

Bradford Children’s Social Care Annual Report on Care Leavers 2020/2021

Annual Author	Report	Mandy Helm: Head of Service, Care Leavers
Contributions to the report		Louisa Kay: Service Manager, Care Leavers Nazia Kousar: Service Manager, Care Leavers Lisa Turner: Programme Support Officer, Transformation Services
Responsible Deputy Director		David Johnston; Deputy Director

1 PURPOSE OF REPORT

- 1.1 This report provides the Bradford Partnership with progress for Care Leavers in the Calendar through to 24 November 2021.
- 1.2 This annual report sets out the work undertaken by the City of Bradford Metropolitan District Council, in respect of its duties and responsibilities, for children/young people eligible for a Leaving Care Service as set out in: -
 - The Children Act 1989 (Volume 3 Transitions Guidance)
 - Children and Families Act 2014
 - Leaving Care Act 2000
 - The Children Act 2004
 - Children and Social Work Act 2017
 - Care Planning Regulations 2010
- 1.3 This report gives an overview of the activities that have taken place in relation to young people leaving care in the City of Bradford Metropolitan District Council and outlines the activities planned for the forthcoming year to ensure that our young people are: -
 - Participating in the decisions affecting their care and their lives
 - Happy and healthy, both physically and emotionally
 - Promote high aspirations
 - Safe and protected from harm and exploitation
 - Able to achieve their potential, especially at school, to make the most of their learning opportunities
 - Supported with their transition to adulthood for it to be as smooth as possible with continuity of support
 - Supported and guided in accessing good jobs and higher education
 - Living in good housing
 - Financially secure
- 1.4 This report sets out the findings of our Ofsted Inspection in 2018 as well as findings from subsequent Ofsted Monitoring Visits and outlines what we have done and continue to do to ensure that our young people are getting the best service possible.
- 1.5 This report outlines the challenges the Service has faced around staff retention and high caseloads and what this has meant for our young people as well as what we have done and continue to do, to overcome these challenges.
- 1.6 Most importantly, this report outlines what our young people, who are accessing our Services, are saying in terms of what we are getting right for them and taking direction from them on how we will build on all aspects of the improvement journey to ensure that young people remain at the heart of all we do.

3 OUR OFFER

Bradford Children's Social Care and all its departments have a responsibility to act as your 'Corporate Parent'* which means it is a shared responsibility to be good parents to you and to other young people leaving the care of Bradford Children's Social Care.

The [Children and Social Work Act 2017](#) states we must do the following as your corporate parent:

- Act in your best interests, and promote your physical and mental health and wellbeing
- Encourage you to express your views, wishes and feelings, and take them into account, to secure the best outcomes for you
- Promote high aspirations to secure the best outcomes for you
- Ensure you have access to services within the Local Authority and with our Partner Agencies
- Make sure you are safe, with stable home lives, relationships and education or work
- Prepare you for adulthood and living in your own home

All care leavers are supported by a Social Worker or Personal Advisor from the Leaving Care Service. They support the young person to transition from care, and provide them with advice, support and a meaningful pathway plan as a care leaver. Staff are readily available for young people to contact, via email, phone or drop-in at our Leaving Care Officers at Sir Henry Mitchel House, Odsal Top or Shipley Library.

The Local Offer for Bradford Care Leavers sets out what they can expect as part of their journey beyond care. Young people are supported to access specialist services; housing; education, employment and training; money management; volunteering opportunities; drug and alcohol services; health services and immigration services.

Young people leaving care will have a named Personal Advisor if they are Eligible, Relevant or Former Relevant at least until your 21st birthday as outlined in Local Offer.

Before they turn 18, their Personal Advisor will focus on getting to know them and build a relationship where they will start the conversation about what they want for their future. They will help them (alongside their Social Worker) bring together their Pathway Plan goals and when they turn 18, will continue to keep their Pathway Plan under review.

Their Personal Advisor will be at their side to help them work through decision making, even if these are tough, and celebrate their achievements. Their Personal Advisor will be open and honest with them and help them figure out new responsibilities as life changes.

If the young person leaving care is age 16 or 17 and also have Eligible or Relevant Leaving Care eligibility, they will have a social worker. Their Social Worker will be responsible for making sure their Pathway Plan is focused on what is going to happen both in the present and in the future as far as possible. They will include other important people such as family and friends that are involved in their life, as well as

those who may be in their professional support network such as health professionals and colleagues from education to make sure everyone is working together and towards their goals.

It's extremely important to us within Bradford Children's Social Care that young people are involved in all decisions made about them by jointly working with their Social Worker/Personal Advisor in completing and reviewing their Pathway Plan. Young people also have access to the advocacy agency, [NYAS](#). We also value our young people's input in the development of our service. We wish to keep engaging with our young people throughout the year so we know what we are getting right and areas we need to improve. Our young people can speak with their Social Worker and Personal Advisor can also get involved with surveys, workshops and engage on social media platforms.

