



Children's Services Improvement Plan

Lead author	Phil Hayden
Revised	February 2021
Progress update	August 2021

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 Sue Duffy - 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 six monitoring visits from Ofsted, the last one in April 2021, 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.

Following the Ofsted assurance visit in December 2020 and the subsequent letter being published, this Improvement Plan has been further refreshed to reflect the priorities in the coming 9-12 months, building on the work undertaken since April 2020.

The previous version of this plan showing progress and impact to March 2020 and throughout April to December 2020 can be seen in the revised version of the plan using this link bradford.gov.uk

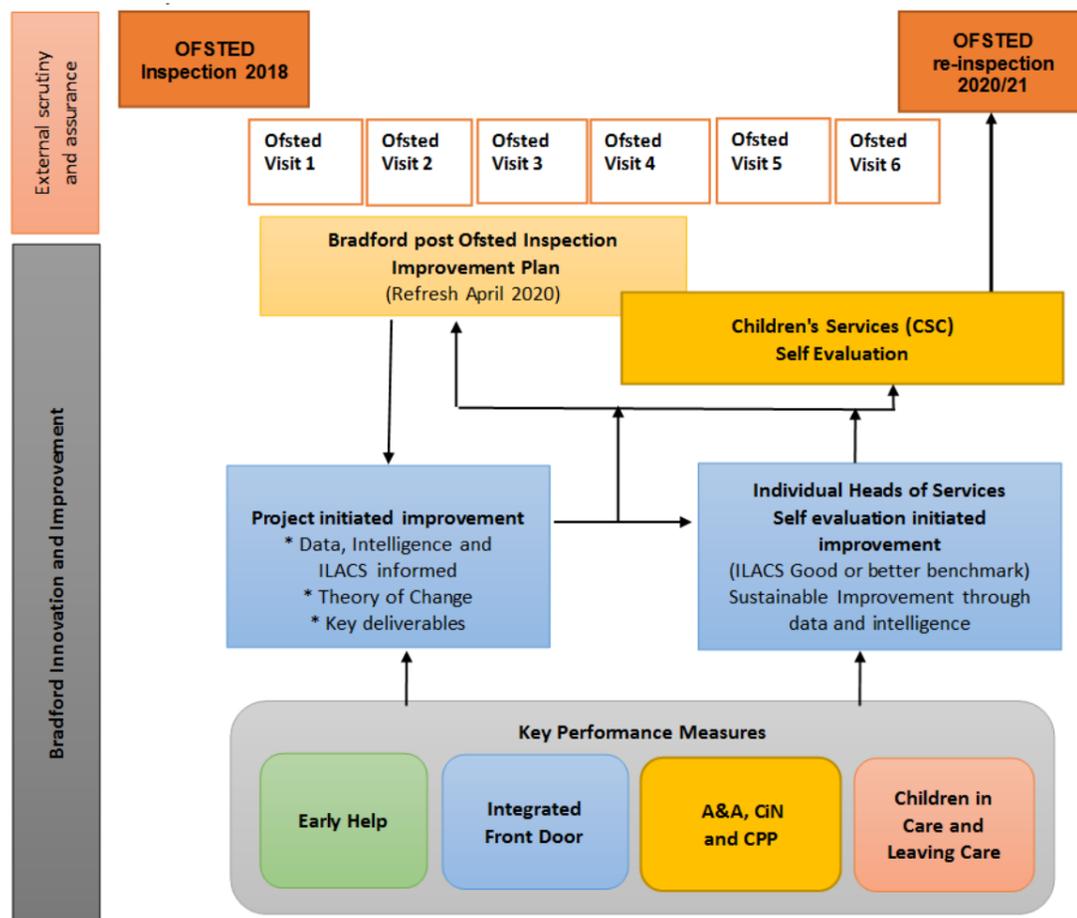
How the new plan is being informed and delivered?

Our Framework for Improvement

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

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

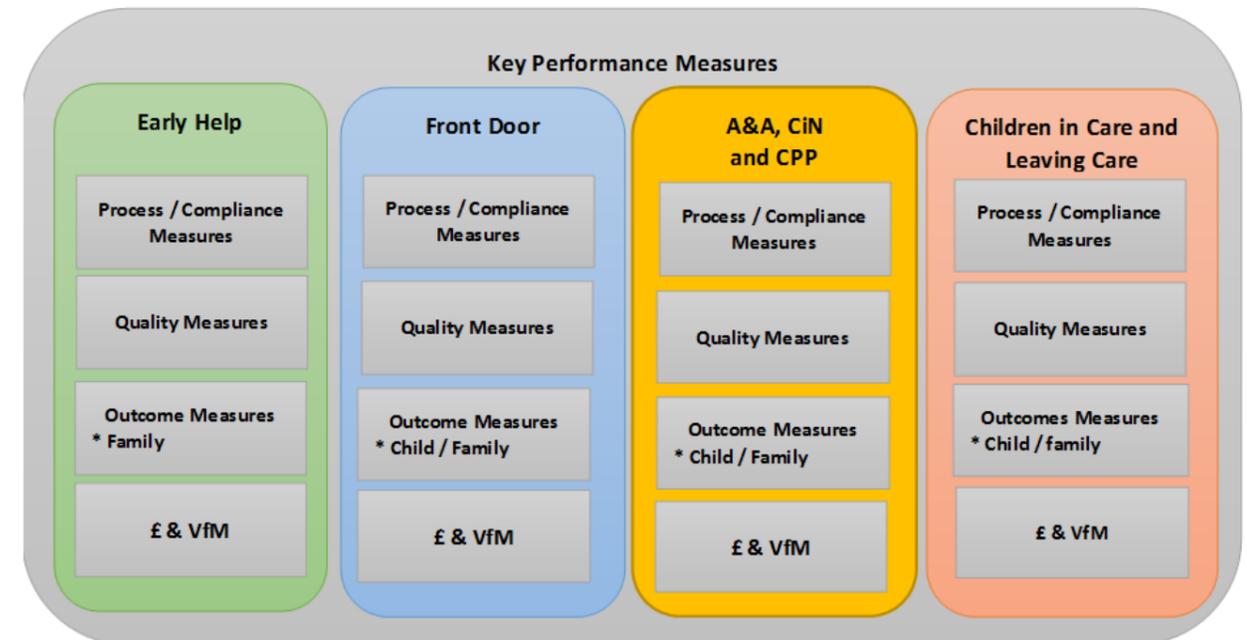
Together the two strands of improvement activity will deliver Bradford's post Ofsted Improvement Plan and provide a robust assessment of what we do well, where we need to improve and what we are doing to achieve it.



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

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

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



Governance of the Improvement Plan and Outcomes

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

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

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

Measuring Progress from improvement activity and Impact and Outcomes from practice

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

Tasks and/or outcomes have not been met or timescale slipped.	RED
Tasks and/or outcomes are on track; milestones met but not completed; timescale re-negotiated <i>(consider a red RAG rating if the pace of progress against the 'expected deliverables' will have an adverse impact on outcomes for Children & Young People)</i>	AMBER
Tasks and outcomes are completed; performance is on target	GREEN

Sitting alongside the Improvement Plan are a range of indicators from the four scorecards available in the Vital Signs and Audit reports which enable the Programme Board and Improvement Board to support and challenge progress in terms of Performance; Outcomes and Quality of services and practice.

Our Children’s Improvement Themes and revised Action Plan

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

Action Plan and how it has been configured

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

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

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

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
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
Ofsted Assurance Visit 2020	<ul style="list-style-type: none"> - F5d. Leaders have taken steps to strengthen processes supporting management oversight and supervision, although the impact of these changes on the quality of practice is not consistent. - F8. Children’s progress is hindered by too many changes of social worker and poor planning. Management oversight of children’s cases has been more regular in recent months. However, a lack of sufficient challenge and direction makes it harder to drive change within families and improve outcomes for children. - F10 Leaders have acted to strengthen legal planning and the quality of the monitoring of work undertaken before legal proceedings. However, oversight is still not robust enough to prevent drift for some children who are the subject of pre-proceedings and care proceedings. - F16. Children’s emotional well-being needs are understood but are not always provided for in a timescale that meets their needs. Waiting times for child and adolescent mental health services (CAMHS) are unacceptably long. - F24. Improvements to quality assurance and management information are giving leaders a clearer line of sight to practice. The service’s audits tell them that a significant majority of work is still not meeting their own basic standards. - F25a. the greatest risks to ongoing improvement remains the challenge of recruiting to permanent social work posts, and in stabilising the workforce. While they have achieved some recruitment success

	<ul style="list-style-type: none"> - for specialist and management posts, the service remains heavily reliant on agency social workers. - F25b. The pandemic has hindered the delivery of face-to-face training for staff on new practice standards and associated form templates. This is a key part of the improvement plan.
April 2021	<ul style="list-style-type: none"> - Much of this delay is attributable to the numerous changes of social worker and team manager on children's cases. This has had a very real impact: delaying the progression of children's cases; making children subject to statutory services for too long; children's needs not being assessed and identified, and risk not being reduced quickly enough. Social workers told inspectors that it has also impacted on children and families being able to trust in their worker and has hindered meaningful relational social work practice. - Some older children have become disengaged and frustrated by the numerous changes of social worker and the necessity of repeating their story many times. This stop-start approach has meant that the new worker has had to earn trust and persist with engaging the child, which can take time. - Learning from moderation is less effective when it is done, with a significant time lag from the audit. - An increasing number of audits are undertaken collaboratively with social workers. However, the learning from audit and moderation is not always evidenced in supervision, which is a missed opportunity to ensure that audits are influencing practice development for staff and managers. - Social workers told inspectors that senior managers are available and approachable and that their supervision is regular, providing a helpful space to talk and think about children's cases. However, the written record is not as successful in demonstrating this level of reflection.

Item No.	What we are doing	Expected Deliverables	Responsible Person	Who will lead this	How we do it Project or Service / Partner action	Date for completion	Date & Progress Summary	Current RAG Rating	Previous RAG Rating
1.1.a	Improve the participation of children and young people receiving an early help response through Lead Practitioner and Team Around the Child or support through CSC	Appoint Participation Coordinator to lead on participation and engagement work	David Johnston	Amandip Johal	Service	31/03/21 Revised to 31/07/21	Update 31 August 2021 This is now complete. Participation Coordinator starts in Sept.		
1.1.b		Develop a Participation and Voice Strategy and Action Plan	David Johnston	Amandip Johal Helen Cliffe Emily Rhodes	Service	30/06/21	Awaiting reassignment		
1.1.c		CIC Strategic Group will demonstrate that services and agencies are focused on and prioritise the needs of CIC and care leavers	David Johnston	Deepti Kalam Hunter	Service	30/09/21	Update 31 August 2021 A multi-agency operations group has been established to look at ensuring that arrangements for Children in Care are prioritised by resolving 'barriers' together.		
1.2.a	Ensure Basic Processes for commissioning and contracting services are in place	Produce a contracts register that details the full range of contracts in place that support CSC and education services	Richard Fawcett	Mary Ryan	Service	28/02/21	Complete April 2021		
1.2.b		Produce a forward plan and Risk Register to ensure contracts are in place to manage the demands and expectations of CSC and education	David Johnston	Mary Ryan	Service	31/03/21	Update requested		
1.3.a	Increase and Improve the capacity & capability of the commissioning team and services	Review contract management Capacity & Capability to develop a case for resources and training and development	David Johnston	Mary Ryan	Project	31/03/21 Revised to 31/05/21	Update requested		
1.3.b		Identified roles and responsibilities for commissioning and contracting and produce a	Richard Fawcett	Frank McGhee	Project	31/05/21	Complete June 2021		

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	contracting and performance managing of external services	practice guide and framework for children's services commissioning and contract management							
1.4.a	Work with partners to progress Joint Commissioning arrangements to make best use of resources and target provision to agreed needs and outcomes	Develop a commissioning framework co-designed and agreed with partners.	Frank McGhee	Frank McGhee	Project	30/09/21 Revised to 31/10/21	Update 20 August 2021 Initial draft completed. Engagement with partners planned for September and October		
1.4.b		Develop a Joint Contract Register and Resources Plan with partners – work commenced on 0 to 5 years then extend to all age	Frank McGhee	Frank McGhee	Project	30/09/21	Update 20 August 2021 Work on 0-5 is close to completion. 5-25 work underway with partners.		
1.4.c		Review and recommendations of emotional mental health and well-being support for CIC linked to SDQ and across children's journey Included in 1.4a above	Frank McGhee	Frank McGhee	Project	28/02/21 Revised to 30/09/21	Update 20 August 2021 Workstream established and meetings held. The current pathway has been mapped. Good partnership engagement.		
1.4.d		Complete JSNAs for Young People known to the YOT to review commissioning of services and further improvements within the YOT development plan	Lisa Brett	Stu Barratt	Service	30/04/21 Revised to 30/06/21	Update requested		
1.5.a	Improve Financial Management and Value for Money approaches within Children's Services	Development and implementation of the Efficiency & VfM Plan 2021/22	Frank McGhee	Raj Singh	Project	30/03/21 Complete	Complete April 2021		
1.5.b		Improving Financial Management arrangements and controls within CSC; e.g. <ul style="list-style-type: none"> • Payment mechanisms to children, YP and families; • scheme of delegation • Supporting managers in their role as budget holder and effective use of resources (embedding the financial section of the Perf and QA framework) 	Frank McGhee	Raj Singh	Project	Ongoing 30/09/21	Complete June 2021		
1.5.c		Review of the 4 scorecards to finalise indicators for financial management, control and VfM. Include benchmarking with Stat Neighbours and England Average as appropriate	Phil Hayden	Frank McGhee	Project	30/04/21	Complete June 2021		
1.6.a		Assessment of current information.	Phil Hayden	Heidi Hardy / Anna Frater	Project	31/01/21 Revised to 31/03/21	Complete May 21		

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1.6.b	Progress the Children's Digital Information Project to improve information available across all children's webpages both internal and external to make it more accessible and relevant for young people / public / parents / carers / practitioners.	Agree and implement governance for all digital information.	Phil Hayden	Heidi Hardy / Anna Frater	Project	28/02/21 Revised to 28/07/21 Revised to 30/09/21	Update 23 August 2021 Website design principles and governance practice guidance is in final stages of development and will be implemented in September once examples of newly created pages are included. The guide will include a clear process flow for web content authors.		
1.6.c		Re-design and develop the digital information systems to make them accessible for a range of stakeholders including web pages, front facing portals/landing pages and search tools both on Bradford.gov and Bradnet and associated links both in-house and external websites including the Safeguarding Partnership.	Phil Hayden	Heidi Hardy / Anna Frater	Project	31/08/21 Revised to 31/01/22	Update 23 August 2021 <ul style="list-style-type: none"> EIA approved and signed off by the project Steering Group. A test site (Beta site) has been created for the external facing webpages and will be used to develop the new landing pages and content prioritisation. An automated expiry date system for webpages is in development. Work is underway on a priority basis of page content to be re-written using the new web practice guide. The IT project board are aiming to undertake as much development as possible, however it is recognised that this is an extensive piece of work and the activity may not be completed until the end of the year or early 2022. 		
1.6.d		Promotion and launch of the re-designed webpages.	Phil Hayden	Heidi Hardy / Anna Frater	Project	30/09/21	Update 23 August 2021 Comms plan being updated along with web content author training plan. Updates will be sent out as the project moves along.		

