

Bradford Children's Services Improvement Plan - Progress Report

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Summary

The improvement plan has been revised to make it more outcome focused and more streamlined so we can quickly accelerate the improvement Ofsted require in key areas and make sure that we see better outcomes for children and young people. This new improvement plan sets out seven outcomes that we aim to evidence progress over the past 5 and next 2 months. The outcomes are:

1. Children and young people will recognise Bradford Council and its partners as good corporate Parents
2. Caseloads across all social work teams, including fostering, continue to be safe and manageable
3. We will have a sufficient fostering workforce to look after children and young people in Bradford.
4. Fewer children will be coming into care as our Edge of Care strategy is effective
5. The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers
6. The Sufficiency Strategy is fit for purpose, iterative and responsive to the changing demographic of C&YP in our care
7. Leaders (all of DMT) have greater understanding of the quality of social work practice

The plan commenced at the end of September 2021, with specific actions, milestones and deliverables which are reviewed each week by DMT. The current plan is live and due to be reviewed at the end of April 2022.

This report provides the detail on progress that is being made against each priority outcome. It gives two examples with more evidence of progress namely Corporate Parenting and the Quality of Social Work Practice. This report concludes with other examples of improvement, and areas causing concern.

Summary of Progress

- Priorities 1, 6 and 7 show evidence of significant progress.
- Other priorities have identified key building blocks needed to build improvement.
- All priorities have plans in place and are being lead by Senior Managers.
- Of the 35 key areas of work/milestones:
 - 12 are currently rated as **Green** meaning: 'Tasks and outcomes are completed; performance is on target'.
 - 21 are currently rated as **Amber** meaning: Tasks and/or outcomes are on track; milestones met but not completed.
 - 2 are currently rated as **Red** meaning: Tasks and/or outcomes have not been met or timescale slipped. There is mitigation being put in place against each.
- Key projects have been completed regarding Leaving Care, Early Childhood Services, the Integrated Front-door and the Integrated Commissioning Roadmap.

Other Improvement Progress

Workforce Planning Task & Finish Group

- On 22 Feb 2022 a Workforce Planning Task & Finish Group was established and will run for a period of six weeks from Feb – Apr 2022. There are six strands looking at specific disciplines to get a clear understanding on how many staff are required across the piece i.e. both qualified and unqualified staff, number of teams, number of managers, service managers. The HOS is designing a structure based on the ideal and safe level number of caseloads.
- The WF Planning Group agreed the number workstreams to be undertaken, the methodology/approach for each of them and assigned leads as part of a work plan. On completion of the programme an Outcome Report capturing proposals will be submitted to DMT first week in Apr 2022
- A work plan is in place which shows clear linkages and interdependencies with the CIP Improvement Plan; in particular Priority 2: Caseloads and Priority 5 Workforce. Exclusion – the outcome for Consolidate Locality Boundaries will not be progressed as part of the programme of work. Summary details are as follows:

Ref No.	Workforce Planning Framework	Workstream Lead(s)
W1	Confirm Social Worker Establishment Requirement • Demand analysis and projection to arrive at steady state baseline and time limited additional surge capacity needs	Philippa Holmes
W2	Agree Core Team Composition and Spans of Control • Include CRW, BSO and blend of ASYE/experienced SW	Rebecca Simmonds Amandip Johal
W3	Review Use of Project Teams • Costings, QA/performance monitoring, deployment and exit strategy	Mandeep Gill
W4	Consider Demand Reduction Strategies • Thresholds, early help, throughput including discharge from care	Philippa Holmes
W5	Implement Optimum Service Structure • Progress re-establishment of dedicated CIC service	Mandeep Gill
W6	Develop Proposals for Staff Recruitment and Retention • Introduction of loyalty payments, review of salary scales and progression as comparator to neighbouring LA's, development of Academy, overall package on offer.	Amandip Johal/Traci Taylor

- For further update please refer to Plan Delivery - Priority 2 Caseloads & Priority 5 Workforce

Areas of concern or potential concern to the improvement programme

- Ensuring all strategies are developed with key stakeholders and partners.
- Continuing to focus on the key priorities and outcomes.
- Take the opportunity of continued change, including within the ICS/ICP, to develop more shares or integrated solutions.
- Evidence that the voices of our children and young people are influencing changes to service delivery.
- Focus on Social care performance and practice is embedded at all levels.
- Evidence of the learning from safeguarding practice reviews, serious incident notifications, and developing a “cases of concern” approach for learning at all levels.
- Additional pressures due to the impact of the Omicron variant.

