Form currently in test. 	
			Richard Fawcett	Richard Fawcett	Implementation of a new LCS Form for case supervision.	30/09/20	Update 15 June 2020 <ul style="list-style-type: none"> A new form has been designed in consultation with TMs and Practice Supervisors and approved by CSCMT. The form provides a specific focus on the tracking of agreed actions and a greater focus on child's lived experience. The form has been submitted to Stu Barratt for inclusion in LCS It is now apparent that within LCS there is already an SOS supervision form within the Supervision Module. Some time ago a decision was made that this would not be used. It will now be revived and used although the new version of the form will be used. 	
			Richard Fawcett	Richard Fawcett	Implementation of a new template for the consistent recording of professional / personal supervision	01/07/20	Update 15 June 2020 <ul style="list-style-type: none"> New form designed and approved. It is a Word document and therefore not contingent on LCS activity To be issued to staff w/c 22/07/20 	
			Amandip Johal	Vicky Smith	Creation of a supervision database: <ul style="list-style-type: none"> as a central point to enable all personal / professional supervision 	31/10/20	Update 15 June 2020 This has now been approved as part of the E2E review of systems and a	

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					<p>to be collated and linked with relevant information relating to performance, audits etc.</p> <ul style="list-style-type: none"> – to support the identification of development needs for individuals and for the service – to assist managers to manage performance more effectively. 		developer will now be identified. As one of the 10 Projects led by Corporate ICT Programme Lead	
1.15	Develop and embed an audit culture that is integral to improve practice whilst supporting learning and development to deliver safe outcomes to children and young people.	Service action	Amandip Johal	Vicky Smith	<ul style="list-style-type: none"> • Development and launch of an electronic audit database that will provide audit data linked to a worker. • Production of reports on audit activity to provide an understanding of performance regarding the key elements of practice to evidence compliance and quality. 	01/11/20	<p>Update 17 July 2020</p> <p>The database has been approved as part of the End to End review and is listed within the Programme as Project 6.</p>	
			Amandip Johal	Amandip Johal	<ul style="list-style-type: none"> • All audit functions centralised across Children's Services for Social Work, Fostering, YOT and Early Help. • Development of QA frameworks to ensure golden thread regarding what good looks like and language. 	31/08/20	<p>Update 25 June 2020</p> <ul style="list-style-type: none"> • Social work QA completed and is being used for monthly audits. • YOT QA Framework and audit tool has been drafted and was shared at YJB on 19.07.2020. • Early Help QA Framework in process of being completed; audit tool has been developed. Guidance is outstanding. • Fostering QA Framework is in the process of being developed. • Work underway to pull audit functions for above services under one team. 	
			Amandip Johal	Cathy Appleby	Development of a process to report on whether identified actions from audits have been evidenced in the child's file and completed to improve practice.	03/08/20	<p>Update 25 June 2020</p> <p>Agreed that this will be completed in preparation for the next Improvement Board report.</p>	
			Amandip Johal	Amandip Johal and Cathy Appleby	<ul style="list-style-type: none"> • Development of a shared understanding of what good looks like through training with auditors, moderations and feedback on 	01/09/20	<p>Update 25 June 2020</p> <ul style="list-style-type: none"> • Moderation process has been modified to include discussion with any auditor whose grade has 	

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					<p>quality of audits.</p> <ul style="list-style-type: none"> Improvement of culture of completing audits with Social Workers. 		<p>been changed.</p> <ul style="list-style-type: none"> Training to be reviewed and updated to link in with all manager inductions. 	
			Amandip Johal	Amandip Johal and Cathy Appleby	<p>Development of a forum for sharing the learning from audits so that this is shared with the relevant workforce to reflect on learning and practice improvement.</p> <p>It will also inform training that is needed to improve services.</p>	01/09/20	<p>Update 25 June 2020</p> <p>Meeting between audit team lead, AJ and Traci as PSW w/b 29/06/20 to consider further.</p>	
1.16	<p>Further develop the collection and use of data and intelligence through a Performance and Quality of Services Framework to ensure the Directorate drives improvement and the wider Council and Partnership has a full understanding of Early Help and social care performance across the continuum of need.</p> <p>Core elements:</p> <ul style="list-style-type: none"> Data and data quality Quality assurance Workforce intelligence Financial management and control 	Project	Phil Hayden	Phil Witcherley (Data)	<p>Performance and Quality of Services Framework developed to establish the rhythm and reporting of practice in relation to: Performance through data; quality of data; Quality of Practice; HR Measures and Financial management and control</p>	30/08/20	<p>Update 16 July 2020</p> <p>This work has been delayed due to Covid response. Dates revised by 1 month to reflect redirection of resources</p> <ul style="list-style-type: none"> Draft of Performance and Quality of Services Framework complete with Corporate services colleagues for consultation and completion with action plan – individual timelines and deadlines to be agreed for on-going work to improve practice 	
				Anne Lloyd (HR)				
				Amandip Johal (Audit)	<p>Embedding an effective use of HoS self-evaluation of services to drive individual services improvement (Will be incorporated within Performance and Quality of Services Framework)</p>	<p>Phase 1 30/09/20</p> <p>Phase 2 30/10/20</p> <p>Phase 3 30/11/20</p>	<p>Update 16 July 2020</p> <p>This work has been delayed due to Covid response. Dates revised by 2 month to reflect redirection of resources</p> <ul style="list-style-type: none"> Phase one of SEFs launched and being considered: 4 x localities and Integrated Front Door) Phase two SEFs in development 	
Chris Chapman (Finance)	<p>Suite of 4 performance scorecards to measure progress of improvement across the continuum of needs (Will be incorporated within Performance and Quality of Services Framework)</p>	30/08/20	<p>Update 16 July 2020</p> <p>Delayed due to Covid. Dates revised by 1 month to reflect redirection of resources</p> <ul style="list-style-type: none"> In development but require additional work to finalise draft for consultation 					
Miniza Hussain/Sue Bell (SEF's)								

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					Suite of regular reports including annual reports for key aspects of practice for example Fostering; Complaints (Will be incorporated within in Performance and Quality of Services Framework)	30/09/20	Update 16 July 2020 Delayed due to Covid. Dates revised by 2 month to reflect redirection of resources <ul style="list-style-type: none"> • Suite of reports identified and included in the Performance and Quality of Services Framework for consultation 	

2.0 Prevention and Early Help Improve arrangements for the earlier identification, assessment and response to children and young people with additional / multiple needs through a partnership response before the need for CSC

Ofsted Recommendations covered in this development area

No specific recommendations

Date Ofsted identified Areas for Improvement	Areas for Improvement
September 2018	Improve the response through Early Help including allocation and timescales

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
2.1	Improve the integration of 0 to 19 services (Health and Social Care) developing a locality based offer to children, young people and families. Phase 1 - Integrated Early Childhood Services 0 to 5 years. (Potential blueprint for all ages and stages)	Project PEH06	Phil Hayden	Phil Hayden	A clear service specification with outcomes and key measures for BDCT that apportions resources to need for children 0 to 5 years and 0 to 19 years for Acute needs (Safeguarding) managing demand and response to those children and young people most in need. Context of working being a key partner in the delivery of Integrated child and young people services	30/04/20	Update 15 May 2020 • Completed	Green
			Phil Hayden	Duncan Cooper/ Sasha Bat / Ruth Shaw/ Shahidur Rahman	Full assessment and report of current services in Bradford and the current capacity and future capacity required to deliver the Early Childhood Services Outcomes Offer for under 5s.	Revised 31/08/20	Update 16 July 2020 • Delayed due to Covid 19 but back on track with Commissioners undertaking review of current contracts. Deadline extended by 1 month	Yellow
			Phil Hayden	Josie Dickerson	Detailed need and demand appraisal to inform current and future operating model for Early Childhood Services	Revised 30/09/20	Update 16 July 2020 • Has been delayed due to capacity of Performance support during Pandemic. Planning with Born in Bradford as lead for this work has started and work has commenced with Project Steering Group. Deadline extended by 1 month	Yellow
			Phil Hayden	Phil Hayden	An Outcomes Framework and service (offer) for holistic needs for children under 5 and their parents and clear	Revised 30/11/20	Update 16 July 2020 • Has been delayed due to capacity of partners during Pandemic.	Red