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1.7.a	Prioritisation and roll out of ICT equipment and software for Windows 10 and Microsoft Teams	Identify existing ICT equipment and job roles as part of the prioritisation process.	Dominic Barnes-Browne	Matt Townley	Corporate	28/02/21	Complete May 2021		
1.7.b		Develop and implement comms to support awareness in the new ways of working.	Dominic Barnes-Browne	Matt Townley	Corporate	28/02/21	Complete May 2021		
1.7.c		Support / manage asset register, distribution and return of unsupported equipment within Children's Services.	Dominic Barnes-Browne	Matt Townley	Corporate	31/03/21	Complete May 2021		
1.8	Implementation of Windows10 and Microsoft Teams	<ul style="list-style-type: none"> Microsoft SharePoint Online / Hybrid Microsoft OneDrive Microsoft Teams, to include; Conferencing as priority, i.e. first, with the other areas of Teams functionality to be deliver subsequently Microsoft Office 365 Client Suite 	Dominic Barnes-Browne	Matt Townley	Corporate	31/03/21	Complete June 2021		
1.9	Manage the supply of ICT equipment through minor work to support the staff churn within Children's Services x250	Work closely with colleagues in CSC and HR to plan for staff churn based on recruitment and retention plans	Dominic Barnes-Browne	Dominic Barnes-Browne	Corporate	Ongoing	Update 24 August 2021 Resources and process in place to deliver as Children's move to permanent based staff.		
1.10.a	ICT Project 1 Develop and strengthen Programme and Project Governance by improving the processes, documentation and embedding this within the Children's Service formally	<ul style="list-style-type: none"> Decision on priorities in the change of Programme Scope Continue with restructure of System Support Model Continue to strengthen governance with formal Project structure. Review and alignment of statutory, regulatory, management performance reports against Children's Services systems and requirements. 	Dominic Barnes-Browne	Vicky Smith	Corporate	30/03/21 Revised to 30/04/22 Continuous improvement ongoing	Update 5 August 2021 <ul style="list-style-type: none"> Children's System Management roles have position numbers and will be advertised for recruitment. IT Services progressing with the additional resource for scope agreed – Project Analysts closing date early August, Children's Application Technical team start 23rd August and an additional contractor has been appointed. Performance indicators have been identified for reporting requirements and these have 		

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							<p>been mapped across the system for required system developments.</p> <ul style="list-style-type: none"> Performance also have the requirements for what has been developed within the system and will complete the development of the reports. Continuing to develop a template for online System training (Chronologies) this is to provide standardised system training and best practice for end users. 		
1.10.b	<p>ICT Project 2 Develop and simplify the LCS system to ensure that Social Workers can record activity effectively and 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.</p>	<ul style="list-style-type: none"> 11 SW Forms including CP, CIN, CLA, Permanency Supervision Defined pathway and implementation of forms for: <ul style="list-style-type: none"> Foster Care & Adoption Public Law Outline(PLO) Youth Homelessness & Prevention Unaccompanied Asylum Seekers Private Fostering Emergency Duty Team improvements Defined pathway and forms for: <ul style="list-style-type: none"> Family Group Conferencing Family Support System Residential Services Adoption 16+ Care Leavers <p>For all of the above to include the performance reporting improvements, end user training and governance</p> <ul style="list-style-type: none"> Reviewed LADO infrastructure trays and security Reviewed & improved standard workflow for SDQ & PEP 	Dominic Barnes-Browne	Vicky Smith	Corporate	01/01/23	<p>Update 5 August 2021</p> <ul style="list-style-type: none"> LCS and EHM has been upgraded to V15.03 for fixes and new functionality. Further CIN/CP client configuration has been implemented. The following forms have been built, tested and implemented into the Live environment: <ul style="list-style-type: none"> CP Review CP Outcome CP Minutes Fostering Supervision Closure form EU Settled Status Passport to Independence to include – Driving Licence Application, University Application, Permission to Marry, Permission to Emigrate and Permission to join the Armed Forces. Pre-Care Planning Youth In Mind – SDQ 		

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							<ul style="list-style-type: none"> The following forms have been built into the Testing environment and are undergoing testing: <ul style="list-style-type: none"> - Life Story Standalone form - Chronologies - Unaccompanied Asylum Seeker (UAS) Age assessment - Out of Area – Placement form Task and Finish group are meeting to redesign the Private foster care pathway within LCS which incorporates all reporting requirements and management oversight. Review of 16+ Care Leavers pathway has started. Build of Personal Education Plans has started in the testing environment. 		
1.10.c	<p>ICT Project 3a 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.</p>	<ul style="list-style-type: none"> To procure, build, implement support technical infrastructure as required to support growth for External Partner Access. To enable external access to the following providers to Bradford Council Children's systems (EHM) as agreed within the data sharing agreements: <ul style="list-style-type: none"> - To develop and implement policies and procedures to support External Partner Access. - To develop and implement a training strategy to support External Partner Access, to include delivery, support and user guidance. - To develop and implement performance reporting to support External Partner Access tasks. 	Dominic Barnes-Browne	Vicky Smith	Corporate	30/06/21 Revised to 30/11/21	<p>Update 5 August 2021</p> <ul style="list-style-type: none"> Data Sharing and DPIA under review from Data Protection Office. New external partner access starters and leavers form created, transposing to automated process. Mapping of process for users completed. Commissioned Partner pack is being developed with system policies and procedures: <ul style="list-style-type: none"> - 3rd Party Access policy - Passphrase policy - Data Sharing Agreement 		

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							<ul style="list-style-type: none"> - Data Protection Impact Assessment • Development of External Partner Access EHM profile which is being tested for security controls. • User Guides completed for Lead Practitioner Early Help process 		
1.10.d	ICT Project 3b Liquid Logic and EHM Hosting	<ul style="list-style-type: none"> • To commission a viability assessment on the future hosting verses on premise storage of LCS and EHM (including storage / concurrent users etc.) • To evaluate business benefits of on premise vs cloud based hosting for Children's core systems • To secure resource required to undertake assessment of future systems development / future arrangements • Business Case Development for future decision making on future operating arrangements for core systems across Children's relating to cloud vs on premise arrangements • Engagement of Procurement / Commissioning as required to understand route to market • Gateway Review Model 	Dominic Barnes-Browne	Vicky Smith	Corporate	Deferred to start Q2 2022	<p>Update 11 February 2021 Hosting - Deferred to start Q2 2022</p> <p>This work has been deferred as part of reprioritisation of work following self-assessment in CSC and Ofsted Assurance visit in Dec 2020</p>		
1.10.e	ICT Project 4 Strengthening of the Front Door and Implementation of Children's Portal	<ul style="list-style-type: none"> • Review of existing MARF arrangements and forms used for referrals • Enable push documents from the front door for external partners • Redesign the PEP & SDQ Questionnaire • Enable third party access training and delivery for external partners • Purchase, implement Children's portal for the Integrated Front Door 	Dominic Barnes-Browne	Vicky Smith	Corporate	31/10/21	<p>Update 5 August 2021</p> <ul style="list-style-type: none"> • Continuing with redesign and build of Contact form, pathway and MASH. <ul style="list-style-type: none"> - Final testing planned for 10/09/21 - Training planned 13/09/21 - Promotion to the Live environment planned for 22/09/21. 		

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		<ul style="list-style-type: none"> For all of the above to include the performance reporting improvements, end user training and governance Re-design the existing contact/referral forms to ensure they are in line with statutory reporting requirements and promote good quality social work practice for children in the IFD 					<ul style="list-style-type: none"> Further demonstration from Liquid Logic to HOS for review of future use. Further security discussions have taken place with Hull, Norfolk – additional meetings being held with Trafford, East Cheshire, Gartner and Liquid logic 		
1.10.f	<p>ICT Project 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.</p>	<ul style="list-style-type: none"> To implement the remediation identified within ContrOCC in line with the statement of requirements as a prioritised list by the service. To User Acceptance test the system for both functionality and operational use. To train all end users to ensure they have the full working knowledge to carry out their roles. To ensure that reporting functionality is implemented to the requirements of the service. To ensure that there is a system management team in place to support the system, policies and procedures. 	Dominic Barnes-Browne	Vicky Smith	Corporate	31/08/21	<p>Update 5 August 2021</p> <ul style="list-style-type: none"> ContrOCC Training undertaken by representatives from Fostering Finance, IT, Allowances and Placement & Sufficiency: <ul style="list-style-type: none"> 4 day - Standard training 3 day - Advanced training 1 day ad-hoc Reporting Training Power BI training delivered to Fostering Finance and Placement and Sufficiency representatives Reporting requirements are being gathered and working closely with all teams, to obtain data required to provide reports. Data sources obtained and continuing with the reporting strategy Reviewed previous lessons learned for the ContrOCC portal and identifying Foster Carers to pilot. Meeting and training held with Internal Audit to discuss progress. 		

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							<ul style="list-style-type: none"> The following have been built, tested and implemented into the Live environment: <ul style="list-style-type: none"> Non Service Provision alerts Standard Care Packages The following has been built into the Testing environment and is undergoing testing: <ul style="list-style-type: none"> Reg 24 contract configuration. LCS Profiles for ContrOCC are being reviewed. Initiating planning for the ContrOCC Portal pilot. 		
1.10.g	ICT Project 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.	<ul style="list-style-type: none"> To provide a supervision database with reporting functionality To provide an audit database with reporting functionality For the above to include the performance reporting improvements, end user training and governance 	Dominic Barnes-Browne	Vicky Smith	Corporate	30/04/21 Revised to 31/07/21	Update 5 August 2021 <ul style="list-style-type: none"> Demonstrations have taken place of the Supervision and Audit database to Heads of Service and Audit team Testing of the Audit database is continuing with approximately 20 testers within the service and will complete by 13th August. Planning Audit go-live for first week in September. Supervision database testing will complete by 31st August and planning go-live for 13th September. 		
1.10.h	Project 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	<ul style="list-style-type: none"> To develop the User Personas to adequately reflect Social Care Services' needs and agile working patterns. To agree a smarter working property improvement plan to enhance the existing requirements in Phase 1, and take a longer term view of assets acknowledging the likely impact of Devolution Proposals for Phase 2. Development of Smarter Working Strategy Group 	Dominic Barnes-Browne	Vicky Smith	Corporate	Deferred to start Q3 2021	Update 11 February 2021 <ul style="list-style-type: none"> IT development deferred to start Q3 2021 Ben Middleton appointing a Project Manager for building remediation before any IT Work can be planned. <p style="color: red;">This work has been deferred as part of reprioritisation of work</p>		

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	improve the working environment for all Children's workers.	<ul style="list-style-type: none"> Smarter Working Strategy Implement building plan and IT improvements identified within the strategy. 					following self-assessment in CSC and Ofsted Assurance visit in Dec 2020		
1.10.i	ICT Project 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.	<ul style="list-style-type: none"> Accurate reportable budgets within CSC services to GL code levels Accurate reportable staffing structures to reflect the current workforce To provide ILACS compliant reports from SAP Agreed process flow and procedures for HR and associated practice (LCS; finance etc.) are in place for staff who are recruited, move in the service and leave the organisation 	Dominic Barnes-Browne	Vicky Smith	Corporate	01/08/21	Update 5 August 2021 <ul style="list-style-type: none"> Identified a corporate process issue with Movers process, this has now been remediated. HR have completed the structure changes that they have been given for localities and Front Door within SAP Mapping of the Starters and Leavers process has been completed. 		
1.10.j	ICT Project 9 EHM Development, Lead Practitioner and Bradford Impact Assessment Tool	<ul style="list-style-type: none"> 17 EHM complex system improvements To develop an in-house Bradford Impact Tool and functionality within EHM to assess and report distanced 'travelled' on Child & Family's journey Please could you confirm which wording to use. Design, develop and implement assessment for EH Design, develop and implement the 'ATOM' assessment tool Development of Partner Agencies workflows, training, security and access Design, develop and implement chronology crossovers from LCS to EHM Design, develop and implement revised functionality for Team Around the Family within the revised outcome forms 	Dominic Barnes-Browne	Vicky Smith	Corporate	01/01/23	Update 5 August 2021 <ul style="list-style-type: none"> LCS and EHM has been upgraded to V15.03 for fixes and new functionality. The following have been built, tested and implemented into the Live environment: <ul style="list-style-type: none"> Redesign of the Step Down Process Parenting Programme – upload of documents The following has been built into the Testing environment and will go-live on 19th August: <ul style="list-style-type: none"> The Early Help Assessment and Team Around the Family review this includes the Bradford Impact Tool scaling and radar charts Case Supervision The following has been built into the UAT environment and is being tested by the service: <ul style="list-style-type: none"> Chronologies Closure Record 		

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							<ul style="list-style-type: none"> Training to be undertaken on the use of the ATOM, Chronologies, Timelines and Shared History. 		
1.10.k	ICT Project 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.	<ul style="list-style-type: none"> Design assessment evaluations criteria for unsupported applications Develop assessment document suite for unsupported applications from the above criteria Design, migrate, decommission or supporting unsupported applications 	Dominic Barnes-Browne	Vicky Smith	Corporate	Deferred to start Q3 2021	Update 11 February 2021 Deferred to start Q3 2021 This work has been deferred as part of reprioritisation of work following self-assessment in CSC and Ofsted Assurance visit in Dec 2020		
1.10l	ICT Project 11 Implementation of the SEND Portal	<ul style="list-style-type: none"> Implementation of the SEND Portal Design, Build and Testing of the following forms; workflows and pathways for the Education Healthcare Plan to include Health, Education Psychology, Social Work and the annual review Annual Review Training of System Managers, SEND team, Parents and all Lead Professionals 	Dominic Barnes-Browne	Vicky Smith	Corporate	31/05/21 Revised to 30/09/21	Update 5 August 2021 <ul style="list-style-type: none"> The following has been built, tested and user guides written for the Citizen and Professional SEND Portal: <ul style="list-style-type: none"> Request an Education, Health and Care Assessment for yourself Request an Education, Health and Care Assessment for your child Parental Advice - Initial Young Person Advice - Initial Educational Psychology - Initial Social Care Advice Form – Initial Young Person Views and Aspirations - Professional Parental Views and Aspirations - Professional 		

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							<ul style="list-style-type: none"> The following forms have been built in testing and are currently being tested by the SEND team: <ul style="list-style-type: none"> Young Person Views and Aspirations Parental Views and Aspirations Parental Draft Reply Form Young Person Draft Form Parental Reply to Proposed Amended EHCP Young Person Reply to Proposed Amended EHCP Social Care Advice Form School Advice – Anything further to Provide Other Involved Professional Advice Form Consultation Response Go-Live Plan drafted and undertaking review 		
1.10.m	ICT Project 12 Digital Information Service Project	Implementation of the digital information systems to make them accessible for a range of stakeholders including web pages, front facing portals/landing pages and search tools both on Bradford.gov and Bradnet and associated links both in-house and external websites including the Safeguarding Partnership as determined by item number 1.6.a in the Bradford CSC Improvement Plan	Dominic Barnes-Browne	Vicky Smith	Corporate	31/10/21	<p>Update 5 August 2021</p> <ul style="list-style-type: none"> Progressing with the initial prototype design of landing pages and the logical information categories and migration of pages and information to simplify the user journey based on user needs for .gov. Further progress has been made to mitigate and remove PDF and Word documents that were found on the web that are non-compliant. An initial draft of the web content design principles and practice guide has been completed. 		

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							<ul style="list-style-type: none"> The initial Practice guidance has been produced based on the current Corporate Web Content Policy and Web Publishing Protocols. Undertaken testing of the new principles on one webpage aimed at parents and families (disability access funding for 3 and 4 year olds). The revised page is now live and will be used as an example within the new practice guide along with similar examples. Communications were circulated service wide inviting staff to contribute ideas and advise on any information or links to services that are missing. The revised Equalities Impact Assessment for the project has been approved. The DPIA has been approved and will be reviewed in 1 years time. 		
1.10.n	ICT Project 13 Families Information Service	Design, implementation, testing and launch of the new Families, Young People Information Directory (FYI) to make information of services accessible for a range of stakeholders. Governance arrangements for ensuring the content is kept up to date Integration and links to other websites such as Local Offer.	Dominic Barnes-Browne	Vicky Smith	Corporate	01/05/22	Update 5 August 2021 <ul style="list-style-type: none"> Project Board Initiated Project Initiation Document in review and approval Focus Groups undertaken with professionals and service users IT requirements obtained Initiating work on solution design Equalities Impact Assessment written 		
1.11.a	Continuous improvement in the	Develop specific management information reports to support frontline practice	Phil Witcherley	Laura Copley	Corporate	31/03/22	Update 24 August 2021		

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	collection of data and quality of data						Business and Data Intelligence Unit are working with HoS and TMs to develop a new suite of specific reports. Initial versions, based on limited data sets, are being trialled with some training sessions having already taken place. Additional data sets will be added in due course		
1.11.b		Annual reports data is produced to support the impact and learning from key areas of practice	Phil Witcherley	Laura Copley	Corporate	30/09/21	Update 24 August 2021 Business and Data Intelligence Unit have worked with HoS to provide data where it has been requested		
1.11.c		Scorecards x4 and HoS / Service performance dashboards/ booklets are produced to target and measure the effectiveness of services and the impact for children and young people. To include dashboards for: - P&EH Partnership	Phil Witcherley	Laura Copley	Corporate	30/06/21	Update 24 August 2021 Complete		
1.11.d		Develop further systems and processes for collection of data for identified gaps across the child's journey for key areas of practice detailed in the 4 scorecards	Laura Copley	Vicky Smith	Corporate	31/03/22	Complete June 2021		
1.11.e		Develop and embed the Data Quality Life Cycle into practice	Laura Copley	Phil Hayden / Amandip Johal / Vicky Smith	Corporate	30/09/21	Update 24 August 2021 <ul style="list-style-type: none"> This has been added to ICT Project 1 (See 1.10.a) Data quality needs will be identified as part of the review of service requirements 		
1.11.f		One off JSNA/Needs and Demand appraisals are completed to inform key strategies and target services through intelligence	Phil Witcherley	Laura Copley	Corporate	Ongoing	Update 24 August 2021 No new requests		
1.11.g		Improve data quality and support training to front line practitioners and managers to improve sources of intelligence	Phil Witcherley	Laura Copley	Corporate	Ongoing	Update 24 August 2021 Videos will launch as and when the Business and Data Intelligence Unit publish new reports, working with the service to identify what questions they want to answer in		

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							order to target and prioritise the videos. As part of the review of existing reports the Business and Data Intelligence Unit will work with the service to identify data quality issues and provide self-service reports to the BSOs for improving data quality		
1.12.a	Embed an audit culture and other key elements of the QA framework	Reconfigure QA activity to reflect the practice priorities identified in Children's Social Care (recording, plans etc.)	Richard Fawcett	Amandip Johal	Service	31/03/21 Complete	Complete April 2021		
1.12.b		Reconfigure and improve the quality of QA reports to maximise our ability to learn from this information	Richard Fawcett	Amandip Johal	Service	31/03/21 Complete	Complete April 2021		
1.12.c		Reconfigure all QA activity across children's social care and sited within the single QA Team	David Johnston	Amandip Johal	Service	31/03/21 Revised to 31/07/21 Revised 30/09/21	Update 31 August 2021 This is now complete for all service except fostering; the plan is to have this in place by the end of September. Delay due to changes in Fostering service.		
1.12.d		Establish "closing the loop" mechanisms to evidence impact of audit on individual cases	David Johnston	Amandip Johal	Service	31/03/21	Update 31 August 2021 <ul style="list-style-type: none"> All audits are expected to be reviewed and actions tracked as part of supervision. Inadequate audits are reviewed by HoS to support individual learning within each area. Themes from audits are shared and discussed in CSCMT as well as shared in team meeting agendas. 		
1.12.e		Develop a mechanism to report from LCS on agency attendance at CPC and CPR	David Johnston	Amandip Johal	Service	30/04/21 Revised to 30/06/21 Revised to 31/07/21	Update 31 August 2021 Complete April 2021. Data now available in PowerBI		
1.12.f		Develop annual reports for CPC, IRO and LADO and QA at end of financial year	David Johnston	Amandip Johal	Service	30/09/21	Update 31 August 2021		

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							<ul style="list-style-type: none"> IRO report has been completed and filed. Deadline for LADO annual report revised to 31/08/21 		
1.12.g		Develop a “window on the system” mechanism between Safeguarding and LSCB Business Team to enable partnership themes to be captured and communicated to the partnership	David Johnston	Amandip Johal	Service	30/09/21	Update 31 August 2021 Practice observations have been agreed and scheduled to take place in September to help identify areas to improve practice. This will remain under review and develop to consider themes and learning for all areas of practice.		
1.13.a	Improve the oversight and monitoring of allegations against professionals working with children and young people	Appoint to the vacant LADO post	Richard Fawcett	Amandip Johal	Service	30/06/21	Complete April 2021		
1.13.b		Implement LADO Network Meetings and performance reporting	David Johnston	Amandip Johal	Service	30/06/21 Revised 30/09/21 Revised to 31/10/21	Update 31 August 2021 SM has observed meeting in Leeds. There has been a delay in progressing this action due to capacity; further SM capacity has been approved for which recruitment is underway.		
1.14.a	Deliver an agreed training and development plan to implement the core practice standards and practice model	Completed recruitment for the Workforce and Learning Service	David Johnston	Amandip Johal	Service	31/05/21 Revised to 31/08/21	Update 31 August 2021 This is now complete and there are no vacancies. Recruitment completed in July, awaiting confirmation of start dates.		
1.14.b		Refresh training activity and deliver a clear training plan to reflect priority work in Children’s Social Care	David Johnston	Amandip Johal	Service	31/05/21 & ongoing	Update 31 August 2021 The 6-month training plan has been implemented; a further 6 month programme will run from October 2021 for a further 6 months to reflect learning from audits and service need. Training schedule continues to develop and adapt to reflect priorities. For example adoption training.		