3 CARE LEAVER STATUS

The four different statutory care leaver status' are:

Eligible;

- you are aged 16 or 17 years
- you have been looked after for at least 13 weeks since your 14th birthday and inclusive of your 16th birthday* and still in care now
- or for 13 weeks* after your 16th birthday and still in care now

** It does not matter if the times you were in care was in a single period or over several different periods.*

Relevant;

- you are aged 16 or 17 years and have previously been Eligible but no longer in care

Former relevant;

- you are aged 18 and up to 25 years* who used to be an Eligible or Relevant young person

**when you reach your 21st birthday you may continue to need support from your Leaving Care Service and a named Personal Advisor which may be short or longer term depending on your assessed need. The support may continue up to your 25th birthday; recognising that you may still need us in some areas of your life.*

Qualifying;

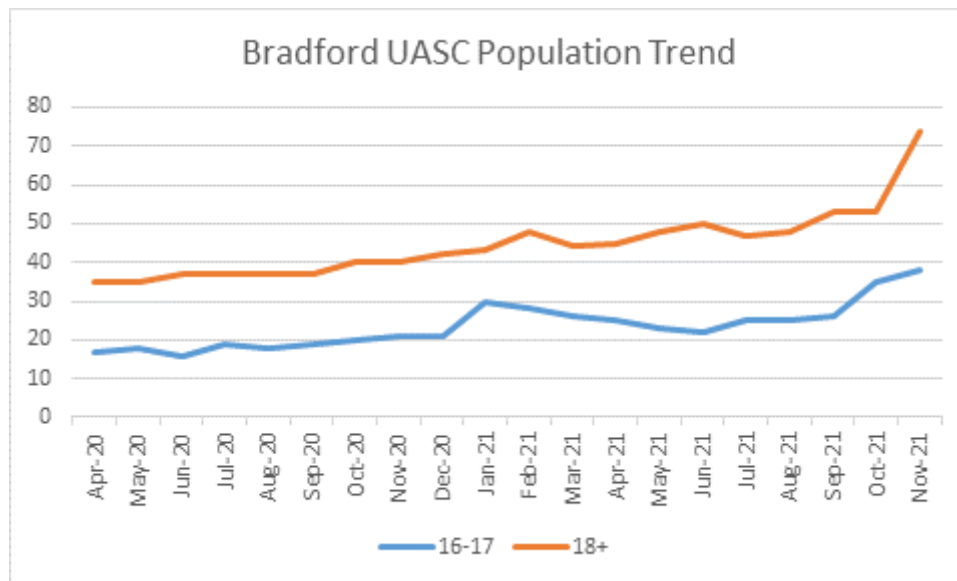
- you are aged between 16 and up to your 21st birthday (up to 25 if in education) and was in care for less than 13 weeks on or after your 16th birthday
- you were looked after immediately prior to the making of a special guardianship order and are now 16- 21 years' old

4 REVIEW AND ASSESSMENT OF CURRENT CARE LEAVERS

4.1 The number of children receiving a leaving care service in Bradford as of November 2021 was 810, this has increased by 156 young people since November 2020. As of March 2020, there were 525 young people in Bradford receiving a leaving care service.

Figures show a significant increase from March 2020 to November 2021 by 285 young people receiving a leaving care service.

These figures include separated migrant children and young people with an increasing trend within the last three months.



In order to prepare and upskill the service; during 2021 the Child First Migrant Second policy has been launched ensuring all spontaneous arrivals and National Transfer of young people and managed by the Leaving Care Service. Service Managers, Team Managers and Social Workers have engaged in Age Assessment Training. There has been a whole service requirement to undertake Triple Planning Training and Human Rights Assessment training (including Personal Advisors); this will continue into 2022 and will become a fixed feature for mandatory training within the service to ensure consistency and develop expertise.

In addition, this year; further focused work has been undertaken to understand the Leaving Care population leading to the development of the 16/17 Joint Homeless Protocol between Bradford Housing and Bradford Childrens Services. The impact on the service will mean that only those young people who are eligible for a Leaving Care service will be supported within the service ensuring proper use of frameworks and legislation.

4.2 Out of the 810 young people receiving a Leaving Care Service, 241 are Eligible, 471 are Former Relevant, 17 are Relevant and 81 are Qualifying.

4.3 Age and Gender

Age	% (No)		Gender	% (No.)	
16	18.5%	(155)	Male	52.7%	(426)
17	18%	(152)	Female	47%	(380)
18	20%	(164)	TGM	0.3%	(4)
19	19%	(158)			
20	14%	(124)			
21	7%	(63)			
22	3%	(30)			
23	0.5%	(4)			

4.4 Ethnicity and Religion

Ethnicity	% (No.)		Religion	% (No.)	
White - British	51.5%	(419)	No religion	21.5%	(176)
Asian/British - Pakistani	14%	(113)	Not recorded	18.5%	(153)
Mixed - White/Asian	7.5%	(62)	Not known	21%	(171)
Other Ethnic Group	7%	(59)	Muslim	15%	(117)
Black/Black British - African	5%	(33)	Christian	11.5%	(90)
Gypsy / Roma	2.5%	(21)	Roman Catholic	3.5%	(31)
Mixed - Caribbean	2.5%	(21)	Atheist	2.5%	(22)
Asian/British Asian - Other	2.5%	(20)	Church of England	2.5%	(21)
White - Central European	2%	(17)	Orthodox Christian	2.4%	(18)
White - Central European	1.5%	(13)	Other	0.8%	(6)
Mixed - Other	1.2%	(10)	Buddhist	0.6%	(4)
Asian/British - Bangladeshi	1%	(8)	Hindu	0.2%	(1)
Mixed - White/Black African	0.6%	(5)			
Black/Black British - Other	0.4%	(3)			
Traveller of Irish Heritage	0.25%	(2)			
Asian/British Asian - Indian	0.25%	(2)			
Black British - Caribbean	0.15%	(1)			
Not Yet Obtained	0.15%	(1)			

