



# Children's Services Improvement Plan

Lead author	Phil Hayden
Revised	April 2020
Progress update	Nov 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><b>The child's voice</b></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"> <li>Children and young peoples' needs and wishes are being considered in case work and evidenced through case audits</li> <li>Children and young people are being consulted on core documents and changes in social care practice through the improvement work plans</li> </ul>
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"> <li>Establishing a Task and Finish Group with partners and improved understanding of the roles and functions of the Integrated Front Door.</li> <li>Mapped the current process and model of practice of the Integrated Front Door</li> <li>Started to understand the Special Educational Needs and Disability process and develop specific practice through the Integrated Front Door.</li> <li>Improved the collection of joint intelligence and effective decision-making to support children and families to receive the right support as early as possible</li> </ul> <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"> <li>one Head of Service</li> <li>one Service Manager</li> </ul>	<p><b>Data and compliance</b></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><b>Early Help Co-ordination and promotion of Lead Practitioner</b></p> <p>Through testing and trialling there are early but strong signs that the initiative</p>

Theme	Summary	Impact
	<ul style="list-style-type: none"> <li>- four Locality Hub Managers</li> <li>- 12 Early Help Coordinators.</li> <li>-</li> </ul> <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 &amp; finish groups to focus on processes and procedures around Allocation &amp; Assessment, Children with disability, Child Protection &amp; Children in Care/Care Leavers. In addition, we have:</p> <ul style="list-style-type: none"> <li>• Established a Court Proceedings Task &amp; Finish group to review systems &amp; process to address issues relating to drift &amp; delay.</li> <li>• Delivered: <ul style="list-style-type: none"> <li>- New up-dated Practice Standards Booklet</li> <li>- Improved Children in Need Plan</li> <li>- Improved Child Protection Plan</li> <li>- Improved Care Plan</li> <li>- Updated ICPC Minute Template</li> <li>- Improved Outline Plan</li> </ul> </li> </ul>	<p><b>Section 47 Strategy Discussions</b>  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><b>Section 47 Investigations</b>  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><b>Single Assessment</b>  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><b>CIN Audits</b>  Audits have been conducted show;</p> <ul style="list-style-type: none"> <li>• Improved compliance providing a starting point for improvements in quality.</li> <li>• 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.</li> </ul> <p><b>CPP Audits</b>  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>

Theme	Summary	Impact
		<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><b>Initial Child Protection Conferences</b> 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><b>Timeliness of CP Visits</b> 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"> <li>• Simplified and embedded allocation of cases process &amp; practice</li> <li>• Child Protection process &amp; practice</li> <li>• Reviewed, up-dated &amp; embedded CIN process &amp; practice</li> <li>• New CIN practice standards have been completed. HoS to embed in to practice</li> <li>• Reviewed, up-dated and embedded Court proceedings and PLO process &amp; practice</li> <li>• Governance Process to embed standards of practice.</li> </ul>	<p><b>Management Oversight</b> 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><b>Audit activity</b> 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><b>Workforce</b> 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><b>Workforce Recruitment, Retention and Capability</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
Improving outcomes for Children in Care	<p>Service led and project initiated activity to review:</p> <ul style="list-style-type: none"> <li>• Placement Quality and Sufficiency of Provision for children in care</li> <li>• Cohort analysis of children and young people in care to reduce care duration; care episodes and care costs.</li> </ul>	<p><b>Placement co-ordination</b> 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><b>Review of high cost places</b> Review concluded that the majority of children and young people were placed</p>

Theme	Summary	Impact
		<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><b>Cohort analysis and tracking</b></p> <p>Outcomes for children who exited pre-proceedings from January 2020 to May 2020:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>

DRAFT

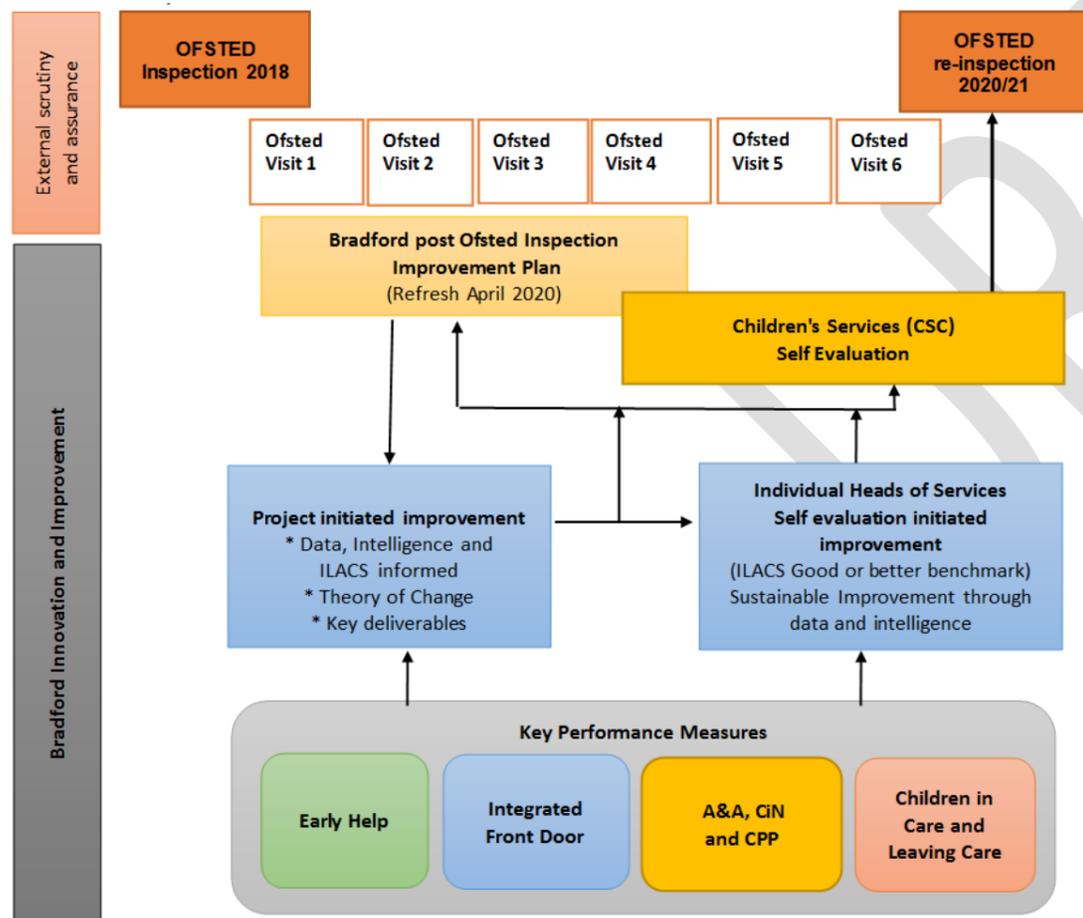
## How the new plan is being informed and delivered?

### 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.

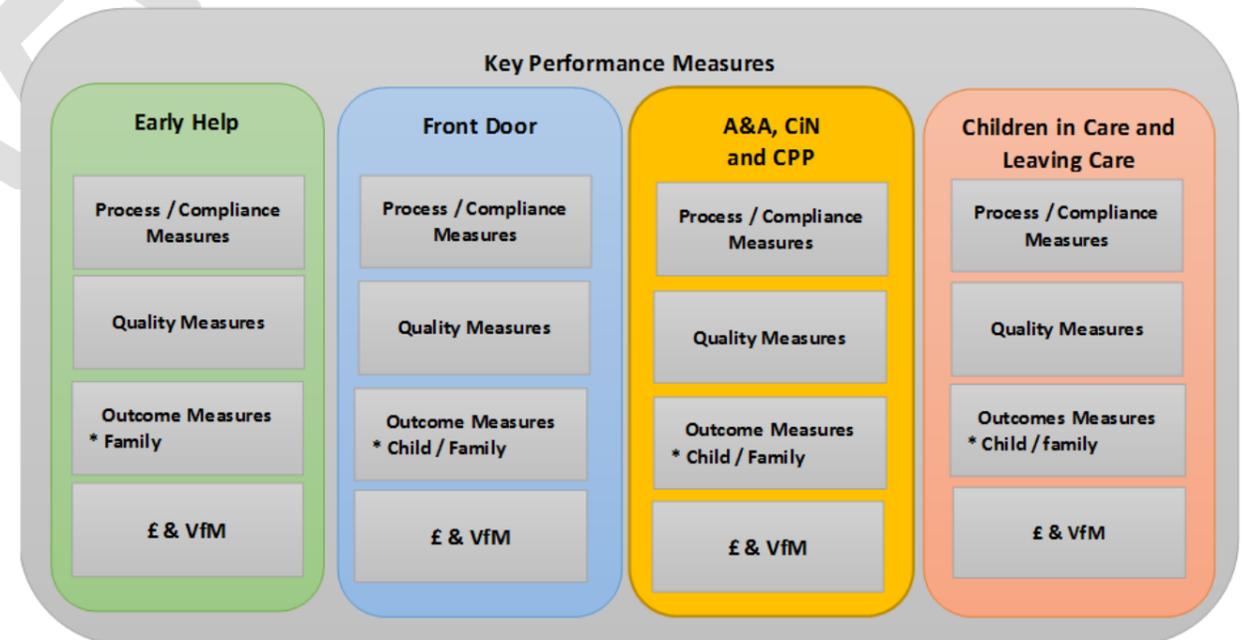
Together the two strands of improvement activity will deliver Bradford's post Ofsted Improvement Plan and provide a robust assessment of what we do well, where we need to improve and what we are doing to achieve it.



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	<b>RED</b>
Tasks and/or outcomes are on track; milestones met but not completed; timescale re-negotiated	<b>AMBER</b>
Tasks and outcomes are completed; performance is on target	<b>GREEN</b>

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
<b>The Lived Experience</b> 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)	<b>1.0 Improving management oversight and quality assurance.</b> Strengthening management grip at all levels and ensuring a stable, skilled workforce for the future			
	<b>4.0 Improving the quality of Social Care practice.</b> Consistently identifying, assessing and responding to risk.			
	<b>2.0 Prevention and Early Help</b> 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	<b>3.0 Improving the Integrated Front Door (IFD)</b> Strengthening our partnership working through improved development and changes within the IFD.		<b>5.0 Improving outcomes for Children in Care</b> 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	Previous RAG Rating
1.1	<b>Develop a Child and Young Person Participation approach, strategy and plan</b> 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)	Complete	<b>Update 20 July 2020</b> • 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	Previous 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 Revised to 01/09/21	<b>Update 10 November 2020</b> • Viewpoint has been commissioned for a further 12 months whilst the tender process is completed to ensure that there is a smooth and effective transfer between programmes.		
		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 Revised to 30/11/20	<b>Update 10 November 2020</b> • Paperwork ready to be presented at thematic group and CMT. Next thematic group is on 25 November 2020.		
		Service action	Amandip Johal & Richard Fawcett	Helen Cliffe	<ul style="list-style-type: none"> <li>Robust review and restructure of Children in Care Council</li> <li>Development of a Leaving Care Council.</li> <li>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)</li> <li>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</li> <li>Development of a Participation Strategy to supplement the Children in Care Strategy</li> </ul>	15/09/20 Revised to 31/01/21	<b>Update 19<sup>th</sup> November 2020</b> <ul style="list-style-type: none"> <li>As reported last time a cross-organisational Work Stream is now in place with representation from all services at different levels. TORs are in place and the first meeting took place in September</li> <li>The development of the Participation Strategy is the focus of work in the coming months now the Children in Care and Care Leavers Strategy has been written</li> </ul>		
1.2	<b>Review current commissioning arrangements &amp; contracting practice</b> Detailed review of contracts and contract arrangements for services supporting CSC. To	Project		Frank McGhee	<ul style="list-style-type: none"> <li>Commissioning review to be completed</li> <li>Project scope to be detailed</li> </ul>	Complete	<b>Update 9 Nov 2020</b> • Review completed and scope of project detailed below		
				Mary Ryan	<b>Basic Processes</b> <ul style="list-style-type: none"> <li>Contract register is up to date and understood cross-directorate.</li> <li>A prioritised Commissioning Forward</li> </ul>	31/03/21	<b>Update 9 November 2020</b> • Evaluation completed and a detailed work programme of four work streams have now been		

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	Previous RAG Rating
	enable Strategic Directors and other Directors to make effective and appropriate decisions on current and future arrangements.		Richard Fawcett		<p>Work Plan is in place for Services.</p> <ul style="list-style-type: none"> <li>Commissioning Risk Register is developed for DMT.</li> </ul>		<p>agreed. Theory of Change and Project Initiation Document documents also completed.</p> <ul style="list-style-type: none"> <li>Contract review meetings have been set up with the Commissioning Team and HoS through the next 6 weeks to review the Contract Register, start the forward planning process and highlight areas of risk.</li> </ul>		
				Frank McGhee / Mary Ryan	<p><b>Capacity &amp; Capability</b></p> <ul style="list-style-type: none"> <li>Roles and responsibilities across Commissioning Team, Service areas, localities &amp; Procurement clarified and guideline circulated.</li> <li>Business case developed for an increase in commissioning capacity and capability.</li> <li>A commissioning framework is co-designed with partners.</li> </ul>	31/03/21	<p><b>Update 9 November 2020</b></p> <ul style="list-style-type: none"> <li>Workshops to be set up for Social Care and Education in November/December with HoS to review the process of commissioning, what it should look like and how this affects roles &amp; responsibilities and to include how Contract management arrangements.</li> </ul>		
				Frank McGhee / Sasha Bhat	<p><b>Joint Commissioning</b></p> <ul style="list-style-type: none"> <li>New CYP plan developed to operate as the commissioning strategy. (tbc)</li> <li>Review of Emotional Mental health and well-being support for LAC.</li> <li>Review of Emotional Mental health and well-being across the children's journey</li> <li>JSNAs for localities on Young people in Bradford completed.</li> <li>Joint Contract Register developed with partners.</li> </ul>	31/03/21	<p><b>Update 9 November 2020</b></p> <p>Meetings have begun with Sasha Bhat and planned meetings in November &amp; December with Joint Partners to assess where we are and to review current commissioning. Specifically, to look at Counselling Commissioning in the short term. This links in with work Sasha has completed to date in sections 1.4 - 1.7.</p>		
				Frank McGhee / Raj Singh	<p><b>Financial Management and Value for Money</b></p> <ul style="list-style-type: none"> <li>Improvement of Financial Controls including use of payment cards.</li> <li>VfM &amp; Efficiency plan developed, built on performance scorecards.</li> <li>Review priority areas: <ul style="list-style-type: none"> <li>High cost: Placements,</li> </ul> </li> </ul>	31/03/21	<p><b>Update 9 November 2020</b></p> <ul style="list-style-type: none"> <li>Working Group meetings already taken place on a regular basis.</li> <li>Purchase card roll out planned for Leaving Care and Residential with first cards to be in place at the end of November, completed by end of January and embedded by end</li> </ul>		