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					pathway response for those children who are not expected to achieve the expected outcomes		<ul style="list-style-type: none"> Steering group was reconvened on 8 July with revised timescales for this deliverable to be agreed with partners on 22 July 	
			Phil Hayden	tbd	Workforce development plan to support implementation of the new business model proposals	Revised 30/11/20	Update 16 July 2020 <ul style="list-style-type: none"> Has been delayed due to capacity of partners during Pandemic. Steering group was reconvened on 8th July with revised timescales for this deliverable to be agreed with partners on 22 July 	
			Phil Hayden	Dawn Lee	BDCT service offer in line with the agreed service specification requirements ensuring staff are equipped and supported to achieve the agreed quality of practice and outcomes	01/09/20	Update 16 July 2020 <ul style="list-style-type: none"> Has been delayed due to capacity of partners during Pandemic. Steering group was reconvened on 8th July with revised timescales for this deliverable to be agreed with partners on 22nd July BDCT have commenced work on apportioning resources to need and are incorporating learning from the Covid response work into their planning 	
			Phil Hayden	Phil Hayden with Commissioners in Public Health, CCG and Children's Services	Business Case for a Strategic Partnership Agreement (SPA) to deliver an integrated whole family approach and mixed economy service offer for early childhood and family outcomes. Agreement to include offer and test and trail options for the first 1001 days and 3 to 5 years which is preventative but with clear arrangements when additional needs are identified anywhere on the continuum of need	Revised 18/12/20	Update 16 July 2020 <ul style="list-style-type: none"> Has been delayed due to capacity of partners during Pandemic. Steering group was reconvened on 8th July with revised timescales for this deliverable to be agreed with partners on 22 July 	
			Phil Hayden	tbd	Communications strategy developed to support engagement with practitioners, services and families on the new operating arrangements and offer	Revised 31/01/20	Update 16 July 2020 <ul style="list-style-type: none"> Has been delayed due to capacity of partners during Pandemic. Steering group was reconvened on 8 July with revised timescales for this deliverable to be agreed with partners on 	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							22 July	
			Phil Hayden	tbd	Consistent and sustainable Information, Advice and Guidance for Parents and prospective parents and services to support child outcomes	Revised 30/11/20	Update 16 July 2020 <ul style="list-style-type: none"> Has been delayed due to capacity of partners during Pandemic. Steering group was reconvened on 8th July with revised timescales for this deliverable to be agreed with partners on 22 July 	
2.2	Promotion of early help and effective engagement of partners in the role of Lead Practitioner and locality services in Family Hubs	Project PEH02	Chad Thompson	Cath Dew	Communication and engagement plan to promote Early Help and Family Hubs to partners	30/06/20	Update 15 July 2020 <ul style="list-style-type: none"> Communication plan completed. The plan will be reviewed in September and responsive to developments in pandemic and co-dependent on key documents being signed off by Governance. Early Help and Family Hub guide document completed. Document has been submitted to the Marketing and Communications service to be designed and branded. 	
			Chad Thompson	Cath Dew	Communication and engagement plan to promote Lead Practitioner Role <ul style="list-style-type: none"> a. Promote to agencies taking on LP role b. Promote to families Early Help and the role of LP 	30/06/20	Update 15 July 2020 <ul style="list-style-type: none"> Supporting documents for LP have been consulted through the BSP task and finish group. There has been excellent engagement with partners and documents have been enhanced through this process. Suite of products for LP is awaiting sign off on 5 August SaPP Family Early Help leaflet is completed and is now with Marketing and Communication service for branding 	
			Chad Thompson	Cath Dew	Recruitment and training of Early Help Coordinators	31/03/20	Update 15 July 2020 <ul style="list-style-type: none"> Completed – All staff recruited and inducted. EHC are engaging with partners and all Schools have been assigned an Early Help Coordinator. Communication and introduction of offer has been coordinated through the Designated Safeguarding Leads 	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							network and Families First Practice Lead.	
			Chad Thompson	Lisa Bray	Early Help Assessment Sub Milestones – Draft a revised form that comprises assessment and planning with partners; Take to SAPP /BSP and P&EH Board to multi-agency agreement	31/07/20	Update 15 July 2020 • Document developed and completed • Document presented to BSP Task and Finish group 7 th & 14 th July 2020 Revised and enhanced in light of multiagency feedback and now due for final sign off on 5 th August at BSP SaPP	
			Chad Thompson	Clare Mulgan	Lead Practitioners (LPs) practice and operating manual for the role of Lead Practitioner incl. host management oversight.	31/07/20	Update 15 July 2020 • Document presented to BSP Task and Finish group 7 & 14 July Revised and enhanced in light of multiagency feedback and now due for final sign off on 5 th August at BSP SaPP.	
			Chad Thompson	Lisa Bray Clare Mulgan	Lead Practitioner Support and Development Framework Sub Milestones – Training and Dev. Materials outlined and consult with stakeholders – Audit Practice through Appreciative inquiry – Network & Learning Meetings – One to One Support	31/08/20	Update 15 July 2020 • The draft training and development programme sets out training for external practitioners was presented to BSP Task and Finish group 7 th & 14 th July. Next stage is final sign off on 5 th August at BSP SaPP. • Chad discussed initial outline for Audit Practice and Learning network (AI) with Amandip Johal HoS to ensure QA is joined up across P&EH and CSC and maximise procurement opportunities of L&D providers and products. Family Support QA document developed and currently being consulted on. • Network and Learning meetings will start in September due to Covid 19 causing a delay in face to face engagement.	
			Chad Thompson	Stu Barratt	Development of EHM system for use by partners including Implementation of Outcome Star	30/09/20	Update 15 July 2020 • Project Manager appointed to oversee the implementation the E2E review project implementation. • EHM Implementation Group are feeding in to E2E review. A development plan	