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1.14.c		Reduced Practice Supervisor caseloads to free capacity to undertake development work, coaching etc.	Irfan Alam	Amandip Johal	Service	28/02/21 with ongoing monitoring	Completed March 21		
1.14.d		Staff supervision processes and procedures implemented	Richard Fawcett	Amandip Johal	Service	28/02/21	Completed March 21		
1.15.a	Develop and implement a Learning and Development Framework	Workforce Learning and Development Framework to incorporate induction training and practice guidance on: <ul style="list-style-type: none"> Financial management responsibilities and practice incl. scheme of delegation Assessment factors and data quality 	Amandip Johal	Raj Singh Laura Copley	Service	31/05/21 Revised to 31/10/21	Update 31 August 2021 Work is ongoing to attempt to meet the October deadline.		
1.15.b		Development and implementation of a dashboard of key measures to show progress and identify areas for improvement for the WFD Board. Including recruitment; retention and workforce capability and performance measures.	Claire Threapleton / Amandip Johal	TBC	Service	30/06/21 Revised to 31/10/21	Update 31 August 2021 Work is ongoing to attempt to meet the October deadline.		
1.16	Staff teams and structures implemented (Safeguarding and Review)	Strengthened and established Safeguarding and Reviewing Team	Richard Fawcett	Amandip Johal	Service	30/04/21	Update 31 August 2021 Complete – all main vacancies recruited to. Further work has been completed to meet capacity needs by the agreement of additional SM.		
1.17	Staff teams and structures implemented (Recruitment Team)	Establish the recruitment team and transfer the role from SB, CT, CB etc. to this team including establishment work etc. Ensuring that recruitment team is able to support the service and to report in a simple way on vacancies, trends etc.	David Johnston	Amandip Johal	Service	30/04/21	Update 31 August 2021 <ul style="list-style-type: none"> Staffing information work is still not complete but it will always be a work in progress. This work will pass to the workforce team who will have a key role in the maintenance of an accurate establishment profile. Via the WDB the team is increasingly able to report accurately on vacancies in the service however this will not be completed until all work on the establishment and structure has been finalised. 		

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1.18	Staff teams and structures implemented (Social Work)	Re-alignment of SW Teams to assessment and response	Irfan Alam	Caroline Brain	Project	31/01/21	Complete February 21		
1.19.a	Staff teams and structures implemented (CSC)	Finalise CSC structures and budgets with full sign off and approval	Anne Lloyd	Claire Threapleton	Corporate	31/01/21	Complete May 2021		
1.19.b		Review and restructure of Business Support functions (pending budget sign off) to be effective from April 2021	Anne Lloyd	Claire Threapleton	Corporate	31/01/21 Revised to 31/04/21 Revised to 30/09/21	Update 31 August 2021 <ul style="list-style-type: none"> Restructure agreed. Consultation has ended. Assimilation letters sent and pending any assimilation appeals. (extra week given due to summer holidays) Some questions remain on senior leadership grades versus span of control and responsibility. CT to review with AL so adverts can go out for new leadership posts. 		
1.20.a	Resource Planning (CSC)	Launch and maintain permanent rolling recruitment, including branding work and introduction of social media and programmatic work	Anne Lloyd	Claire Threapleton	Corporate	Ongoing	Update 31 August 2021 <ul style="list-style-type: none"> Procurement exercise complete and awarded to supplier. In standstill period until 31 August. Initial implementation discussion 02.09.21. Detailed timeline for microsite, videos etc. to be produced. 		
1.20.b		Support the options appraisal for re-procurement of agency contract to reduce spend and improve quality and tenure	Anne Lloyd	Claire Threapleton	Corporate	28/02/21 Revised to 30/06/21	Update 31 August 2021 Work to step down margin and move to ESPO MStar 3 framework underway in Procurement team. Should be effective with suppliers from 29.09.21		
1.20.c		Launch of Succession Planning for frontline teams from Feb 2021 and then wider teams throughout 2021 to improve retention rates and reduce agency usage and spend	Anne Lloyd	Claire Threapleton	Corporate	Ongoing	Update 31 August 2021 Ongoing		

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1.21.a	Performance Management (CSC)	Produce agreed data and reporting of agreed HR indicators	Anne Lloyd	Claire Threapleton	Corporate	31/03/21 Revised to 30/06/21	Update 31 August 2021 Discussion to recruit dedicated Data Analyst for 12 months still to conclude		
1.21.b		Reduction in sickness absence and improvements in performance management (targets being agreed)	Anne Lloyd	Claire Threapleton	Corporate	Ongoing	Update 31 August 2021 <ul style="list-style-type: none"> Vital Signs show that sickness continues to reduce in general. COVID has accounted for 18% of all sickness in the months to 1 August. Performance management has stepped up to 48.5% of people with goals set from 39% in March 2021. There is continued focus on these areas. 		
1.22.a	Production of annual reports to an agreed timetable to show progress and work required in specific areas of practice	Annual Report Workforce	Irfan Alam	Anne Lloyd / Amandip Johal	Service	31/12/21	Update August 2021 Annual Workforce report to be produced by December 2021. Governance arrangements through the WFD Board		
1.22.b		Annual Report Safeguarding	Jane Booth	TBC	Corporate	31/10/21	Update August 2021 Annual Safeguarding report to be produced by autumn 2021. Governance arrangements through The Bradford Partnership.		
1.22.c		Annual Report Early Help	Lisa Brett	TBC	Service	31/05/21 Revised to 30/09/21	Update August 2021 Deadline revised to 30/09/21		
1.22.d		Annual Report Missing and CSE	Nabeel Hussain	TBC	Service	31/05/21 Revised to 02/07/21 Revised to 31/08/21	Update 24 August 2021 Deadline revised to 31/08/21		
1.22.e		Annual report on the overall effectiveness of the Integrated Front Door	Nabeel Hussain	Tracey Lewis	Service	31/05/21 Revised to 02/07/21 Revised to 30/09/21	Update 24 August 2021 Deadline revised to 30/09/21		
1.22.f		Annual Report Private Fostering	Richard Fawcett	Tracey Lewis	Service	30/03/21	Complete March 21		

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1.22.g		Annual Report Elective Home Education	Mariam Haque	Niall Devlin/ Danielle Wilson	Service	31/03/21 Revised to 31/07/21 Revised to 30/09/21	Update 24 August 2021 Complete		
1.22.h		Annual Report Children in Care & Care Leavers	David Johnston	TBC	Service	31/05/22	Update 24 August 2021 <ul style="list-style-type: none"> Initial Children in Care & Care Leavers report to be produced in May 2022 to enable the new strategy to be embedded. This report will provide an update on the progress made in relation to the strategy and action plan Governance arrangements through CiC / CL Partnership and Corporate Parenting Panel 		
1.22.i		Annual Report Provider Services Inc.: <ul style="list-style-type: none"> - Placement Sufficiency - Residential Homes - External Placements - Fostering - Permanence 	David Johnston	William Kidd / Linzi Nicholson / Zoe Nichols	Service	30/09/21	Update 24 August 2021 Annual Provider Services report to be produced in September 2021. Governance arrangements through Corporate Parenting Panel		
1.22.j		Annual Report Adoption	David Johnston	Linzi Nicholson	Service	30/07/21	Update 24 August 2021 Complete June 2021		
1.22.k		Annual Report of the Head Teacher of the Virtual School	Jonathan Cooper	TBC	Service	31/08/21	Update 14 June 2021 Annual Head Teacher of the Virtual School report to be produced in August 2021.		
1.22.l		Annual Report Health of Children in Care (link with report on mental health in relation to CiC)	Ali-Jan Hader / Ruth Shaw	Kate Ward	Partner	31/05/21	Update 16 August 2021 Health of Children Looked After annual report will be presented to the SQC on the 9th September.		
1.22.m		Annual Report for Mental Health of C&YP (includes section on priority groups including CiC)	Sasha Bhat	Sasha Bhat	Partner	31/05/21 Revised to 31/08/21	Update 4 August 2021 Reminders sent out to services for return of reports, 2 of 7 received but aware that services have been facing considerable pressure in		

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							crisis presentations and staff shortages. Currently on track to have the annual report completed for the end of August and take through the governance process for sign off.		
1.22.n		Annual Report School Exclusions	Niall Devlin	Emma Hamer	Service	03/03/21	Complete March 2021		
1.22.o		Annual Report Youth Justice Service	Lisa Brett	Saheed Khan	Service	31/05/21	Update 24 August 2021 Complete May 2021		
1.22.p		Annual report LADO	Amandip Johal	Helen Cliffe	Service	31/05/21 Revised to 31/07/21 Revised to 31/08/21	Update 24 August 2021 Deadline revised to 31/08/21		
1.22.q		Annual Report IRO	Amandip Johal	Helen Cliffe	Service	31/05/21	Update 31 August 2021 • Annual IRO report completed.		
1.23.a	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	<p>Milestones Revised November 2020: Generate more capacity for IHAs</p> <p>Phase 2 Q4 2021</p> <ul style="list-style-type: none"> • Rapid improvement week planned for 22 Feb 2021 • Recruitment of GPwSIs to increase assessment capacity • Implement revised clinical model • Draft model for designated doctor/named doctor for 'place' to be presented at the SQC in March 2021 <p>Phase 3 (Commence April 2021)</p> <ul style="list-style-type: none"> • Focus on sustainability across network for key roles including designated doctor and named doctor. • Expand Skill Mix e.g., Advanced Nurse Practitioners • Embed benchmarking / networking with regional teams across network 	Ruth Shaw (CCG)	Ruth Shaw (CCG) Michelle Holgate (BDCFT) Rob Guest (BTHFT) Michael Smith (AFT)	Partner	Phase 1 Dec 2020 Phase 2 March 2021 Phase 3 Q4 2021/22	<p>Update 18 August 2021</p> <ul style="list-style-type: none"> • 6 PAs of Designated Doctor time have been funded. • Recruitment interviews for the Designated Doctor to be undertake in October • Work continues to progress the introduction of the Named Doctor roles 		

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		<ul style="list-style-type: none"> Development of business case to address gaps in service provision arising as a result of increased numbers of children entering care 							
1.23.b		Development of a CLA performance dashboard (key data sets to be included in Vital Signs report)	Dawn Lee	Dawn Lee	Partner	July 20 Revised to Sept 2020 Complete Nov 2020	Complete Nov 20		
1.24.a	Implementation of the recommendations of the system wide review of children and young people's mental health in Bradford and Craven	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	David Sims	Sasha Bhat, Kelly Barker	Partner	Complete	Complete Nov 20		
1.24.b		Development and agreement of system wide implementation plan, assigned leads and agreement of timescales							
1.25.a	Develop new pathway for CYP mental health services, incorporating single referral form and triage via multi-disciplinary team	Agreement of a new pathway for CYP mental health services	Ali Jan Haider Irfan Alam	Sasha Bhat, Kelly Barker	Partner	31/10/20 Revised to 01/02/21 Revised 30/04/21 Revised date tbc	Update 4 August 2021 <ul style="list-style-type: none"> Discussed at the CYP Mental Health Leadership team. Updated plan in place. Ali Jan to arrange facilitation of a workshop. Irfan Alam to confirm council attendance at workshops. 		
1.25.b		Agreement and pilot of the common referral form	David Sims	Sasha Bhat, Kelly Barker	Partner	31/10/20 Revised to 31/03/21 Revised date tbc	Update 4 August 2021 To be confirmed as part of the plan produced above in 1.25a.		
1.25.c		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	David Sims	Sasha Bhat, Kelly Barker	Partner	31/03/21	Complete June 21		
1.25.d		Launch new pathway, training and service manual to support implementation of the new pathway	David Sims	Sasha Bhat, Kelly Barker	Partner	31/10/20 Revised to 30/01/21	Update 4 August 2021		

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						Revised to 30/04/21 Revised to tbc	Part of the plan in 1.25a – timescales yet to be confirmed as first workshop has not taken place		
1.26.a	Implement a programme of rapid service improvement within Specialist CAMHS	An offer provided to CYP and parents/carers on specialist CAMHS waiting list	Kelly Barker	Krystal Hemingway	Partner	Complete	Complete September 20		
1.26.b		Reduction of referral to assessment time, and assessment to treatment time within specialist CAMHS CYP services	Kelly Barker	Krystal Hemingway Helen Ioannou	Partner	01/01/21 Revised to 01/09/21	Update 4 August 2021 Ongoing improvement work taking place. Outcome report 2 shows continued improvement but amidst a scale of increased demand and pressures of complexity.		
1.26.c		Rapid improvement programme to include, but not limited to leadership, care plans, risk assessments, transitions and discharge	David Sims, Kelly Barker	Krystal Hemingway Helen Ioannou	Partner	01/01/21 Revised to 01/06/21	Update requested		
1.26.d		Promotion of awareness of services and integrated working between Specialist CAMHS and VCS	Kelly Barker	Krystal Hemingway Alex Church Isla Skinner Victoria Simmons Lisa Stead Claire Cooper-Jones	Partner	31/03/21	Complete April 2021		
1.27	Embed opportunities for engagement and co-production across the programme for children and young people, parents and carers	Recruitment of CYP mental health apprentices to lead on co-production and engagement	Sasha Bhat	Alex Church Isla Skinner Victoria Simmons	Partner	Complete	Complete Nov 20		
1.28.a	Ensure there are a range of options for parental support for those supporting children and young people (with mental health concerns)	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	Sasha Bhat	Lisa Stead Claire Cooper-Jones	Partner	Complete	Complete Nov 20		
1.28.b		Offering a parent support group on a rolling basis			Partner	Completed Nov 20	Complete Nov 20		

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1.29	Establish clear communication channels and engagement with schools	All schools have clear communication and awareness of the new pathway, referral process and parental support offer	Sasha Bhat	Lucy Clews	Partner	Complete	Complete Nov 20		
1.30.a	Awareness raising and promotion of CYP mental wellbeing	Delivery of a positive campaign to support the promotion of CYP mental wellbeing, including promotional materials for CYP, parents and carers	Sasha Bhat	Lucy Clews	Partner	Completed Dec 20	Complete Nov 20		
1.30.b		Production of a series of short films to introduce services, the Healthy Minds tools, Thrive model and directory	Sasha Bhat	Ruth Ayub	Partner	31/10/20 Revised to 31/03/21	Update 4 August 2021 Scripts completed for the films and engagement with parents completed. In process of agreeing actors and production of films.		
1.30.c		Creation of a comprehensive online resource for CYP mental health with resources for CYP, parents, teachers, health and care professionals and the general public	Sasha Bhat	Alex Church Claudia Bowler	Partner	31/10/21	Complete April 2021		
1.31.a	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	Establishment of four teams in the following localities: - Craven - Bolton & Undercliffe and Manningham Area - Queensbury/Royds and Wyke - Keighley <i>The MHSTs will support schools to develop a whole school approach to MH and provide timely advice to staff.</i> <i>They will provide support for CYP around the following areas:</i> - Transition (year 6 – year 7 and post 16) - School age CYP not in an education setting/frequently suspended/in isolation at school - CYP experiencing crisis and/or self-harm	Sasha Bhat	Alex Church Lisa Stead	Partner	31/01/21 Revised to 31/03/22 (phased approach)	Completed June 2021 (see 1.31b)		
1.31b	Further expansion of the Mental Health Support Teams across the District	Continue to build on the delivery of Mental Health Support teams to cover the whole district by recruiting to a further 3 teams cover the following areas: - City and Girdlington (2022)	Sasha Bhat	Lisa Stead Ruth Dennis	Partner	Phased approach from 2022 to 2024	Update 4 August 2021 Successful in application for funding to continue the development. This has been confirmed and so the next team		