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	Previous RAG Rating
					<ul style="list-style-type: none"> <li>- High spend: section 17 &amp; Post 16+;</li> <li>- High risk: Families First commissioned services (funding ending March 2021)</li> </ul>		<p>March to reduce cash requirements.</p> <ul style="list-style-type: none"> <li>• Meetings to review other payment decision-making processes across the service to take place in November/December to again review reduction of Cash requirements.</li> <li>• Review high cost placements being planned.</li> </ul>		
1.3	<p><b>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</b></p>	Partner action	Ruth Shaw (CCG)	Ruth Shaw (CCG)	<ul style="list-style-type: none"> <li>• Baseline review of health support for CIC</li> <li>• Identification of key stakeholders across health and social care</li> <li>• Establishment of project steering group</li> <li>• Completion of baseline review of health support for CLA</li> <li>• Development of Key Recommendations</li> <li>• Development and delivery of an action plan</li> </ul>	TBD as we develop COVID recovery plans	<p><b>Update 5 November 2020</b></p> <ul style="list-style-type: none"> <li>• Progress on delivery of key recommendations and the finalisation of trajectories for achieving statutory compliance is dependent on the finalisation and approval of the business case</li> <li>• Due to COVID 19, staff capacity has reduced considerably as a result of staff sickness/isolation. However, the service continues to prioritise IHAs and will be mitigating staff challenges as a matter of priority in respect to reviewing the business continuity plan and risk register on a daily basis.</li> <li>• IHAs: ongoing communication with partner agencies in relation to the impact of increasing number of children in care and length of wait time</li> <li>• RHAs: increasing caseload numbers have been made a priority and associated risk assessed on an individual case basis.</li> </ul>		

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	Previous RAG Rating
		Partner action	Ruth Shaw (CCG)	Ruth Shaw (CCG)	<ul style="list-style-type: none"> <li>Development of business case to address gaps in service provision arising as a result of increased numbers of children entering care</li> </ul>	31/03/20	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>The financial element of the business case has been agreed</li> <li>Discussions continue as a priority to agree the staffing model in respect to the Named and Designated Doctor roles across Bradford district and Craven</li> </ul>		
		Partner action	Dawn Lee	Dawn Lee	<ul style="list-style-type: none"> <li>Development of a CLA performance dashboard</li> </ul>	July 20 Revised to September 2020	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Due to staff sickness and COVID the provider is reviewing to mitigate against staff challenges to continue to provide essential data to monitor CLA data with support from the CCG</li> </ul> <b>Clarification on update requested</b>		
1.4	<b>Implementation of the recommendations of the system wide review of children and young people's mental health in Bradford and Craven</b>	Partner action	David Sims	Sasha Bhat, Kelly Barker, Irfan Alam	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	Complete	<b>Update 8 September 2020</b> <ul style="list-style-type: none"> <li>An independent review of CYP Mental health completed.</li> <li>Revised leadership and governance</li> </ul>		
					Development and agreement of system wide implementation plan, assigned leads and agreement of timescales	Complete	<b>Update 8 September 2020</b> <ul style="list-style-type: none"> <li>Recommendations reviewed by System Board and Mental health partnership board.</li> <li>Programme charter established</li> <li>Implementation plan underway</li> <li>All stakeholders engaged</li> </ul>		
	<b>Develop new pathway for CYP mental health services, incorporating single referral form and triage via multi-disciplinary team</b>	Partner action	Sasha Bhat, Kelly Barker, Irfan Alam	Alex Church, Krystal Hemingway Helen Ioannou	Agreement of a new pathway for CYP mental health services	31/10/20 Revised to 01/02/21	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>New pathway developed and approved by CYP MH Leadership team</li> <li>Resources agreed for MDT</li> <li>In process of implementation, policies and governance being drawn up and integration with the One Front Door</li> <li>Revised completion date to allow for policy and governance approval before implementation.</li> </ul>		

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	Previous RAG Rating
							<ul style="list-style-type: none"> <li>Slippage due to Covid lockdown pressures on staffing</li> </ul>		
					Agreement and pilot of the common referral form	31/10/20 Revised to 31/03/21	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Single referral form has been drafted and tested out.</li> <li>Aim to integrate with other referral forms and make digital</li> <li>Revised timescale to allow for modelling/testing.</li> <li>Slippage due to above action</li> </ul>		
					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	31/03/21	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Pathway diagram developed and aim to share with stakeholders on implementation</li> <li>Modelling sessions booked in with staff.</li> </ul>		
					Launch new pathway, training and service manual to support implementation of the new pathway	31/10/20 Revised to 30/01/21	<b>Update 11 November 2020</b> Dependent on above actions		
	<b>Implement a programme of rapid service improvement within Specialist CAMHS</b>	Partner action	Kelly Barker	Krystal Hemingway	An offer provided to CYP and parents/carers on specialist CAMHS waiting list	Complete	<b>Update 8 September 2020</b> Waiting list initiative offer of counselling, online or befriending support now being offered and expanding to step down support		
Reduction of referral to assessment time, and assessment to treatment time within specialist CAMHS CYP services					01/01/21	<b>Update 11 November 2020</b> 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	<b>Update 11 November 2020</b> Service improvement plan in place and routinely monitored – some delays due to Covid but aim to restart mid- September. Due to the lockdown, this has moved to start in mid-November.			
Promotion of awareness of services and integrated working between Specialist CAMHS and VCS					31/08/20	<b>Update 11 November 2020</b> First session held in October and further sessions booked in.			
	<b>Embed opportunities for engagement and co-</b>	Partner action	Sasha Bhat	Alex Church	Recruitment of CYP mental health apprentices to lead on co-production	Complete	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Full program of work in place and</li> </ul>		

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	Previous RAG Rating
	production across the programme for children and young people, parents and carers			Isla Skinner Victoria Simmons	and engagement		supporting the CYP Act as One programme and the Trailblazers in schools.		
	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	Complete	<b>Update 11 November 2020</b> • First two cohorts of support delivered and peer support training also designed together with parents.		
Offering a parent support group on a rolling basis					Ongoing	<b>Update 11 November 2020</b> • Referral to a parental support group is part of Bradford's offer via Mental Health School Champions • Education Psychology Service offer information sessions for parents in schools and now digital too			
	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	Complete	<b>Update 11 November 2020</b> • Regular webinars held with schools and information shared through Schools Online		
	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 To be reviewed December 2020	<b>Update 10 November 2020</b> • 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 • Campaign due to launch on 17th November		
Production of a series of short films to introduce services, the Healthy Minds tools, Thrive model and directory					31/10/20 Revised to 31/03/21	<b>Update 11 November 2020</b> • NHSE resource secured • Working group established • Parent reference group established and series of films identified			
Creation of a comprehensive online resource for CYP mental health with resources for CYP, parents, teachers,					31/10/21	<b>Update 11 November 2020</b> • Work to begin to consolidate existing 3 websites underway			

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	Previous RAG Rating
				Bowler	health and care professionals and the general public		<ul style="list-style-type: none"> <li>• Updates made to main site.</li> <li>• Resources identified for ongoing developments and improvements</li> <li>• Full project plan in place.</li> </ul>		
	<b>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</b>	Partner action	Sasha Bhat	Alex Church Lisa Stead	<p>Establishment of four teams in the following localities:</p> <ul style="list-style-type: none"> <li>- Craven</li> <li>- Bolton &amp; Undercliffe and Manningham Area</li> <li>- Queensbury/Royds and Wyke</li> <li>- Keighley</li> </ul> <p><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></p> <ul style="list-style-type: none"> <li>- <i>Transition (year 6 – year 7 and post 16)</i></li> <li>- <i>School age CYP not in an education setting/frequently suspended/in isolation at school</i></li> <li>- <i>CYP experiencing crisis and/or self harm</i></li> </ul>	31/01/21 Revised to 31/03/22	<p><b>Update 11 November 2020</b></p> <ul style="list-style-type: none"> <li>• Two teams have been established: one team based in Craven and one team based in Bolton and Undercliffe and Manningham.</li> <li>• Teams have been recruited to and are undergoing training at the University of Sheffield. Teams will be fully operational January 21</li> <li>• Teams are currently working to build strong relationships with participating schools and are developing resources for schools as well as delivering training</li> <li>• The MHST has set up a parent/guardian peer support group</li> <li>• The team are exploring ways to co-produce their offer with CYP, parents/carers and schools</li> <li>• Secured funding to establish further two teams.</li> <li>• Recruitment completed for the third and fourth teams. On track go live in November 2020 and January 2021</li> <li>• Full teams to be in place by January 2022 (first two will be live in Jan 21)</li> </ul>		
	<b>Establish multidisciplinary teams to reduce inequalities experienced by CYP living in the central Bradford City area</b>	Partner action	Sasha Bhat	Alex Church Helen Ioannou	<ul style="list-style-type: none"> <li>• Establishment of a 0-2 service offer that is a truly preventative offer for parents and babies from conception to age two.</li> <li>• Establishment of a Specialist Early Attachment and Development Service supporting families with children between the ages of 2 – 6</li> </ul>	31/01/21	<p><b>Update 11 November 2020</b></p> <ul style="list-style-type: none"> <li>• Event in October to launch the service</li> <li>• Fully in place</li> <li>• Referral process established with primary care and embedded to S1</li> </ul>		

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	Previous RAG Rating
					<ul style="list-style-type: none"> <li>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</li> <li>Set up of a CYP MH Reducing Inequalities in City Steering Group to oversee operations</li> <li>Raised profile of existing services and pathways across the district</li> <li>Community link workers will carry out home visits and establish relationships with Children Care Home facilities in Bradford.</li> <li>Community link workers will build relationships with NEET CYP as well as CYP in the youth justice system in Bradford.</li> </ul>				
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"> <li>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.</li> <li>Proposed initiatives aligned with the priorities in the updated joint strategic assessment for Bradford and Craven and feed into the development of the needs assessment</li> <li>Engagement with social work teams to ensure vulnerable groups are able to access support</li> </ul>	31/08/20 Revised to March 2021	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Proposed initiatives being worked up currently with new commissioning arrangements being put in place by public health and due to complete commissioning by Dec 2020.</li> <li>This includes increasing access range of digital counselling support and support for children from BAME communities and vulnerable circumstances.</li> <li>Work still to be done to complete this and will be prioritised for Q4.</li> </ul>		
		Partner Action	Sasha Bhat	Mandy Helm	<ul style="list-style-type: none"> <li>All services developed from a trauma informed approach to address adverse childhood experiences and an understanding of the approaches that build protective factors and</li> </ul>	30/11/20	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Training scoped out</li> <li>Working with Public health and Better Start Bradford</li> <li>Work on framework yet to</li> </ul>		

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	Previous RAG Rating
					<ul style="list-style-type: none"> <li>address barriers.</li> <li>Scoping of how services can be brought together onto a single framework despite different client groups.</li> </ul>		<ul style="list-style-type: none"> <li>commence</li> <li>Training delivered as part of Better Start Bradford and Family Action partnership.</li> </ul>		
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"> <li>Completion of a service and gap analysis of the specialist looked after and adopted children service and an established clear framework of support.</li> <li>Identification of service capacity</li> <li>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.</li> </ul>	31/08/20 Revised to 31/12/20	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Service gap analysis completed</li> <li>Independent evaluation completed</li> <li>Work to sustain the BPP model</li> <li>Modelling work to look at capacity as number of children in care increasing.</li> </ul> Clarification on update requested		
		Partner Action	Sasha Bhat	Sharing Voices	<ul style="list-style-type: none"> <li>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</li> </ul>	Ongoing Date requested	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Survey and engagement commenced in August and closed in October, analysing results.</li> <li>Service recruitment to 2 posts completed</li> <li>Training and events to take place during October completed</li> </ul>		
		Partner Action	Ali Jan Haider	Kelly Barker Ruth Shaw	<ul style="list-style-type: none"> <li>Pathways for children and young people on the autistic spectrum</li> <li>Establishment of a coordinated approach in relation to multi-agency responses to autism referrals</li> </ul>	30/09/20	<b>Update 5 November 2020</b> <ul style="list-style-type: none"> <li>We will look into undertaking a risk stratification process with the neurodevelopment waiting lists to identify risk triggers</li> <li>We will be reviewing children looked after on the neurodevelopment waiting lists to achieve quicker assessment times for this cohort.</li> </ul>		
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"> <li>Children and young people of Craven have access to support and services that help to reduce isolation.</li> <li>Extension of the offer of Youth in Mind support in Craven</li> </ul>	Complete	<b>Update 8 September 2020</b> <ul style="list-style-type: none"> <li>Craven aspect <b>completed</b></li> <li>Implementation of MHST</li> <li>Opportunity area work to expand training to schools and review of the Mental Health Champions</li> </ul>		