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							<p>has been drafted and will be included as part of the new ICT Programme.</p> <ul style="list-style-type: none"> • Project Scoping session planned with project manager on 20.7.20 • New Governance arrangements to oversee the delivery of programme starting in July. 	
			Chad Thompson	Cath Dew	<p>Early Help Co-ordinator Operating and Practice Model</p> <p>Sub Milestones</p> <ul style="list-style-type: none"> – Set key timescales and operational procedures for the role – Use Data of Scorecard to direct EHCs work priorities – Consult with key agencies to test EHC offer and approach – Agree promotion of EHC offer across localities / services. 	31/08/20	<p>Update 15 July 2020</p> <ul style="list-style-type: none"> • Operational procedures for the role in draft. Document to be signed off by P&EH HoS • Key agencies have been consulted on EHC offer. • Description of EHC document has been completed and Engagement and Communication Plan includes the promotion of the EHC and LP role. • There has been a delay or limited engagement to promote the EHC Operating model as a result to Covid-19 but broader engagement of partners to commence over next couple of months. 	
			Chad Thompson	Cath Dew	<p>Test and trial of the Family Hub arrangements through the Keighley pilot All age development Customised model of working for Family Hubs relating to people panels and place based working</p>	30/09/20	<p>Update 15 July 2020</p> <ul style="list-style-type: none"> • Learning from pilot is being fed in to the All Age Early Help Programme and to be reviewed with strategic lead • This will feed in to the P&EH strategy. • CSMs have mapped out and have revised terms of reference for place panels • Further development work needed to review impact and outcomes of place panels. Evaluation and learning will help inform to the strengthening of step up / down process. 	
			Chad Thompson	Lisa Brett	<p>Feasibility and options report on Community (locality based) Social workers to support the development of family engagement and support partners to manage risk and</p>	31/08/20	<p>Update 15 July 2020</p> <ul style="list-style-type: none"> • Scoping out and feasibility currently in development. Planning meeting with P&EH HoS to be held on 21 July 2020 to agree a proposed model. 	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					appropriate referrals (Early Help Investment funded)		• Options appraisal and proposed preferences to be signed off at HOS meeting	
2.3	Reducing the risk of repeat pregnancies that result in the removal of children from their family (PAUSE style project.)	Service	Andrea Walters	Mark Anslow	<ul style="list-style-type: none"> Bradford Pause project commissioned Tender selection completed and contract awarded. Bradford Pause Project Board commissioned by Prevention & Early Help Partnership Group. 	30/09/20	Update 16 July 2020 Procurement project plan and group in place. Tender released on Yortender on w/c 13 July. Scoping data agreements close to signing and due to start scoping.	
					Mobilisation and contract start	31/03/21		
2.4	Develop and Improve the quality and effectiveness of LA Parenting Programmes and Family Support	Project PEH01	Chad Thompson	Eve Remington	Quality Assurance Framework for Parenting Programmes	17/04/20	Update 15 May 2020 <ul style="list-style-type: none"> Completed and implemented January 2020; Review Sept 2020 	
			Chad Thompson	Mark Anslow	Parenting Programmes Staff Competency Framework developed and training commissioned	30/12/20	Update 15 July 2020 Needs analysis to be carried out in-house with a new role created and not commissioned out externally as previously proposed. <ol style="list-style-type: none"> Timescales Draft job profile -13th July Grading of profile - 24th July Advertise role (closing date 7th August) Interviews -21st August Candidates in post - 30th September Assessment and TNA completed for hub one 2nd October Assessment and TNA completed for hub two 23rd October Training plan developed 31st December <ul style="list-style-type: none"> There may be delay to deliver the above due a drift in job profile grading which may cause a risk to delivery Competency Framework is completed and signed off, in-line with CSC revised practice model. 	
			Chad Thompson	Lisa Bray	Family Support Practice Guide and Outcomes Framework Sub Products – Family Support Practice Model	30/06/20	Update 15 July 2020 Family Support Practice Guidance completed. Guidance aligned with CSC Practice Model	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					<ul style="list-style-type: none"> - Early Help Practice Standards - Outcomes Framework - Staff Competency Framework - Family Support Supervision Process & Template - Family Support Practice Observation Template - Supervision Record Template 		<ul style="list-style-type: none"> • Promotion and Launch to be carried out in-line with CSC Practice Model in September 	
			Chad Thompson	Lisa Bray	Family Support Audit Process and Templates Sub Product <ul style="list-style-type: none"> - Audit Tool Template - Audit Guidance 	30/06/20	Update 15 July 2020 <ul style="list-style-type: none"> • Service Managers and Practice Leads have been consulted as part of the development stage of new process and guidance. • New audit guidance has been completed and in-line with CSC and YOT. 	
2.5	Improve impact /sustainability of Families First transforming and supporting the integration of services around families' needs.	Project PEH07	Chad Thompson	Lisa Bray	Strong performance against Troubled Families targets that maximises payment by results	31/03/21	Update 15 July 2020 <ul style="list-style-type: none"> • 20/21 target is 1,017 families to achieve sustained and significant progress outcomes (6 months without regression post family support). • A total of 330 cases have been claimed for in the April/June 2020 window as follows; <ul style="list-style-type: none"> - 114 April - 119 May - 97 June. • A target of 85 each month has been set and we are above projected performance. • Total claimed £264,000 (330 x £800) • Target of 607 families worked with on the programme met (Attached Families to Programme). • £2,120.00 allocated funding can be drawn based on 100% performance from MHCLG. 	
			Chad Thompson	Lisa Bray	An effective plan for implementation and delivery of the TFP 12 month roll over (April 2020- March 2021)	30/04/20	Update 15 May 2020 <ul style="list-style-type: none"> • Families First PI and trajectory for outcomes submitted to MHCLG and approved. 	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							<ul style="list-style-type: none"> Financial Framework and Outcomes Plan signed off. Data and Performance Team & Internal Audit have an agreed work schedule for the year to ensure claims are submitted to MHCLG 	
			Chad Thompson	Lisa Bray	High quality commissioned services delivering on TF principles that result in good outcomes for children and families.	31/03/20	Update 15 May 2020 <ul style="list-style-type: none"> CVS, Police commissioned to deliver Families First objectives for 20/21 Revised KPIs agreed with partners and contract monitoring schedule planned with Families First Practice Lead 	
			Chad Thompson	Lisa Brett	Development programme for Volunteers to support: <ul style="list-style-type: none"> a) isolated and vulnerable mothers and fathers to access services / Befriending b) V Adolescents 	31/03/21	Update 15 July 2020 <ul style="list-style-type: none"> Programme currently being developed and in scoping stage Possible joint commission and collaboration with Neighbourhoods Covid Volunteers Project. Lisa Brett to explore options to amalgamate project if outcomes are met for the programme. 	
			Chad Thompson	Lisa Brett	Development of existing and new Toddler Groups to deliver the EYFS as part of the core offer detailed in Project PEH 06 Early Childhood Services (Integrated Services response and supporting delivery of statutory duty)	31/01/21	Update 15 July 2020 <ul style="list-style-type: none"> Core offer developed, commissioned and completed in April. Due to Covid this has been on hold and no toddler groups have met New agreed timescale to start in January 2021 	
			Chad Thompson	Irfan Alam P&EH Governance Board	Effective Early Help Systems Leadership <ul style="list-style-type: none"> – Governance and Strategic Leadership have shared Values and Vision Shared accountability that provides support and challenge to embed culture of whole family working / TF principles	31/10/20	Update 15 July 2020 <ul style="list-style-type: none"> Early Help systems guide (Transformation Maturity Matrix) to be completed with partners submitted to MHCLG for 30th September. Review of EH leadership across the partnership, whole family working (Lead Practitioner uptake by partners) and data maturity. Currently at planning stage 	
			Chad Thompson	Lisa Bray / Amandip Johal	A Children's Workforce Development Plan (training and development opportunities for partners)	31/09/20	Update 15 July 2020 <ul style="list-style-type: none"> To be developed with partners and aligned with Early Help Systems Guide 	

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							<p>outcome.</p> <ul style="list-style-type: none"> • Amandip Johal (QA HoS) to have oversight to maximise L&D procurement opportunities. • Align outcome from WFD Assessment and Early Help Systems Guide Action plan with Bradford Safeguarding Partner Workforce Development programme. 	
2.6			Chad Thompson	Amandip Johal	Dedicated Workforce Development post for Early Help that delivers and co-ordinates training for council teams and partners, (post holder will be part of the Children's Service Centre of Excellence).	31/09/20	<p>Update 15 July 2020</p> <ul style="list-style-type: none"> • Delay in completion due to drift in job profiling and grading 	

3.0 Improving the Integrated Front Door (IFD) Strengthening our partnership working through improved development and changes within the IFD.

Ofsted Recommendations covered in this development area

R1	The prioritisation and timely, proportionate response to contacts, including gaining parental consent
R3	The identification and response to risk, particularly the longer-term impact of domestic abuse and neglect (IFD and wider services response)

Date Ofsted identified Areas for Improvement	Areas for Improvement
September 2018 March 2019 June 2019 October 2019	Improve MASH and Front Door processes, responsibilities and practice including: <ul style="list-style-type: none"> - gaining or dispensing with consent appropriately - what constitutes basic checks and concluding them consistently - improving the initial response to protect vulnerable children including stepping down and closure - collation of information from multiple agencies - Timely completion of child protection enquiries - Making and recording decisions by suitably qualified staff and managers
June 2019	Reduce the number of children being inappropriately referred to social care by other agencies.

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
3.1	Further development of one front door; including Information; Advice and Guidance for Parents and Practitioners to support lower level needs. Work will include the quality and timely collection of information from partners for the statutory process for SEND	Project PEH03	Chad Thompson	Nabeel Husain	Mapped Practice, procedures and policies in Integrated Front Door	31/05/20 and ongoing	Update 15 July 2020 <ul style="list-style-type: none"> • Continuing to map out practice, procedures and policies have started and will be shared with Task and Finish Group (including SEND, Early Help & Lead Professional registering EHATS's) Partners provide support and challenge feedback at operational group meetings. 	Amber
			Chad Thompson	Charlie Lowe	Review and understanding of the current SEND process	30/06/20	Update 15 July 2020 <ul style="list-style-type: none"> • SEND process reviewed with Charlie Lowe on process which will now include an option to have an Early Help Assessment at week 8 of the process which can be an alternative to a statutory assessment. Changes and key recommendations have been fed in to IFD Task and Finish Operational Group. 	Green
			Chad Thompson	Nabeel Husain	Communication and engagement plan for partners who contribute to the	30/04/20	Update 15 May 2020 <ul style="list-style-type: none"> • HoS Front Door has communicated an 	Green