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		<ul style="list-style-type: none"> - Tong and West Bowling (2023) - A third team to be confirmed (2023) following updated needs assessment. <p><i>The teams in 1.31.a cover 25% of the population. The additional teams above will bring us to the NHS England requirement that all areas will have MHST to cover 45% of their population by 2024.</i></p>					<p>will be recruited in April 2022 for start in September 2022.</p> <p>Next update on this April 2022.</p>		
1.32	Establish multidisciplinary teams to reduce inequalities experienced by CYP living in the central Bradford City area	<ul style="list-style-type: none"> • Establishment of a 0-2 service offer that is a truly preventative offer for parents and babies from conception to age two. • Establishment of a Specialist Early Attachment and Development Service supporting families with children between the ages of 2 – 6 • Provision of accessible community based interventions for CYP experiencing higher inequalities. The team will work to build in community based support and provide access to sports, art activities and group sessions • Set up of a CYP MH Reducing Inequalities in City Steering Group to oversee operations • Raised profile of existing services and pathways across the district • Community link workers will carry out home visits and establish relationships with Children Care Home facilities in Bradford. • Community link workers will build relationships with NEET CYP as well as CYP in the youth justice system in Bradford. 	Sasha Bhat	Alex Church Helen Ioannou	Partner	31/01/21 Completed Jan 21	Complete January 21		
1.33.a	Ensure our services and workforce have clear understanding of the needs of children and young people who are vulnerable	<ul style="list-style-type: none"> • Joint Mental Health Needs Assessment for Children and Young People updated and shared, so there is a district wide understanding of the barriers and factors that can make children, young people and families more vulnerable and at risk. 	Sasha Bhat	Mandy Helm Duncan Cooper Joanne Tooby	Partner	31/08/20 Revised to March 2021 Complete	Complete April 2021		

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		<ul style="list-style-type: none"> 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 Engagement with social work teams to ensure vulnerable groups are able to access support 							
1.33.b		<ul style="list-style-type: none"> All services developed from a trauma informed approach to address adverse childhood experiences and an understanding of the approaches that build protective factors and address barriers. Scoping of how services can be brought together onto a single framework despite different client groups. 	Sasha Bhat	Lisa Stead	Partner	30/11/20 Revised to 30/04/21 Complete April 2020	Complete April 2020		
1.34.a	Ensure vulnerable children, young people and their families receive the multiagency support and services they need	<ul style="list-style-type: none"> Ensure the sustainability of the Be Positive Pathway service. Completion of a service and gap analysis of the specialist looked after and adopted children service and an established clear framework of support. Identification of service capacity Reflection on the outcomes of the Department of Education and Anna Freud led project in North Yorkshire around MH and emotional wellbeing assessments that looked after children receive when they enter care 	Sasha Bhat	Kelly Barker Irfan Alam	Partner	31/08/20 Revised to 31/12/20	Funding for NHS element of the service secured. SLA between CCG/Council and BDCFT in place Be Positive Service completed and now being delivered. Complete August 2021		
1.34.b		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	Sasha Bhat	Sharing Voices	Partner	04/06/21	Update 4 August 2021 Delays in provider implementation and service being reviewed. This review will complete by end of August and new action plan devised.		
1.34.c		Neurodiversity: <ul style="list-style-type: none"> Waiting lists for assessment and diagnosis of Pathways for children and young people 	Ali Jan Haider	Ruth Shaw (General overview) Julia Elliot	Partner	Quarter 2 2021 (business case)	Update 25 August 2021 <ul style="list-style-type: none"> A comprehensive business case recommending an allocation of additional funds to tackle the backlog and to 		

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		<ul style="list-style-type: none"> Establishment of a coordinated approach in relation to multi-agency responses to neuro-diversity 					<p>address the increase in referrals has been tabled at the CCG's Senior Leadership Team meeting. A further presentation of the business case has been set to take place with the leads of the finance and quality committees in order to secure final approval.</p> <ul style="list-style-type: none"> Children's focused event held at Wolfson Centre in June resulting in agreement on the need for a systems change in approach moving from diagnosis to needs based strategies for autism. This was endorsed by the MHLDA HCPB. 		
1.35.a	Improve the care and support for children and young people who are most excluded from society.	<ul style="list-style-type: none"> Children and young people of Craven have access to support and services that help to reduce isolation. Extension of the offer of Youth in Mind support in Craven School staff will be supported through training and advice to recognise and respond to pupils with difficulties (advice/get help) 	Sasha Bhat	Helen Ioannou	Partner	Complete	Complete November 20		
1.35.b		<ul style="list-style-type: none"> BME engagement and development of access to services for South Asian, East Asian and Black young women, Pakistani and Black and African young men Continuation of mental health promotion in schools and communities. Mental Health Training to Imam & Madrassa Teachers Community events promoting CYP IAPT services Delivery of cultural awareness / equality & diversity training to key VCS & statutory services working with CYP 	Sasha Bhat	Joanne Tooby	Partner	03/03/21	<p>Update 4 August 2021</p> <ul style="list-style-type: none"> Services for BAME provision went out to tender and new provider identified. Rolling programme of schools and community promotion established and now being delivered. 		

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		<ul style="list-style-type: none"> Develop & deliver effective anti-stigma programmes in schools & communities 							
1.35.c		<ul style="list-style-type: none"> Multi-agency response to working with the youth justice system and mental health liaison and diversion. Established links with the Liaison and Diversion group Partnership work with Youth Justice to provide additional speech and language therapy and psychological support in Craven. 	Lisa Brett	Sasha Bhat Sadie Booker (BDCT) Helen Ioannou (Know your Mind) Anna Mann (Liaison Diversion)	Partner (BDCT)	03/03/21 Revised to 31/07/21	Update requested		
1.36	To have a full insight and oversight of data and what this means in terms of outcomes for children and young people and the delivery of our services	<ul style="list-style-type: none"> Agree data metric and baseline measure Identify gaps and quality issues with data Ensure we have a full range of insight and qualitative/experience data from children, young people and families. Specific identification of children who are vulnerable and or in care and to track through their progress. Develop an outcome matrix to demonstrate improvements to children's mental health. 	Sasha Bhat	Gordon Todd Raj Ghouri	Partner	03/03/21	Update 4 August 2021 <ul style="list-style-type: none"> Outcome report 2 on track for production and to be presented at Children's Services Programme Board and CSIB in August. Ongoing work to improve the data capture and data insight available. New Clinical lead identified to support the data working group. 		
1.37	Improve the quality of health contribution to Education Health and Care Plans	<ul style="list-style-type: none"> Develop an EHCP Quality Assurance (QA) Framework to provide over-sight of the quality of health's contribution to EHCP's Develop an EHCP Quality Assurance (QA) Audit Tool to provide over-sight of the quality of health's contribution to EHCP's Establish a health EHCP QA group to over-see delivery of the EHCP QA framework Recruit a dedicated SEND administrator to co-ordinate requests for health advice into EHCP's Recruit a Clinical Lead SEND to co-ordinate and over-see clinical input into EHCP's 	Julia Elliot	Julia Elliot	Partner	30/06/2021 Revised to 30/12/21	Update 2 September 2021 <ul style="list-style-type: none"> EHCP Quality Assurance Framework & Audit Tool is being developed across West Yorkshire. 3rd party agency recruited to lead this work. Health EHCPQA Group established, meets monthly. SEND administrator and Clinical Leads in post – commenced review of health EHCP pathway and working with LA SEND team to deliver quality improvements 		

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							<ul style="list-style-type: none"> SystemOne Unit expected to be in place Nov 2021 		
1.38	Launch the CYP Dynamic Support Register (DSR) to provide over-sight of CYP with LD and/or Autism who are at risk of in-patient admission, at risk to placement breakdown or at risk of contact with the criminal justice system	<ul style="list-style-type: none"> Launch of CYP DSR to key stakeholders Launch of CYP DSR to CYP, parent/carers Operationalise CYP DSR panel to provide forum for over-sight and monitoring of CYP DSR Develop reporting pathways into CCG and partnership re CYP DSR 	Julia Elliot	Julia Elliot	Partner	30/06/2021	Update 2 September 2021 <ul style="list-style-type: none"> CYPDSR launched to key stakeholders – however IG risk noted at launch. Full launch to parent carers on hold. IG risks now resolved – launch to take place w/c 6th September 		
1.39	Designated Clinical Officer (DCO) & Strategic Leadership in place to provide over-sight and assurance of health duties and responsibilities re SEND	<ul style="list-style-type: none"> DCO in post Risk register and improvement plan in place to provide over-sight and assurance Clinical Lead role established to support DCO in operational and quality assurance Quality & Assurance meetings in place to provide over-sight and challenge – from both Commissioner and Provider perspective 	Ali Jan Haider	Julia Elliot	Service	30/09/2021	Complete June 2021		
1.40	CYP Health and Well-Being Data Dashboard is in place to provide required data and intelligence for SEND	<ul style="list-style-type: none"> Data dashboard is established and is routinely updated with the required data and intelligence to provide over-sight of health SEND performance/compliance Provider narratives are available to describe the health SEND data and intelligence Pathways are established to share any required Health SEND data with the wider SEND Partnership 	TBC	Julia Elliot	Service	30/06/2021	Update 2 September 2021 Data timetable and reporting pathway in place and regular data flows received. Action completed		

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
Ofsted Assurance Visit 2020	Nothing specific

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2.1.a	Embed the QA framework for Parenting Programmes by improving systems to support resource efficiency and broadening the parenting offer to ensure all identified needs can be addressed.	Work scoped with the service	Lisa Brett	Eve Remington	Service	31/01/21	Complete April 2021		
2.1.b		Determine the deliverables and work plan	Lisa Brett	Eve Remington	Service	26/01/21	Complete April 2021		
2.1.c		Parenting programme facilitators are clear about core elements of the QA framework and are compliant and confident in using them to support engagement and success of parents on agreed programmes	Lisa Brett	Zoe Crosby / Mark Anslow	Service	31/12/21	Update 4 August 2021 <ul style="list-style-type: none"> Facilitators are clear about core elements of the QA framework Amended coordinators checklist has been agreed and implemented. 		
2.1.d		Delivery of programmes (Course fidelity and co-facilitation) to be consistently good quality shown via observations, data and parent feedback.	Lisa Brett	Eve Remington	Service	31/12/21	Update 4 August 2021 During May & June 2021: <ul style="list-style-type: none"> West Family Links – Good Keighley/ShIPLEY Family Links – Good Keighley/ShIPLEY Freedom – Outstanding South Family links – Good West Family Links Additional Needs – Outstanding East Cygnet – Good Family Support & Parenting QA & Skills workers (Jagdev & Cathy) will be observing groups 		

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							<p>and auditing paperwork/systems over the next 12 months.</p> <ul style="list-style-type: none"> Keighley/Shipleigh Family Links is the only group to be observed by them in July so far and both facilitators were rated as Good for delivery. Due to staff sickness, some observations have not taken place. 		
2.1.e		Increase in parenting worker confidence to deliver all programmes following training and CPD activities	Lisa Brett	Eve Remington	Service	30/10/21	<p>Update 4 August 2021</p> <ul style="list-style-type: none"> All parenting workers have attended or are booked to attend SDQ training upskilling them in this pre/post measure for various programmes. All parenting workers have attended or are booked to attend Facilitation Skills training. So far, feedback has been very positive. Family Links trained staff are due to attend a refresher on 4th Aug to help improve knowledge and delivery of this programme Freedom refresher training took place in May 2021 6 staff were trained on DICE in June 2021 		
2.1.f		Peer support mechanisms are in place when delivering programmes via use of weekly feedback, mid-way reviews and end of course feedback from each facilitator.	Lisa Brett	Janette Rayner	Service	31/10/21	<p>Update 4 August 2021</p> <ul style="list-style-type: none"> Coordinators also check these in supervisions and programme progress meetings. Service Managers feel these are being done Family Support & Parenting QA & Skills workers will be observing groups and auditing paperwork / systems over the next 12 months. 		

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2.2.a	Development and use of Systems (Parenting Programmes)	Parenting workers to have read only access to LCS to aid their planning and engagement with parents	Lisa Brett	Vicky Smith	Service	01/06/21	Update 4 August 2021 All parenting workers have been given access to LCS Complete		
2.2.b		Accurate reports to demonstrate pre and post measures impact of each Parenting Programme across all family hub areas	Lisa Brett	Kate Stewart	Service	01/07/21	Update 4 August 2021 Parenting workers have been denied access to the Power bi reports with pre/post scores by Service Managers. Alternative options have been discussed at the coordinators meeting, Eve Remington will take these suggestions forward and agree them with BSO Managers.		
2.2.c		Performance data is clear and reported through the Early Help scorecard	Lisa Brett	Kate Stewart	Service	31/10/21	Update 4 August 2021 <ul style="list-style-type: none"> Lead changed to Kate Stewart The second version of the new Early Help Vital Signs report was presented to the EH Partnership Board on the 14th July and was well received. One of the recommended amendments to the report was to look at parenting completion rates broken down by families open to Children's Social Care, families open to Early Help and families under universal offer (not receiving support form CSC/EH). 		
2.3.a	Improve communication with families and partner organisations about our parenting programme offer and progression of work during and post individual courses	Communication Plan to enhance joint working and improve communication with referrers particularly on the role of the Lead Practitioner in parenting programmes	Lisa Brett	Carly Smith	Service	01/11/21	Update 4 August 2021 <ul style="list-style-type: none"> Hubs have produced and continue to share timetables of programmes to all partners to increase delivery and promotion. Coordinators continue to attend CSC service meetings to share and reinforce the parenting offer. 		
2.3.b		A clear plan for communicating with parents about the parenting offer for families	Lisa Brett	Emma Richardson	Service	01/12/21	Update 4 August 2021		

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							<ul style="list-style-type: none"> Lead changed to Emma Richardson. Emma has shared feedback from the survey about parenting programmes and access. These have been shared via email with parenting coordinators and we will discuss actions in the September coordinators meeting to address points raised. Eve Remington to have meeting with Emma Richardson from Families Information Service to look at ways this area could be improved. Parenting pages on Bradford Council website have been merged/updated and made more user friendly. 		
2.3.c		Consistency of process for feeding back to Lead Practitioners during and at the end of parenting courses. (responding to L3 and L4 needs via LP in Early Help arena and SW in CSC)	Lisa Brett	Samantha Gamble	Service	01/12/21	Update 4 August 2021 Parenting Coordinators have been dip-sampling records and staff appear to be consistently completing the lead practitioner forms.		
2.4.a	Enhancing the Parenting Programme offer	Child to parent violence course to be developed	Lisa Brett	Sarah Griffin	Service	01/12/21	Update 4 August 2021 <ul style="list-style-type: none"> Funding has been secured from the VRU to train 15 delegates in the 'Who's in Charge?' Programme. Communications has been sent out in relation to the facilitator training to help recruit staff for this role. Facilitator Training is booked for 13th, 14th & 16th December 2021 		
2.4.b		Programme for parents of babies 0 -3 years old is available universally	Lisa Brett	Eve Remington	Service	01/12/21	Update 4 August 2021 Betterstart are continuing with this offer.		