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	Previous RAG Rating
					<ul style="list-style-type: none"> <li>School staff will be supported through training and advice to recognise and respond to pupils with difficulties (advice/get help)</li> </ul>		<ul style="list-style-type: none"> <li>work to extend to all schools</li> <li>Mental health first aid in schools</li> </ul>		
		Partner Action	Sasha Bhat	Joanne Tooby	<ul style="list-style-type: none"> <li>BME engagement and development of access to services for South Asian, East Asian and Black young women, Pakistani and Black and African young men</li> <li>Continuation of mental health promotion in schools and communities.</li> <li>Mental Health Training to Imam &amp; Madrassa Teachers</li> <li>Community events promoting CYP IAPT services</li> <li>Delivery of cultural awareness / equality &amp; diversity training to key VCS &amp; statutory services working with CYP</li> <li>Develop &amp; deliver effective anti-stigma programmes in schools &amp; communities</li> </ul>	Ongoing Date requested	<p><b>Update 11 November 2020</b></p> <ul style="list-style-type: none"> <li>Specific work with Solace, Sharing Voices, MESMAC, Inspired Neighbourhoods and Roshni Ghar to role this out.</li> <li>Taking place in November and December</li> <li>Linking to the Born in Bradford work in faith schools</li> <li>Funding for a faith worker established at Sharing Voices</li> </ul>		
		Partner Action	Lisa Brett	Sasha Bhat	<ul style="list-style-type: none"> <li>Multi-agency response to working with the youth justice system and mental health liaison and diversion.</li> <li>Established links with the Liaison and Diversion group</li> <li>Partnership work with Youth Justice to provide additional speech and language therapy and psychological support in Craven.</li> </ul>	Ongoing Date requested	<p><b>Update 11 November 2020</b></p> <ul style="list-style-type: none"> <li>Work established with the Liaison and Diversion group and MIND in Bradford.</li> <li>Service part of suicide prevention work</li> <li>Further work and scoping being carried out with Public Health</li> </ul>		
1.8	Improve the functionality and use of case management systems to support effective practice (LCS and EHM)	Project SWP03	Irfan Alam	Stu Barratt	<p>Completion of End 2 End review of IT Services, including development of 10 project programme covering:</p> <ol style="list-style-type: none"> <li>Improving IT Governance across Children's Services</li> <li>Improving Social Care Practice within LCS</li> <li>Liquid Logic and Early Help Module</li> </ol>	30/04/20	<p><b>Project Concluded</b></p> <p><b>Update 17 July 2020</b></p> <ul style="list-style-type: none"> <li>The end 2 end review was completed and signed off by Children's Services and Corporate Services in April 2020.</li> <li>The review has found a number of recommendations which have</li> </ul>		

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	Previous RAG Rating
					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		been accepted. These have been addressed in the development of the Capital Business Case. <ul style="list-style-type: none"> <li>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.</li> </ul>		
			Irfan Alam	Stu Barratt	Business Case and for capital development of systems, to consider: <ul style="list-style-type: none"> <li>Creation of Resource Plan</li> <li>Forward plan of UAT processes and configurations and roll out of protocols for new systems developments</li> <li>OD Training and roll out plan</li> </ul>	29/05/20	<b>Project Concluded Update 17 July 2020</b> <ul style="list-style-type: none"> <li>A Business Case was completed that outlines the Programme of works that are to be undertaken over a 2-year period.</li> <li>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.</li> <li>A model to deliver User Acceptance Testing has been developed for use in the Programme moving forward.</li> </ul>		
1.9	<b>New Programme – Phase 2 Improve the functionality and</b>	ICT Programme	Dominic Barnes-	Vicky Smith	<b>Development of ICT Programme 2020-2022</b>	Complete	<b>Update 25 September 2020</b> <ul style="list-style-type: none"> <li>Business Case, Programme Brief,</li> </ul>		

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	Previous RAG Rating
	<p><b>use of case and business management systems to support effective practice</b></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>		Browne		<ul style="list-style-type: none"> <li>• Completion of Programme Business Case</li> <li>• Scoping of Programme Projects.</li> <li>• Approval of Programme Plan covering 2-year period.</li> <li>• Approval of Programme Benefits tracker created and approved.</li> <li>• Approval of Project and Programme Documentation Suite.</li> <li>• Development of UAT and Build Processes.</li> <li>• Development of Project PID documents and associated project documents.</li> <li>• Development of Resource Plan</li> <li>• Recruit appropriate resourcing to roles</li> </ul>		<p>Programme Governance have been approved by the Programme Board</p> <ul style="list-style-type: none"> <li>• Meeting to scope the System Team roles and the requirements for the Service, this also links with Project 1 – Strengthening Children’s Governance</li> <li>• All Project Boards meetings have been organised on a 3 weekly basis until March 2022.</li> <li>• Project Initiation Documents drafted for Improving Social Work Practice within LCS Unsupported Applications, Supervision and Auditing Database &amp; Front Door</li> </ul> <p><b>Scope of individual Projects detailed below</b></p>		
1.9.1	<p><b>Develop and strengthen Programme and Project Governance by improving the processes, documentation and embedding this within the Children’s Service formally</b></p>	ICT Programme	Vicky Smith	Phil Hayden	<p><b>Project 1 - Strengthening Children's Governance</b> Strengthen Children’s system management for governance, quality and implementation.</p>	30/11/20	<p><b>Update 3 November 2020</b></p> <ul style="list-style-type: none"> <li>• Project Initiation Document has been shared to Project Board for comment and approval.</li> <li>• Programme and Project Structure and agreed roles and responsibilities completed</li> <li>• Programme and Project governance</li> <li>• Full document suite agreed in place and being used for both Programmes and Projects</li> <li>• Programme and Project Terms of Reference agreed and in place</li> <li>• Programme and Project processes in place and available to all Programme and Project users.</li> </ul>		
1.9.2	<p><b>Develop and simplify the LCS system to ensure that Social Workers can record activity effectively and</b></p>	ICT Programme	Vicky Smith/ Sharron Springthorpe	Richard Fawcett	<p><b>Project 2 - Improving Social Care Practice within LCS</b></p> <ul style="list-style-type: none"> <li>– 11 SW Forms</li> <li>– Defining pathway and</li> </ul>	31/10/21	<p><b>Update 3 November 2020</b></p> <ul style="list-style-type: none"> <li>• Upgraded LCS Live environment on 15/10</li> </ul>		

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	Previous RAG Rating
	efficiently. It will develop the workflow and forms so they are consistent in design and are developed to the correct model of practice and ensures core business functionality. The programme will ensure the system is managed and maintained with the improved governance.				<ul style="list-style-type: none"> <li>implementation forms for foster care &amp; adoption</li> <li>– Reviewing LADO infrastructure trays and security</li> <li>– Define pathway and forms for Family Group Conferencing</li> <li>– Define pathway and forms for Family Support System</li> <li>– Review &amp; improve standard workflow for SDQ &amp; PEP</li> <li>– Define pathway &amp; forms for Residential Services</li> <li>– Define pathway and forms for Adoption</li> <li>– Define pathway and forms for 16+</li> <li>– For all of the above to include the performance reporting improvements, end user training and governance</li> </ul>		<ul style="list-style-type: none"> <li>• Child Protection Plan, Core Group Minutes and ICPC Minutes has gone live 14/10.</li> <li>• Upgrade to the LCS system was undertaken on 15/10</li> <li>• The following forms and pathways are being built within LCS: <ul style="list-style-type: none"> <li>– British Association for Adoption and Fostering (BAAF) Forms</li> <li>– Fostering enquiries</li> <li>– Foster Panel activity</li> <li>– F&amp;F assessment format to revert back to Coram BAAF format</li> <li>– Supervision structure for assessments</li> <li>– Short breaks episodes to be on LCS</li> <li>– New case supervision form for all mainstream foster care</li> <li>– F&amp;F and short break households at monthly frequency for first year and bi-monthly thereafter.</li> <li>– Foster carer review process in Coram BAAF forms format.</li> </ul> </li> </ul>		
1.9.3	Provide a stable, secure solution which enables agreed external 3rd Parties to access the Early Help Module and Liquid Logic to undertake the reporting duties required in Social Care.	ICT Programme	Vicky Smith	Lisa Brett	<b>Project 3 - LCS &amp; Early Help Module Hosting Development</b> <ul style="list-style-type: none"> <li>– Business benefits document to look at the viability of hosting</li> <li>– Produce a business case for development of future arrangements within the cloud</li> <li>– Procurement of any cloud based hosted solution</li> <li>– Implement any hosted solution and update any training, policies and procedures.</li> </ul>	31/03/22	<b>Update 3 November 2020</b> <ul style="list-style-type: none"> <li>• Agreed with Programme Board to delay analysis of hosting until service improvements undertaken in LCS and EHM. Moved external partner access into the scope of the project.</li> </ul>		
1.9.4	Deliver and strengthen the front end of Social Work in a	ICT Programme	Vicky Smith/ Anita Rudkin	Nabeel Hussain	<b>Project 4 - Implementation of Children's Front Door</b> <ul style="list-style-type: none"> <li>– Review of existing MARF</li> </ul>	30/09/21	<b>Update 3 November 2020</b> <ul style="list-style-type: none"> <li>• Children's Portal demonstration</li> </ul>		

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	Previous RAG Rating
	consistent and timely manner to satisfy the DfE and the Safer Bradford Board on practice and reporting.				<ul style="list-style-type: none"> <li>arrangements and forms used for referrals</li> <li>– Enable push documents from the front door for external partners</li> <li>– Redesign the PEP &amp; SDQ Questionnaire</li> <li>– Enable third party access training and delivery for external partners</li> <li>– Purchase, implement Children's portal for front door</li> <li>– For all of the above to include the performance reporting improvements, end user training and governance</li> </ul>		<p>held Thursday 15th October, with very positive feedback</p> <ul style="list-style-type: none"> <li>• Discussions have taken place with Liquid Logic with regard to the MASH and how Bradford use this currently.</li> <li>• Security meeting held on 13th October with the Supplier and Internal IT teams to discuss external access and progression forward</li> <li>• Planning the version upgrade in LCS/EHM for version 15 in testing to enable Children's Portal</li> <li>• Finalising the first areas to go live with the Children's Portal.</li> </ul>		
1.9.5	The Children's programme will provide a Foster Care Payments system which aligns with the new agreed payment structure and provides integration with SAP Finance and Liquid Logic.	ICT Programme	Vicky Smith/ Sharron Springthorpe	Linzi Nicholson	<p><b>Project 5 - Foster Carer Payments Remediation (ContrOCC)</b></p> <ul style="list-style-type: none"> <li>– Compatibility assessment to determine Foster Carer payments scheme against system</li> <li>– Statement of requirements to inform future developments and remediation</li> <li>– Implementation of agreed remediation actions</li> <li>– Standard and advanced training for super-users across Children's Services</li> <li>– For all of the above to include the performance reporting improvements, end user training and governance</li> </ul>	30/09/21	<p><b>Update 3 November 2020</b></p> <ul style="list-style-type: none"> <li>• Testing is being undertaken of version 12 by IT Application Support, Children's and Finance leads</li> <li>• Planning upgrade of ContrOCC to version 12 for 17th November</li> <li>• Scheduling supplier System training for all standard and advanced Super Users (Foster care, Placements, Payments)</li> </ul>		
1.9.6	Develop dedicated Audit and Supervision Databases for Children's Social Care in line with robust auditing framework and tracking. To allow for effective auditing and supervision of cases and social work practice.	ICT Programme	Vicky Smith	Amandip Johal	<p><b>Project 6 - Supervision &amp; Auditing Database</b></p> <ul style="list-style-type: none"> <li>– To provide a supervision database with reporting functionality</li> <li>– To provide an audit database with reporting functionality</li> <li>– For the above to include the performance reporting improvements, end user training and governance</li> </ul>	28/02/21	<p><b>Update 3 November 2020</b></p> <ul style="list-style-type: none"> <li>• Supervision web forms have been built from requirements and with Amandip for review</li> <li>• Audit web forms have been built from requirements and with Amandip for review</li> </ul>		

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	Previous RAG Rating
1.9.7	Develop a Smarter Working Strategy, a smarter working technology footprint that can be up-scaled accordingly and undertake a smarter working property improvement plan to improve the working environment for all Children's workers.	ICT Programme	Vicky Smith/ Carl Holbrook	Andrea Walters	<b>Project 7 - Smarter Working Strategy</b> <ul style="list-style-type: none"> <li>- Write Modern Social Work Environment Paper</li> <li>- Develop user personas to understand their IT and environmental requirements</li> <li>- Agree a Smarter Working Property improvement plan to enhance the User Personas</li> <li>- Agree Smarter Working IT Improvement plan</li> <li>- Smart working Strategy Group</li> </ul>	30/06/22	<b>Update 3 November 2020</b> <ul style="list-style-type: none"> <li>• Paper being written for Modern Social Work environment by Andrea Walters to undertake assessment, identify gaps and create strategy going forward.</li> <li>• Site visits to buildings organised for beginning of November.</li> </ul>		
1.9.8	Enable Children's Services to accurately report the Finance budgets and HR establishment to an agreed structure within SAP following the required improvements undertaken.	ICT Programme	Vicky Smith/ Anita Rudkin	Miniza Hussain	<b>Project 8 - SAP Remediation</b> <ul style="list-style-type: none"> <li>- Accurate reportable budgets within CSC services to GL code levels</li> <li>- Accurate reportable staffing structures to reflect the current workforce</li> <li>- To provide ILACS compliant reports from SAP</li> </ul>	01/08/21	<b>Update 3 November 2020</b> <ul style="list-style-type: none"> <li>• Sue Bell has reassessed the current structures against the workforce in place.</li> <li>• Project Board held 29th October – further requirements for current structures are needed from Children's – HR to send requirements.</li> <li>• PID drafted.</li> </ul>		
1.9.9	Develop and improve the Early Help Module and Outcome Star through a 12 month development plan. It will enable partner agencies to operate as the Lead Practitioner within EHM.	ICT Programme	Vicky Smith/ Anita Rudkin	Lisa Brett	<b>Project 9 EHM Outcome Star and Lead Practitioners</b> <ul style="list-style-type: none"> <li>- 17 EHM complex system improvements</li> <li>- To provide Outcome Star functionality to assess distanced 'travelled' on Child &amp; Family's journey</li> <li>- Design, develop and implement assessment for EH</li> <li>- Design, develop and implement the 'ATOM' assessment tool</li> <li>- Development of Partner Agencies workflows, training, security and access.</li> <li>- Design, develop and implement chronology crossovers from LCS to EHM</li> <li>- Design, develop and implement revised functionality for Team Around the Family within the revised outcome forms</li> </ul>	31/05/21	<b>Update 3 November 2020</b> <ul style="list-style-type: none"> <li>• Group Evaluations (18 forms) are now Live - 13th October</li> <li>• Adding Management authorisation in Consent forms and PBR and Improving Decision maker are Live.</li> <li>• Further build and configuration is being undertaken on the step down process and the case note template home visits</li> <li>• Mark Anslow progressing with the Agency adverts for EHM maternity cover and substantive post – 2 applicants</li> </ul>		