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					operational function of the IFD and those who provide information and requests for service		engagement plan with key dates set to engage partners and promoted through Storyboard	
			Chad Thompson	Chatty Athwal	Creation of a Task and Finish Group for those contribute to the operational function of the IFD to review and revise policies procedures and pathways	30/04/20	Update 15 May 2020 • Action completed – first meeting carried out and meets fortnightly linking to MASH Strategic Group	
			Chad Thompson	Chatty Athwal	Review of the partner agency staff training programme	30/09/20	Update 15 July 2020 • Need to assess timescale and options to complete work with partners once new pathways and procedures have been embedded and new delivery model agreed.	
			Chad Thompson	Nabeel Husain	Development of the new model of practice for staff in the Integrated Front Door	30/09/20	Update 15 July 2020 • Task and Finish Group have started reviewing policy, procedures and systems. Work stream schedules have been developed to inform model practice. • Early Help Module and Early Help Pathway has gone live from 22 nd June 2020.	
			Chad Thompson	Stu Barratt	Review of the current arrangements for the use of IT systems and intelligence for Early Help and the Integrated Front Door	30/09/20	Update 15 July 2020 • E2E Review project report has been developed and new programme Manager appointed to oversee delivery. • Scoping sessions in progress and feeding in to the review of the current arrangements for the use of IT systems and intelligence for Early Help and the Integrated Front	
			Chad Thompson	Adam Gowland	Review of existing Information, Advice and Guidance (IAG) offer	30/06/20	Update 17 July 2020 • Stakeholder mapping exercise completed • Benchmarked Bradford IAG offer against recognised good practice in other local authorities • Outlined IAG vision and steps required in short, medium and long-term to	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							achieve integrated all-age offer in Bradford	
3.2	Improve the response to CYP that present with the effects of Domestic Abuse	Service IFD/Early Help/ Safeguarding Unit	Nabeel Hussain	Chatty Athwal	Identification, triage and progression of domestic abuse notifications by the IFD, ensuring vulnerable children receive the right support, from the right service at the right time.	28/08/20	Update 24 June 2020 New process has been launched in the IFD. DA referrals are being identified and progressed. The quality of this work will be scrutinised by a front door health check due to take place on 22 nd July. Review following this time	
			Nabeel Hussain	Chatty Athwal	Completion of a review of the current arrangements for MARAC meetings to ensure the arrangements are consistent, at the right level and Children's Services are effectively contributing to the multi-agency approach to have clear understanding of roles, responsibility and accountability	25/09/20	Update 24 June 2020 Early discussions have commenced re the role and contribution of CSC in the MARAC. The process will be reviewed and adapted where required	
			Amandip Johal	Traci Taylor	Development of a comprehensive, mandatory training programme to ensure all staff (across all relevant services) are trained: – to an appropriate level that provides the right skills and knowledge about domestic abuse. – to recognise the indicators of domestic abuse, specifically relating to the DASH assessment.	30/09/20	Update 24 June 2020 Not yet started	
			Lisa Brett	Ruth Davies	Development of a Domestic Abuse team delivering therapeutic interventions to support children and families who are or have been subject to domestic abuse. The delivery model will offer targeted one to one interventions as well as group based activities.	TBD	Update 24 June 2020 Awaiting funding approval	
			Amandip Johal	Amandip Johal	Themed audits undertaken specifically on DA to improve quality of practice and highlight areas of concern across the child's journey when known to CSC	30/09/20	Update 24 June 2020 Not yet started	

4.0 Improving the quality of Social Care practice. Consistently identifying, assessing and responding to risk.

Ofsted Recommendations covered in this development area	
R2	Clarity about what change is needed by families and by when during pre-proceedings
R4	Social work practice, including the quality of assessments and plans and their implementation
R5	Multi-agency child protection work, including strategy meetings, child protection conferences, core groups and child in need reviews
R6a	Improve the response to children with specific vulnerabilities, including children aged 16 to 17 who present as homeless
R6b	Improve response to children in Private Fostering.
R8	The provision of life-story work for all children in care

Date Ofsted identified Areas for Improvement	Areas for Improvement
September 2018	Improve regularity of Core Groups
March 2019 June 2019	Improve the quality and timeliness of assessments with clearer recording of the rationale for decision-making to address the needs and recognised risk of all the children in a family.
September 2018 March 2019 October 2019	Improve Child Protection processes & practice to ensure all plans are: - robust; focused and specific - include the voice of the child - clear about the support to be offered - include timescales and regularly reviewed - outcomes are being met
September 2018	Public Law Outline (PLO): - must be robust - actions must be specific enough for families to understand what needs to change and by when to prevent escalation - regular reviews of the length of time children are in (PLO)
June 2019 October 2019	Managers must improve the grip and oversight of casework providing critical challenge to improve practice; reduce drift and delay in the identification and response to a child or young persons' needs
September 2018	Ensure arrangements are in place to allow children continued contact with important people in their lives.
September 2018	Improve the number of ICPCs being held within timescale.
March 2019	Social Workers to use direct tools to aid communication with CYP to ascertain their wider lived experience.
October 2019	Reduce the delay in CYP accessing support and interventions (particularly CAMHS, DA services and IFS)
February 2020	Improve social workers' professional curiosity in testing out parental self-reporting
February 2020	Conference minutes must be clear and an accountable record of the information shared, and clear priority actions recorded.
February 2020	Ensure records of visits demonstrate the purpose of a visit and if the child has been seen alone (if appropriate to do so)
September 2018 October 2019	Improve direct practice and recording of work and plans to reflect: - A clear purpose for visits and work with families - the child's voice and views are heard and responded to - children's specific needs are clear children's voice during any visit is recorded
September 2018 June 2019	Work with children and young people should reflect their lived experiences to improve outcomes and not be compromised by their parents and carers behaviour
September 2018	Review and refresh the current CIC processes and practice and include this in the Social Work training programme.
September 2018	Ensure high quality (CIC) assessments and decision making to reduce the number of placement breakdowns.

February 2020	
September 2018 February 2020	Improve the quality of assessments for all child in care reviews; including an assessment of the child's changing needs, family circumstances, and analysis of risk around parenting capacity. To include a sharp focus on the progress of the plan, particularly if permanence has not been achieved.
September 2018	Ensure a consistent approach and support of those leaving care as they move towards independence, including access to their key documents (NI number, health passport, ID etc.; and pathway plans are user friendly and the young person's voice is recorded on their LCS records.
February 2020	Reduce drift and delay and increase timely practice and effective management oversight for children achieving permanence, especially when the plan is adoption or securing permanence for children on section 20.
February 2020	Safely reduce the number of children in care that are subject to statutory processes unnecessarily.
February 2020	Connected Carers must be robustly risk assessed in a timely manner and sharper focus applied to ensuring arrangements are secured through SGOs.

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4.1	Improve standards and performance of Social Care practice working with children and families known to Children's Social Care	Project SWP01	Caroline Brain	Nabeel Husain Shahnaz Fahria AA Task & Finish Group	Simplified and embedded Allocation of cases process & practice	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> Process of the allocation of cases has been reviewed and simplified. HoS to embed in to practice. Safeguards have been put in place to ensure compliance and reduce the risk of drift and delay. 	
			Caroline Brain	Nabeel Husain Shahnaz Fahria AA Task & Finish Group	Reviewed, streamline and embedded Child & Family Assessment process & practice.	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> New Child & Family Assessment Form developed and approved. This has now been passed on to be input onto Liquid logic. HoS to embed in to practice. New leaflets have been developed explaining the assessment process for parents. Safeguards have been put in place to ensure compliance and reduce the risk of drift and delay. (Up-dated processes and practice standards for section 47) 	
			Caroline Brain	Nabeel Husain Shahnaz Fahria Children in Need Task & Finish Group	Reviewed, up-dated & embedded CIN process & practice	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> New CIN practice standards have been completed. HoS to embed in to practice. Practice Supervisors have been appointed to monitor & support the embedding of the practice standards through monthly audits and reflective discussions with social workers. Safeguards have been put in place to ensure compliance and reduce the risk of drift and delay. 	