4.5 Accommodation and Placements

- 80% (649) of our young people are placed or choosing to live within district with 24% (161) placed or choosing to live outside of district.
- This includes 12 (1%) young people who have Qualifying Care Leaver status and are now over the age of 18 years.
- 112 (17%) young people who have Former Relevant status aged 18-25 years
- 33 (5%) young people who have Eligible care leaver status who reside in foster homes, residential homes and semi-independent homes.
- Our remaining young people have Relevant status and have returned to live with their parents.
- Whilst some out of district placements include our neighbouring local authorities; we continue to have attention on those placed further afield and

transition plans in returning home to Bradford. Young people are discussed at High Cost Placement Panel which is now embedded ensuring senior management oversight and approval.

- Where our young people choose to remain living out of district; our practitioners work closely with local housing providers and authorities to seek honouring of Leaving Care entitlements (for example priority status for council housing). We have employed a dedicated Personal Advisor to focusing on homeless prevention amongst our care leavers; strengthening links with partner agencies, providing advice and guidance to practitioners and where appropriate joint working arrangements to enable our young people to reside in their area of choice.
- Practitioners continue to maintain keeping in touch arrangements irrespective of their location. The service continues to encourage links with other Leaving Care services as a local point of contact and where we have consent will share Pathway Plans.
- Bradford Care Leavers aged 17 to 18 in suitable accommodation is in line with the Yorkshire and Humber Region and slightly lower than the England Average
- Bradford Care Leavers aged 19 to 21 in suitable accommodation is slightly lower than the Yorkshire and Humber Region and England Average

Data from 24 November 2021		17 to 18 years				19 to 21 years			
		2018	2019	2020	2021	2018	2019	2020	2021
Bradford	Accommodation considered not suitable	c	c	7%	c	3%	3%	c	4%
	Accommodation considered suitable	94%	93%	91%	90%	93%	88%	95%	87%
	No information	c	c	2%	c	4%	9%	c	9%
England	Accommodation considered not suitable	5%	5%	5%	4%	7%	6%	6%	5%
	Accommodation considered suitable	89%	88%	90%	91%	84%	85%	85%	88%
	No information	6%	6%	5%	5%	9%	9%	9%	7%
Yorkshire and The Humber	Accommodation considered not suitable	4%	4%	6%	5%	6%	6%	6%	5%
	Accommodation considered suitable	90%	92%	92%	90%	88%	88%	89%	89%
	No information	6%	4%	3%	5%	7%	7%	5%	6%

It is noteworthy that in October 2021 system changes have been made to improve the integrity of the data; whilst there have been marginal changes there are minor data cleansing requirements and training as a result in a changing workforce, in respect of the shared definition of suitability, whilst subjective the DfE guidance is clear in that *‘accommodation is to be regarded suitable if it provides safe, secure and affordable provision for young people. Accommodation that clearly exposes the person to risk of harm or social exclusion by reason of its location or other factors should be coded as ‘unsuitable’.*

Bradford Care Leavers aged 18 remaining with their foster carer is higher than the England Average but lower than the Yorkshire and Humber Region

Bradford Care Leavers aged 19 to 20 remaining with their foster carer is higher than the England and the Yorkshire and Humber Region

	18 years				19 to 20 years			
	2018	2019	2020	2021	2018	2019	2020	2021
Bradford	69%	69%	67%	61%	43%	41%	49%	52%
England	55%	57%	58%	60%	26%	26%	28%	30%
Yorkshire and The Humber	62%	61%	67%	64%	34%	34%	32%	37%

In October 2021 the Leaving Care service has driven the review of the Staying Put procedures; working in partnership with both Placement Co-ordination and the Fostering Service. We understand that early planning is essential in promoting the Staying Put arrangement and may begin before a young person reaches the age of eligibility for Leaving Care services. We anticipate increasing Staying Put arrangements as we progress into 2022.

4.6 Employment, Education and Training

Bradford Care Leavers aged 17 to 18 in EET is lower than the Yorkshire and Humber Region and England Average

Bradford Care Leavers aged 19 to 21 in EET is slightly higher than the Yorkshire and Humber Region and in line with the England Average

	17 to 18 years				19 to 21 years			
	2018	2019	2020	2021	2018	2019	2020	2021
Bradford	71%	63%	59%	63%	63%	51%	51%	52%
England	64%	64%	64%	65%	51%	52%	53%	52%
Yorkshire and The Humber	69%	67%	66%	69%	53%	51%	53%	51%

Young people leaving care are accessing education, employment or training via various routes.