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	Previous RAG Rating
1.9.10	Remove all unsupported Access databases within Social Care and develop and implement a migration plan for data which can be supported within other applications to meet GDPR and other legislation.	ICT Programme	Vicky Smith/ Sharron Springthorpe	Linzi Nicholson	<b>Project 10 - Unsupported Applications</b> <ul style="list-style-type: none"> <li>- Design assessment evaluations criteria for unsupported applications</li> <li>- Develop assessment document suite for unsupported applications from the above criteria</li> <li>- Design, migrate, decommission or supporting unsupported applications</li> </ul>	30/06/22	<b>Update 3 November 2020</b> <ul style="list-style-type: none"> <li>• Questionnaire being built as a webform to assess databases and solutions</li> <li>• Communications sent across the service by Mariam to request no further databases to be created in Education and Learning</li> </ul>		
1.10	Development of sustainable Financial model for Children's Social Care; delivering an effective use of resources to support a needs led Children's Social Care service.	Service action	Chris Chapman	Andrew Cross	<ul style="list-style-type: none"> <li>• Review of Children's Social Care Budgets</li> <li>• Financial Benchmarking of Children's Budgets</li> <li>• Medium Term Financial Planning (MTFP)</li> </ul>	30/09/20	<b>Update 12 November 2020</b> <ul style="list-style-type: none"> <li>• Comprehensive cost and demand paper produced jointly with Children Service leads</li> <li>• Additional funding identified in MTFP (£6.5m plus £0.7m demographics) and reported to Sept Executive and through 2021/22 budget setting governance</li> <li>• Scale of funding dependent upon overall Council financial position</li> <li>• Activity identified to manage / mitigate budget pressures</li> </ul>		
1.11	Improve the oversight and monitoring of allegations against professionals working with children and young people.	Service action	Amandip Johal	Amandip Johal	Implementation of the LADO module in LCS to record and track all allegations against professionals working with children and young people.	17/07/20 Revised to 20/12/20	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>• Alternative pathway being considered to minimise impact on service delivery.</li> </ul>		
			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 Revised to 31/01/21	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>• Leeds City Council LADO meeting arranged in December for QA HoS to observe their meeting.</li> <li>• On track for completion for new deadline date 31/01/21</li> </ul>		
			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 Revised to 31/01/21	<b>Update 10 November 2020</b> Linked to above		

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	Previous RAG Rating
1.12	<b>Workforce Development Strategy for Social Care and Social Care Leaders</b> – 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	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>		
			Michael Nugent	Michael Nugent	Evidence-led proposals for a relationship-based social care model researched	Completed 03/04/20	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>Revised and completed and incorporated into the draft practice model</li> </ul>		
			Michael Nugent	Michael Nugent	Evidence-led proposals for trauma-informed social care practice researched	15/04/20	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>Developed and completed and incorporated into the draft practice model</li> </ul>		
			Anne Lloyd	Claire Threapleton	Publication of the Workforce Development Strategy	30/09/20 Revised to 30/11/20	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Workforce Development Strategy and measures rewritten and discussed with HR and relevant service leaders. Final draft for submission on 30 Nov 2020.</li> <li>For discussion at Workforce Development Board on 1 Dec 2021</li> </ul>		
1.13	<b>Workforce Recruitment, Retention and Capability</b>	LM01	Caroline Brain	Stu Barratt	Staff Baseline Report providing overview of current staffing and teams.	31/03/20	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li><b>Complete</b> – informing business case for CSC staffing model and structure</li> </ul>		
			Anne Lloyd	Claire Threapleton	A remuneration package for social workers in Bradford to attract social	31/07/20 Revised to	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>External research commissioned</li> </ul>		

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	Previous RAG Rating
				n	workers to the district	20/11/20	to look at pay in region, perceptions of Bradford and if additional retention payments will be beneficial given budgetary ask. Research finalised 20 Nov to inform this decision and provide evidence.		
			Caroline Brain	Amandip Johal Shahnaz Fahria	Core Mandatory Staff Training Programme for front line Social Care Practitioners and managers	14/09/20 Revised to 30/11/2020	<b>Update 11 November 2020</b> • Training modules have been written and will be launched within the revised timeline.		
			Claire Threapleton	Traci Taylor Gill Ward Service Managers Team Managers Heads of Service Steve Hemming	Recruitment & Marketing Campaign Sub milestones: – Business case for Bradford's Offer – Centralised and coordinated recruitment process – New Job Profiles – Marketing materials for recruitment – Social media campaign	30/09/20	<b>Update 11 November 2020</b> • Business case signed off on 16 Nov 20 to launch recruitment campaign and associated brand work to attract permanent staff to stabilise workforce marketing & recruitment campaign. • 43 job profiles have been reviewed and updated within CSC • Successfully recruited 67 staff into permanent posts • Three new fixed-term project teams being commissioned to add capacity, reduce caseloads and provide consistency/stability in locality teams.		
			Caroline Brain	Amandip Johal Traci Taylor Gill Ward	Recruitment & Induction Toolkit for all new staff	30/09/20	<b>Update 11 November 2020</b> • New Induction Pack for applicants completed • New Recruitment Pack for managers complete in paper format. This will transfer onto the recruitment portal when system has been up-dated. • Recruitment process completed which outlines each stage of the recruitment process for managers and expected timelines.		
			Caroline Brain	Staff Task & Finish	Demand and Cost Appraisal for new Social Care Support System	Complete	<b>Update 9 September 2020</b> • Full appraisal of staff requirements		

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	Previous RAG Rating
				Group Shahnaz Fahria Phil Hayden			has been undertaken. • A copy of the Demand & Cost Appraisal has been submitted to Internal Improvement Board and will be discussed with DMT on 16 <sup>th</sup> September 2020		
			Caroline Brain	Sue Bell	CPD Progression Pathway	30/09/20 Revised to 31/03/2021	<b>Update 11 November 2020</b> • Job profiles for staff within Learning & Development Service have now been graded and will be advertised asap. It is anticipated that new revised timeline will be 31 <sup>st</sup> March 2021		
			Caroline Brain	Amandip Johal	Development of a clear Learning and Development Framework for CSC	26/06/20 Revised to 30/12/20	<b>Update 11 November 2020</b> • Draft L&D framework has been circulated to HoS, closing date for comment 21 September 2020.		
		Service action	Anne Lloyd	Claire Threapleton	Building the capacity and capability of the HR infrastructure to support effective delivery of the WFD strategy	31/07/20 Revised to 20/11/20	<b>Update 11 November 2020</b> Resource from within HR teams and additional HR analyst capacity being finalised to support restructure work and delivery of WFD		
		Service action	Anne Lloyd	Claire Threapleton	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	Complete	<b>Update 14 September 2020</b> • Dedicated resource has been allocated to oversee the management of Agency Resources, to identify opportunities to convert agency to permanent staffing which is 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	Complete	<b>Update 21 September 2020</b> • A new Supervision Policy was developed in consultation with service areas. It includes procedure, standards and guidance. • The new policy was launched to staff on 15th September.		

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	Previous RAG Rating
			Richard Fawcett	Richard Fawcett	Implementation of a new LCS Form for case supervision.	30/09/20	<b>Update 3 November 2020</b> <ul style="list-style-type: none"> <li>A new LCS form was designed and tested in consultation with service areas and went "live" in LCS on 15th September. The form will need to be reviewed in November based on feedback from users. The form is designed to make the recording of case supervision a more efficient process for managers and to also support the tracking of actions and progress. Voice of the child is now more explicit as is the need for reflection.</li> </ul>		
			Richard Fawcett	Richard Fawcett	Implementation of a new template for the consistent recording of professional / personal supervision	Complete	<b>Update 21 September 2020</b> <ul style="list-style-type: none"> <li>A new standardised form to enable managers to record personal supervision was launched to staff on 15th September.</li> </ul>		
			Amandip Johal	Vicky Smith ICT <b>Project 6 action 1.9.6 above</b>	Creation of a supervision database: <ul style="list-style-type: none"> <li>as a central point to enable all personal / professional supervision to be collated and linked with relevant information relating to performance, audits etc.</li> <li>to support the identification of development needs for individuals and for the service</li> <li>to assist managers to manage performance more effectively.</li> </ul>	31/10/20 Revised to 31/01/21	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>High level requirements undertaken and documented</li> <li>Further detailed requirements designed</li> <li>Supervision web form design continues with forms being reviewed in line with service requirements.</li> <li>Scheduled testing to take place January 2021.</li> </ul>		
1.15	<b>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.</b>	Service action	Amandip Johal	Vicky Smith ICT <b>Project 6 action 1.9.6 above</b>	<ul style="list-style-type: none"> <li>Development and launch of an electronic audit database that will provide audit data linked to a worker.</li> <li>Production of reports on audit activity to provide an understanding of performance regarding the key elements of practice to evidence compliance and quality.</li> </ul>	01/11/20 Revised to 31/01/21	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>High level requirements undertaken and documented</li> <li>Further detailed requirements designed</li> <li>Audit web form design continues with forms being reviewed in line with service requirements.</li> <li>Scheduled testing to take place</li> </ul>		

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	Previous RAG Rating
							January 2021.		
			Amandip Johal	Amandip Johal	<ul style="list-style-type: none"> <li>All audit functions centralised across Children's Services for Social Work, Fostering, YOT and Early Help.</li> <li>Development of QA frameworks to ensure golden thread regarding what good looks like and language.</li> </ul>	31/08/20 Revised to 31/12/20	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>The specification for the expanded QA Service has been written and shared with Trade Unions for consultation.</li> <li>Job profiles have been created and completed the grading process. There is currently an ongoing appeal.</li> <li>Awaiting outcome of grading process, therefore deadline revised.</li> </ul>		
			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.	Completed	<b>Update 23 September 2020</b> This has been completed and a summary has been provided in the most recent report. This will be reviewed monthly as part of the moderation process and reported within the monthly reports.		
			Amandip Johal	Amandip Johal and Cathy Appleby	<ul style="list-style-type: none"> <li>Development of a shared understanding of what good looks like through training with auditors, moderations and feedback on quality of audits.</li> <li>Improvement of culture of completing audits with Social Workers.</li> </ul>	01/09/20	<b>Update 23 September 2020</b> <ul style="list-style-type: none"> <li>Coaching through one to one discussions with managers has had a positive impact as reported in the recent audit report; this will continue to support auditors to develop confidence and consistency.</li> <li>The audit form has also been revised to support quality of auditing.</li> <li>Focus remains on improving engagement of the social worker; this is an area that will remain on the agenda.</li> <li>This will be monitored and monthly reports will be completed for the Children's Improvement Board.</li> </ul>		
			Amandip	Amandip	Development of a forum for sharing the	30/11/20	<b>Update 10 November 2020</b>		

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	Previous RAG Rating
			Johal	Johal and Cathy Appleby	learning from audits so that this is shared with the relevant workforce to reflect on learning and practice improvement. It will also inform training that is needed to improve services.		<ul style="list-style-type: none"> <li>Team meeting agendas are being drafted with a schedule for team meetings to take place to launch in November 2020.</li> <li>The minutes will be held in a central file location and reviewed regularly.</li> </ul>		
1.16	<p><b>Further develop the collection and use of data and intelligence through a Performance and Quality of Services Framework</b> 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"> <li>Data and data quality</li> <li>Quality assurance</li> <li>Workforce intelligence</li> <li>Financial management and control</li> </ul>	Project	Phil Hayden	Phil Witcherley (Data) Anne Lloyd (HR) Amandip Johal (Audit) Chris Chapman (Finance) Miniza Hussain/Sue Bell (SEF's)	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	30/08/20 and ongoing	<p><b>Update 13<sup>th</sup> Nov 2020</b></p> <ul style="list-style-type: none"> <li>This work has progressed and final draft is completed.</li> <li>Action plan to embed the framework is to be completed in consultation with Corporate Services – see work below on SEF and Data</li> </ul>		
					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)	Phase 1 30/09/20 Phase 2 and 3 31/01/21	<p><b>Update 13<sup>th</sup> Nov 2020</b></p> <ul style="list-style-type: none"> <li>Phase one of SEFs launched and being used for the 4 x localities and Integrated Front Door). Feedback from HoS is positive that the SEF's are contributing to local improvements. Further work required on the IFD SEF following feedback</li> <li>Performance clinics, which are part of the Performance Framework trialled in Sept 20; feedback from the sessions show that all data not available to support the clinics need additional work.</li> </ul>		
					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)	30/08/20 and on-going development	<p><b>Update 13<sup>th</sup> Nov 2020</b></p> <ul style="list-style-type: none"> <li>Drafted and incorporated in the Performance Framework</li> <li>Corporate services Performance working with the services to improve the quality and collection of missing data</li> <li>HR data and intelligence improvements to become part of a new project on staffing being</li> </ul>		

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	Previous RAG Rating
							scoped in Nov 20		
					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 and on-going	<b>Update 13<sup>th</sup> Nov 2020</b> <ul style="list-style-type: none"> <li>• Suite of reports identified and included in the Performance and Quality of Services Framework</li> <li>• Consultation with Directors complete and report authors identified; Engagement with report authors commenced</li> </ul>		

DRAFT

**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	Previous 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	Adam Gowland	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	Complete	<b>Update 15 May 2020</b> • Contract variation in place along with Public Health contract with clear outcomes		
			Adam Gowland	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.	30/08/20 Revised to 15/11/2020	<b>Update 15 November 2020</b> • Dedicated team of secondees in place from 6 <sup>th</sup> October, undertaking deep dive on all contracted services and anticipated outcomes • Contract review that establish current capacity will be aligned with the detailed need and demand appraisal to provide an accurate overview of what services will be required in Bradford in the short, medium and long-term		
			Adam Gowland	Josie Dickerson	Detailed need and demand appraisal to inform current and future operating model for Early Childhood Services	30/08/20 Revised to 30/09/20	<b>Update 15 November 2020</b> • Progress on this has increased in the last month with work through a dedicated task group working 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	Previous RAG Rating
							providing definitive needs assessment for all 0-5yrs in Bradford		
			Adam Gowland	Multi – agency Secondees Group	An Outcomes Framework and service (offer) for holistic needs for children under 5 and their parents and clear pathway response for those children who are not expected to achieve the expected outcomes	30/11/20 Revised to 31/12/20	<b>Update 15 November 2020</b> <ul style="list-style-type: none"> <li>• Dedicated secondee resource to progress this is now in place</li> <li>• Response to characteristics of concern and children not achieving expected outcomes being developed as part of new service model</li> </ul>		
			Adam Gowland	Multi – agency Secondees Group	Workforce development plan to support implementation of the new business model proposals	30/11/20 Revised to 30/12/20	<b>Update 15 November 2020</b> <ul style="list-style-type: none"> <li>• Workforce development plan will be completed in conjunction with proposed new 0-5yrs model</li> <li>• Mapping of 0-5yrs pathway underway through secondee group and preliminary discussions had regarding future staff roles and delivery models</li> <li>• Areas of duplication across numerous professions in child journey identified for discussion at project group</li> </ul>		
			Adam Gowland	Michelle Smith/ 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	31/10/20	<b>Update 15 November 2020</b> <ul style="list-style-type: none"> <li>• BDCT work on apportioning resources to need and incorporated learning from Covid response work completed and embedded in planning</li> <li>• Joint development session between BDCT managers and Children's Services Managers on Oct 20 finalised transformation plan with some new working arrangements for children known to CSC to be part of test and trial</li> </ul>		
			Adam	Adam Gowland with Commissioners in Public Health, CCG	Business Case for a Strategic Partnership Agreement (SPA) to deliver an integrated whole family approach and mixed economy service offer for early childhood and	18/12/20	<b>Update 15 November 2020</b> <ul style="list-style-type: none"> <li>• Contract and outcomes currently under review by secondees</li> <li>• Actions undertaken on pathway mapping and BDCT transformation</li> </ul>		