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							<ul style="list-style-type: none"> New leaflets have been developed for CIN. Currently with Children & Young People for their input into design and content. A separate leaflet has been developed for parents. 	
			Caroline Brain	Amandip Johal Shahnaz Fahria CP Task & Finish Group	Reviewed, updated & embedded Child Protection process & practice.	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> New CP standards have been completed. HoS to embed in to practice. Safeguards have been put in place to ensure compliance and reduce the risk of drift and delay. Practice Supervisors have been appointed to monitor & support the embedding of the practice standards through monthly audits and reflective discussions with social workers. New leaflets have been developed for parents explaining CP. 	
			Caroline Brain	Richard Fawcett Shahnaz Fahria Children in Care Task & Finish Group	Reviewed, up-dated and embedded Children in Care/Care Leavers process & practice	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> New CIC standards have been completed. HoS to embed in to practice. Safeguards have been put in place to ensure compliance and reduce the risk of drift and delay. Practice Supervisors have been appointed to monitor & support the embedding of the practice standards through monthly audits and reflective discussions with social workers Currently drafting new literature. 	
			Caroline Brain	Mark Trinder	Robust beginning-to-end placement process	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> Review of the placement process has been undertaken by Partnership Gateway with report outlining recommendations now shared with senior management team. New job profile created for Service Manager to lead on the recommendations. 	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							<ul style="list-style-type: none"> Appointed new Service Manager who will start 3 August 2020. 	
			Caroline Brain	Heads of Service	Governance Process to embed standards of practice	30/04/20	<p>Update 17 July 2020</p> <ul style="list-style-type: none"> Governance process now in place to ensure the new standards are embedded in to daily practice - strategy and planning meetings led by Deputy Director on a quarterly basis. Bi-weekly thematic task & finish groups led by HoS, that incorporate Service Managers & Team Managers. Team Managers have bi-weekly operational team meetings to implement operational delivery. Annual Social Care Conference on hold until after Covid 19 Lockdown ends. (This is when the new practice standards were going to be launched, and a forum to share best practice) Production of a bi-weekly newsletter to improve communications and share best practice and 7 editions now circulated to staff. 	
			Caroline Brain	Amandip Johal Traci Taylor Shahnaz Fahria	Monitoring & Review Framework for Social Care Standards & Practice	30/09/20	<p>Update 17 July 2020</p> <ul style="list-style-type: none"> Practice Standards Audit Tool has been developed and implemented by the new Practice Supervisors to ensure the standards are embedded. This will ensure management grip and oversight of casework providing critical challenge to improve practice; reduce drift and delay in the identification and response to a child or young persons' needs. Developed training programme for Practice Supervisors on how to use the Audit Tool and support Social Workers to embed the new practice standards. 	
4.2	Improving our response to pre-proceedings PLO work (Problem solving court team)	Service action	David Stephens	Andrea Walters	Monitoring process agreed to assess the progress and quality of the increased number of pre-proceedings PLO cases agreed at	30/09/20	<p>Update 21 July 2020</p> <p>The number of PLO cases is monitored each month. We will begin to monitor quality and appropriateness</p>	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					LGP.			
			David Stephens	Andrea Walters	An effective escalation process developed for all PLO cases that reach 4 months.	30/06/20	Update 21 July 2020 This is now in place	
			David Stephens	Andrea Walters	Introduction of a Court Consultant role to support quality and progression of pre-proceedings cases	31/07/20	Update 21 July 2020 Not yet started	
			David Stephens	Andrea Walters	Programme of thematic audits to measure the quality of pre-proceedings work following the launch of the new practice standards.	30/09/20	Update 21 July 2020 The practice standards have been completed and rolled out to staff.	
			David Stephens	Andrea Walters	Establishment of a Public Law task and finish group to explore the quality of practice and evidence ways all public law work can be improved.	ongoing	Update 21 July 2020 The task and finish group has now been established and meets fortnightly. The group is currently piloting an assessment plan for public law proceeding.	
			David Stephens	Andrea Walters	<ul style="list-style-type: none"> Pilot of assessment plans within care proceedings work Consideration of the use of assessment plans for use during pre-proceedings to enable a focused approach that will evidence clear expectations and targets. 	ongoing	Update 21 July 2020 This is being piloted by team managers in the group	
			David Stephens	Andrea Walters	Review of the PLO letters format, with new guidance to be developed. (To include SMART actions and child impact)	31/07/20	Update 21 July 2020 The PLO letter format has been re-written and once agreed it will be piloted by team managers in the group	
			David Stephens	Andrea Walters	Introduction of early intervention processes within the Problem Solving Court Team to enable the completion of pre-birth assessments involving unborn children to parents who have had a previous child subject to Public Law proceedings	ongoing	Updated 21 July 2020 This is in place	
			David Stephens	Andrea Walters	Deep dive audits into the quality of PLO work by the Safeguarding, Reviewing & QA Unit.	30/09/20	Update 21 July 2020 Not yet started	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
			David Stephens	Andrea Walters	Understanding of the key indicators of success through a review of cases where children have exited PLO and their circumstances have improved	30/09/20	Update 21 July 2020 Not yet started	
			David Stephens	Andrea Walters	Development of a training module to improve, develop and support SW and TM knowledge of PLO pre-proceedings work.	30/09/20	Update 21 July 2020 This is being developed and will begin to be delivered by September 2020	
4.3	Establishment of Youth Homeless Project Plan	Project	TBD	Kirsty Askew/ Emma Collingwood	Phase 3 project to be scoped and agreed	TBD	Update 17th July 2020 Outline plan for this work to be completed by August 2020	
4.4	Review current systems and processes for preventing homelessness	Project	TBD	Kirsty Askew/ Emma Collingwood	Phase 3 project to be scoped and agreed	TBD	Update 17th July 2020 See above	
4.5	Identify barriers to maintaining tenancies for care leavers and young people provided with accommodation	Project	TBD	Kirsty Askew/ Emma Collingwood	Phase 3 project to be scoped and agreed	TBD	Update 17th July 2020 See above	
4.6	Improve notification and recognition of Private Fostering	Project	TBD	Kirsty Askew/ Emma Collingwood	Phase 3 project to be scoped and agreed	TBD	Update 17th July 2020 See above	
4.7	Improve compliance with private fostering regulations and ensure that there are good robust assessments in place for each privately fostered child and private foster carer and appropriate good quality support to these placements	Project	TBD	Kirsty Askew/ Emma Collingwood	Phase 3 project to be scoped and agreed	TBD	Update 17th July 2020 See above	
4.8	Ensure that life story work is available for all our children and young people in care. Establish which other children need life story work	Service	Amandip Johal	Amandip Johal	Establishment of a task and finish group to embed Life Story Work practice across the workforce.	25/06/20	Update 16 July 2020 • Heads of Service have reviewed all cases in their areas and identified children and young people who have outstanding life story work. A specialist service is being	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							<p>commissioned to complete outstanding life story work for a cohort of children who have been identified as needing this work urgently. Alongside this we are underway with reviewing our approach to life story work to embed this into practice across all services.</p> <ul style="list-style-type: none"> The task & finish group has been established to identify examples of life story work that has been completed so that these can be shared with the workforce; the group will benchmark the examples to ensure that the standard of work is "good". This is to be further supported with an eLearning module; the new eLearning platform is being signed off and will be then be adapted to reflect Bradford practice standards for rolled out by the end of August 2020. 	
			Amandip Johal	Amandip Johal	<ul style="list-style-type: none"> Examples of good life story work identified (books, later life letters and memory boxes) and agree what good looks like. Selection of good examples available to workforce to help understand how children and young people's journey can be recorded and shared. 	17/07/20	<p>Update 20 July 2020 Agreed that task and finish group will gather and share examples between themselves to review to identify good examples – to be completed by end of July due to rescheduled meetings</p>	
			Amandip Johal	Traci Taylor	<ul style="list-style-type: none"> Mandatory E-learning commissioned and updated to reflect Bradford practice; will be clear regarding what life story work is, why it is important and expectation that life story work is completed as part of the child or young person's journey rather than as a single event. Completion of E-learning training by all social workers and 	01/08/20	<p>Update 20 July 2020 New eLearning is in process of being commissioned.</p>	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					community resource workers. • Review of E-learning material with identification of any further training requirements.			
			Amandip Johal	Deepti Kalam-Hunter	Improved links in with Fostering Services to understand training available to foster carers regarding life story work.	17/07/20	Update 25 June 2020 Information to be provided for next meeting to plan for any gaps in training. To be completed by end of July due to rescheduled meetings	
			Amandip Johal	Stu Barratt	Understanding of the capacity and functionality of LCS to store all direct work completed for life story work so that there is always a record on the child's file.	01/08/20	Update 25 June 2020 Stu has been emailed to advise of action and request that this action is linked in with end to end review of LCS	
			Amandip Johal	Traci Taylor	Development of a practice guide setting out expectations and principles for children and young people to receive life story work in the right circumstances. This will provide clarity regarding the process of gathering the right information about key events in a child's life through a flow chart as well as be clear regarding the role of the IROs to support this piece of work.	01/09/20	Update 25 June 2020 Existing material to be shared with the group for review in prep for next meeting in two weeks.	
4.9	Review the Practice Model and Framework of social care work	Project SWP02	Caroline Brain	Heads of Service	Review of current Social Care practice in Bradford	20/03/20	Update 15 May 2020 • Completed and informing new social care practice and framework.	
			Caroline Brain	Shahnaz Fahria	Research Social Care Practice Methodologies	31/03/20	Update 15 May 2020 • Completed and informing new social care practice and framework.	
			Caroline Brain	Shahnaz Fahria	Options paper relating to methodologies	31/03/20	Update 15 May 2020 • Draft options paper submitted to Deputy Director, feedback received which has been incorporated into new draft Social Care Practice Model.	
			Caroline Brain	Phil Hayden Amandip Johal Shahnaz	New Social Care Practice Model and Framework	30/06/20	Update 17 July 2020 • Overarching practice framework agreed, summary document required which will be circulated for comment	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
				Fahria			by 31 July 2020	
			Caroline Brain	Heads of Service Shahnaz Fahria	Assessment templates & relevant documentation in CSC capture new practice model and consistent use of language	31/03/20	Update 15 May 2020 • Completed – used language from signs of safety	
			Caroline Brain	Steve Hemming	Marketing materials to promote Practice Model	03/07/20	Update 17 July 2020 • Due to Covid 19 this has been delayed. When all relevant stakeholders have had input, the new practice model will be handed over to Comms to design & produce A4 booklet which will complement the Core Practice Standards.	
			Caroline Brain	TBD	Governance process for Practice Model developed	31/07/20	Update 17 July 2020 • This will be incorporated into the role of the Practice Supervisor. Delay in creating the monitoring tool until formal sign off on practice model.	
			Caroline Brain	Amandip Johal	Training Programme on new Practice Model	30/09/20	Update 17 July 2020 • Training Programme on new Practice Model to be developed following agreement of the CSC approach.	
			Caroline Brain	Amandip Johal	Audit & Review Framework for new Practice Model	31/12/20	Update 17 July 2020 • Audit & Review Framework for new Practice Model to be developed following agreement of the CSC approach.	
4.10	Supporting children and young people on the edge of Care	Project CIC02	Kal Nawaz	Jean Mawdsley	A detailed need and demand appraisal of the Edge of Care response to inform the new operating model	01/05/20	Update 15 May 2020 • Completed. Information has been collated to provide an insight into the needs of children and families through a review of requests for service to the Intensive Family Support team (including the Family Group Conferencing team) and the B Positive Pathways (BPP) team and the service responses to help us to identify where there are potential gaps. • Additionally, the initial findings within the Sufficiency analysis (part 1), evidences the need to provide	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							appropriate interventions to minimise the need for children to come into care and opportunities to reduce the time in care.	
			Kal Nawaz	Jean Mawdsley	Assessment of current Intensive Family Support and BPP services	01/05/20	Update 15 May 2020 <ul style="list-style-type: none"> • Completed. Information has been gathered to evidence what the current services consist of and how they are accessed including numbers of staff in the teams, their background and training, the scope of their existing roles and responsibilities, caseloads, the interventions used, costs and impacts 	
			Kal Nawaz	Jean Mawdsley	Outcomes Framework and Core Offer for Edge of Care response agreed across partners.	04/08/20	Update 17 July 2020 <ul style="list-style-type: none"> • The universal outcomes framework for children and young people aged 0-19 years has been drafted for practitioners to use as a benchmark to support the assessment of the ages and stages of development of children and young people and the parenting capacity of carers. • A draft strategy has been produced for sign off at the meeting of the Heads of Service on 04/08 which outlines our vision and reinforces the proposed Social Care practice model for Bradford to support children and families by using therapeutic evidence based approaches in order to reduce the numbers of children in care, minimise the duration of time spent in care, support reunification wherever possible and if necessary arrange permanent, stable placements as soon as possible. The draft has been informed by work on the Sufficiency Strategy, the proposed model of Social Care practice in Bradford and the experience of other Local 	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							Authorities in delivering 'edge of care' services which may be re-labelled as 'BPP Edge of Care' response in Bradford if approved. There may be a potential delay in reaching an agreement across partners about how our response aligns with their services to support CYP. The delay is due to refocus of Health and Education resources as a result of CV19. We do not anticipate that the delay in reaching an agreement will significantly impact on the implementation of our new approach.	
			Kal Nawaz	Mark Trinder	Report on business case for change to create all-age Edge of Care response.	17/06/20	Update 17 July 2020 <ul style="list-style-type: none"> All of the information collated above supports the proposal to bring the 2 current services together to provide one 'BPP Edge of Care' response for children and young people aged 0-19 years with acute needs and their families as outlined in the draft strategy which includes details of the core offer for which the budget has now been confirmed for 2 years to end of September 2022. The business case includes a proposed structure, job roles and costings to increase the capacity and skills of the workforce and this is to be signed off at the Heads of Service meeting on 04/08. 	
			Kal Nawaz	Mark Trinder	Acquisition of accommodation to support children and young people with acute needs on the Edge of Care.	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> Finance and Head of Service (HoS) presented report for Project Appraisal Group (PAG) to secure initial endorsement of £1 million for B Positive Pathways premises. Executive Committee meeting held on 07/07 approved the allocation 	
			Kal Nawaz	Mark Trinder	Realignment of current Children's Services against agreed Edge of	30/12/20	Update 17 July 2020 Some delay due to Covid 19	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					Care offer.		<ul style="list-style-type: none"> • Realignment originally scheduled for 30/09/20 now rescheduled to be completed by end of December 2020 pending recruitment to a new Deputy Service Manager post for Residential Services. Post currently out to advert. • Implementation Plan being completed for sign off on 04/08 • Managers briefed on 15/07 • In the interim, whilst our internal services are being reconfigured, we also aim to begin discussions and consultation with partners on how they support the needs of CYP work within our newly reconfigured services. We will also consult with children, young people and families to shape the new offer. 	