Activity Type	No. of YP
Blanks	59
Degree level education - full time	39
Higher education (i.e. studies beyond A level but below degree) - full time	5
Education at A-level or below - full time	263
Young person engaged full time in training or employment	6
Apprenticeship - full time	19
Employment without formal training or apprenticeship - full time	61

Other training - full time	25
Education at A-level or below - part time	10
Young person engaged part time in training or employment	1
Employment without formal training or apprenticeship - part time	17
Other training - part time	7

There are a number of Care Leavers not in Education, Training and Employment (NEET).

Not in education, employment or training because of illness or disability	44
Not in education, employment or training: other circumstances	212
Not in education, employment or training due to pregnancy or parenting	46

As highlighted above; it is noteworthy that in October 2021 system changes have been made to improve the integrity of the data; there are minor data cleansing requirements and training as a result in a changing workforce with 7% 'blank' entries. Our data has allowed us to identify a small co-hort of young people with Former Relevant eligibility who have been closed to service; the service will be making proactive attempts to contact the young people to ensure that rights and entitlements are known and understood and service re-instated where the young person consents.

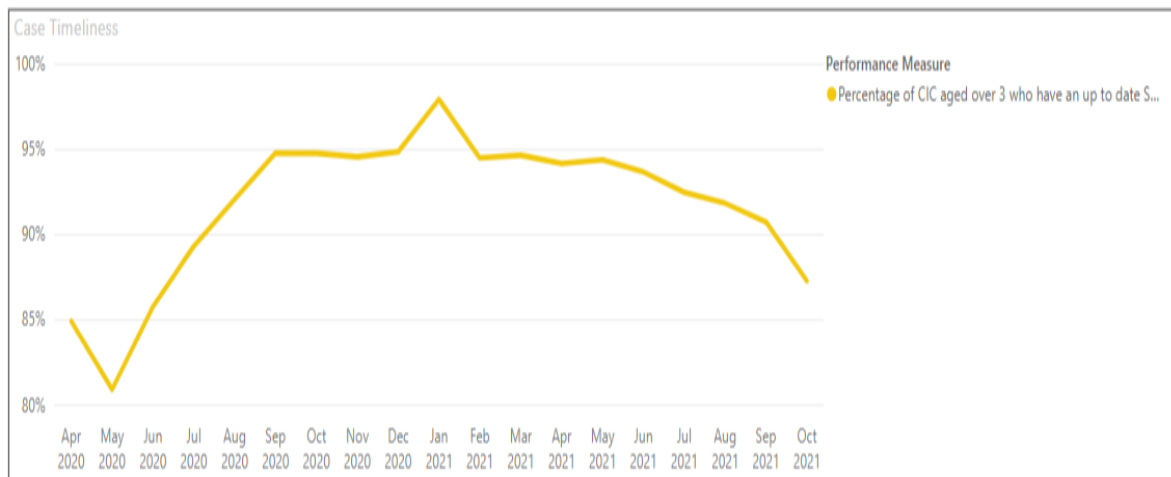
During 2021 we have introduced the EET Group; a forum co-led by both Leaving Care, the Virtual School and SEND; inviting Social Workers and Personal Advisors to access advice and guidance in respect of supporting education, employment and/or training planning for young people who are identified as NEET. The Group members are equipped with up to date opportunities for young people to support the practitioner in navigating barriers to learning. As the group embeds; focus will extend to our young people who are parents or who are identified to have an illness or disability understanding the diversity of needs amongst our young people. In the coming period the group will seek to dovetail with Bradford Youth Justice Services to ensure a co-ordinated strategy in supporting young people involved in both service areas.

4.7 Health and Wellbeing – Strengths and Difficulties Questionnaire (SDQ), Health Assessments

SDQ's for young people receiving a Leaving Care Service

- 82% of young people aged 16 receiving a Leaving Care Service have completed an SDQ in the last year
- 13% of you people aged 16 receiving a Leaving Care Service have completed an SDQ over 1 year ago
- 5% of young people aged 16 receiving a Leaving Care Service do not have an SDQ
- 32% of young people aged 17 receiving a Care Leaving Service have an SDQ in the last year

The below includes young people receiving a Leaving Care service;



The use of the SDQ tool has averaged 80+% during the Autumn of 2021 and progress is tracked weekly within the service. There is identified need in terms of impact and analysis as the service improvement plan progresses into 2022; reflecting within Pathway Planning and subsequent service interventions to support emotional and behavioural health. The service already works closely with our Looked After Children Nurses and has the added value of our Leaving Care Nurses who continue to have a key role in supporting the holistic aspects of health into adulthood.