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	Previous RAG Rating
			Gowland	and Children's Services	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		plan will be incorporated into final SPA <ul style="list-style-type: none"> <li>• Desktop review of evidence and best practice re: whole family interventions underway</li> <li>• Capacity and demand assessment close to completion and will be factored into final SPA as part of evidencing future demand and shape of service model</li> </ul>		
			Adam Gowland	Multi – agency Secondees Group	Communications strategy developed to support engagement with practitioners, services and families on the new operating arrangements and offer	31/01/20	<b>Update 15 November 2020</b> <ul style="list-style-type: none"> <li>• Framework for strategy to completed as part of SPA</li> </ul>		
			Adam Gowland	Multi – agency Secondees Group	Consistent and sustainable Information, Advice and Guidance for Parents and prospective parents and services to support child outcomes	30/11/20	<b>Update 15 November 2020</b> <ul style="list-style-type: none"> <li>• Programme Lead linked into discussions regarding development of IAG at the Front Door and Early Help offer</li> <li>• IAG discussions undertaken in secondee group re: Tier 1&amp;2 offer</li> </ul>		
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	Complete Review Dec 2020	<b>Update 6 November 2020</b> <ul style="list-style-type: none"> <li>• The first phase of the Communication plan was between June to October 2020. A new communication and engagement plan is to be developed with support from the Communications Team and now forms part of the action plan of the Early Help Strategy.</li> <li>• Early Help and Family Hub guide document completed. Document has been submitted to the Marketing and Communications service to be designed and branded.</li> <li>• The Marketing Team have allocated resource (Kathryn Williams and Caroline Taylor) to draft a</li> </ul>		

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	Previous RAG Rating
							Communication Plan to roll out and embed EH and the LP Role. This was due shared with managers on 25 October 2020, but the meeting was postponed due to Ofsted preparation. The first draft of the Communications Plan is expected to be shared, week commencing 09 November 2020.		
			Chad Thompson	Cath Dew	Communication and engagement plan to promote Lead Practitioner Role a. Promote to agencies taking on LP role b. Promote to families Early Help and the role of LP	Complete	<b>Update 1 September 2020</b> <ul style="list-style-type: none"> <li>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.</li> <li>Suite of products for LP signed off on 5 August SaPP</li> <li>Family Early Help leaflet is completed and is available to be shared with families.</li> </ul>		
			Chad Thompson	Cath Dew	Recruitment and training of Early Help Coordinators	Complete	<b>Update 15 July 2020</b> <ul style="list-style-type: none"> <li><b>Completed</b> – 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 network and Families First Practice Lead.</li> </ul>		
			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	Complete	<b>Update 1 September 2020</b> <ul style="list-style-type: none"> <li>Document developed and completed</li> <li>Go live date from 1<sup>st</sup> September</li> <li>Document presented to BSP Task and Finish group 7<sup>th</sup> &amp; 14<sup>th</sup> July 2020</li> <li>Revised and enhanced in light of multiagency feedback and had final sign off on 5<sup>th</sup> August at BSP SaPP</li> </ul>		
			Chad Thompson	Clare Mulgan	Lead Practitioners (LPs) practice and operating manual for the role of	Complete	<b>Update 1 September 2020 2020</b> <ul style="list-style-type: none"> <li>Document developed and completed</li> </ul>		

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	Previous RAG Rating
					Lead Practitioner incl. host management oversight.		<ul style="list-style-type: none"> <li>Go live date from 1<sup>st</sup> September</li> <li>Document presented to BSP Task and Finish group 7<sup>th</sup> &amp; 14<sup>th</sup> July 2020</li> <li>Revised and enhanced in light of multiagency feedback and had final sign off on 5<sup>th</sup> August at BSP SaPP</li> </ul>		
			Chad Thompson	Lisa Bray	Lead Practitioner Support and Development Framework Sub Milestones <ul style="list-style-type: none"> <li>Training and Dev. Materials outlined and consult with stakeholders</li> <li>Audit Practice through Appreciative inquiry</li> <li>Network &amp; Learning Meetings</li> <li>One to One Support</li> </ul>	31/08/20 Revised to 30/10/20	<b>Update 6 November 2020</b> <ul style="list-style-type: none"> <li>The draft training and development programme sets out training for external practitioners was presented to BSP Task and Finish group 7<sup>th</sup> &amp; 14<sup>th</sup> July. Programme was signed off on 5<sup>th</sup> August at BSP SaPP.</li> <li>E-learning module: What is EH and how it works and the role of the Lead Practitioner has been completed. Access to the e-learning module will be via Evolve w/b 16 November 2020 and testing will commence 09 November 2020.</li> <li>Assessment and SMART planning Using the EH template, SoS language and the direct work tools for children Engaging families is complete and has been published on Bradford Schools Online.</li> <li>Multi-agency working and evaluation Working together - team around the child process, step up and step down process, Impact and evaluation process</li> <li>Chad discussed initial outline for Audit Practice and Learning network (AI) with Amandip Johal HoS to ensure QA is joined up across P&amp;EH and CSC and maximise procurement opportunities of L&amp;D providers and products.</li> <li>Network and Learning meetings-are expected to start January to March 2021 due to Covid restrictions and Webex licence delays.</li> </ul>		
			Chad	Vicky Smith	Development of EHM system for use	30/09/20	<b>Update 6 November 2020</b>		

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	Previous RAG Rating
			Thompson	<b>ICT Project 9 action 1.9.9 above</b>	by partners including Implementation of Outcome Star		<ul style="list-style-type: none"> <li>• Project Manager appointed to oversee the implementation the E2E review project implementation.</li> <li>• Measurement Impact Task and Finish Group set up to review this.</li> <li>• EHM Implementation Group are feeding in to E2E review. A development plan has been drafted and will be included as part of the new ICT Programme.</li> <li>• Project Scoping session was held with the project manager on 20.7.20</li> <li>• New Governance arrangements to oversee the delivery of programme starting in September.</li> <li>• New target date to be set by Project Board.</li> </ul>		
			Chad Thompson	Cath Dew	<p>Early Help Co-ordinator Operating and Practice Model Sub Milestones</p> <ul style="list-style-type: none"> <li>– Set key timescales and operational procedures for the role</li> <li>– Use Data of Scorecard to direct EHCs work priorities</li> <li>– Consult with key agencies to test EHC offer and approach</li> <li>– Agree promotion of EHC offer across localities / services.</li> </ul>	<p>31/08/20 Revised 31/12/20</p>	<p><b>Update 6 November 2020</b></p> <ul style="list-style-type: none"> <li>• Operational procedures for the role in draft. Document to be signed off by P&amp;EH HoS</li> <li>• Key agencies have been consulted on EHC offer.</li> <li>• Description of EHC document has been completed and Engagement and Communication Plan includes the promotion of the EHC and LP role.</li> <li>• 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.</li> <li>• A Monthly Data Group meeting is to be launched and chaired by Lisa Brett to review the Scorecard and what additional data is required</li> <li>• Data is currently being gathered to help shape service delivery and monitor progress.</li> </ul>		

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	Previous RAG Rating
			Chad Thompson	Cath Dew	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	30/09/20 Revised to 31/03/21	<b>Update 6 November 2020</b> <ul style="list-style-type: none"> <li>Learning from pilot is being fed in to the All Age Early Help Programme and to be reviewed with strategic lead</li> <li>This will feed in to the P&amp;EH strategy.</li> <li>CSMs have mapped out and have revised terms of reference for place panels</li> <li>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.</li> <li>An approach is to be considered for the All age development and how that could be rolled out across the district</li> </ul>		
			Chad Thompson	Lisa Brett	Feasibility and options report on Community (locality based) Social workers to support the development of family engagement and support partners to manage risk and appropriate referrals (Early Help Investment funded)	31/10/20 Revised to 31/03/21	<b>Update 6 November 2020</b> <ul style="list-style-type: none"> <li>This budget has been used to commission the voluntary sector to employ Prevention Key Workers to work in partnership in schools. The post holders will work with families not known to CSC, they will support the TAF and LP and the COVID recovery.</li> <li>Programme Led to provide national research to feed into the options appraisal feasibility study.</li> </ul>		
2.3	Reducing the risk of repeat pregnancies that result in the removal of children from their family (PAUSE style project.)	Service	Andrea Walters	David Stephens	<ul style="list-style-type: none"> <li>Bradford Pause project commissioned</li> <li>Tender selection completed and contract awarded.</li> <li>Bradford Pause Project Board commissioned by Prevention &amp; Early Help Partnership Group.</li> </ul>	30/09/20 Revised 30/11/20	<b>Update 10 November 2020</b> The contract has been awarded to Barnardo's. The mobilisation of the project will begin in October with a view to it commencing on 1 March 2021		
					Mobilisation and contract start	31/03/21			
2.4	Develop and Improve the quality and effectiveness of	Project PEH01	Chad Thompson	Eve Remington	Quality Assurance Framework for Parenting Programmes	complete	<b>Update 17 November 2020</b> <ul style="list-style-type: none"> <li><b>Completed</b> and implemented January</li> </ul>		

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	Previous RAG Rating
	LA Parenting Programmes and Family Support						2020; QA review was completed by Practice Leads in Sept 2020 and the feedback will inform the Parenting and Family Support Project.		
			Chad Thompson	Traci Taylor	Parenting Programmes Staff Competency Framework developed and training commissioned	30/12/20	<b>Update 17 November 2020</b> <ul style="list-style-type: none"> <li>Needs analysis to be carried out in-house with a new role created and not commissioned out externally as previously proposed.</li> <li>a) Timescales Draft job profile completed</li> <li>b) Grading of profile completed</li> <li>c) Advertise role from 23 November 2020 for 2 weeks</li> <li>d) Interviews 7 December 2020</li> <li>e) Candidates in post by 15 January 2021 – this is dependent on candidates notice period</li> <li>f) Assessment and TNA completed for hub one and two</li> <li>g) Training plan developed 14<sup>th</sup> Jan 2021</li> <li>Competency Framework is completed and signed off, in-line with CSC revised practice model.</li> </ul>		
			Chad Thompson	Lisa Bray	Family Support Practice Guide and Outcomes Framework Sub Products <ul style="list-style-type: none"> <li>Family Support Practice Model</li> <li>Early Help Practice Standards</li> <li>Outcomes Framework</li> <li>Staff Competency Framework</li> <li>Family Support Supervision Process &amp; Template</li> <li>Family Support Practice Observation Template</li> <li>Supervision Record Template</li> </ul>	30/06/20	<b>Update 17 November 2020</b> <ul style="list-style-type: none"> <li>Family Support Practice Guidance completed. Guidance aligned with CSC Practice Model</li> <li>Promotion and Launch to be arranged once completed and signed off in-line with CSC Practice Model.</li> <li>Current usage of new framework: This document reflected largely the existing KPIs and practices so Teams will continue to work to those until new CSC model launched. Family Support Practice Guidance to be signed off by the Parenting and Family Support Working Group</li> </ul>		

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	Previous RAG Rating
			Chad Thompson	Lisa Bray	Family Support Audit Process and Templates Sub Product – Audit Tool Template – Audit Guidance	30/06/20	<b>Update 17 November 2020</b> <ul style="list-style-type: none"> <li>Service Managers and Practice Leads have been consulted as part of the development stage of new process and guidance.</li> <li>New audit guidance has been completed and in-line with CSC and YOT.</li> </ul> Audits for September/October and November were carried out by the Parenting and Family Support Team under the new framework but were not moderated by the Audit Team due to capacity.		
2.5	<b>Improve impact /sustainability of Families First transforming and supporting the integration of services around families' needs.</b>	Project PEH07	Chad Thompson	Lisa Bray	Strong performance against Troubled Families targets that maximises payment by results	31/03/21	<b>Update 6 November 2020</b> <ul style="list-style-type: none"> <li>Total claimed £632,000 (779x £800)</li> <li>As of 5/11/020- we have achieved 77% of the 12 month target in 7 months</li> </ul>		
			Chad Thompson	Lisa Bray	An effective plan for implementation and delivery of the TFP 12 month roll over (April 2020- March 2021)	Complete	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>Families First PI and trajectory for outcomes submitted to MHCLG and approved.</li> <li>Financial Framework and Outcomes Plan signed off.</li> <li>Data and Performance Team &amp; Internal Audit have an agreed work schedule for the year to ensure claims are submitted to MHCLG</li> </ul>		
			Chad Thompson	Lisa Bray	High quality commissioned services delivering on TF principles that result in good outcomes for children and families.	Complete	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>CVS, Police commissioned to deliver Families First objectives for 20/21</li> <li>Revised KPIs agreed with partners and contract monitoring schedule planned with Families First Practice Lead</li> </ul>		
			Chad Thompson	Lisa Brett	Development programme for Volunteers to support: a) isolated and vulnerable mothers and fathers to access services /	31/03/21	<b>Update 17 November 2020</b> <ul style="list-style-type: none"> <li>Programme was scoped out and deemed not viable due to current pandemic. The outcome was that due</li> </ul>		