5.0 Improving outcomes for Children in Care - Developing and retaining sufficient placements, Foster Care training, and timeliness of access to mental health support; general health support and education for vulnerable children/young people.

Ofsted Recommendations covered in this development area

R7	Sufficiency of local placements to meet the needs of children in care
R9	Completion of mandatory training for all foster carers

Date Ofsted identified Areas for Improvement	Areas for Improvement
September 2018 February 2020	Improve the choice and sufficiency of placements with a range of local carers to enable all children to be in placements that meet their needs, including sibling groups.
September 2018 February 2020	Improve the offer to Bradford's foster carers and ensure effective support and training is accessible and mandatory, where applicable.
September 2018	Review and improve education results for Looked After Children at key stage 2 and 4, including attendance at school.
September 2018	Ensure consistently high quality Personal Education Plans (PEPs) including clear targets for improvement.

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
5.1	Placement Quality and Sufficiency of Provision for children in care	Project CIC01	Kal Nawaz	Meredith Moore	Cohort analysis and review of children and young people in care to reduce care duration, care episodes and care costs. Also develop learning seminars to inform practice.	31/03/20 and ongoing	<p>Update 17 July 2020</p> <ul style="list-style-type: none"> Practice Specialist completed cohort analysis to identify potential to reduce time in care, review costs in relation to 15 highest costing placements and assess appropriateness of interventions. A practice led case review process and recording format agreed so that all cases audited were discussed between the Deputy Director and relevant Head of Service during 1:1, recommendations considered and actions agreed for follow up Process now embedded for Heads of Service to be responsible for reviews. This will be an on-going process beyond 07/20. Quarterly meeting with Finance to track savings achieved through reviews. For 	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
							example, initial 8 reviews undertaken achieved savings of £11k per week <ul style="list-style-type: none"> Lessons learned have been collated and will be shared through staff and partner seminars during August and Sept 2020 	
			Kal Nawaz	Mark Trinder	Peer review to understand current fostering practice and arrangements	30/04/20	Update 17 July 2020 <ul style="list-style-type: none"> Peer Review originally planned to be undertaken by North Yorkshire LA Assistant Director Children's Services delayed by Covid19. No plans to progress in current climate. However, some issues relating to fostering already captured by Local Partnerships review of Placement Co-Ordination and through the Sufficiency Strategy Analysis and Action Plan. 	
			Kal Nawaz	Mark Trinder	Implementation of recommendations from the Fostering peer review to contribute to sufficiency, quality and service improvement	30/06/20	Update 17 July 2020 <ul style="list-style-type: none"> Peer Review not undertaken due to Covid19 but themes relating to Fostering Service captured by Placement Co-ordination review and Sufficiency strategy analysis report Part 1 indicating the implications / opportunities for change. Reflected in Sufficiency Strategy Action Plan for implementation. 	
			Kal Nawaz	Mark Trinder	Reconfiguration of Placement Co-ordination as outlined in the Business Case	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> Review by Local Partnerships completed. Combined with the Sufficiency strategy analysis Part 1, information collated from Leeds and sourced from other LAs, this is now informing the development of the proposed structure, scope, capacity, roles and responsibilities of the Placement Co-Ordination function. 	
			Kal Nawaz	Lisa Brett	Options Appraisal for supervised contact to consider the effective use of resources	31/08/20	Update 17 July 2020 Delay due to Covid; revised timescale by 1 month	