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2.4.c		Report of needs and demands from families	Lisa Brett	Zoe Crosby	Service	01/09/21	Update 4 August 2021 Due to staff sickness this work has been delayed.		
2.5.a	Workforce development and engagement (Parenting Programmes Team)	Parents have access to one to one parenting support when specific criteria is met and agreed	Lisa Brett	Rubia Basharat	Service	01/08/21	Update 4 August 2021 This was agreed by coordinators and practice lead on 27/6/2021 and Service Managers are now in discussions to agree the proposed criteria.		
2.5.b		Bookstart delivered to 0-5% IMD 18 month old babies consistently across the District. (workforce capacity secured)	Lisa Brett	Cath Dew	Service	01/09/21	Update 4 August 2021 <ul style="list-style-type: none"> Parenting workers have either declined or are no longer able to take on the extra hours for Bookstart delivery. Cath Dew will be exploring other options of delivery with health colleagues. Options are limited due to lack of staff resource and capacity. 		
2.6.a	Implement the Family Support Practice Model and staff competency framework	Handover of the monthly co-ordination of audits to QA Team	Kal Nawaz	TBC	Project	19/03/21	Complete March 2021		
2.6.b		Step Up and Step Down Process and Guidance for Family Support	Kal Nawaz	TBC	Project	30/04/21	Complete April 2021		
2.6.c		Early Help Trainer and x2 Skills Assessors in post	Kal Nawaz	TBC	Project	17/05/21	Complete April 2021		
2.6.d		Family Support Practice Guidance	Kal Nawaz	Mark Anslow / Traci Taylor	Project	11/06/21	Complete June 2021		
2.6.e		Streamlined Parenting and Family Support Competency Framework	Kal Nawaz	Mark Anslow / Traci Taylor	Project	11/06/21	Complete June 2021		
2.6.f		Practice Guidance and Competency Framework launch for Family Support	Kal Nawaz	Traci Taylor/ Mark Anslow	Project	11/06/21	Update 17 August 2021 Launch events undertaken. Mop up sessions scheduled for 40 remaining targeted staff. Closure report drafted		
2.6.g		Section on Tri-X for Family Support (Early Help)	Kal Nawaz	Traci Taylor	Project	11/06/21	Complete 17 August 2021		
2.6.h		Service area performance data for Family Support	Kal Nawaz	Kate Stewart	Project	13/09/21	Update 17 August 2021		

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							Family Support data has been analysed and gaps identified. The gaps identified are the performance reporting on the timeliness of first visit and Team Around the Family (TAF) Reviews. A reporting mechanism for reporting on first visits and TAF is being developed. Other areas identified are the inaccurate performance reporting on what has happened in relation to the case and the absence of forecasting reports. A forecasting performance report is to be developed.		
2.6.i		Workforce Development Plan for Family Support	Kal Nawaz	Traci Taylor	Project	13/09/21	Update 17 August 2021 On track to be produced after the individual self assessments have been completed and analysed		
2.6.j		Quality and Performance Reviews for Family Support and Parenting	Kal Nawaz	TBC	Project	30/09/21	Complete April 2021		
2.7.a	Promote Early Help to Families; Communities and Partners to develop a common understanding of earlier intervention	Communication and engagement plan produced to promote Early Help and Family Hubs to partners and families	Chad Thompson	Cath Dew	Project	31/03/21 Revised to 31/05/21 Revised to 30/09/21	Update 20 August 2021 <ul style="list-style-type: none"> A Communication Strategy and Engagement Plan to promote Early Help and the Lead Practitioner role (based on the Continuum of Need L3 response) has been produced. Early Help Network Events in each of the four Family hubs has been planned to deliver key messages in October. Strategic Leaders across the partnership will attend and officially launch events. The Comms and Engagement Plan has been produced and approved with the key messages agreed. The communications team will now start to deliver the 		

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							<p>key messages via Early Help Connection newsletter in line with the agreed plan.</p> <ul style="list-style-type: none"> A Working Group has been set up with partner communication colleagues to link up the Early Help key messages. 		
2.7.b		Engage Commissioners of services to deliver Early Help including the Troubled Families principles to ensure they are embedded within contracts.	Chad Thompson	Mary Ryan	Project	31/05/21 Revised to 30/09/21	<p>Update 20 August 2021</p> <ul style="list-style-type: none"> The Resource and Commissioning Sub-group of the Prevention & Early Help Partnership for Children and Families have mapped the joint commissioning principles to deliver Early Help. The joint commissioning principles have been completed for the 0-5 service. The Troubled Families Principles are to be reviewed and agreed at the next Resources and Commissioning Sub-group meeting that is to be arranged to take place in September 2021. The agreed Troubled Families Principles are then to be sent to the Commissioners by the end of September 2021 as they need to be included in the Service Specifications. The Resources and Commissioning Sub-group have the activity on their work plan to review the 0-5 service principles and methodology. At a sub-group meeting on 13 July 2021, a review of the methodology took place and is now being scoped out for Early Hep service. The Troubled 		

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							Families principles are being used as part of the core offer for the methodology.		
2.7.c		Improve the collection and assessment of key performance indicators / measures and outcomes at District and locality level to drive the quality and effectiveness of practice through the Early Help response by partners (development and implementation of the Early Help Scorecard)	Chad Thompson	Lisa Brett	Project	31/07/21	<p>Update 20 August 2021</p> <ul style="list-style-type: none"> An overview of the Early Help Scorecard has been presented in a vital signs report format at the Prevention and Early Help Partnership for Children and Families meeting on 14 July 2021. The Vital Signs Report is to be further developed to include quality measures, Workforce Development and Early Help Lead Practitioner Audit findings and the number of Lead Practitioners that have completed the e-learning Early Help training module. The Vital Signs Report was presented at the Performance and Outcomes sub-group on 9 June 2021 and received positive feedback, with comments to further develop. The Early Help Performance Scorecard has been developed. Awaiting confirmation of delivery of this and which forum it will be reported into. A meeting has been arranged with the Senior Business Intelligence Officer in September 2021 to finalise the Early Help Scorecard, Vital Signs and Weekly Coordinator report. A process map will be developed to show the reporting cycle for the Performance Scorecard, Vital 		

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							Signs report and Early Help Coordinator report.		
2.8.a	Implement the Early Help infrastructure and embed the Early Help pathway to support children and young people who have multiple/complex needs	Review the Early Help pathway to make further improvement to the system to improve the quality of the assessment, family plan and recording of work including closure demonstrating outcomes.	Chad Thompson	Cath Dew	Project	31/07/21	Update 20 August 2021 <ul style="list-style-type: none"> A review has been carried out between the Integrated Front Door and the Early Help service to streamline the pathway to registering and initiating an Early Help Assessment by external partners. This will now be through the Early Help Service in localities EHM / Team Around the Family Training was carried out 16/17&18 August 2021 with family support service. 19 August 2021 the Early Help Assessment and Team Around the Family reviews in Liquid Logic EHM have gone live for Family Support Teams to case record their work with children and families. There has been a drift and delay in external partners having access to Liquid Logic/EHM due to lack of systems development resource. This is co-dependent on the external partner access deliverable at 2.8.e. A external partner access task and finish group has been set up to support the pace of improvement. 		
2.8.b		Expand the range of practitioners and services making enquiries for Early Help, specifically for those families identified as vulnerable and underrepresented through local intelligence reports	Chad Thompson	Hub Managers	Project	31/07/21 Revised to 30/09/21	Update 20 August 2021 <ul style="list-style-type: none"> A Hub Engagement Plan will be developed by the service. This is to secure partners commitments to take on the Lead Practitioner role and to contribute to the Early Help 		

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							<p>Offer for families, with a view to expanding the range of practitioners and services. Where there is a low uptake of Early Help Assessments targeted training and support will be offered. To help direct the priorities of the Early Help Coordinator workloads an Early Help Vital Signs Report and a weekly forecasting report will inform any gaps with the take up of the Lead Practitioner role.</p> <ul style="list-style-type: none"> A Family Hub Network Event has been arranged for 11/13/14&15 October 2021 to celebrate the Early Help and Lead Practitioner key achievements of the last twelve months and share the next steps. 		
2.8.c		Develop the step down arrangements between CSC and early help through a Lead Practitioner to support family's needs and engage families to promote and sustain outcomes for their children	Chad Thompson	Philippa Holmes	Project	31/03/21 Revised 31/07/2021	<p>Update 20 August 2021</p> <ul style="list-style-type: none"> The step down arrangements developed by the Parenting and Family Support Working Group have been completed and the process built into Liquid Logic. The Lead Practitioner role for external partners has been incorporated into the new process, for when this goes live. Guidance and training on the new step down arrangements has taken place on 14/15/16 June 2021 and was delivered by the System Support Lead Officer for Internal Services. 		
2.8.d		Strengthen the step up arrangements between EH through a LP and CSC to support family's	Chad Thompson	Philippa Holmes	Project	31/03/21 Revised 31/07/21	<p>Update 20 August 2021</p> <ul style="list-style-type: none"> The step up arrangements are to be developed in the same scope 		

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		needs and reduce the risk to children with the support of their families					<p>and brief as was the step down process. A task and finish group which will include the Integrated Front Door are to review the processes.</p> <ul style="list-style-type: none"> The next phase is to test the process in Liquid Logic and this will be carried out by the service. Once external LPs have received access to EHM, this will include the new step up process in Liquid Logic. Early Help Coordinators and Team Managers will need to have been trained on the new process. 		
2.8.e		Development of EHM system for use by partners including Implementation of Bradford Impact Tool (dependent on ICT Project 9 above)	Chad Thompson	Vicky Smith	Project	30/06/21	<p>Update 20 August 2021</p> <p>1. Local Authority</p> <ul style="list-style-type: none"> The Measurement Impact Tool has been built in Liquid Logic. Development of Data Sharing Agreements and governance have been shared with the Data Protection Officer. Weekly external access task and finish group initiated to develop practice guidance, training, policies and pathways. <p>2. Partners</p> <ul style="list-style-type: none"> The external partners requiring access to EHM to register an Early Help Assessment have been identified with representatives from the VCS, Health, Health Visitors, Primary and Secondary Schools. Partners have been identified however there has been a drift and delay to gaining partner access to Liquid Logic/EHM. 		

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2.8.f		Develop and implement an impact tool to show progress of work through Early Help case work through the LP – Bradford Impact Tool	Chad Thompson	Chad Thompson	Project	30/09/21	Update 20 August 2021 <ul style="list-style-type: none"> The Measurement Impact Tool has been developed with key partners e.g. police, health, VCS, education and has been endorsed by Bradford Safeguarding Partnership on 12 May 2021. The Early Help Trainer is to develop guidance and roll out training to implement. 		
2.9.a		Promote the managers guide for the role of LP across the partnership to improve the quality and effectiveness of case work with families and support the welfare of staff.	Chad Thompson	Cath Dew	Project	28/02/21 Revised to 15/05/21	Complete May 2021		
2.9.b	Support the Lead Practitioner role and increase responsibility across partner organisations	Support and challenge partners to undertake the role of LP across the age range delivering quality and effective practice	Chad Thompson	Lisa Brett	Project	30/09/21	Update 20 August 2021 <ul style="list-style-type: none"> The Prevention and Early Help Partnership for Children and Families receives performance on the uptake of the Early Help Assessments per agency as part of the Early Help Vital Signs Report. The Early Help Trainer is developing a workforce development support plan to support and encourage partners to take up the role of Lead Professional where there is a low uptake. A Lead Practitioner Engagement Plan is being developed to identify partner agencies where there has been no uptake of the Lead Practitioner role. 		
2.9.c		Improve the timeliness; quantity and quality of assessments and family plans to reflect the range of family's needs securing longer term outcomes	Chad Thompson	Traci Taylor / Performance and	Project	30/09/21	Update 21 August 2021 <ul style="list-style-type: none"> An Early Help Audit of the Lead Practitioner and Team Around the Family framework has been 		

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				Outcomes Sub-group			<p>endorsed by Bradford Safeguarding Partnership on 12 May 2021.</p> <ul style="list-style-type: none"> The framework has been developed to measure the quality of practice and the engagement of the partners on the Team Around the Family experience. Workshops have been held to develop the guidance and a training plan will be prepared. The training is to be rolled out from September 2021. Quarterly audits and moderation to be completed from October 2021. Hub Managers to consider how to engage with education settings. 		
2.9.d		Increase the take up of training and other workforce development opportunities to improve multi-agency staff skills and knowledge. (Early Help, Lead Practitioner, measuring impact tool, use of EHM)	Chad Thompson	Cath Dew	Project	30/04/21 Revised to 31/07/21	<p>Update 21 August 2021</p> <ul style="list-style-type: none"> The Head of Safeguarding Reviewing and Quality Assurance is developing a Workforce Development Strategy and Work Plan. The Early Help Trainer is to carry out an assessment on the take up of the training by agency and develop a Workforce Development Plan, to target the agencies with a low uptake of the training. 		
2.9.e		<p>Early Help Co-ordinator Operating and Practice Model embedded Set key timescales and operational procedures for the role:</p> <ul style="list-style-type: none"> Use Data of Scorecard to direct EHCs work priorities Consult with key agencies to test EHC offer and approach Agree promotion of EHC offer across localities / services. 	Chad Thompson	Cath Dew	Project	31/03/21 Revised to 31/07/21	<p>Update 21 August 2021</p> <ul style="list-style-type: none"> A review of the Operational procedures for the Early Help Coordinator role is to be further developed due to the recent changes of the Early Help Assessment pathways. A weekly report will be developed by the Early Help Performance 		

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							<p>Officer to help inform the Early Help Coordinator work priorities and will be discussed at a meeting with the Data Intelligence Officer in September 2021.</p> <ul style="list-style-type: none"> • A Communication Plan has been developed to promote Early Help key messages to partners and families which will be supported by the EHC's • A meeting has been arranged in September 2021 with the Performance Intelligence Officer to finalise the Early Help reporting cycle. 		
2.9.f		<p>Further embed the Lead Practitioner Support and Development Framework</p> <ul style="list-style-type: none"> • Training and Dev. Materials outlined and consult with stakeholders • Audit Practice through Appreciative inquiry • One to One Support 	Chad Thompson	Hub Managers	Project	31/03/21 and ongoing	<p>Update 20 August 2021</p> <ul style="list-style-type: none"> • The Lead Practitioner e-learning and mandatory training modules are available on Learn and Develop. This training has replaced the four Early Help Lead Practitioner workshops delivered by the Early Help Coordinators as follows: <ul style="list-style-type: none"> – Early Help Assessment and SMART Plan; – Team around the Family – chairing meetings and engaging multi-partner agencies; – Scaling and Measuring Impact; and – Supporting and enabling the LP Role • The Early Help Trainer will start to develop a training plan to target where there is a low uptake of the Lead Practitioner role and training 		

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							<ul style="list-style-type: none"> An Early Help Lead Practitioner Appreciative Inquiry framework has been developed with representatives from the police, health visitors and hub managers. This was endorsed by Bradford Safeguarding Partnership on 12 May 2021. Guidance and training is now being developed by the Workforce Development team and Early Help Service to be completed in September. The Early Help Coordinators continue to provide one to one support to partners virtually through video calls or telephone calls offering guidance & advice on the Lead Practitioner role, Early Help and toolkits. 		
2.10.a	Family Hubs - Promote participation to increase access to services and improve integrated working to secure better outcomes for children and families	Produce a Demands and Needs assessment (Phase 1 children under 5 years) by locality using data and joint local intelligence to identify specific vulnerabilities and risks to mobilise partners to work together at local level based on needs	Chad Thompson	Performance and Outcomes Sub-Group /Hub Managers	Project	28/02/21	Update 20 August 2021 See update on action number 2.13.a		
2.10.b		Develop partnerships with other services in localities to respond to vulnerable needs Phase one responding to under 5 needs and appraisal at locality level	Lisa Brett	Cath Dew/Hub Managers	Service	Deferred to start September 21	Update 16 February 2021 <i>This work has been deferred as part of reprioritisation of work following recent self-assessment in CSC and Ofsted Assurance visit in Dec 2020</i>		
2.10.c		Review all locality governance arrangements and forums to ensure active engagement of families and the community and to reduce duplication of partner's resources	Lisa Brett	Lisa Brett	Service	Deferred to start September 21			
2.11.a	Develop and improve information and advice for parents for self help and support through a	Project Scoped	Chad Thompson	FiS Manager	Project	31/03/21 Revised to 18/06/21	Update 24 August 2021 A project initiation document has been developed focussing on five key workstreams:		

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	Family Information Service						<ul style="list-style-type: none"> - Systems and Performance; - Practice; - Policies and Procedures; - Workforce; and - Communications and Partner Engagement <p>Possible tie-in with Local Offer has been postponed as they are continuing their contract with their external provider for the next 12 months. However this will not impact the rate of development of the directory.</p>		
2.11.b		Recruit Manager and FIS Officers	Chad Thompson	Lisa Brett	Project	28/02/21 Revised to 31/07/21 Revised to 30/09/21	Update 24 August 2021 The job descriptions for the two officers graded. Currently waiting for the moderator to return with agreed grading after review.		
2.11.c		Produce Project Plan, Deliverables & Timelines. This includes: engagement with Families and Practitioners on the requirements of FIS; Develop the FiS offer; Develop KPIs and measures	Chad Thompson	FIS Manager	Project	30/06/21 Revised to 31/07/21 Revised to 30/09/21	Update 24 August 2021 <u>Website development</u> <ul style="list-style-type: none"> • Delay in reaching deadlines for phase 1 of the directory. Branding to be reviewed • EH pages are being updated by the FYI team in accordance with DIP good practice guidance in order to direct users to the directory and provide correct, up-to-date information. • Limited resources / capacity of the IT team are impacting on this project. • 3 options going forward: 1) bespoke directory website by internal team (estimated 4 months); 2) use Connect to Support provision to create the FYI directory separate to the 		

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							current use in Adult's Social Care; 3) obtain provision through other 3 rd party provider		
2.11.d		Project roll out	Chad Thompson	FiS Manager	Project	Ongoing	Update 24 August 2021 <ul style="list-style-type: none"> Public consultation – held focus groups with members of the public and professionals Produced focus groups report to inform IT development. Also met with VCS stakeholders to discuss how services feed into directory. Content and branding – name change (FYI Directory) agreed, logo chosen with input from stakeholders. Joint partnership working with Public Health for IAG Training – training for the contact centre on the childcare element of the directory. Resources – additional resource of Family Support Worker secured to contact services on behalf of the directory to compile general information about service offers in service log and to gauge interest from services in advertising on the directory. Will start in post 30/08/21. 		
2.12.a	Deliver the new Families First Programme	Sustain current programme and Implementation and delivery of new programme April 2021 to April 2022	Chad Thompson	Lisa Bray	Project	30/04/21	Complete April 2021		
2.12.b		Contract manage contracts with partners (VCS & Police) to contribute to PbR and outcomes	Chad Thompson	Lisa Bray	Project	Ongoing	Complete April 2021		
2.12.c		Implement programme with 100% PBR outcomes claimed	Chad Thompson	Lisa Bray	Project	Ongoing	Complete April 2021		
2.12.d		MHCLG Performance Data, Returns and Engagement submitted monthly	Chad Thompson	Lisa Bray	Project	Ongoing	Complete April 2021		