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	Previous RAG Rating
					Befriending b) V Adolescents		to Covid the Volunteers Programme would be high risk due to the Governments Social distance measures.		
			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	<b>Update 6 November 2020</b> <ul style="list-style-type: none"> <li>Core offer developed, commissioned and completed in April. Due to Covid this has been on hold and no toddler groups have met</li> <li>New agreed timescale to start in January 2021</li> <li>Contract has been awarded</li> </ul>		
			Chad Thompson	Irfan Alam P&EH Governance Board	Effective Early Help Systems Leadership <ul style="list-style-type: none"> <li>Governance and Strategic Leadership have shared Values and Vision</li> </ul> Shared accountability that provides support and challenge to embed culture of whole family working / TF principles	31/10/20 Revised to 31/12/20	<b>Update 6 November 2020</b> <ul style="list-style-type: none"> <li>An in-house assessment of the Early Help Systems Guide (EHSG) (Transformation Maturity Matrix) has been completed.</li> <li>A Prevention &amp; Early Help Partnership meeting was held on 15<sup>th</sup> October and an overview of the EH Systems Guide was provided.</li> <li>The EHSG has been issued to partners and their responses on the questions, are due week commencing 09 November 2020.</li> <li>The deadline for submitting the EHSG to the MHCLG is December 2020.</li> <li>The Prevention and Early Help partnership will review partner responses and formulate a plan to respond to the findings</li> </ul>		
			Chad Thompson	Lisa Bray / Amandip Johal	A Children's Workforce Development Plan (training and development opportunities for partners)	30/09/20 Revised to 31/01/2021	<b>Update 17 November 2020</b> <ul style="list-style-type: none"> <li>To be developed with partners and aligned with Early Help Systems Guide outcome in December October.</li> <li>Amandip Johal (QA HoS) to have oversight to maximise L&amp;D procurement opportunities.</li> <li>Align outcome from WFD Assessment</li> </ul>		

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	Previous RAG Rating
							<p>and Early Help Systems Guide Action plan with Bradford Safeguarding Partner Workforce Development programme.</p> <ul style="list-style-type: none"> <li>Prevention and Early Help Partnership met on 15 October and a sub-group has met on 17 November 2020 chaired by Amandip Johal to develop a Workforce Development Strategy and Development Plan for the partnership</li> <li>Based on the outcome of the EHSG this will inform the Workforce Development Plan.</li> </ul>		
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).	30/09/20 Revised to 30/11/20	<p><b>Update 17 November 2020</b></p> <ul style="list-style-type: none"> <li>Job profiling and grading agreed.</li> <li>Advertise role from 23rd November 2020 for 2 weeks</li> <li>Interviews - 7th December 2020</li> <li>Candidates in post - 15<sup>th</sup> January 2021 – this is dependent on candidates notice period</li> <li>Recruited an agency trainer who is currently developing Early Help E-learning modules.</li> </ul>		

**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"> <li>– gaining or dispensing with consent appropriately</li> <li>– what constitutes basic checks and concluding them consistently</li> <li>– improving the initial response to protect vulnerable children including stepping down and closure</li> <li>– collation of information from multiple agencies</li> <li>– Timely completion of child protection enquiries</li> <li>– Making and recording decisions by suitably qualified staff and managers</li> </ul>
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	Previous 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 on-going	<b>Update 05 November 2020</b> <ul style="list-style-type: none"> <li>Continuing to map out practice, procedures and policies have started and will be shared with Task and Finish Group (including SEND).</li> <li>Work has commenced on the domestic abuse Pathway</li> <li>Launched on 1st September new Early Help &amp; Lead Professional registering Early Help Assessments through the Integrated Front Door. The outcome is to reduce referrals to CSC and build families' resilience.</li> </ul>	Amber	Amber
			Chad Thompson	Charlie Lowe	Review and understanding of the current SEND process	Complete	<b>Update 15 July 2020</b> <ul style="list-style-type: none"> <li>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.</li> </ul>	Green	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	Previous RAG Rating
			Chad Thompson	Nabeel Husain	Communication and engagement plan for partners who contribute to the operational function of the IFD and those who provide information and requests for service	Complete	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>HoS Front Door has communicated an engagement plan with key dates set to engage partners and promoted through Storyboard</li> </ul>		
			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	Complete	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>first meeting carried out and meets fortnightly linking to MASH Strategic Group</li> </ul>		
			Chad Thompson	Tracey Lewis	Review of the partner agency staff training programme	30/10/20 Revised to 31/12/20	<b>Update 05 November 2020</b> <ul style="list-style-type: none"> <li>Need to assess timescale and options to complete work with partners once new pathways and procedures have been embedded and new delivery model agreed.</li> <li>IFD Health Check action plan recommendations to include training programme for partners.</li> <li>Review of roles and responsibilities currently being carried out across the IFD Operational Group. Partners will need to identify training that can be escalated and agreed by Strategic IFD group.</li> </ul>		
			Chad Thompson	Nabeel Husain	Development of the new model of practice for staff in the Integrated Front Door	31/10/20 Revised to 31/03/21	<b>Update 05 November 2020</b> <ul style="list-style-type: none"> <li>Task and Finish Group have started reviewing policy, procedures and systems. Work stream schedules have been developed to inform model practice.</li> <li>Early Help Module and Early Help Pathway has gone live from 22 June 2020.</li> <li>Pathways are now in place although waiting for formal sign off of the practice model document (signs of safety) so forms can be reviewed and amended</li> </ul>		
			Chad Thompson	Vicky Smith	Review of the current arrangements for the use of IT systems and intelligence for Early Help and the Integrated Front Door	30/09/20	<b>Update 05 November 2020</b> <ul style="list-style-type: none"> <li>E2E Review project report has been developed and new programme Manager appointed to oversee delivery.</li> <li>Scoping sessions have taken place and have fed into the review of the current</li> </ul>		

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	Previous RAG Rating
							<p>arrangements for the use of IT systems and intelligence for Early Help and the Integrated Front.</p> <ul style="list-style-type: none"> <li>A virtual demo has taken place of the Children's Portal and a timeline of implementation is to be agreed by Project Board. This is being implemented by the ICT Project 4 Improvement of the Children's Integrated Front Door – see 1.9.4 above.</li> </ul>		
			Chad Thompson	Adam Gowland	Review of existing Information, Advice and Guidance (IAG) offer	31/10/20 Revised to 31/03/21	<p><b>Update 05 November 2020</b></p> <ul style="list-style-type: none"> <li>Family Information Service Manager post has now been graded.</li> <li>Stakeholder mapping exercise completed</li> <li>Benchmarked Bradford IAG offer against recognised good practice in other local authorities</li> <li>Outlined IAG vision and steps required in short, medium and long-term to achieve integrated all-age offer in Bradford</li> </ul>		
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.	Complete	<p><b>Update 16 September 2020</b></p> <ul style="list-style-type: none"> <li>New process has been launched in the IFD.</li> <li>DA referrals are being identified and progressed.</li> <li>Outcome of front door health check was positive and detailed how threshold was generally applied consistently</li> </ul>		
			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	<p><b>Update 16 November 2020</b></p> <ul style="list-style-type: none"> <li>The review of MARAC is ongoing</li> <li>The policies and pathways related to domestic abuse are being reviewed and developed by the IFD Operational Group</li> <li>Social Care are represented at meetings although there is a lack of process/ consistency. The recommendations for this are being reviewed before agreement can be sought</li> <li>Recommendations and next steps are due to be completed in December 2020.</li> </ul>		
			Amandip Johal	Traci Taylor	Development of a comprehensive, mandatory training programme to	30/09/20 Revised	<p><b>Update 10 November 2020</b></p> <ul style="list-style-type: none"> <li>Domestic Abuse audit will be completed by</li> </ul>		

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	Previous RAG Rating
					<p>ensure all staff (across all relevant services) are trained:</p> <ul style="list-style-type: none"> <li>– to an appropriate level that provides the right skills and knowledge about domestic abuse.</li> <li>– to recognise the indicators of domestic abuse, specifically relating to the DASH assessment.</li> </ul>	to 31/01/20	<p>the end of December 2020, which will inform training.</p> <ul style="list-style-type: none"> <li>• Proposals regarding training will link into the wider Domestic Abuse system.</li> <li>• We have prioritised the mandatory training for the practice model.</li> <li>• Domestic Abuse training is planned to be completed by the end of Jan 2021.</li> </ul>		
			Lisa Brett	Ruth Davison	<p>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.</p>	30/11/20	<p><b>Update 9 November 2020</b></p> <ul style="list-style-type: none"> <li>• Over £850,000 has been secured from Government Funding and Grant Funders to support survivors of domestic and sexual abuse and their families in the Bradford district.</li> <li>• Union approval has been obtained. The grading panel has taken place and the recruitment will commence upon receipt of the grade.</li> <li>• Further money has been secured from Government circa £40,000 around perpetrator work and further funding has been applied for around Independent Sexual Violence Adviser (ISVA) provision. Bradford have established a West Yorkshire Funding group to set regional priorities and to look to bigger funding pots that may be released.</li> <li>• The Government are progressing funding around the duty to ensure that victims are safely accommodated. Victim definition will include children. There will be new burdens funding pot that will be released next year and a development pot that will be released this year around a needs assessment.</li> </ul> <p>Clarification on update requested</p>		
			Amandip Johal	Amandip Johal	<p>Themed audits undertaken specifically on DA to improve quality of practice and highlight areas of</p>	30/09/20 Revised to	<p><b>Update 10 November 2020</b></p> <p>There will be a slight delay in completing this audit due to other priority areas being</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	Previous RAG Rating
					concern across the child's journey when known to CSC	31/12/20	identified for review. The audit is scheduled to be completed by the end of December 2020.		

DRAFT

**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: <ul style="list-style-type: none"> <li>- robust; focused and specific</li> <li>- include the voice of the child</li> <li>- clear about the support to be offered</li> <li>- include timescales and regularly reviewed</li> <li>- outcomes are being met</li> </ul>
September 2018	Public Law Outline (PLO): <ul style="list-style-type: none"> <li>- must be robust</li> <li>- actions must be specific enough for families to understand what needs to change and by when to prevent escalation</li> <li>- regular reviews of the length of time children are in (PLO)</li> </ul>
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: <ul style="list-style-type: none"> <li>- A clear purpose for visits and work with families</li> <li>- the child's voice and views are heard and responded to</li> <li>- children's specific needs are clear children's voice during any visit is recorded</li> </ul>
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.

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	Previous RAG Rating
4.1	Improve standards and performance of Social Care practice working with children and families known to Children's Social Care	Project SWP01 Project Closure Report signed off at Joint HoS and PMT Projects Board – work now to be embedded through action plan within the WFD Strategy	Caroline Brain	Nabeel Husain Shahnaz Fahria AA Task & Finish Group	Simplified and embedded Allocation of cases process & practice	Complete	<b>Update 14 September 2020</b> • Simplified process completed. • Training and guidance notes relating to scrutiny & challenge will be transferred onto new project as both relate to the Learning & Development Service where there is currently a lack of capacity.		
			Caroline Brain	Nabeel Husain Shahnaz Fahria AA Task & Finish Group	Reviewed, streamline and embedded Child & Family Assessment process & practice.	Complete	<b>Update 14 September 2020</b> • Child & Family Assessment form has been transferred onto LCS and went live on 14 September.		
			Caroline Brain	Mandy Helm Shahnaz Fahria Children in Need Task & Finish Group	Reviewed, up-dated & embedded CIN process & practice	Complete	<b>Update 10 November 2020</b> • The work related to this project has now been completed and has been transferred to become Business as Usual. Closure Report submitted and approved by Deputy Director CSC and HoS 10 November 2020		
			Caroline Brain	Amandip Johal Shahnaz Fahria CP Task & Finish Group	Reviewed, updated & embedded Child Protection process & practice.	Complete	<b>Update 10th November 2020</b> • Introduced new 12 month review & audit tool that will be implemented by CP Chairs. • Developed and implemented process tracker for TM to review CP plans at 12 months. • Reviewed roles & functions of Strategy meetings (TOR) and produced process and guidance plan. • Reviewed policy & procedures and embedded		

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	Previous RAG Rating
							<p>within Tri-X. This will be an on going process.</p> <ul style="list-style-type: none"> <li>Developed new information leaflets for children &amp; families explaining CP. Currently with Comms Service for design &amp; print.</li> <li>The design and implementation for training of CP Chairs/IRO/TM will be transferred across to new project due to lack of capacity within the Learning &amp; Development Service.</li> </ul>		
			Caroline Brain	Richard Fawcett Shahnaz Fahria Children in Care Task & Finish Group	Reviewed, up-dated and embedded Children in Care/Care Leavers process & practice	Complete	<p><b>Update 10 November 2020</b></p> <ul style="list-style-type: none"> <li>The work related to this project has now been completed and has been transferred to become Business as Usual. Closure Report submitted and approved by Deputy Director CSC and HoS 10 November 2020.</li> </ul>		
			Caroline Brain	Mark Trinder	Robust beginning-to-end placement process	Complete	<p><b>Update 10 November 2020</b></p> <ul style="list-style-type: none"> <li>The work related to this project has now been transferred across to the HoS and shall be service led. Closure Report submitted and approved by Deputy Director CSC and HoS 10 November 2020</li> </ul>		

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	Previous RAG Rating
			Caroline Brain	Heads of Service	Governance Process to embed standards of practice	Complete	<p><b>Update 14 September 2020</b></p> <ul style="list-style-type: none"> <li>• 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 &amp; finish groups led by HoS, that incorporate Service Managers &amp; Team Managers. Team Managers have bi-weekly operational team meetings to implement operational delivery.</li> <li>• 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)</li> <li>• Production of a bi-weekly newsletter to improve communications and share best practice with 8 editions now circulated to staff.</li> </ul>		
			Caroline Brain	Amandip Johal Traci Taylor Shahnaz Fahria	Monitoring & Review Framework for Social Care Standards & Practice	Complete	<p><b>Update 10 November 2020</b></p> <ul style="list-style-type: none"> <li>• Monitoring review has been undertaken to track the impact of embedding the new practice standards with report outlining finding due to be circulated to Deputy Director CSC &amp; HoS 27<sup>th</sup> November.</li> <li>• Electronic QA data base has been developed that will centralise and store monthly audits that reflect practice standards, impact and added value of service delivery.</li> </ul>		
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 LGP.	30/09/20 Revised to 30/11/20	<p><b>Update 10 November 2020</b></p> <ul style="list-style-type: none"> <li>• Monthly monitoring of volume of new PLO cases and analysis to understand trends – this is on-going</li> <li>• A report has been completed analysing children that have stepped down and exited pre-proceedings since 1st January for themes, good practice and learning. This has been shared</li> </ul>		

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	Previous RAG Rating
							with HoS on 21.9.20. This will be revisited on 21.12.20		
			David Stephens	Andrea Walters	An effective escalation process developed for all PLO cases that reach 4 months.	Complete	<b>Update 21 July 2020</b> This is now in place HoS review all PLO cases that reach the 4 month stage		
			David Stephens	Andrea Walters	Introduction of a Court Consultant role to support quality and progression of pre-proceedings cases	31/07/20 Revised to 30/11/20	<b>Update 10 November 2020</b> Court Consultants are now in place in Keighley, South and West localities. The final CC will join East in December 2020.		
			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 Revised to 30/11/20	<b>Update 10 November 2020</b> It has been agreed that the thematic audits will not take place and instead full audits of case files will be completed monthly.		
			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.	Complete	<b>Update 16 September 2020</b> The task and finish group is well established and meets fortnightly. Areas of public law work are being systematically reviewed and guidance and templates are being provided to support improvement in practice.		
			David Stephens	Andrea Walters	<ul style="list-style-type: none"> <li>Pilot of assessment plans within care proceedings work</li> <li>Consideration of the use of assessment plans for use during pre-proceedings to enable a focused approach that will evidence clear expectations and targets.</li> </ul>	complete	<b>Update 16 September 2020</b> Pilot of cases now completed and assessment plans will be used for all pre proceedings and care proceedings cases from w/c 21st September		
			David Stephens	Andrea Walters	Review of the PLO letters format, with new guidance to be developed. (To include SMART actions and child impact)	Completed	<b>Update 16 September 2020</b> Following successful pilot of letter templates these will be implemented for use across the department w/c 21st September		
			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	Complete	<b>Update 16 September 2020</b> This continues to be in place and with the addition of two further social workers in the PSC team in September the capacity for further assessments has increased.		