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							<ul style="list-style-type: none"> • Additional project management capacity accessed at beginning of July 20 to provide business analysis input • Project scoped and planned • All contact to be fully baselined by end of July 20 • All 4 options to be reviewed by end of August 20. 	
			Kal Nawaz	Mark Trinder	Business case for Placement Co-ordination to function efficiently and improve placement matching	30/06/20	Update 17 July 2020 <ul style="list-style-type: none"> • Local Partnerships completed the review of Placement Co-ordination and provided the report findings including 28 recommendations and an action plan relating to Processes, Procurement and People. • Budget approval confirmed for resourcing Placement Co-ordination • Service Manager for Placement Co-Ordination recruited with start date of 27/07 to lead on re-organisation including relationship with 16 plus Service and Commissioning. 	
			Kal Nawaz	Mark Trinder	Commissioning of placements which is needs led and demand driven.	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> • Findings of the review by Local Partnerships provided specific recommendations on improvements to Commissioning. To be actioned as part of the re-organisation of Placement Co-ordination. • Sufficiency Strategy outlines action to be progressed to improve commissioning • Commissioners and Service representatives now meeting to review, negotiate and agree extensions of contracts in context of needs and delivery to date. • Initial exploratory discussions underway with Legal on commissioning options 	
			Kal Nawaz	Mark Trinder	Report on options to create sufficiency	30/09/20	Update 17 July 2020	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					of local provision to meet the needs of Children in Care and Leaving Care		<ul style="list-style-type: none"> Will be informed by the Sufficiency Strategy and Action Plan 	
			Kal Nawaz	Mark Trinder	Process in place to assess quality of placement to support the needs of children and young people in all purchased placements	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> Gaps have been identified by 'Local Partnerships' in their review of Placement Co-Ordination. Information sourced from Leeds City Council and other LAs to identify appropriate model of a Quality Assessment Framework for Bradford Service Manager will build in appropriate allocation of responsibilities to oversee quality assurance as part of re-organisation of Placement Co-ordination. 	
			Kal Nawaz	Ruth Shaw Health Commissioner / Jonathan Cooper Virtual school/ Chris Workman Placement Co-ordination	Children in Care and care leavers in all placements access and benefit from education and health care appropriate to their needs.	30/09/20	Update 17 July 2020 <ul style="list-style-type: none"> Work on IHA and RHA for Health response to children in care detailed in section 1.0 <i>Improving the quality of health services for children in care (CIC) by achieving compliance with statutory timescales</i> This will be informed by discussions and agreement the Virtual School and placement providers to ensure Children in Care & Care Leavers in all placements access appropriate services. Not yet started. 	
5.2	Placement Quality and Sufficiency Strategy (to include Adopter and Fostering recruitment)	Project STRAT 01	Michael Nugent	Michael Nugent	<p>Report on a comprehensive understanding and analysis of current needs and future demand to inform the Sufficiency Strategy</p> <p>Completion of Strategy to detail the Plan, action and review for:</p> <ul style="list-style-type: none"> Social Care practice Placement co-ordination developing the market and contracting (Commissioning) for: <ul style="list-style-type: none"> Bradford residential provision 	<p>First draft completed 27/04/20</p> <p>Placement analysis 11/05/20</p> <p>30/06/20</p>	Update 16th July <ul style="list-style-type: none"> Activity to complete this strategy was delayed by Covid but is back on track with revised date. This has not impeded work but rather taken time to consolidate work and detail further improvements – RAG remained Amber rather than Red A succession of reports and analyses has been prepared, following a literature review. Comparisons have been drawn with national, regional 	

Action No.	What we are doing	How we do it Project / Service action	Responsible Person	Who will lead this	Expected Milestones / Deliverables	When will it be done?	Date & Progress Summary	Current RAG Rating
					<ul style="list-style-type: none"> - Bradford fostering - Parents / SGOs - IFAs - Other residential • workforce development (CSC and Fostering) • Partners response and accessibility to services for needs (specific and ages and stages) – emotional; mental, social and educational • Permanence – tracking and recruitment • Establish and agree Governance – two fold a) progress of the strategy and review of b) impact 		and other relevant measures of sufficiency. Key characteristics of the looked after child population have been described, as have patterns of placement use relative to age, duration of episode and other variables. Forecasts of the looked after child population have been prepared monthly. A series of consultative seminars have begun, to help formulate the sufficiency strategy. The work is continuing with increasing scope and detail. Final stages of completing the strategy document with clear action plan, Governance and reviewing processes.	
5.3	Corporate Parenting Strategy	Project STRAT 01	Michael Nugent	Michael Nugent	Review current work underway and develop strategy and action with effective governance	30/09/20	Update 16th July 2020 <ul style="list-style-type: none"> ▪ Delayed due to Covid 19 and prioritisation given to Workforce Development and Sufficiency Strategies – This is now being progressed with revised timescale 	
5.4	Permanence and Care Leavers Strategy	Project STRAT 01	Michael Nugent	Michael Nugent	Review from Sufficiency assessment and analysis develop strategy and action with agreed governance	30/09/20	Update 16th July 2020 <ul style="list-style-type: none"> • Delayed due to Covid 19 and prioritisation given to Workforce Development and Sufficiency Strategies - This is now being progressed with revised timescale 	

Appendix 1

The following update provides progress against the themes/development areas in the original Improvement Plan with the addition of the new expanded Prevention and Early Help theme.

Theme	Development areas	Progress to March 2020
The Lived Experience Strengthening and developing our working practice with children and young people.	All projects within the four Improvement Programmes contribute to the Lived Experience theme within the Ofsted Improvement Plan	Although there is much progress still to be made there is evidence that: <ul style="list-style-type: none"> • Children and young peoples' needs and wishes are being considered in case work and evidenced through case audits • Children and young people are being consulted on core documents and changes in social care practice through the improvement work plans

Theme	Development areas	Progress to March 2020
Prevention and Early Help Improve arrangements for the earlier identification, assessment and response to children and young people with additional / multiple needs through a partnership response	Promotion of early help and effective engagement of partners in the role of Lead Practitioner and locality services in Family Hubs	We have: <ul style="list-style-type: none"> • Tested and trialled 4 Early Help Coordinators to inform the design model of what is required to support the Lead Practitioner role. Significant reduction in the number of referrals to the front door for those schools we have worked with. Between Sept- Nov 2019, 373 contacts- with NFA outcomes were made by all schools to the Front Door. In the three months following the Early Help Coordinator pilot starting the overall figure had reduced by 31% to 223 • Engaged a number of partners in discussion about taking on the role of Lead Practitioner (Bradford District Care Trust; Schools; Voluntary Community Sector) to support a multi-agency response to families with multiple needs. • Worked with partners to agree the development of the Lead Practitioner role and functions. • Developed the recruitment and support package for Early Help Coordinators (EHC) with agreed training. Appointed 12 EHC with induction commenced • Started to develop a Communications plan to promote the same consistent message of Early Help and Family Hubs.
	Develop and improve the quality and effectiveness of LA Parenting Programmes and Family Support	We have: <ul style="list-style-type: none"> • Implemented a new Practice and Quality Assurance Framework for Parenting Programmes • Developed a competency framework for Parenting Workers to deliver effective practice • Drafted a Practice model for Family Support providing a recognised framework for practice which supports staff to be confident in their work with families. • Engaged with Practitioners to gather feedback on new framework during implementation phase • Started to improve the quality of Family Support practice and outcomes for children by introducing the Quality Assurance measures and audit to review current practice.

Theme	Development areas	Progress to March 2020
	Improving the impact and sustainability of Families First (Troubled Families)	<p>We have:</p> <ul style="list-style-type: none"> • Exceeded the Families First (Troubled Families) Programme forecast for achieving sustained and significant outcomes for families and therefore for income generation through Payment by Results. • Improved performance has been continued to pick up pace throughout the year with 50% of all results claimed during the 5 years of the programme having been claimed in the last 2 quarters of 2019/20. Highlights are: <ul style="list-style-type: none"> – 2,560 claims for positive outcomes for families over a sustained period, including: 447 adults gaining and keeping a job- helping to lift children out of poverty and improve aspiration; – £1,297,600 income generated to support service transformation and early help for families in 12 months; 72% improvement over the previous year; – Improved partnership working, better information sharing, more analytic capacity and improved strategic leadership have contributed to this success – Improving and sustaining the impact of this programme is integral to the Children’s Service Innovation and Improvement Programme – The national Troubled Families Programme is continuing into 2020/21 which provides income for key services to continue as we develop a sustainable approach through an early help offer for children and young people further.

Theme	Development areas	Progress to March 2020
<p>Improving the Front door and MASH arrangements</p> <p>Strengthening our partnership working through improved development and changes within MASH. <i>Reviewing our Early Help Offer (now a separate theme).</i></p>	<p>Improve the functionality and use of case management systems to support effective practice (LCS and EHM).</p> <p>Include a review of all ICT systems used by CSC</p>	<p>We have:</p> <ul style="list-style-type: none"> • Had the End 2 End review scope approved in February 2020 at the ICT Projects board. • Started to develop the Capital Programme components, as agreed in the Programme Brief which was approved at the ICT Project Board in March 2020. • Added all Core Forms for social Care practice to the development and testing plan to improve systems functionality. These include; <ul style="list-style-type: none"> – Children in Need Plan – Child Protection Plan – Initial Child Protection Conference Minutes Form – Permanence Planning Functions • Planned for all forms to be added to the test system in April, subject to Social Care Testers approving systems functionality. • Identified Liquid Logic system development areas to be incorporated into a longer term development plan. • Reviewed the NHS Numbers and identified that there is no business requirement at this stage to conduct further integrations into Liquid Logic. This strand has been closed in the review.