Health Assessments

The below includes young people receiving a care leaving service



The Children Looked After and Care Leavers Annual Report 2020-2021 NHS Bradford District and Craven shares that

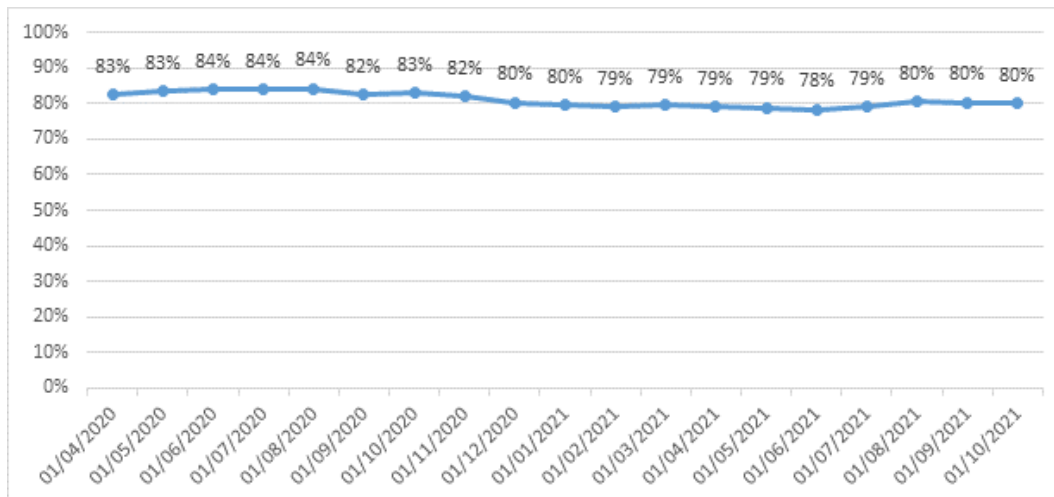
- There is local evidence of CLA and care leavers having higher rates of teenage pregnancy than the general population.
- The Designated Doctor and Designated Nurse have accessed safeguarding children and CLA supervision and have also provided formal and ad hoc supervision to members of the wider CLA, care leavers and YOT multi-agency system in respect of health needs, health outcomes signposting to health services and escalating individual cases.

- Training has been provided to Specialist GPs in Care leavers/unaccompanied asylum seekers

4.8 Pathway Plans

% of Care Leavers including those still in care with an active Pathway Plan has fallen

% of Care Leavers, including those still in care with an active Pathway Plan, remained steady since April 2020 with the last 3 months remaining at 80% despite the significant increase in demand across the service.



In January 2021 the Leaving Care service implemented the Leaving Well App. A platform that is easily accessible for young people and practitioners alike and encourages joint contribution in undertaking the Pathway Plan (part 1 needs assessment and part 2 plan within one document).

The service has reviewed the effectiveness of the platform concluding that the app will be discontinued by the end of the calendar year.

In the meantime; the service has reviewed the LCS Pathway Plan template incorporating a safety plan domain with a target go live date of the end of the calendar year.

During the summer of 2021 the service has facilitated both in-house and research in practice training in respect of Pathway Planning in order to upskill practitioners. This will continue to be part of the annual learning programme within Leaving Care recognising the changing workforce in the last year.

4.9 Meaningful contact

Bradford Care Leavers aged 17-18 In touch with the LA is slightly lower than the England Average and the Yorkshire and Humber Region

Bradford Care Leavers aged 19 to 21 In Touch with the LA is in line with the England Average but slightly lower than the Yorkshire and Humber Region

	17 to 18 years				19 to 21 years			
	2018	2019	2020	2021	2018	2019	2020	2021
Bradford	99%	95%	97%	93%	92%	91%	89%	91%
England	93%	93%	94%	94%	88%	89%	90%	91%
Yorkshire and The Humber	94%	95%	97%	95%	92%	92%	93%	93%

There has been instability within the Leaving Care workforce within the last year; resulting in rising caseloads. That said; 'In Touch' has improved amongst our young people aged 18+.

There has been significant investment in time to address workforce deficits and understand the trends within the Leaving Care service including our increasing separated migrant population. The primary focus is to afford practitioners the time to build meaningful relationships though regular 'In Touch' (in Bradford the frequency in the last year has been every 6 weeks opposed to every 8 weeks for the region and nationally).