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	Previous RAG Rating
					Law proceedings				
			David Stephens	Andrea Walters	Deep dive audits into the quality of PLO work by the Safeguarding, Reviewing & QA Unit.	30/09/20 Revised to 30/11/20	<b>Update 9 November 2020</b> <ul style="list-style-type: none"> <li>The audit tool is being written and the deep dive audit will commence during November</li> <li>This is still to be completed but on track to begin by end of November</li> </ul>		
			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 Revised to 30/11/20	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>This analysis has been completed and shared with HoS</li> <li>SM will then review and deliver briefing to locality teams managers by 31/12/20</li> <li>DS and locality managers consider the key indicators when reviewing PLO cases during monthly PLO tracker meetings</li> </ul>		
			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 Revised to 30/10/20	<b>Update 10 November 2020</b> <p>Completion of training model on target to be completed by 31 December 2020 and will be ready for delivery.</p>		
4.3	Establishment of Youth Homeless Project Plan	Project	Caroline Brain	Kirsty Askew/ Emma Collingwood	Phase 3 project to be scoped and agreed	TBD	<b>Update 10 November 2020</b> <p>Draft Business Case and Action Plan outlining key deliverables is in the process of being developed and will be submitted to Deputy Director for sign off by 30 November 2020.</p>		
4.4	Review current systems and processes for preventing homelessness	Project	Caroline Brain	Kirsty Askew/ Emma Collingwood	Phase 3 project to be scoped and agreed	TBD	<b>Update 10 November 2020</b> <p>Draft Business Case and Action Plan outlining key deliverables is in the process of being developed and will be submitted to Deputy Director for sign off by 30 November 2020.</p>		
4.5	Identify barriers to maintaining tenancies for care leavers and young people provided with accommodation	Project	Caroline Brain	Kirsty Askew/ Emma Collingwood	Phase 3 project to be scoped and agreed	TBD	<b>Update 10 November 2020</b> <p>Meeting with HoS &amp; Service Manager organised for the 17<sup>th</sup> November to start scoping project (s)</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	Previous RAG Rating
4.6	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	Caroline Brain	Kirsty Askew/ Emma Collingwood	<ul style="list-style-type: none"> <li>Private Fostering Annual report, outlining how Bradford CSC will deliver the national standards for Private Fostering, detailing required activities and timelines in meeting its statutory duties.</li> <li>Robust internal systems and processes that will include: process map outlining each stage of referral, set standards, new Private Fostering Assessment, Guidance Notes for front line practitioners and up to date policy and procedures.</li> <li>Marketing materials that are fit for purpose and can be used within social media platforms, websites and publications, including producing Guidance Pack for those Private Fostering &amp; CYP.</li> <li>ELearning Training programme for frontline practitioners on Private Fostering</li> <li>Monitoring framework to ensure that frontline practitioners are actively identifying and supporting Private Fostering arrangements and the children they are caring for.</li> </ul>	30/03/21	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>The Private Fostering Project Group (PFPG) has been established and has representation from Safeguarding Board, Schools, Localities, CWD &amp; Front Door. The PFPG meets bi-weekly and is led by HoS with programme support. The PFPG will be responsible for producing the PF Annual report and delivering the actions.</li> <li>Terms of reference agreed and signed off</li> <li>Business case &amp; action plan, agreed and signed off by deputy Director CSC and the PFPG</li> <li>Review CYP currently registered on LCS as being PF showed seven cases files. And audit of the casefiles found 5 have been identified that meet the criteria. This is considered very low for a District the size of Bradford.</li> <li>Review undertaken to look at existing systems and processes. This has resulted in: <ul style="list-style-type: none"> <li>Baseline report outlining what works well, what we are worried about, what needs to happen. Shared with PFPG and agreed.</li> <li>Position Statement, submitted to Deputy Director CSC and AD Commissioning &amp; Performance for circulation to CSC staff and Safeguarding Board.</li> <li>Review of existing marketing materials has been undertaken with recommendations being submitted for approval at PFPG meeting on the 27 November 20</li> </ul> </li> </ul>	Yellow	Yellow
4.7	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.	Complete	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>The task &amp; finish group was established in July 2020.</li> <li>Heads of Service have reviewed all cases in their locality areas and identified children and young people who have outstanding life story work.</li> <li>A tender is in progress to commission a</li> </ul>	Green	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	Previous RAG Rating
							specialist service to complete outstanding life story work identified.		
			Amandip Johal	Amandip Johal	<ul style="list-style-type: none"> <li>Examples of good life story work identified (books, later life letters and memory boxes) and agree what good looks like.</li> <li>Selection of good examples available to workforce to help understand how children and young people's journey can be recorded and shared.</li> </ul>	17/07/20 Revised to 30/11/20	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>Examples have been reviewed and are being adapted to meet the 'good' threshold. All examples will be linked to the practice guide and be made available to all staff through on Tri-X.</li> <li>To be signed off by the 20 November 2020.</li> <li>Learning and embedding will be monitored through the audit process.</li> </ul>		
			Amandip Johal	Traci Taylor	<ul style="list-style-type: none"> <li>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.</li> <li>Completion of E-learning training by all social workers and community resource workers.</li> <li>Review of E-learning material with identification of any further training requirements.</li> </ul>	01/08/20 Revised to 30/11/20	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>Outstanding podcast training is being developed for launch on 20/11/2020 together with the E-learning package.</li> <li>E-learning will be mandatory for all staff who will be given a timeframe for completion on launch.</li> </ul>		
			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 Revised to 30/11/20	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>Manager from Fostering is now part of the working group.</li> <li>E-Learning for foster carers has been reviewed and feedback provided to develop further.</li> <li>The launch of the E-learning platform for foster carers is still in review stages and this specific training will not be made available until the platform has been signed off.</li> </ul>		
			Amandip Johal	Vicky Smith	Understanding of the capacity and functionality of LCS to store	01/08/20 Revised to	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>This is linked to the proposed plan to move to</li> </ul>		

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	Previous RAG Rating
					all direct work completed for life story work so that there is always a record on the child's file.	30/04/21	Office 365 under the modern workplace programme within the next 6 months.  <b>Clarification on updated requested</b>		
			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 Revised to 30/11/20	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>Policy and practice guide has been signed off. This will be launched with training and examples of direct work by the 20 November 2020</li> </ul>		
4.8	Review the Practice Model and Framework of social care work	Project SWP02 Project Closure Report to be signed off at December Joint HoS and PMT Projects Board – work will be embedded through action plan within the WFD Strategy	Caroline Brain	Heads of Service	Review of current Social Care practice in Bradford	complete	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>Completed and informing new social care practice and framework.</li> </ul>		
			Caroline Brain	Shahnaz Fahria	Research Social Care Practice Methodologies	complete	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>Completed and informing new social care practice and framework.</li> </ul>		
			Caroline Brain	Shahnaz Fahria	Options paper relating to methodologies	complete	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li>Draft options paper submitted to Deputy Director, feedback received which has been incorporated into new Social Care Practice Model.</li> </ul>		
			Caroline Brain	Phil Hayden Amandip Johal Shahnaz Fahria	New Social Care Practice Model and Framework	complete	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>New Practice Model agreed and signed off by Deputy Director CSC &amp; HoS. This project is now closed with the launch and publication being transferred to the HoS.</li> </ul>		
			Caroline Brain	Heads of Service Shahnaz Fahria	Assessment templates & relevant documentation in CSC capture new practice model and consistent use of language	complete	<b>Update 15 May 2020</b> <ul style="list-style-type: none"> <li><b>Completed</b> – used language from signs of safety</li> </ul>		
			Caroline Brain	Steve Hemming	Marketing materials to promote Practice Model	complete	<b>Update 10 November 2020</b> <ul style="list-style-type: none"> <li>Marketing materials have been submitted to be designed as part of a bundle of materials through comms team.</li> </ul>		

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	Previous RAG Rating
			Caroline Brain	Irfan Alam through WFD Board	Governance process for Practice Model developed	complete	<b>Update 10 November 2020</b> • The Workforce Development Board will oversee the implementation of the Practice Model.		
			Caroline Brain	Amandip Johal	Training Programme on new Practice Model	complete	<b>Update 10 November 2020</b> • Training module has been written and will be launched December 2020		
			Caroline Brain	Amandip Johal	Audit & Review Framework for new Practice Model	31/12/20	<b>Update 10 November 2020</b> • This will be incorporated within the monthly audits carried out by the QA team		
4.9	Supporting children and young people on the edge of Care	Project CIC02 Project Closure Report to be signed off at December Joint HoS and PMT Projects Board – work will be embedded through the action plan within the Sufficiency Strategy for BPP	Kal Nawaz	Jean Mawdsley	A detailed need and demand appraisal of the Edge of Care response to inform the new operating model	Complete	<b>Update 15 May 2020</b> • 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 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	Complete	<b>Update 15 May 2020</b> • 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		
			Mark Trinder	Mark Trinder	Outcomes Framework and Core Offer for Edge of Care response agreed across partners.	12/06/20 Revised to 30/09/20	<b>Update 11 November 2020</b> • 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.		

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	Previous RAG Rating
							<p>This is to be piloted with Early Help practitioners in October 2020.</p> <ul style="list-style-type: none"> <li>A draft strategy including an outline of the core offer produced for sign off at the meeting of the Heads of Service on 15/09. This 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 Authorities in delivering 'edge of care' services which may be re-labelled as 'BPP Edge of Care' response in Bradford</li> </ul>		
			Kal Nawaz	Mark Trinder	Report on business case for change to create all-age Edge of Care response.	17/06/20 Revised to 15/09/20	<p><b>Update 11 November 2020</b></p> <ul style="list-style-type: none"> <li>Information prepared for consideration by DMT and 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.</li> <li>A draft strategy which includes details of the core offer for which the budget has now been confirmed for 2 years.</li> <li>The business case includes a proposed structure, job roles and costings to increase the capacity and skills of the workforce and this was scheduled for sign off at the Heads of Service meeting on 15/09.</li> <li>A suite of documents includes a referral pathway, a referral form, the proposed delivery of services and the Universal Outcomes Framework for 0-19s as a tool to aid assessment and interventions</li> </ul>		

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	Previous RAG Rating
			Kal Nawaz	Mark Trinder	Acquisition of accommodation to support children and young people with acute needs on the Edge of Care.	TBC Date required	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Finance and Head of Service (HoS) presented report to Project Appraisal Group (PAG) to secure initial endorsement of £1 million for B Positive Pathways premises to facilitate relocation of The Willows.</li> <li>Executive Committee meeting held on 07/07/2020 approved the allocation</li> <li>Potential premises identified but awaiting further information on costs and timescales to refurbish.</li> <li>Valuation received for Francis House and Condition Survey requested but on hold due to Covid. Estates currently enquiring if condition surveys have been reinstated</li> </ul>	Yellow	Yellow
			Kal Nawaz	Mark Trinder	Realignment of current Children's Services against agreed Edge of Care offer.	30/12/20	<b>Update 11 November 2020</b> <p>Some delay due to HR processes</p> <ul style="list-style-type: none"> <li>A structure and costs for the reconfigured service developed</li> <li>A job profile for a new Deputy Service Manager post submitted for grading</li> <li>An Implementation Plan produced</li> <li>This area of work is closed and will be led by the Head of Service and the Service Manager for Residential Services for implementation with the support of the newly appointed Programme Manager for BPP</li> </ul>	Red	Yellow

**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	Previous RAG Rating
5.1	Placement Quality and Sufficiency of Provision for children in care	Project CIC01 Project Closure Report to be signed off at December Joint HoS and PMT	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.	Complete	<p><b>Update 11 November 2020</b></p> <ul style="list-style-type: none"> <li>Analysis of high cost placements completed fully on 11 cases by 30/06/20 and partial reviews undertaken on a further 5 cases totalling 16 of the 30 initially selected to identify potential to provide more appropriate and/or less costly placements</li> <li>The process involved a full case audit in discussion with relevant colleagues. A standard template for feedback to Deputy Director was completed for each case subjected to a full analysis and used in 1 to 1 sessions with Heads of Service.</li> <li>Identified potential cost savings in 3 out of 16 cases scrutinised to achieve potentially c. £1million in savings pa. Appraisal also highlighted role of significant other partners and services</li> </ul>	Green	Yellow