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2.12.e		Outcome from the Early Help System Guide audit discussed with partners to produce a Transformation Action Plan to support partnership working	Chad Thompson	Lisa Bray	Project	31/03/21 Revised to 31/05/21 Revised to 30/08/21	Update 20 August 2021 <ul style="list-style-type: none"> The Ministry of Housing Communities and Local Government have confirmed that feedback will not be provided to Local Authorities who have met the payment by results target, noting Bradford met the target in December 2020. An in-house review of the Early Help Systems Guide is to be carried out to inform a Transformation Action Plan. 		
2.12.f		Develop a Workforce Development Plan and Strategy for the partnership	Chad Thompson	Amandip Johal	Project	30/06/21 Revised 30/09/21	Update 20 August 2021 The Head of Safeguarding Reviewing and Quality Assurance is developing a Workforce Development Strategy and Work Plan and will be ready by the end of September.		
2.13.a	Develop and implement an Integrated Early Childhood Services core offer (Integration of health and social care supporting early learning and development for children under 5 years)	Detailed need and demand appraisal to inform current and future operating model for Early Childhood Services	Phil Hayden	Josie Dickerson	Project	30/04/21	Update 4 August 2021 Progress has been made to bring together all the partner data leads to progress this work to completion by W/C 27th Sept and incorporate into the Case for Change		
2.13.b		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 5's.	Phil Hayden	Frank McGhee	Project	30/06/21	Update 4 August 2021 This was presented to the July Project Steering Group to agree and sign off as a true reflection of services known to them. Some partners still need to comment on this and an extension of the deadline has been agreed for 13th August for final comments. This will inform the Case for Change and Model of Practice		
2.13.c		A clear Outcomes Framework and service (offer) for holistic needs for children under 5 and their parents and clear pathway response for those	Phil Hayden	Phil Hayden	Project	31/07/21	Update 4 August 2021 The core offer had been agreed through the project group based on		

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		children who are not expected to achieve the expected outcomes					statutory guidance; an outcomes framework was drafted and consulted on by steering partners to include partnership measures and KPI's. The core offer and outcomes framework are being used to detail the service offer for universal and additional needs.		
2.13.d		Consistent and sustainable Information, Advice and Guidance for Parents and prospective parents and services to support child outcomes – link with developments in Early Help for Information Service	Phil Hayden	Jo Howes	Project	Start July 2021 Finish Sept 2021	Update 4 August 2021 This work is ongoing with the lead reviewing information currently available to parents in the first 1001 days and research will continue to look at IAG and families with children 3 to 5.		
2.13.e		Communications strategy developed to support engagement with practitioners, services and families on the new operating arrangements and offer	Phil Hayden	Phil Hayden	Project	Start July 2021 Finish Sept 2021	Update 4 August 2021 This work will start once the core offer and new operating arrangements are clearer		
2.13.f		A Workforce development plan to support implementation of the new business model proposals link with developments in Early Help	Phil Hayden	Amandip Johal	Project	30/06/21 Revised 30/09/2021	Update 4 August 2021 This work will be developed as practice against the core offer is clearer and core competencies for the wider workforce can be identified. This work supports the partnership workforce strategy for a specific age of children.		
2.13.g		Case for Change to develop a Strategic Partnership Agreement (SPA) - Part One – Identify common expectations to include in all contracts across commissioners to advance the core offer and develop common practice e.g. LP and Early Help response - Part Two – Develop joint contracts with common outcomes across the core offer with commissioners and providers	Phil Hayden	Phil Hayden	Project	Part 1 31/03/2021 Part 2 30/09/21	Update 4 August 2021 The case for Change and Resources Appraisal - V1 of this was circulated to partners in July for comment. Additional work was needed on some core elements, for example the Needs and Demand Assessment; Information on current deployment of some services etc. The project is currently working on a		

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							final draft version which will be signed off at the September Steering Group An integrated Core Offer and Practice Model - First draft of this document is completed and waiting for some key deliverable to be completed for inclusion. These are the current pathways to services and proposed new pathway for a universal offer which can adapt to additional needs. This document will be circulated to partners in August with returns expected for comment on 6 September.		
2.14.a	Improving practice in both health related trust practice and integrated working. BDCFT 0-19 Family Health Services (Health Visiting only)	New 3-tiered HV model agreed and established within the Health Visiting service. (0-5)	Gill Brayshaw	Gill Brayshaw	Partner	Dec 2020	Complete June 2021		
2.14.b		The new 3-tiered HV model for 0-5 dovetails with the 2 pilot sites for integrated HV/CSC role (Keighley & Shipley and West) and the integrated children's COVID-19 Team (BDCFT & Children's Social Care) (0-5)	Gill Brayshaw / Dawn Lee	Gill Brayshaw	Partner	31/01/21	Complete June 2021		
2.14.c		Pilot of Integrated HV / CSC role with addition of two Health Visitors to work in Children's Social Care Team (Phase 1 - two HV in Keighley & Shipley. Phase 2 - two HV in West Locality) (0-5)	Gill Brayshaw	Clare White	Partner	June 2021	Complete June 2021		
2.14.d		Defined Safeguarding Tier within new Health Visiting model, developed practice guidance including quality assurance and support package and step down processes. (0-5)	Gill Brayshaw	Deborah Henson	Partner	31/05/21	Complete June 2021		
2.14.e		Defined Early Help Tier within new HV model, including practice guidance, step up / down process and quality assurance measures for staff working in this tier.	Gill Brayshaw	Sharon Morris / Gill Brayshaw	Partner	30/07/21	Update 19 August 2021 Significantly reduced staffing capacity within the 0-5 service impacting on caseloads in early help tier, also		

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		(0-5)					covering priority work from other tiers. Urgent review of criteria for this tier needed. Further understanding and clarity required for the role of the early help HV's within the wider EH context as issues and concerns raised by HV's about processes and remit. Will need to consider extending the deadline until Nov 2021 for this workstream, due to the above.		
2.14.f		Training for all Health Visitors in Tier 3 on the Lead Practitioner role and Early Help Assessments. (0-5)	Gill Brayshaw	Gill Brayshaw	Partner	30/11/2020	Complete June 2021		
2.14.g		HV to take on the role of LP with suitable families on their caseload. (0-5)	Gill Brayshaw	Sharon Morris	Partner	31/01/2021	Complete June 2021		
2.14.h		Extended use and improved quality of ASQ-3 and ASQ:SE reviews within Early Help tier, to measure areas of concern and target support to ensure improvement in meeting children's developmental milestones. (0-5)	Gill Brayshaw	Sharon Morris/ Gill Brayshaw	Partner	30/07/2021	Update 19 August 2021 Due to significant reduction in staffing across the whole 0-5 service the caseload sizes have increased and HV's struggling to manage the workload. Need to consider an extension of the time scale to Nov 2021 in order to complete the work detailed in June update.		
2.14.i		Review of the quality of practice around the ASQ-3 and ASQ:SE at two years. (0-19)	Gill Brayshaw	Lucy Bennett	Partner	31/08/2021	Update 19 August 2021 Work continues with this action, ASQ tool now back in use for last 2 months and review of quality and practice to commence.		
2.14.j		Defined practice guidance for the universal tier, including the skill mix roles within this tier, step up/down process and the tier 2 packages of care that are delivered by the service. (0-5)	Gill Brayshaw	Lucy Bennett	Partner	31/07/2021	Update 19 August 2021 Work on this action is ongoing, new skill mix staff starting in August and Sept and work continues developing packages of care.		

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2.14.k		Define the role of staff nurses and nursery nurses within the new HV model. Provide a training plan and guidance for the roles, including on new care packages. (0-5)	Gill Brayshaw	Lucy Bennett/ Sharon Morris	Partner	31/05/2021	Update 19 August 2021 Work continues with this action; packages of care continue to be developed and the role of staff nurses within all tiers to be reviewed, in response to the HV staffing challenges.		
2.14.l		Consideration of the opportunity to pilot the MESCH model in the East Locality considering the new 0-5 HV model.	Dawn Lee	Edwina Lintin	Partner	30/04/21	Complete June 2021		
2.15.a	System wide development of modern working arrangements and access to systems that support practice with regard to BDCFT 0-19 Family Health Services (Health Visiting and 5 to 19 services)	Better Start Healthy Futures website built and expanded to strengthen the self-help offer within the new model. To include: - Links to the LA and Public Health websites information for families. - Links to the newly developed Family Information Service (0-19) <i>Full system approach required</i>	Dawn Lee Other partners TBC	Nicola Barrett	Partner	31/12/21 Ongoing	Update 19 August 2021 Dedicated digital workstream now in place, led by new project manager Nicola Barrett. The website does link to LA/family hub sites and will need to link with the new Family Information Service once launched. The Better Start Healthy Futures website remain in place for BDCFT 0-19 service. As part of the 0-5 / Early Years group led by Phil Hayden the ambition is for all of our websites to be linked. There will also be an ICS piece of work coming on line for an additional children / parents website as well so this will need to be taken into consideration. Work continues with this action as above		
2.15.b		Reformed GP safeguarding meetings attended by our 0-19 staff.	Alex Horsfall	Alex Horsfall	Partner	31/12/21	Complete June 2021		
2.15.c		Reviewed processes for administering strategy meetings / calls to 0-19 to maximise attendance and free up capacity of Health Visitors. (0-19)	Dawn Lee	Nicola Barrett	Partner	17/05/21	Complete June 2021		
2.16.a		Improved data quality and cross referencing of partners data with the 0-5 data set including ASQ	Dawn Lee	Dawn Lee	Partner	30/06/21	Complete June 2021		

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		quality and performance, the SEND dashboard, the integrated COVID-19 dashboard, and the LAC (BDCFT) dashboard							
2.16.b	Public Health Commissioners working in partnership to improve performance in both health related trust practice and integrated working, with regard to BDCFT 0-19 Family Health Services (Health Visiting and 5 to 19 services)	Work with the 0-5 Steering Group and respective Comms teams to confirm the comms strategy to all stakeholders / partners in relation to the new ways of working for the 0-5 service.	Dawn Lee	Dawn Lee	Partner	30/08/21	Update 24 August 2021 BDCFT Community Children's Services have worked internally with the BDCFT Comms Team to agree a high level strategic Comms action plan as well as a tactical plan. The full version of this for internal use is expected in September 21. Any comms to partners is delivered jointly with the Local Authority Public Health Commissioners of the BDCFT 0-19 Service.		
2.16.c		Established Contract Monitoring Group to ensure quality and performance measures are agreed and monitored. (Including ASQ improvement data, % SCHPN as LP, quality assurance processes for EH and SG work)	Dawn Lee	Gill Brayshaw	Partner	31/07/21	Update 19 August 2021 This action is now complete CMB established, and performance measures agreed.		
2.16.d		Recruitment of a Quality and Improvement Lead for 0-19 service to implement and undertake quality assurance processes which support safe service delivery to children, young people, and families. Including records audits, staff feedback and service user feedback.	Dawn Lee	Dawn Lee	Partner	31/01/21	Complete June 2021		
2.16.e		Data reviewed from the Early Help Scorecard through the Prevention and Early Help Partnership Performance Group to show progress of the LP role and to address any performance issues raised.	Gill Brayshaw	Gill Brayshaw	Partner	31/07/21	Update August 2021 Complete as this is now an established ongoing process		
2.17.a	Improving Workforce and Workforce Development in both health related or trust	New model Introduced of restorative / resilience-based Supervision for 0-19 children's services. (To include integrated supervision with children's social care. Including Standard Operating Procedures and mobilisation plan)	Dawn Lee	Clare White	Partner	30/04/21 Revised to 30/09/21	Update August 2021 All actions complete awaiting roll out across children's services in Sept 2021		

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2.17.b	practice and integrated working.	Scoped level of safeguarding support required to adequately support the new 3 tier HV model, in particular the safeguarding tier of the model.	Dawn Lee	Dawn Lee	Partner	28/02/21	Complete June 2021		
2.17.c	BDCFT 0-19 Family Health Services (Health Visiting and 5 to 19 services)	Awareness and engagement sessions for all staff across the 0-19 service, around the Lead Practitioner role and the Multiagency Early Help assessments, and dedicated training for the early help HV teams.	Gill Brayshaw	Gill Brayshaw	Partner	31/03/21	Update 19 August 2021 Initial difficulties with accessing the eLearning and significant staff issues all affecting the roll out this last month. Plan to roll out over Sept/Oct 2021		

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

Date Ofsted identified	Areas for Improvement
September 2018 March 2019 June 2019 October 2019	Improve MASH and Front Door processes, responsibilities and practice including: <ul style="list-style-type: none"> – gaining or dispensing with consent appropriately – what constitutes basic checks and concluding them consistently – improving the initial response to protect vulnerable children including stepping down and closure – collation of information from multiple agencies – Timely completion of child protection enquiries – Making and recording decisions by suitably qualified staff and managers
June 2019	Reduce the number of children being inappropriately referred to social care by other agencies.
Ofsted Assurance Visit 2020	Nothing specific

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3.1.a	Demand and Needs assessment to manage resources and performance	Demands and Needs assessment undertaken to fully understand performance and multi-agency resource implications and requirements	Stu Barratt	Laura Copley	Project to service	31/03/21	Complete April 2021		
3.1.b		Improve intelligence reporting to understand flow of information and current response e.g. Domestic Abuse notifications from the Police mapped out	Stu Barratt	Laura Copley	Project	30/04/21	Complete June 2021		
3.1.c		Further improve current intelligence by fully developing and embedding the IFD scorecard (Process; quality and workforce indicators)	Stu Barratt	Stu Barratt	Project	31/05/21			
3.2.a	Review and embed Policies and Procedures (IFD)	Practice guidance created to detail full scope of the operating model - CSC, CWD, EH, SEND, CE	Rowan Griffin	Tracey Lewis	Project	30/04/21 Revised 30/06/21 Revised 15/09/21	Update 16 August 2021 Following handover, a new draft was required – the text and processes have been redrafted with input from IFD Service during Late July/ Early August. Final draft will go to IFD Operations Group for comments on 25/08/21 and		

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							then to the Strategy Group for sign off on 15/09/21.		
3.2.b		Existing policies and procedures mapped against operating model and new policies and procedures for identified processes and services produced. SLA's with partners produced and any revisions to structure implemented	Rowan Griffin	Rowan Griffin / Tracey Lewis	Project	31/05/21 Revised to 15/09/21	<p>Update 16 August 2021 The following processes have now been signed off:</p> <ul style="list-style-type: none"> - Contacts - Data sharing (Information Sharing Agreement) - Safeguarding <p>The following processes have been drafted but need to be agreed at IFD Strategy Group on 15/09/21:</p> <ul style="list-style-type: none"> - EHCP - Early Help Gateway 		
3.2.c		Update tri-x with refreshed policies and procedures.	Rowan Griffin	Ayesha Haq / Rowan Griffin	Project	30/04/21 Revised to 15/09/21	<p>Update 16 August 2021 Tri-x policies have been drafted and cleared by Head Quality Assurance and published. Final retrospective sign off at SAPP Board is required in September 2021, but no concerns are anticipated.</p>		
3.2.d		Updated data sharing agreement with partners created and embedded.	Rowan Griffin	Tracey Lewis	Project	31/05/21 Revised to 30/09/21	<p>Update 16 August 2021 West Yorkshire Multi-Agency Data Sharing Protocol is already in place. Further requirement for a further local and specific document to be drafted (using template in Appendix 3 of the West Yorkshire Protocol) and agreed focussing on MASH data sharing in more detail. Service and Improvement Team are drafting this for IFD for Strategy Group endorsement on 15 September – sign off by individual agencies will then follow post-programme and action closure.</p>		
3.3.a	Workforce Planning and Development (IFD)	Confirm IFD structure and operating budget	Stu Barratt	Tracey Lewis	Project	28/02/21 Complete	Complete February 2021		

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3.3.b		Future staffing operating model developed including partner agency resources	Rowan Griffin	Tracey Lewis	Project	30/04/21	Update 16 August 2021 This work has been deferred as part of reprioritisation of work.		
3.3.c		Action plan to implement staffing changes linked to recruitment project* for example BSO	Rowan Griffin	Tracey Lewis	Project	30/04/21			
3.3.d		IFD Knowledge and Skills Statement (previously IFD Competency Framework) co-designed with partners	Rowan Griffin	Tracey Lewis	Project	30/04/21 Revised 30/06/21 Revised 30/09/21	Update 16 August 2021 First draft to be reviewed to ensure it is accessible for both social work and non-social work staff, Council and partners. Working group has been established to conclude and further develop this – for sign off on 15 September Strategy Group.		
3.3.e		Multi-agency training identified, developed for post-programme roll out by service	Rowan Griffin	Tracey Lewis	Project	30/04/21 Revised 30/06/21 Revised to 15/09/21	Update 16 August 2021 A headline specification for training requirements drafted. Currently further detailed planning is taking place to develop the training plan and for training to be implemented across the IFD. For sign off at the Strategy Group on 15 September. The roll out will be post-programme activity by service, beyond the scope of this programme and task.		
3.3.f		Roll out of single form for the portal in IFD as part of ICT Programme	Rowan Griffin	Vicky Smith	Project	30/09/21	Update 16 August 2021 Awaiting Service decisions on Options Appraisal.		
3.4.a		Improve Communication and Engagement (IFD)	IFD Operational Group created to further strengthen integrated working and performance	Stu Barratt	Stu Barratt	Project	31/01/21 Complete	Complete February 2021	
3.4.b	Communications plan created to engage key stakeholders including storyboard to promote key messages on developments and improvements		Stu Barratt	Stu Barratt	Project	28/02/21	Complete February 2021		
3.4.c	Publish performance information and data on partnership response at the Front Door to drive further continuous improvement		Rowan Griffin	Performance Team	Project	30/09/21	Update 16 August 2021 Following completion of the D/A review, partnership data and meaningful performance measures have been identified that can go into the annual and bi-annual reports that will be published in 2021. Complete		

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3.5.a	Improve the response through the Emergency Duty Team	Demands and Needs analysis co-produced with Adults Social Care to review out of hours and emergency functions across social care.	Stu Barratt	Stu Barratt / Anneeq Ahmed	Project	31/03/21 Revised 31/05/21	Complete May 2021		
3.5.b		Produce Service Options Appraisal with recommendations	Rowan Griffin	Tracey Lewis	Project	28/04/21 Revised 31/05/21	Update 16 August 2021 Complete August 2021		
3.5.c		Scope and approval of Project / Service proposal with deliverables agreed	Rowan Griffin	Tracey Lewis	Project	31/04/21 Revised 30/09/21	Update 16 August 2021 Final EDT report pending Assistant Director agreement before consulting with Adult's Services DMT. Complete		
3.5.d		Progress Project / Service proposal	Rowan Griffin	Tracey Lewis	Project	30/09/21 Revised January 2022	Update 16 August 2021 Final EDT report drafted, consulting with Adult's Services DMT in September to confirm proposals and planning, subject to pre-agreement with IFD on forward operating model and call handling. This activity will continue post programme.		