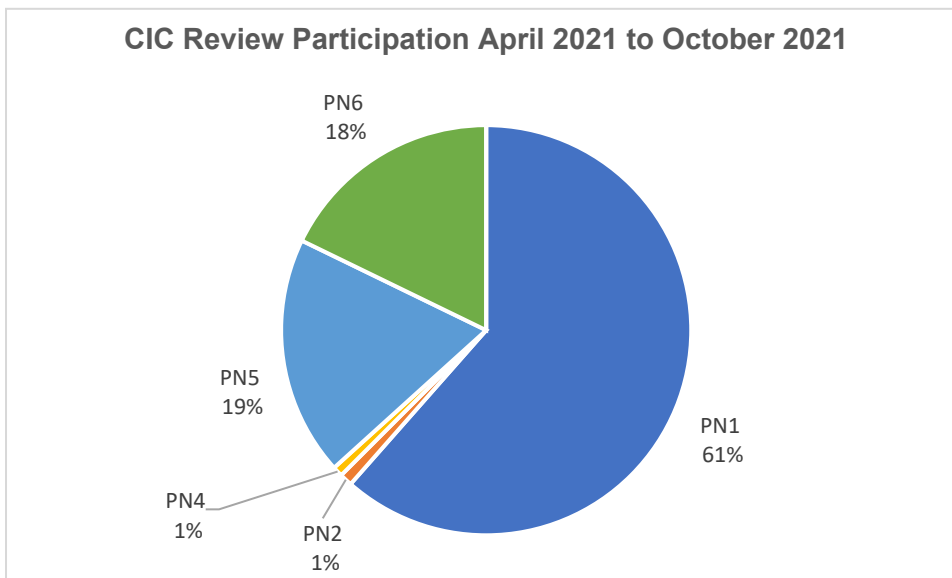
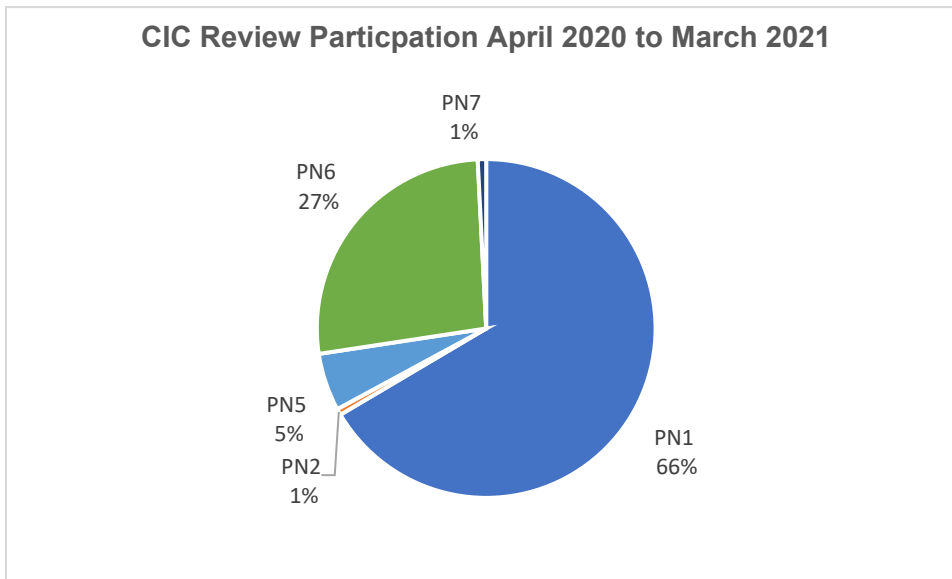
Moving forward the service is recruiting to 6 FTE and 3 part time Personal Advisor positions expected to be in post by February 2022.

4.10 Care Leavers participation in Child Looked After Reviews

	April 20 - March 20	03/04/21 - 19/10/21
Number of Child Looked After Reviews that took place for Care Leavers aged 16 and 17	607	285

Participation Codes for Child Looked After Reviews

PN 1	Young Persons attended their Child Looked After Review and spoke for themselves
PN 2	Young Persons attended their Child Looked After Review and their advocate spoke to them
PN 3	Young Persons attended their Child Looked After Review and gave their views non verbally (prior comms with their IRO e.g. Viewpoint)
PN 4	Young Persons attended their Child Looked After Review, however, did not contribute
PN 5	Young Persons did not attend their Child Looked After Review, however, an advocate shared their views
PN 6	Young Persons did not attend their Child Looked After Review, however, they shared their views via prior comms with their IRO e.g. Viewpoint
PN 7	Young Persons did not attend their Child Looked After Review and did not send their views



5 KEY HEADLINES AND CHALLENGES

- 5.1 The Service has undergone 2 restructures within the last 4 years which saw the Leaving Care Service and Children in Care Teams becoming 1 Service area and then splitting again so that the Children in Care Teams became part of the Locality Assessment and Long Term Teams and the Leaving Care Service, once again, being a standalone service.
- 5.2 Added to these two restructures, the Service has seen a significant rise in cases with the added struggle of high sickness absence resulting in extremely high caseloads at times.
- 5.3 Ofsted Judged 'The experiences and progress of care leavers' as 'Requires Improvements' during their Children's Services Inspection 17th September to 28th September 2018 and outlined the following: -

Strengths

- There are a range of housing options available, including staying put, and the vast majority of young people are in suitable accommodation.
- Care leavers, have seen fewer changes of staff and managers, and this has enabled children to build better relationships with their social workers and ensure that work has been completed in a timely manner. Inspectors did see examples of good work throughout children's services, but more consistently with care leavers

Requires Improvement

- Children in care and care leavers are not yet receiving consistently good help to promote their well-being and to improve their outcomes. There had been a decline in the overall quality of services since the last Ofsted inspection. However, actions by managers are addressing the issues and there are evident recent improvements in the support being offered.
- Children leaving care receive inconsistent support as they move towards independence. All care leavers have allocated social workers until they are 18, with Personal Advisor providing regular support between 18 to 25 years old. However, there was mixed feedback from care leavers who met inspectors. Some reported good relationships with their workers, while others were critical of a lack of support.
- Not all care leavers have access to key documents such as their health passports, national insurance numbers and passports, which they will need as they start their life as young adults.
- Pathway plans are not user friendly and the recording of the young person's voice and engagement in the computer-based planning record is minimal.