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	Previous RAG Rating
		Projects Board – work will be embedded through the action plan within the Sufficiency Strategy					<p>beyond Social Care and the impact of practice on the child/young person</p> <ul style="list-style-type: none"> <li>• Learning seminars arranged for team managers and Placement Co-ordination representatives at the end of September 2020 and January 2021 to share outcomes and identify how approaches can be embedded in practice going forward.</li> <li>• A paper summarising the themes has been prepared to accompany the presentation and the individual anonymised case reviews for handover to the service to embed the process.</li> <li>• Finding informing Placement cost analysis and commissioning work detailed in action 1.2 (Financial Management and Value for Money)</li> </ul>		
			Kal Nawaz	Mark Trinder	Peer review to understand current fostering practice and arrangements	Complete	<p><b>Update 15 September 2020</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Service Manager has started a programme of work to make improvements as reflected in the draft Sufficiency Action Plan</li> </ul>		
			Kal Nawaz	Mark Trinder	Implementation of recommendations from the Fostering peer review to contribute to sufficiency, quality and service improvement	Complete	<p><b>Update 17 September 2020</b></p> <ul style="list-style-type: none"> <li>• 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 /</li> </ul>		

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	Previous RAG Rating
							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	TBC Date required	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Review by Local Partnerships completed. Combined with the Sufficiency strategy analysis Part 1, information collated from Leeds and sourced from other LAs and intelligence gathered by newly recruited Service Manager has been used to inform the development of the proposed structure, scope, capacity, roles and responsibilities of the Placement Co-Ordination function.</li> <li>Proposed structure shared with Unions. Change to be progressed to implementation by the Service.</li> </ul>		
			Kal Nawaz	Lisa Brett	Options Appraisal for Supervised Contact to consider the effective use of resources	Revised 30/11/2020	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>Service model and costings in draft to be presented to Deputy Director and HoS on 8 December with milestone plan for implementation for consideration</li> </ul>		
			Kal Nawaz	Mark Trinder	Business case for Placement Co-ordination to function efficiently and improve placement matching	Complete	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>The Final Report and Recommendations were provided by Local Partnerships as agreed with the Deputy Director</li> <li>The Report detailed 28 Recommendations in total relating to the following themes couched in an action plan: <ul style="list-style-type: none"> <li>Process: Efficiency, Organisation, Alignment and Value for Money;</li> <li>Procurement: Supply, Cost and Framework management and</li> <li>People: including culture, relationships, performance and structure</li> </ul> </li> <li>The business case for investment in Placement Co-ordination was negotiated</li> </ul>		

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	Previous RAG Rating
							and agreed between the Deputy Director and the relevant Head of Service <ul style="list-style-type: none"> <li>• Service Manager recruited</li> <li>• Staff structure reviewed and proposals for change drafted</li> <li>• IT system to support increased automation designed to facilitate more efficient placement search and matching</li> <li>• Priority 1 meetings between Placement Co-ordination and SW teams instigated</li> </ul>		
			Kal Nawaz	Mark Trinder	Commissioning of placements which is needs led and demand driven.	Complete	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>• Developments to be taken forward as part of the overall review of Children's Commissioning section 1.2 (Financial Management and Value for Money)</li> </ul>		
			Kal Nawaz	Mark Trinder	Report on options to create sufficiency of local provision to meet the needs of Children in Care and Leaving Care	Complete	<b>Update 15 September 2020</b> <ul style="list-style-type: none"> <li>• Will be informed by the Sufficiency Strategy and review of Commissioning and detailed in the Sufficiency Strategy Action Plan</li> </ul>		
			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	<b>Update 11 November 2020</b> <ul style="list-style-type: none"> <li>• Service Manager has continued to progress the development of a QA process as part of provider management. The documentation is in development and an interactive recording mechanism has been created. The Service Manager accompanied by a team colleague undertook the first on site visit to one of the block providers and initiated the dialogue to schedule regular quarterly meetings.</li> <li>• Service Manager has also engaged with Council's Housing Standards service who undertake inspections of private properties. Housing Standards now in process of carrying out checks on our current post 16s providers.</li> <li>• Unregulated settings will now be subject to a formal Housing Regulation visit to</li> </ul>		

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	Previous RAG Rating
							<p>assess the suitability of properties for our purposes</p> <p><b>Update 15 September 2020</b></p> <ul style="list-style-type: none"> <li>• 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></li> <li>• This will be informed by discussions and agreement with Placement Co-ordination, the Virtual School and placement providers to ensure Children in Care &amp; Care Leavers in all placements access appropriate services. Not yet started.</li> <li>• This work will be progressed through the new multi-agency Children in Care and Care Leavers Partnership</li> </ul>		
			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			
5.2	<b>Placement Quality and Sufficiency Strategy (to include Adopter and Fostering recruitment)</b>	Project STRAT 01 <b>This project will be closed on publication of the Strategy. Key Actions from the Strategy to be incorporated in this Improvement Plan to monitor progress</b>	Richard Fawcett	Richard Fawcett	<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"> <li>• Social Care practice</li> <li>• Placement co-ordination</li> <li>• developing the market and contracting (Commissioning) for: <ul style="list-style-type: none"> <li>– Bradford residential provision</li> <li>– Bradford fostering</li> <li>– Parents / SGOs</li> <li>– IFAs</li> <li>– Other residential</li> </ul> </li> <li>• workforce development (CSC and Fostering)</li> <li>• Partners response and accessibility to services for needs (specific and ages and stages) – emotional; mental, social and</li> </ul>	Complete	<p><b>Update 16th July 2020</b></p> <ul style="list-style-type: none"> <li>• First draft completed 27/04/20</li> <li>• Placement analysis complete 11/05/20</li> </ul> <p><b>Update 16 November 2020</b></p> <ul style="list-style-type: none"> <li>• Consultation with partners took place. Consultation with key internal stakeholders took place.</li> <li>• Revisions to draft strategy are being presented to CMT on 16.12.20 and if the strategy is accepted it will be signed off.</li> </ul>		

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	Previous RAG Rating
					educational <ul style="list-style-type: none"> <li>• Permanence – tracking and recruitment</li> <li>• Establish and agree Governance – two fold a) progress of the strategy and review of b) impact</li> </ul>				
5.3	<b>Corporate Parenting Strategy</b>	Project STRAT 01 This project will be closed on publication of the Strategy. Key Actions from the Strategy to be incorporated in this Improvement Plan to monitor progress	Richard Fawcett	Richard Fawcett	Review current work underway and develop strategy and action with effective governance	30/11/20	<b>Update 16 November 2020</b> <ul style="list-style-type: none"> <li>• Consultation took place and draft CIC and Care Leavers Strategy being presented to CMT on 16.12.20</li> </ul>		
5.4	<b>Permanence and Care Leavers Strategy</b> Now incorporated in Sufficiency and Corporate Parenting Strategies respectively	Project STRAT 01	Michael Nugent	Michael Nugent	Review from Sufficiency assessment and analysis develop strategy and action with agreed governance		See 5.2 and 5.3		

## 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
<b>The Lived Experience</b> 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"> <li>• Children and young peoples' needs and wishes are being considered in case work and evidenced through case audits</li> <li>• Children and young people are being consulted on core documents and changes in social care practice through the improvement work plans</li> </ul>

Theme	Development areas	Progress to March 2020
<b>Prevention and Early Help</b> 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	<b>We have:</b> <ul style="list-style-type: none"> <li>• Tested and trialed 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</li> <li>• 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.</li> <li>• Worked with partners to agree the development of the Lead Practitioner role and functions.</li> <li>• Developed the recruitment and support package for Early Help Coordinators (EHC) with agreed training. Appointed 12 EHC with induction commenced</li> <li>• Started to develop a Communications plan to promote the same consistent message of Early Help and Family Hubs.</li> </ul>
	Develop and improve the quality and effectiveness of LA Parenting Programmes and Family Support	<b>We have:</b> <ul style="list-style-type: none"> <li>• Implemented a new Practice and Quality Assurance Framework for Parenting Programmes</li> <li>• Developed a competency framework for Parenting Workers to deliver effective practice</li> <li>• Drafted a Practice model for Family Support providing a recognised framework for practice which supports staff to be confident in their work with families.</li> <li>• Engaged with Practitioners to gather feedback on new framework during implementation phase</li> <li>• 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.</li> </ul>

Theme	Development areas	Progress to March 2020
	Improving the impact and sustainability of Families First (Troubled Families)	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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"> <li>– 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;</li> <li>– £1,297,600 income generated to support service transformation and early help for families in 12 months; 72% improvement over the previous year;</li> <li>– Improved partnership working, better information sharing, more analytic capacity and improved strategic leadership have contributed to this success</li> <li>– Improving and sustaining the impact of this programme is integral to the Children’s Service Innovation and Improvement Programme</li> <li>– 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.</li> </ul> </li> </ul>

Theme	Development areas	Progress to March 2020
<p><b>Improving the Front door and MASH arrangements</b></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><b>We have:</b></p> <ul style="list-style-type: none"> <li>• Had the End 2 End review scope approved in February 2020 at the ICT Projects board.</li> <li>• Started to develop the Capital Programme components, as agreed in the Programme Brief which was approved at the ICT Project Board in March 2020.</li> <li>• 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"> <li>– Children in Need Plan</li> <li>– Child Protection Plan</li> <li>– Initial Child Protection Conference Minutes Form</li> <li>– Permanence Planning Functions</li> </ul> </li> <li>• Planned for all forms to be added to the test system in April, subject to Social Care Testers approving systems functionality.</li> <li>• Identified Liquid Logic system development areas to be incorporated into a longer term development plan.</li> <li>• 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.</li> </ul>

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"> <li>• Collated the business requirements relating to the requirement for a new Auditing database.</li> <li>• Obtained previous costings and business benefits for Liquid Logic hosting solution.</li> <li>• Held meetings with social workers and managers to gather and extrapolate Smart Storage requirements to endorse new working and data storage protocols.</li> <li>• Reviewed mobile working practice across Social Care and shared recommendations with ICT to inform new mobile working arrangements.</li> </ul> <p><b>We have:</b></p> <ul style="list-style-type: none"> <li>• Held two workshops with partner involvement to establish and review gaps analysis in current practice and processes within the Integrated Front Door.</li> <li>• Established a Task and Finish Group to further develop the Integrated Front Door.</li> <li>• Improved understanding of the roles and functions of the Integrated Front Door.</li> <li>• Mapped the current process and model of practice of the Integrated Front Door.</li> <li>• Started to understand the Special Educational Needs and Disability process and develop specific practice through the Integrated Front Door.</li> <li>• 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.</li> <li>• Improved the collection of joint intelligence and effective decision making to support children and families to receive the right support as early as possible.</li> </ul>

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

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

Theme	Development areas	Progress to March 2020
<p><b>Improving management oversight and quality assurance.</b></p> <p>Strengthening management grip at all levels.</p>	Workforce Recruitment, Retention and Capability	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>• The core leadership has been strengthened through the recruitment of permanent Heads of Service.</li> <li>• 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</li> <li>• Reviewed social care tasks that can be transferred into other roles to release capacity within the system.</li> <li>• Established a Staff Task &amp; 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"> <li>– Completed the review of job profiles for the following posts: <ul style="list-style-type: none"> <li>– Community Resource Workers</li> <li>– Contact Supervisors</li> <li>– Child Advisors</li> <li>– Created new job profile for Personal Advisor for Care Leavers and submitted to be evaluated.</li> </ul> </li> </ul> </li> <li>• Reviewed “Bradford’s Offer” to encourage social work practitioners to apply to</li> </ul>

Theme	Development areas	Progress to March 2020
		<p>work for Children's Services.</p> <ul style="list-style-type: none"> <li>• Drafted a business case outlining a proposal for new "Bradford Offer" incorporating golden hello payment, parking subsidy, relocation allowance &amp; annual social work subscription. Requires consultation and costing</li> </ul>
	<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><b>We have:</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Embedded Annex A reporting requirements within performance framework with key performance indicators.</li> <li>• 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</li> </ul>
	<p>Performance across core indicators to improve practice; reduce drift and delay and work is underway to address this.</p>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>• Improved understanding of the ILACS framework with CSC teams.</li> <li>• Improved compliance for audits.</li> <li>• Starting to see improving compliance across key performance indicators.</li> <li>• Consistency in grading with moderation supporting this.</li> <li>• Introduced "lunch and learns" across social care teams</li> <li>• Conversations between auditor and social workers reflect good understanding of child's needs</li> </ul>
	<p>Workforce Development Strategy for Social Work and Social Care Leaders</p>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>• Reviewed the policy and research literature that examines workforce issues in social care and allied professions</li> <li>• Consulted with workforce development, training and education specialists</li> <li>• Surveyed and consulted with the current workforce</li> <li>• 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.</li> <li>• 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.</li> </ul>

Theme	Development areas	Progress to March 2020
<p><b>Improving outcomes for Children in Care</b> 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><b>We have:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Studied examples of best practice from other Local Authorities for Contact service to support internal review of Contacts</li> <li>• Agreed the specification of Local Partnerships (LP) to undertake a review</li> </ul>

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"> <li>Scheduled all stakeholder interviews, initially face to face, now via teleconference.</li> <li>Collated and shared key documentation with LP on placement procurement process, providers, costs and staff resources</li> <li>Scheduled process discussions with stakeholders to consider alternative options for Placement Co-ordination.</li> </ul>
	<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><b>We have:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Plans are in place to reassess and prepare a number of discharge applications</li> <li>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"> <li>Children are being placed out of area because:                   <ul style="list-style-type: none"> <li>No viable alternatives or spaces in Bradford</li> <li>Challenging behaviour that our in-house residential cannot manage</li> <li>CSE/exploitation issues happening in Bradford</li> </ul> </li> <li>Identified that data does not always correlate across the financial systems in place and their improvements are required in the financial monitoring procedures</li> <li>Identified that case work practice has impacted on children and families, including:                   <ul style="list-style-type: none"> <li>Drift and delay due to multiple social worker changes</li> <li>Poor decision making regarding priorities for the child</li> <li>Lack of therapeutic availability</li> <li>Lack of family support/relationship building for Children in Care</li> </ul> </li> </ol> </li> </ul>
	<p>Placement Quality and Sufficiency Strategy (to include Adopter and Fostering recruitment).</p>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>Reviewed the statutory duty, regional comparative research and revived work on this subject begun in 2019</li> <li>Formed a 'Task and Finish' group to examine the precise cost of placements by type and location</li> <li>Begun a detailed examination of Bradford's population of children in Care, relative to other areas and children as a whole</li> <li>Begun a review of systems that support the achievement of sufficiency, such as databases of foster carers and placement providers.</li> </ul>