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"> - robust; focused and specific - include the voice of the child - clear about the support to be offered - include timescales and regularly reviewed - outcomes are being met
September 2018	Public Law Outline (PLO): <ul style="list-style-type: none"> – must be robust – actions must be specific enough for families to understand what needs to change and by when to prevent escalation – regular reviews of the length of time children are in (PLO)
June 2019 October 2019	Managers must improve the grip and oversight of casework providing critical challenge to improve practice; reduce drift and delay in the identification and response to a child or young persons' needs
September 2018	Ensure arrangements are in place to allow children continued contact with important people in their lives.
September 2018	Improve the number of ICPCs being held within timescale.
March 2019	Social Workers to use direct tools to aid communication with CYP to ascertain their wider lived experience.
October 2019	Reduce the delay in CYP accessing support and interventions (particularly CAMHS, DA services and IFS)
February 2020	Improve social workers' professional curiosity in testing out parental self-reporting
February 2020	Conference minutes must be clear and an accountable record of the information shared, and clear priority actions recorded.
February 2020	Ensure records of visits demonstrate the purpose of a visit and if the child has been seen alone (if appropriate to do so)
September 2018 October 2019	Improve direct practice and recording of work and plans to reflect: <ul style="list-style-type: none"> – A clear purpose for visits and work with families – the child's voice and views are heard and responded to – children's specific needs are clear children's voice during any visit is recorded
September 2018 June 2019	Work with children and young people should reflect their lived experiences to improve outcomes and not be compromised by their parents and carers behaviour
September 2018	Review and refresh the current CIC processes and practice and include this in the Social Work training programme.
September 2018	Ensure high quality (CIC) assessments and decision making to reduce the number of placement breakdowns.

February 2020	
September 2018 February 2020	Improve the quality of assessments for all child in care reviews; including an assessment of the child's changing needs, family circumstances, and analysis of risk around parenting capacity. To include a sharp focus on the progress of the plan, particularly if permanence has not been achieved.
September 2018	Ensure a consistent approach and support of those leaving care as they move towards independence, including access to their key documents (NI number, health passport, ID etc.; and pathway plans are user friendly and the young person's voice is recorded on their LCS records.
February 2020	Reduce drift and delay and increase timely practice and effective management oversight for children achieving permanence, especially when the plan is adoption or securing permanence for children on section 20.
February 2020	Safely reduce the number of children in care that are subject to statutory processes unnecessarily.
February 2020	Connected Carers must be robustly risk assessed in a timely manner and sharper focus applied to ensuring arrangements are secured through SGOs.
Ofsted Assurance Visit 2020	<ul style="list-style-type: none"> - F3 some decisions to close work in children's social care are premature. In particular, some children in need cases are closed or stepped down to early help before goals have been achieved. Managers' oversight is not outcome focused, and it is not ensuring that any change is realistic and sustainable. Similarly, some child protection plans end before sustained change can be evidenced. This results in children coming back into the service and experiencing repeated services and interventions. - F4 Some social work assessments are too parent focused, and they do not always consider all children or adults in the household. In contrast to section 47 enquiries, there is little observation and analysis of children's lived experience within assessments. - F5a While there is good information-sharing between agencies in meetings about children, this does not always translate into proactive work to progress children's plans - F5b a lack of robust planning and management oversight mean that other children continue to experience drift and delay - F5c over-optimism is resulting in a failure to take authoritative action soon enough in some cases where children are living in situations of domestic abuse. - 11. Leaders have recognised that not all child protection planning had been effective in reducing risk. - 12b. Social workers are not always considering wider family members as alternative carers early enough to prevent drift and delay before the child's permanent home is confirmed.
April 2021	<ul style="list-style-type: none"> - Assessments include the child's voice, although their unique and diverse needs, identity and culture are not routinely considered in order to understand the child's world and their lived experience. - Many assessments (both on new referrals and on open children's cases) are taking too long for children. This means that children's circumstances or the risks that they are exposed to are not swiftly identified or responded to in order to manage risk. - Some family assessments are also overly focused on the child who was specifically referred for a service. (resulting in the other children in the family being re-referred after they had experienced harm) - Recording of visits undertaken is variable, with some clearly being purposeful and hearing the child's voice and others being perfunctory. - When section 47 enquiries confirm that the risk to children requires a multi-agency child protection plan, some children's cases are not taken to conference quickly enough. This means that there has been delay in the needs of those children being considered and to having a multi-agency plan in place to reduce the risk. - Some children's needs, which were identified at the onset of the assessment, have not been swiftly addressed through timely services or intervention. - Children in need and child protection plans are regularly reviewed by a range of partner agencies. However, there is variability in how rigorously the social worker uses the child's plan to check progress to avoid drift. - The initial plans developed from the first child protection conference are too long. This means that it can be overwhelming for parents to understand those areas which are a priority for them to focus on, and how they will be supported. - For some children, the child protection planning had ended too quickly and without all the identified needs being addressed or before there was evidence that change could be sustained. - Social workers have continued to see children face to face where this has been possible. However, some visiting has not been regular and according to the child's needs. - Some social workers have been able to deliver creative pieces of direct work to identify children's wishes and feelings, but this is not consistently the case. This has been affected by the limitations dictated by the pandemic and, also, the many changes of worker. - Social workers lack confidence and knowledge in recognising private fostering arrangements, which then leads to a lack of authoritative planning for children. - Inspectors found that some children are not being seen according to the standards expected in private fostering. Not all social workers are aware that they need to conduct checks, including police checks, to ensure that the arrangements are safe.

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4.1.a	Embed core practice standards through case work and front line practice	Model good practice through a range of agreed in-service coaching; mentoring and learning opportunities via practice working groups/ practice lunches/ observations of practice and audit activity. Monthly focused areas of practice: a. Case Recording What is good case recording, how to capture the voice of the child and lived experience.	Irfan Alam	Amandip Johal	Service	31/03/21	Complete March 2021		
4.1.b		b. Case Summary What is a good case summary, how to capture key information, including the voice and lived experience of the child	Irfan Alam	Amandip Johal	Service	30/04/21	Complete April 2021		
4.1.c		c. Chronologies What to include in a chronology and why a good chronology is important to understand the journey of the child. Looking at history to understand what has happened previously and what this means for what is happening now to inform our plan of work. Understanding what is needed for a court chronology.	Irfan Alam	Amandip Johal	Service	31/05/21	Complete May 21		
4.1.d		d. Voice of the child How to plan and complete direct work with children and young people, direct work tools, importance of observations and using what children tell us to inform their plans and what we do to make sure that they are safe and heard.	Irfan Alam	Amandip Johal	Service	30/06/21	Update 31 August 2021 Training developed and delivered within required timescales. Complete		
4.1.e		e. Effective working relationships with parents, carers and professionals How to build good relationships with parents and carers, the importance of inclusive practice that is respectful and curious. Exploring relationships with family, close networks and community to support children and families. The importance of working relationships with our colleagues in various agencies to support children and families to be safe and well.	Irfan Alam	Amandip Johal	Service	31/07/21	Update 31 August 2021 Training developed and delivered within required timescales. Complete		
4.1.f		f. Assessments	Irfan Alam	Amandip Johal	Service	31/08/21	Update 31 August 2021		

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		Pulling the threads of the work done over the last 5 months to create a good assessment that is evidence based and analytical.				Revised to 30/09/21	Ongoing and will pull through into September 2021 to reflect availability of staff due to leave arrangements.		
4.2.a	Develop and improve practice feedback and our learning loop	Implementation of: <ul style="list-style-type: none"> - Supervision audits (Sept 21) - Team meeting audits (July 21) - Observation of staff practice (Sept 21) - Annual staff survey (Oct 21) - Snap surveys (dates being considered with regard to how and when and who to launch to have maximum impact) - National and local case and learning reviews (April 21) 	Amandip Johal	Traci Taylor / Gill Ward	Service	See Deliverables	Update 31 August 2021 <ul style="list-style-type: none"> • Working to the dates set against each objective. • The PSW has recently been involved in an appreciative enquiry learning event which has supported understanding what worked well and reflect on the learning. The safeguarding partnership reported that this style of learning worked well and will look at other events to take place in this style. • Learning from the historical CSE thematic review has been shared in team meetings and learning has been promoted through the practice and learning bulletin. 		
4.2.b		Incorporate children's complaints / comments and develop practice and procedures in the Children and Young People Participation Strategy	David Johnston	TBC	Service	30/06/21	Awaiting reassignment		
4.2.c		Develop and implement process to learn from complaints and implement changes in practice	Tracey Banfield / Amandip Johal	Traci Taylor	Service	30/04/21	Complete June 2021		
4.3.a	Improve our response to pre-proceedings PLO work	Continued monitor of the volume of new PLO cases and trend analysis informing service delivery and CPD	Irfan Alam	Andrea Walters	Service	Completed April 2021	Complete April 2021		
4.3.b		Monthly audits of case files to measure the quality of pre-proceedings work following the embedding of the new practice standards.	Irfan Alam	Andrea Walters	Service	Completed April 2021	Complete April 2021		
4.4.a		Outline report to seek approval to undertake a joint comprehensive review and scope of Short	Kal Nawaz	Kal Nawaz	Project	31/01/21 Complete	Complete February 2021		

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		Breaks provision. Agreement on SRO from DMT to oversee the review							
4.4.b	Review of Short Break and proposals on future service model	Consideration and implementation of an interim resource plan to support service improvement including extension of current contracts whilst the review is in progress	Kal Nawaz	Lisa Brett / Stu Barratt	Project	30/06/21 Revised to 31/01/22	Update 17 August 2021 Report prepared for Council Executive for consideration on 7 September 2021 with: <ul style="list-style-type: none"> - recommendation for the future provision for Short Breaks for children with disabilities in Bradford. - the results of the benchmarking of peer authorities across England, to inform the basis of developing appropriate service provisions for short breaks for children with disabilities in Bradford. - An overview for a proposed structure for a new Short Breaks Assessment Team, to help ensure that the Local Area has the correct resources to support the provision of Short Breaks in Bradford as part of the SEND Transformation Programme 		
4.4.c		Complete review with report to DMT on proposals and implementation plan - 2 Phases	Kal Nawaz	Lisa Brett / Stu Barratt	Project	31/03/22	Update 17 August 2021 DMT and CMT briefed on Executive Report. Timescales proposed detailed in Executive Report as: <ul style="list-style-type: none"> - Sept 21: To engage OJC on the proposed changes for comment and feedback - September 21 - Jan 22: To recruit to posts in the services and set up the Team 		

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							<ul style="list-style-type: none"> Sept 21 – Nov 21: To undertake the JSNA for Short Breaks Services Oct 21: Production of final Short Breaks Statement Nov 21 – Jan 22: To undertake Commissioning activities and market shaping Jan 22 – June 22: To design and commission new services that meet the needs of children and families across Bradford for Short Breaks 		
4.5.a	Improve the quality and consistency of assessments to Unaccompanied Asylum Seeker Children (UASC)	UASC Baseline Report	Caroline Brain	Caroline Brain	Service	28/02/21	Complete February 2021		
4.5.b		Age Assessment and Impact of Trauma training for SW and PA's.	Mandy Helm	Traci Taylor	Service	30/06/21 Revised to 30/09/21	Update 20 August 2021 <ul style="list-style-type: none"> Age Assessment Training has been completed, however, there are a number of staff members absent and another session will need to be put together on their return. The Trauma Training is still being scoped by Workforce and Learning. This training will be on a rolling programme and will include training for the Care Leavers fixed term team. 		
4.5.c		Establishment of a Task and Finish Group to explore regulations, best practice, and pathways	Mandy Helm	Louisa Kay / Lisa Turner	Service	30/06/21 Revised 31/07/21 Revised to 17/09/21	Update 20 August 2021 <p>The Protocol is currently going through the governance for sign off process and comms and materials are being pulled together to share with the Service to embed the protocol.</p>		
4.5.d		Completion of a Review and Dip Sample UASC case files as part of audit schedule against new practice standards and UASC pathway	Mandy Helm	Louisa Kay	Service	30/08/21	Update 20 August 2021 <ul style="list-style-type: none"> UASC Dip Sampling Tool drafted, revised / additional questions will be added once all 		

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							<p>Policies and Procedures have been agreed and signed off.</p> <ul style="list-style-type: none"> Embedding of any new processes will be undertaken through August and DiP Sampling will be undertaken through September and October. 		
4.5.e		Development of UASC Best Practice Folders/online modules	Mandy Helm	Louisa Kay / Anne Marie Gill	Service	30/09/21	<p>Update 20 August 2021 Will commence once Immigration Social Work develop the documentation. This will be done following sign off.</p>		
4.6.a	Youth Homeless Continue to Improve the identification and response to young people who are homeless	Youth Homeless Baseline Report	Caroline Brain	Caroline Brain	Project	31/01/21	Completed February 2021		
4.6.b		<ul style="list-style-type: none"> Establishment of Task and Finish Group with Integrated Front Door, PC Team and YP Service Review of the Youth Homeless Pathway 	Mandy Helm	Louisa Kay	Service	<p>31/05/21 Revised to 25/06/21 Revised to 30/09/21</p>	<p>Update 20 August 2021 Youth Homeless Protocol is now with group members for review and feedback as well as with Housing to incorporate their updates in-line with the changes to the internal processes. Joint meeting with housing is arranged for mid-September to finalise and the protocol will then go through the governance process for sign off.</p>		
4.6.c		Review and Dip Sample Youth Homeless case files	Mandy Helm	Louisa Kay	Service	<p>30/06/21 Revised to 17/12/21</p>	<p>Update 20 August 2021 Youth Homeless Dip Sampling Tool for Practice Standards developed, awaiting completion of the Youth Homeless Protocol to finalise. DiP Sampling will be undertaken through October and November with the findings then used to benchmark against the Audits undertaken 12 months previous.</p>		

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4.7.a	Improve the response to children and young people who are privately fostered	Private Fostering Project Group established	Caroline Brain	Kirsty Askew	Service	06/11/20 Complete	Complete February 21		
4.7.b		Produce and implement the private fostering annual report and action plan.	Caroline Brain	Kirsty Askew	Service	31/03/21 Complete	Update 26 April 2021 Next Annual Report will be due in 2022.		
4.7.c		Robust System and Processes are in Place for Frontline Practitioners	Caroline Brain	Kirsty Askew	Service	19/02/21 Complete	Complete February 21		
4.7.d		Up-dated literature/information materials to raise awareness and outline statutory responsibilities	Caroline Brain	Kirsty Askew	Service	18/02/21 Complete	Complete February 21		
4.7.e		Marketing Campaign to Identify those in Private Fostering arrangements and raise awareness of support available and statutory duties.	Caroline Brain	Kirsty Askew	Service	01/03/21 Complete	Complete February 21		
4.7.f		ELearning Training Programme on Private Fostering	David Johnston	Tracey Lewis	Service	31/07/21 revised to 30/09/21	Update 25 August 2021 Discussions have taken place with the Workforce and Learning Service to produce a PF training programme. Unfortunately, due to staff absence this has been delayed. Deadline revised to 30 September 2021		
4.7.g		Early Help Co-ordinators trained on Private Fostering arrangements and responsibilities.	David Johnston	Tracey Lewis	Service	31/07/21 revised to 30/09/21	Update 25 August 2021 Once the training programme (above) has been finalised, EH coordinators will be given access to the training. Deadline revised as above.		
4.7.h		Undertake annual audits to ensure that all PF cases are managed to a high standard in line with procedures and that any additional action required to achieve stability is undertaken promptly	David Johnston	Amandip Johal	Service	30/09/21	Update 31 August 2021 A thematic audit has been scheduled for February 2022.		
4.8.a	Review of Family Time (formerly Supervised Contact)	Service specification drafted	Kal Nawaz	Deepti Kalam Hunter	Project	30/06/21	Update 17 August 2021 Deputy Director briefed by HoS on proposed service model on 13 July. Model endorsed by DD. Complete		
4.8.b		Collation and analysis of data on demand and existing capacity alongside scoping and costings	Kal Nawaz	Lisa Brett	Project	31/07/21	Update 17 August 2021 Strategic Commissioning Manager completed research into costings		