5.4 During the Ofsted Monitoring Visit in February 2021, the visit looked at the quality and impact of key decisions for care leavers. Ofsted did find appropriate focus on improving support for care leavers, however, they did also find some similarities seen during their Inspection in September 2018: -

- Young people who have left care receive an inconsistent service. The quality of the support they receive is too dependent on individual Personal Advisers. Some care leavers are benefiting from a high level of contact and effective support at this most difficult of times. However, 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. There is a lack of ambition for some care leavers and a failure of management oversight to consistently drive planning for these young people. 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.

Ofsted also found in relation to Care Leavers: -

Strengths

- Some Care Leavers reported that they have received support during the pandemic which has helped them secure college and university places and apprenticeships.

Requires Improvement

- During the pandemic, 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.

5.5 During January and February 2021, the internal QA Service undertook full audits on 47 young people within the Leaving Care Service and found: -

Strengths

- Evidence that 19 (40%) young people had been supported well to develop their independence skills. They were engaged in activities with key workers or carers to cook, budget, take care of themselves.
 - 17 young people were achieving in education or employment.
 - 1 young parent had been helped to make informed choices about keeping safe for her and her baby.
 - 1 young person who was subject to risks of criminal exploitation and other particularly complex needs was supported and risks managed through clear plans that were regularly reviewed. This enabled him to remain in his placement and rebuild his relationships with family.
 - 5 young people who had been referred as unaccompanied asylum seekers had secured appropriate accommodation, financial assistance and access to education and employment opportunities.
 - 1 young person's risks of self-harm had been reduced and she was able to focus on her education.
- Young people's friendships and support networks were known and maximised to the young person's benefit. The response by the allocated worker to any difficulties the young person was experiencing once they were living independently was responded to in a timely and effective way. Help was given for financial and debt management and other practical problems as they arose.
- Help and advice was given regarding emotional well-being young people.
- Good link up with other professionals and housing and placement providers to ensure that young people's needs were met.
- Young people's wishes and aspirations for the future were known and they were assisted to fulfil those aspirations.
- Good examples of young people being supported with accessing and staying in further education

Identified Learning

- Concerns in respect of risk management
- Young people in custody had not had a timely assessment and responded to by the service to see them and ensure that their welfare needs were met
- Assessments for young people who were placed with parents had not been updated to analyse the historical risks presented by their parents and identify whether further work was required to ensure health and safety issues were addressed for those young people. Because they were living at home, planning for their independence had not been considered full.
- The support and potential risks from wider family support/networks were not routinely addressed in pathway plans for all young people.
- Not all young people's needs, such as budgeting skills had been assessed earlier enough and they could have been supported better had risks such as mental health needs been better understood. Young people were felt to have moved into independent living before they had the necessary skills to manage.
- Some young people needed further support to ensure their health and well-being needs were met.
- Voice of the young person is not always evidenced

5.6 As a result of the 2020 pandemic young people have experienced a change in services and whilst usual visiting arrangements have resumed; we have been unable to re-establish the structured and informal groups which previously provided an additional platform and opportunity to hear from our young people. The service celebrated a 'virtual' care leavers week inviting online cooking demonstrations and providing opportunities to 'meet the managers' and young people rising 16 years to learn about the Leaving Care service and breakdown any barriers or misconceptions.

As the service returns to office bases safely we will be expanding both 'Meet the Managers' and induction to Leaving Care on a routine basis.

The service launched the first online survey seeking views and experiences of young people to inform how the service's continued improvement journey. The survey will close in December 2021; the impact will be analysed and will determine future use of the platform as means for young people to have their say.

6 PROGRESS

- 6.1 Following the Ofsted inspection, there has been the appointment of a Head of Service whom has the responsibility and oversight of the Care Leaving Service and, together with the Service Managers, produced an action and development plan for the Leaving Care Service.
- 6.2 Recruited to a fixed term team for a 12-month period, pending a review of the Service structure, consisting of a Team Manager, 2 Social Workers and 8 Personal Advisors to reduce caseloads for the substantive workforce.
- 6.3 The Leaving Care Service has developed and launch a number of guides and protocols as outlined below to aid and ensure consistency in practice for all our young people to promote their well-being and improve their outcomes: -
 - Leaving Care, Youth Homeless and Separated Migrant Children Practice Standards
 - Leaving Care Practice Guidance
 - Separated Migrant Children Protocol
 - Youth Homeless Protocol
- 6.4 The workforce has undergone training on 'what a good Pathway Plan looks like' to support them in developing Plans with young people in a consistent way
- 6.5 The workforce has undergone training on 'Age Assessments' for when working with Separated Migrant Children.
- 6.6 Twenty 'My Story' books have been developed to aid as a guide and template of 'what a good My Story book looks like' for the workforce, from Children's Social Work Teams to refer to when beginning to develop My Story Book's for the young people they are working with and for the Leaving Care Service Personal Advisor's and Social Workers to further develop as young people join the Leaving Care Service.
- 6.7 Team Managers and Practice Supervisors have undergone training on Bradford's internal Performance dashboard (Power BI) to enable them to identify areas of poor practice to focus on through Team Meetings and 1-1 coaching. Weekly performance meetings take place to monitor targets against KPI's
- 6.8 Embedded 1-1 coaching between Practice Supervisors with Social Workers and between the Practice Supervisors and Personal Advisors as well as monthly group reflective supervisions to undertake critical and analytic discussions and focus on areas of individual learning.
- 6.9 Head of Service, Service Managers, Team Managers and Practice Supervisors are undertaking regular DiP Sampling activities to evidence that the Practice Standards and Practice Guidance are fully embedded within the Service and that our young people are receiving a consistent service. Any themes of inconsistent practice are being picked up and used to develop direct training in these areas with the workforce. Inadequate outcome cases are escalated to HoS with a meeting being held to review actions and aid learning and improvement.