Theme	Development areas	Progress to March 2020
	<p>Further development of one front door; including Information; Advice and Guidance for Parents and Practitioners to support lower level needs. Work will include the quality and timely collection of information from partners for the statutory process for SEND</p>	<ul style="list-style-type: none"> • Collated the business requirements relating to the requirement for a new Auditing database. • Obtained previous costings and business benefits for Liquid Logic hosting solution. • Held meetings with social workers and managers to gather and extrapolate Smart Storage requirements to endorse new working and data storage protocols. • Reviewed mobile working practice across Social Care and shared recommendations with ICT to inform new mobile working arrangements. <p>We have:</p> <ul style="list-style-type: none"> • Held two workshops with partner involvement to establish and review gaps analysis in current practice and processes within the Integrated Front Door. • Established a Task and Finish Group to further develop the Integrated Front Door. • Improved understanding of the roles and functions of the Integrated Front Door. • Mapped the current process and model of practice of the Integrated Front Door. • Started to understand the Special Educational Needs and Disability process and develop specific practice through the Integrated Front Door. • Started to gather and understand the role of data and intelligence to understand the needs of families and stakeholders to inform demand and make up of Front Door workforce. • Improved the collection of joint intelligence and effective decision making to support children and families to receive the right support as early as possible.

Theme	Development areas	Progress to March 2020
<p>Improving the quality of Social Work practice.</p> <p>Consistently identifying, assessing and responding to risk.</p>	<p>Improve standards and performance of Social Work practice working with children and families known to Children's Social Care</p>	<p>We Have:</p> <ul style="list-style-type: none"> • Facilitated bi-weekly, thematic task & finish groups, led by Heads of Service to focus on processes and procedures around Allocation & Assessment, Children in Need, Child Protection & Children in Care/Care Leavers. • Established a Court Proceedings Task & Finish group to review systems & process to address issues relating to drift & delay. • Delivered: <ul style="list-style-type: none"> – New up-dated Practice Standards Booklet – Updated Children & Families Single Assessment – Improved Children in Need Plan – Improved Child Protection Plan – Improved Care Plan – Updated Pre-birth Assessment & Consent Form – Updated ICPCCC Minute Template – Improved Outline Plan

Theme	Development areas	Progress to March 2020
		<ul style="list-style-type: none"> – Completed guidance notes for the Children & Family Single assessment and Pre-birth Assessment which will be embedded within Liquid Logic • All of the above templates are in the process of being input onto Liquid Logic
	Review the Practice Model and Framework of social work	<p>We have:</p> <ul style="list-style-type: none"> • Researched the different social work practice models & frameworks used within outstanding authorities. • Researched the use of Signs of Safety in Bradford Children’s Service. • Drafted an options paper informed by the research outlined above to progress discussion on the future operating model.
	Supporting children and young people on the Edge of Care	<p>We Have:</p> <ul style="list-style-type: none"> • Reviewed scope of project with Heads of Services and Deputy Director and clarified deliverables. • Held a meeting with Intensive Family Support Team (IFS) Manager to initiate work on needs and demand appraisal in absence of robust data. • Commenced work to analyse referrals to IFS and Be Positive Pathways, interventions and impact over past 12 months. • Initiated work with the Head of Service (HoS) and Legal to progress enhanced Special Guardianship Order offer. • Identified property to replace The Willows. HoS authorised Service Manager to progress enquiries to support existing edge of care response through BPP team.

Theme	Development areas	Progress to March 2020
<p>Improving management oversight and quality assurance.</p> <p>Strengthening management grip at all levels.</p>	Workforce Recruitment, Retention and Capability	<p>We have:</p> <ul style="list-style-type: none"> • The core leadership has been strengthened through the recruitment of permanent Heads of Service. • Reviewing of established / non-established posts/staff within Children’s Social Care against the needs and demands of children. There will be a clear plan to remodel social care teams to include Practice Supervisors, Business Support, Community Resource Workers by the end of May 2020 • Reviewed social care tasks that can be transferred into other roles to release capacity within the system. • Established a Staff Task & Finish Group with weekly meetings taking place to review and up-date job profiles, progression pathways and CPD opportunities. <ul style="list-style-type: none"> – Completed the review of job profiles for the following posts: <ul style="list-style-type: none"> – Community Resource Workers – Contact Supervisors – Child Advisors – Created new job profile for Personal Advisor for Care Leavers and submitted to be evaluated. • Reviewed “Bradford’s Offer” to encourage social work practitioners to apply to

Theme	Development areas	Progress to March 2020
		<p>work for Children's Services.</p> <ul style="list-style-type: none"> • Drafted a business case outlining a proposal for new "Bradford Offer" incorporating golden hello payment, parking subsidy, relocation allowance & annual social work subscription. Requires consultation and costing
	<p>Provide a clear framework for reporting and statutory returns in Children's Social Care to support the development of a high performance culture; focusing on self-evaluation and reporting against legal frameworks such as The ILACS and the associated reporting for Annex A.</p>	<p>We have:</p> <ul style="list-style-type: none"> • Drafted a comprehensive performance framework and shared with the Performance Team for comment in March 2020. Working towards a Performance and Quality of Services Framework to ensure the Directorate and the wider Council has a full understanding of early help and social care across the continuum of need • Embedded Annex A reporting requirements within performance framework with key performance indicators. • Drafted Self-Assessment templates and example reporting for services in the Directorate to progress Heads of Service self-evaluation of services in new financial year
	<p>Performance across core indicators to improve practice; reduce drift and delay and work is underway to address this.</p>	<p>We have:</p> <ul style="list-style-type: none"> • Improved understanding of the ILACS framework with CSC teams. • Improved compliance for audits. • Starting to see improving compliance across key performance indicators. • Consistency in grading with moderation supporting this. • Introduced "lunch and learns" across social care teams • Conversations between auditor and social workers reflect good understanding of child's needs
	<p>Workforce Development Strategy for Social Work and Social Care Leaders</p>	<p>We have:</p> <ul style="list-style-type: none"> • Reviewed the policy and research literature that examines workforce issues in social care and allied professions • Consulted with workforce development, training and education specialists • Surveyed and consulted with the current workforce • Prepared a briefing paper that summarises the evidence and recommends a strategic plan designed to achieve excellent working conditions, good support systems, competitive salaries and supportive management. • Placed the social care practice model at the centre of the workforce development strategy, Bradford's offer to employees being the opportunity to do proper social care that makes a difference.

Theme	Development areas	Progress to March 2020
<p>Improving outcomes for Children in Care Developing and retaining sufficient placements, Foster Care training, and timeliness of access</p>	<p>Placement Quality and Sufficiency of Provision for children in care</p>	<p>We have:</p> <ul style="list-style-type: none"> • Worked with the work stream group to review data on Children in Care and Leaving Care to identify additional information required to support analysis of needs. • Studied examples of best practice from other Local Authorities for Contact service to support internal review of Contacts • Agreed the specification of Local Partnerships (LP) to undertake a review

Theme	Development areas	Progress to March 2020
to mental health support for vulnerable children/young people.		Placement Co-ordination by end of April 2020 <ul style="list-style-type: none"> Scheduled all stakeholder interviews, initially face to face, now via teleconference. Collated and shared key documentation with LP on placement procurement process, providers, costs and staff resources Scheduled process discussions with stakeholders to consider alternative options for Placement Co-ordination.
	<p>Cohort analysis of children and young people in care to reduce care duration; care episodes and care costs.</p> <p>Detailed analysis of all children and young people in care with prioritised targeted action to address conditions; poor outcomes and arrest overspend and high spending on CSC LA budgets.</p>	<p>We have:</p> <ul style="list-style-type: none"> A clear understanding of our Children in Care population – this has supported the development of a permanence tracker. Each locality Head of Service monitors the permanence tracker for their area. Plans are in place to reassess and prepare a number of discharge applications Commenced review of cases (High cost placements) with recommendations for individual children being made. In addition, this work is identifying emerging themes which will be progressed to improve the system: <ol style="list-style-type: none"> Children are being placed out of area because: <ul style="list-style-type: none"> No viable alternatives or spaces in Bradford Challenging behaviour that our in-house residential cannot manage CSE/exploitation issues happening in Bradford Identified that data does not always correlate across the financial systems in place and their improvements are required in the financial monitoring procedures Identified that case work practice has impacted on children and families, including: <ul style="list-style-type: none"> Drift and delay due to multiple social worker changes Poor decision making regarding priorities for the child Lack of therapeutic availability Lack of family support/relationship building for Children in Care
	<p>Placement Quality and Sufficiency Strategy (to include Adopter and Fostering recruitment).</p>	<p>We have:</p> <ul style="list-style-type: none"> Reviewed the statutory duty, regional comparative research and revived work on this subject begun in 2019 Formed a 'Task and Finish' group to examine the precise cost of placements by type and location Begun a detailed examination of Bradford's population of children in Care, relative to other areas and children as a whole Begun a review of systems that support the achievement of sufficiency, such as databases of foster carers and placement providers.