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		on the new model of delivery for in-house and external tender					and resources required to deliver the new model in-house in parallel with a market testing exercise to gauge external costs Complete		
4.8.c		Report to DMT on proposal and implementation plan	Kal Nawaz	Lisa Brett / Deepti Kalam Hunter	Project	31/07/21	Update 17 August 2021 <ul style="list-style-type: none"> Strategic Commissioning Manager drafted report to DMT on options appraisal scheduled for consideration on Wednesday 25 August 2021 Milestone plans drafted by project support on both in house and external options 		
4.8.d		Recruitment of Team Manager post	Kal Nawaz	Cath Dew	Project	31/07/21	Update 17 August 2021 Process suspended pending outcome of report to DMT		
4.9.a	Progress key elements of the Children in Care & Care Leavers and the Placement & Sufficiency Strategies Social Work Practice	Complete the transfer of FGC and IFSS to BPP and the revised model of working in order to create an enhanced and responsive “edge of care” offer	TBC	TBC	Service	30/04/21 Revised to 30/09/21	Awaiting reassignment		
4.9.b		Develop a mechanism to introduce FGC in CP Planning at an earlier stage in order to proactively engage family members in support and also to begin the process of identifying potential substitute carers.	David Johnston	Amandip Johal	Service	30/04/21 Revised to 30/09/21 TBC	Update 31 August 2021 Andrea Walters / Irfan Alam to table a report on future plans for investment in FGC at DMT.		
4.9.c		Embed stability and disruption meetings to enhance placement support and prevent placement breakdown	Irfan Alam	Deepti Kalam Hunter / Helen Cliffe	Service	30/06/21	Update 24 August 2021 These meetings are now in place Complete		
4.9.d		Execute permanence plans in accordance with agreed care plan.	Irfan Alam	Locality HoS	Service	30/06/21	Update 24 August 2021 New mechanisms are in place to support case tracking, including Case Trackers, care planning meetings. A new supervision form has been developed with a greater focus on action planning. The IRO escalation process has been reviewed and amended. In		

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							adoption cases regular tracking meetings are held with OAWY. Complete		
4.9.e		Pro-active care planning and early decision making to accommodate a child to prevent an emergency placement	Irfan Alam	Deepti Kalam Hunter	Service	30/06/21	Update 24 August 2021 <ul style="list-style-type: none"> Monthly data is now provided by the Placement Coordination Team to the service identifying the nature of placement requests including the amount of notice given. Emergency requests continue to present challenges in terms of identifying a suitable placement when the child is older or more complex. The new form which is being added to LCS will allow us to track request for emergency placements. Complete 		
4.10.a	Ensure that life story work is available for all our children and young people in care. Establish which other children need life story work	Establishment of a task and finish group to embed Life Story Work practice across the workforce.	Amandip Johal	Amandip Johal	Service	completed	Completed April 2021		
4.10.b		<ul style="list-style-type: none"> Examples of good life story work identified (books, later life letters and memory boxes) and agree what good looks like. Selection of good examples available to workforce to help understand how children and young people's journey can be recorded and shared. 	Amandip Johal	Amandip Johal	Service	completed	Completed April 2021		
4.10.c		<ul style="list-style-type: none"> Mandatory E-learning commissioned and updated to reflect Bradford practice; will be clear regarding what life story work is, why it is important and expectation that life story work is completed as part of the child or young person's journey rather than as a single event. Completion of E-learning training by all social workers and community resource workers. 	Amandip Johal	Kathy Walsh	Service	30.11.20 Revised to 30.06.21	Complete June 2021		

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		<ul style="list-style-type: none"> Review of E-learning material with identification of any further training requirements. 							
4.10.d		Improved links in with Fostering Services to understand training available to foster carers regarding life story work.	Amandip Johal	Deepti Kalam Hunter	Service	Completed	Completed April 2021		
4.10.e		Understanding of the capacity and functionality of LCS to store all direct work completed for life story work so that there is always a record on the child's file.	Amandip Johal	Vicky Smith	Service	01/08/20 Revised to 30/04/21 Revised 30/06/21	Update 31 August 2021 <ul style="list-style-type: none"> Scoping has identified that there is no current capacity to store life story work within the system. Requirement work underway to look at building a SharePoint platform that will store all life story work – a link will be embedded in LCS for access. 		
4.10.f		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	Amandip Johal	Traci Taylor	Service	completed	Complete April 2021		
4.11.a	Reduce the risk of repeat pregnancies that result in the removal of children from their family (PAUSE project)	Pause Board meetings to progress service delivery and monitor quality and performance of the service and unlock any barriers to progress	Andrea Walters	Andrea Walters	Service	Ongoing	Complete March 2021		
4.11.b		Mobilisation of the staff team and identification of women and families to work with from existing records	Andrea Walters	Andrea Walters	Service	31/03/21	Complete March 2021		
4.11.c		Casework commences	Andrea Walters	Andrea Walters	Service	30/04/21	Complete March 2021		
4.12.a	Improve the response to CYP that present with the effects of Domestic Abuse	Recruit staff team qualified and experienced to operate as specialist domestic abuse practitioners. Posts are based internally and within Third sector partners	Lisa Brett	Ruth Davison	Service	31/03/21	Complete June 2021		
4.12.b		Case Management system in place: - Decision required from children's services on options	Lisa Brett	Ruth Davison	Service	30/04/21	Update 26 August 2021 The Oasis system is currently with IT services waiting for sign off for		

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		<ul style="list-style-type: none"> - Creation of module on Oasis if recommendation is followed. - Go Live for system after period of testing 					who will support the development. Support to overcome this barrier would be beneficial.		
4.12.c		<p>Team inducted and ready to take cases to support and offer consultancy on:</p> <ul style="list-style-type: none"> - Induction Period. Designed to induct staff into their organisation and into the project - Case work and consultancy will commence 	Lisa Brett	Ruth Davison	Service	31/05/21	<p>Update 26 August 2021</p> <ul style="list-style-type: none"> • Team have been inducted and training program for the next year has been agreed. • Consultancy commenced at the beginning of July. The team are attending Early Help panels, the All Age Panels and the Family Support Worker Meetings in localities to provide consultancy. • Case work has just commenced and is taking place with trial cases to test the paperwork and approach before opening up more widely. 		
4.12.d		<p>Project Management & Governance starts to operate</p> <ul style="list-style-type: none"> - End of Implementation Phase - Agreed Structures are followed and flexed as tested. 	Lisa Brett	Ruth Davison	Service	Ongoing	<p>Update 26 August 2021</p> <p>Commenced in July – a project board has been established and is currently meeting every four weeks. These meetings have already had decision making that has created flex to support the project delivery.</p>		
4.12.e		<p>Data collection is operationally in place and is reviewed:</p> <ul style="list-style-type: none"> - Monthly Data Capture for the first time - Quarterly Review - Commence preparation for 6 monthly Report on progress in October 	Lisa Brett	Ruth Davison	Service	30/09/21	<p>Update 26 August 2021</p> <p>Data systems are in place, first monthly report due October 2021</p>		
4.12.f		<p>Use the learning from the project to develop a clear long term provision and consult and communicate to achieve an agreed position:</p> <ul style="list-style-type: none"> - Update on the project to the Commissioners' Meeting 	Lisa Brett	Ruth Davison	Service	30/09/21	<p>Update 26 August 2021</p> <p>An evaluation and business case will be developed for the completion date</p>		

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		<ul style="list-style-type: none"> - Update to the DA&SV Board & the commissioners meeting & through the Children's Improvement Board - Update on the project to the Commissioners Meeting 							
4.12.g		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	Amandip Johal	Helen Cliffe / Nazia Khatoon / Linda Skidmore	Service	31/03/21 Revised to 31/05/21	Update 31 August 2021 <ul style="list-style-type: none"> • Care Planning TM has been recruited and started in post in July 2021. • Training and access to the system has been granted. • The safeguarding and reviewing unit will be overseeing arrangements from 06.09.2021. 		
4.12.h		Development of a comprehensive, mandatory training programme to ensure all staff (across all relevant services) are trained: <ul style="list-style-type: none"> • to an appropriate level that provides the right skills and knowledge about domestic abuse. • to recognise the indicators of domestic abuse, specifically relating to the DASH assessment. 	Amandip Johal	Traci Taylor	Service	31/01/21	Complete February 2021		

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.
Ofsted Assurance Visit 2020	<ul style="list-style-type: none"> - 12a. There is a significant challenge in matching children to new homes, particularly when they come into care in an emergency. This makes it harder to sustain care placements and means that some children experience multiple moves and lack early stability - F20a. Young people who have left care receive an inconsistent service. The quality of the support they receive is too dependent on individual personal advisers - F20b. the additional needs of individual young people during the pandemic have not been systematically assessed. This has left some without a clear plan of how they are to be supported - 1.10 - F20c There is a lack of ambition for some care leavers and a failure of management oversight to consistently drive planning for these young people. - F20d. Personal advisers' caseloads are too high for them to be able to consistently provide the level of support that many of these vulnerable young people require. - F21. there has been a significant drop in the number of care leavers who have been able to maintain employment, education or training. While this has been an impact of the pandemic, some care leavers told inspectors that they had not received the right support and guidance for their education.

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5.1.a	Improve the arrangements for children who require Adoption	Move from external to internal Agency Decision Maker	Richard Fawcett	Richard Fawcett	Service	Completed 01/01/21	Complete January 21		
5.1.b		Refresh all guidance and procedures	Richard Fawcett	Richard Fawcett	Service	Completed December 2020	Complete December 2020		
5.1.c		Begin monthly ADM practice briefings to staff with support from OAWY	Richard Fawcett	Richard Fawcett	Service	31/03/21	Complete January 2021		

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5.1.d		ADM begin tracking cases at point of SHOBPA booking and offer advice/support at earlier stage	Richard Fawcett	Richard Fawcett	Service	31/03/21	Complete April 2021		
5.1.e		Alert specialists and relevant partners to the practice issue of ensuring family members are explored before SHOBPA including CAFCASS, Legal, IROs etc.	Richard Fawcett	Richard Fawcett	Service	31/03/21	Complete April 2021		
5.1.f		Redesign LGP and PLO documents to help ensure that family members are explored before SHOBPA	Richard Fawcett	Richard Fawcett	Service	30/06/21	Complete April 2021		
5.1.g		Work with health providers to streamline process for adoption medicals	David Johnston	David Johnston	Service	30/06/21	Awaiting reassignment		
5.1.h		Dependant on pandemic reintroduce OAWY link workers and adoption clinics in each area	David Johnston	David Johnston	Service	30/09/21	Awaiting reassignment		
5.1.i		Deliver formal CPR training to staff	David Johnston	David Johnston	Service	30/09/21	Awaiting reassignment		
5.2.a	Progress key elements of the Placement and Sufficiency Strategy - Children's Homes	Review the plans for separation of Valley View and BEST facilities	David Johnston	William Kidd	Service	31/03/21 Revised to 31/07/21	Awaiting reassignment		
5.2.b		Roll out Training Hub training to children's home staff	David Johnston	William Kidd	Service	30/09/21	Awaiting reassignment		
5.2.c		Complete the relocation of BPP homes	David Johnston	William Kidd	Service	31/07/21	Awaiting reassignment		
5.2.d		Begin properties review to identify whether we retain our existing properties or invest in new, more modern facilities.	David Johnston	William Kidd	Service	30/09/21	Awaiting reassignment		
5.2.e		Support and develop staff teams to enable homes to run safely at full capacity	David Johnston	William Kidd	Service	30/09/21	Awaiting reassignment		
5.3.a	Progress key elements of the Placement and Sufficiency Strategy - Fostering	Launch Mockingbird	Richard Fawcett	Linzi Nicholson	Service	30/09/21	Complete March 2021		
5.3.b		Award marketing contract and work with provider to develop materials etc.	Richard Fawcett	Mary Ryan	Service	31/03/21	Complete April 2021		
5.3.c		Launch FF in external agencies	David Johnston	Linzi Nicholson	Service	30/09/21	Awaiting reassignment		
5.3.d		Work on fostering LCS forms to improve practice	Richard Fawcett	Linzi Nicholson	Service	30/09/21	Complete April 2021		
5.3.e		Finalise Fostering and SGO payments policy	David Johnston	David Johnston	Service	31/03/21	Awaiting reassignment		

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5.3.f		Launch online Training Hub training for foster carers	David Johnston	Linzi Nicholson	Service	31/03/21	Awaiting reassignment		
5.3.g		Launch the Skills Progression Framework including Personal Development Plans for all foster carers.	David Johnston	Linzi Nicholson	Service	31/03/21	Awaiting reassignment		
5.4.a	Progress key elements of the Placement and Sufficiency Strategy - Placement Co-ordination	Embed new analyst/finance post	Richard Fawcett	Zoe Nichols	Service	30/09/21	Complete April 2021		
5.4.b		Joint work with CCT on developing our own contracts with external providers	Richard Fawcett	Zoe Nichols	Service	30/09/21	Complete April 2021		
5.4.c		Contribute to the WRF and Yortender Review	Richard Fawcett	Zoe Nichols	Service	31/05/21	Complete April 2021		
5.4.d		Work with Safeguarding to introduce voluntary Regulation 44 practice in 16+ provision	Richard Fawcett	Zoe Nichols	Service	30/04/21	Complete April 2021		
5.4.e		Coordinate review of high cost placements in partnership with locality teams focussing on both the needs of the child and the delivery of the agreed outcomes, contractual issues ad VFM etc.	David Johnston	Zoe Nichols	Service	31/09/21 Revised to 31/10/21	Update 4 August 2021 <ul style="list-style-type: none"> Pro formas and TOR ready to launch and implement. Due to begin in August, but due to lack of resources, this has not happened. Leaving Care high cost placement panels are in place, bur residential placement panels are yet to be implemented. These will be set up separately. Need to identify a chair once HOS/AD roles are filled before panel can commence. Deadline revised to end of October 21 		
5.4.f		Work with finance to develop processes to improve governance e.g. ensuring that CCG income is received and duplicate invoices are avoided. Develop SPOC for placement invoices and financial control	Richard Fawcett	Zoe Nichols	Service	30/04/21	Complete April 2021		
5.4.g		Define and implement KPIs to measure placement quality	David Johnston	Zoe Nichols	Service	30/09/21 Revised 30/11/21	Update 4 August 2021 Emergency placement data now in the Vital Signs report. KPIs have not been identified due to lack of resources. Deadline revised to end of November.		

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5.5.a	Improving core practice for all Eligible, Relevant and Former Relevant Care Leavers	'Leaving Well' Best Practice Pathway Plan Tool embedded and dashboard used to manage performance	Mandy Helm	Nazia Kousar / Louisa Kay	Service	01/12/20 Revised to 30/09/21	Update 20 August 2021 <ul style="list-style-type: none"> Reopened and deadline date revised due to dashboard performance monitoring delays and system update requirements. Meeting held with Service Provider for Leaving Well App, internal meeting planned for 03.09.21 to understand pro's and con's of the App and decide on recommendation for moving forward. 	Yellow	Green
5.5.b		Development and launch of Leaving Care Practice Standards	Mandy Helm	Nazia Kousar / Louisa Kay	Service	30/06/21	Update 20 August 2021 Completed 7 July 2021	Green	Yellow
5.5.c		Revised Leaving Care Practice Guidance	Mandy Helm	Nazia Kousar / Louisa Kay	Service	29/10/21	Update 20 August 2021 Task and finish group is making progress with the Practice Guidance	Yellow	White
5.5.d		Development and launch of a thematic audit / dip sample tool and audit schedule	Mandy Helm	Nazia Kousar / Louisa Kay	Service	30/04/21 Revised to 30/07/21	Update 20 August 2021 Completed 23 July 2021	Green	Yellow
5.5.e		Review and Dip Sample of all Pathway Plans, Meaningful Contacts and Statutory visits for 16/17yr olds	Mandy Helm	Nazia Kousar / Louisa Kay	Service	30/04/21 revised to 30/09/21	Update 20 August 2021 Final set of DiP Sampling Audits due 23.08.21 with analysis being undertaken 26.08.21 to produce a report with actions. Any identified actions or recommendations will be added to the Service Improvement Plan, any immediate actions will be led by the Service Managers.	Yellow	Yellow
5.5.f		All supervision sessions to include management oversight on all cases	Mandy Helm	Nazia Kousar / Louisa Kay	Service	30/04/21 and ongoing	Update 20 August 2021 Due to Team Manager sickness levels, these audits have been delayed. New Managers in place from WC 23.08.21 and audits will be picked up and analysed and pulled into a report with actions and recommendations at the end of October.	Yellow	Yellow

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5.5.g		Bespoke Training for all Leaving Care CIC, 16+ SW, PAs on what is required in a good quality and effective pathway plan	Mandy Helm	Emma Collingwood / Terry Irvine	Service	31/05/21	Complete May 2021		
5.5.h		Development of Pathway Plan Refresher Workshops based on outcomes of QA and audit themes	Mandy Helm	Nazia Kousar / Louisa Kay	Service	30/09/21	Update 20 August 2021 Pathway Plan training is being developed to be on evolve so workers can book on, this will be for the whole of the Service due to Care Leavers sitting within Localities. Training is also being looked at for Life Story work specific to Care Leavers. Training pack is also being looked at for Care Leavers (ASDAN) e.g. independent living skills, transition to adulthood.		
5.5.i		Weekly performance meetings to monitor targets against KPIs	Mandy Helm	Emma Collingwood / Terry Irvine	Service	30/04/21 and ongoing	Complete June 2021		
5.5.j		Induction, support and information package for Care Leavers and updated Care Leavers Local Offer	Mandy Helm	Nazia Kousar / Louisa Kay	Service	03/01/22	Update 20 August 2021 <ul style="list-style-type: none"> Task and finish established in July and work progressing. The development of the pack will include sessions with young people. Current information available (including Care Leavers Local Offer currently Bradford.gov) and previously developed draft documentation relating to a Care Leavers welcome pack has been reviewed. Further task and finish groups are diarised with members taking away actions to work on different elements of the pack. Will be reviewed by HoS mid-September 		