6.10 Improved management grip by

- The Team Manager placing a management analysis on the young person's file when they have reviewed and approved an Assessment and or plan, ensuring the child/young person has been seen and contributed.
- Completing one Practice Observation of either a Home Visit, Meeting or Attendance Panel, once every 6 months
- Service Managers observing 1 Supervision session per Team Manager every 6 months (excluding personal aspect, unless agreed)
- Team Managers meeting weekly with Practice Supervisors to explore pressures or issues for the Team
- Team Managers adding a 'Management Oversight' to a case if they have had a case discussion. The Management Footprint will stretch beyond Supervision.
- Team Managers having a case discussion and adding a Management Oversight to all cases when they have been open for 6 months, 9 months, one year and each 3 months thereafter. The Management Oversight will record the intervention and support needed for families to progress the case within agreed timescales
- Team Managers setting clear timescales, monitoring progress and supporting workers to complete identified tasks.
- Team Managers actively challenging workers when deadlines are frequently missed

6.11 Identified the learning needs of the workforce to aid the development of a bespoke mandatory training plan that will cover all areas as outlined below to build on Social Workers / Personal Advisors knowledge, experience and skills and give them confidence to assess risk and develop plans for children: -

- Pathway Plan Training (regular on evolve)
- Life Story Work with focus on 16+ and separated migrant children
- Bespoke training understanding risk
- Public and Private Law Outline
- Child Care Law
- DoLs
- Age Assessment Training (routine on-going cycle)
- Triple Planning Training
- Section 20 – duties and responsibilities
- Homelessness
- Restorative Practice
- TACT about language and Social Care
- Domestic Abuse / information around on injunctions, non-mol etc
- Young people's mental health and relationships
- Trauma
- Human Rights Assessment
- Safeguarding Adults level 1 – an introduction and Safeguarding Adults 2 – part 1 and part 2
- Mental Capacity Act

6.12 Developed a Terms of Reference for the Education, Employment and Training Group.

6.13 Strengthened partnership working with Virtual Schools.

- 6.14 Undertook a review of current PEP's (aged 16 to 18) and ensured they capture aspirations and educational support needs for young people and made recommendations of improvements linked into Ofsted's findings
- 6.15 Set up sessions for young people, weekly on Monday's, to provide Care Leavers with Careers and Options Advice through employing / accessing a Specialist Worker
- 6.16 Reviewed the 'Smooth it Out Group' who work with young people from aged 15 and 16 year olds in delivering 'My Home' with an outcome of it being an excellent service for our young people leaving care.
- 6.17 Gain the views of our young people on the service we offer them through survey which identified areas that we are doing well and are committed to build on and identified areas of further need for improvement.
- 6.18 Secured an additional 4 more placements options for Separated Migrant Children.
- 6.19 Identified what IT equipment Care Leavers have and provided those who are without any devices with the devices they need.
- 6.20 Appointed to the (interim) position of Homeless Prevention Personal Adviser to develop partnership working and sustainable pathways to prevent the need for homeless assessments, improve release planning from custody and ensure young people are supported to move into suitable independent accommodation from the offset.

7 NEXT STEPS

- 7.1 Review the current workforce structure and Job Profiles within the Care Leaving Service to determine whether fit for purpose and produce an options paper on structure(s) moving forward with recommendations and financial ask (if required) to take to DMT for decision.
- 7.2 Develop and deliver the identified bespoke mandatory training package to the workforce and form as part of induction for new members that join the Service.
- 7.3 Engage in the Participation Framework and Strategy working group to form future engagement avenues with children and young people.
- 7.4 Produce EET Priority Action Plan for Care Leavers.
- 7.5 Research and apply for available funds open for application that can be co-ordinated and completed through the EET Group for Care Leavers.
- 7.6 Review the financial officer available for Care Leavers attending University and develop financial policy.
- 7.7 Produce Guidance for staff on how they should provide support to Care Leavers accessing and attending Universities.
- 7.8 Review 'Staying Put provision through Task and Finish Group, will cover all the above – include PC and Fostering Service.
- 7.9 Develop training for Foster Carer's with the 'Smooth it Out Group'.
- 7.10 Induction, support and information package for Care Leavers.

- 7.11 Identify links into Sixth Forms and Colleges to be part of the launch and awareness campaign for Youth Homeless.
- 7.12 Develop an end of Service Survey for Care Leavers.
- 7.13 Develop web content for all parts of the service.
- 7.14 The Deputy Director, Children's Social Care and Head of Service for Leaving Care will be responsible for ensuring that the authority meets the requirements set out in all the Acts within 1.1. The Head of Service will be responsible for producing the Care Leavers Annual Report and overseeing the implementation of identified improvements and actions.