**Detailed Updates:
For information**

Plan Delivery by Priority

Priority 1: Children and young people will recognise Bradford Council and its partners as good corporate Parents

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
1. Reset the Corporate Parenting Panel	Corporate parenting is everyone's business.	<ul style="list-style-type: none"> Corporate Parenting Panel now set A working group has been set up and will act as the governing body for virtual schools Governance for report submission to the CPP has been agreed 	GREEN	<ul style="list-style-type: none"> Monitor CPP to ensure it fulfils it's brief Embed into BAU
2. Develop and implement the Children in Care and Care Leavers Corporate Parenting Strategy and Action Plan	We need to have a shared strategies to drive our work.	<ul style="list-style-type: none"> Initial draft delivered Workshops with young people held in January. Their feedback is being reviewed Training and guidance packs for leaders and partners are being developed 	AMBER	<ul style="list-style-type: none"> Gain confirmation from Elected Member on further direction following delivery of draft Corporate Parenting Strategy Develop strategy in line with further recommendations
3. Develop and implement a Participation Framework and Strategy	The voice of our children and young people needs to be heard in all we do.	<ul style="list-style-type: none"> Corporate Parenting approach agreed to hold four Young-Person led sessions annually alongside CPP meetings Moving toward 3 separate young people's forums with age-appropriate topics to be more specific about what is discussed. Younger children, those in long term placements and those reaching Care Leavers 	GREEN	<ul style="list-style-type: none"> Young person led session dates to be set Forum/ consultations/development sessions with issues that are more prevalent to the age group proposals to be developed.
4. Deliver Corporate Parent training events to Senior Managers across BMDC, Elected Members and Partner agencies	Learning together is essential in our developing understanding.	<ul style="list-style-type: none"> 3 key areas of training identified 	GREEN	<ul style="list-style-type: none"> Develop schedule and training plan

Plan Delivery by Priority

Priority 2: Caseloads across all social work teams, including fostering, continue to be safe and manageable

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
5. Practice Supervisors are supportive of the interim allocation of a protected caseload, where necessary.	Helps reduce overall caseload pressures.	<ul style="list-style-type: none"> Case Workers were written to in Nov 2021 and were advised to carry casework. Out of the 40 staff 2 have objected and 38 have undertaken this. Subsequently we have seen further churn in this part of the workforce but we are recruiting to it now. 	GREEN COMPLETED	
6. Regular reviews are built in to determine if caseloads can be safely reduced or removed for practice supervisors over time.	It is important to maintain a continual focus on caseloads.	<ul style="list-style-type: none"> Meetings are taking place on a fortnightly basis and where caseloads are assessed/adjusted as necessary. Work has been done to look at the potential to reduce caseloads and therefore free-up agency staff. Data reviewed fortnightly with the HOS and this will inform any adjustments needed to the caseload levels. Audit Team to review caseload activity and produce Status Report 	RED	1000 open cases across the piece. These are in the larger geographical areas. Caseloads reviewed with the Performance Team and have identified that there are small number of staff carrying cases in excess of 40 which is mainly down to the fact that they are overwhelmed with work in general so unable to close cases off. Looking at increasing capacity within the Shipley & Keighley Areas as they only have 1x Service Manager in the structure Work on parameters have been agreed by the WF Planning Task & Finish Group – 18 full-time (qualified SW) equivalent caseloads, 14x cases AYSE, 25x Cases Care Leavers
7. Capture positive feedback within the regular engagement sessions, team meetings and away days	“Sense of Community” and belonging to the wider CYPS and Council	<ul style="list-style-type: none"> Fortnightly meetings with the whole service and SD in place. Area meetings in place. Feedback mechanism in place. IT and HR drop in sessions; scheduled before Christmas. These sessions are question and answer. Staff Reference Group in place and reports to the Improvement Board. Meetings scheduled every 3 weeks. Needs analysis to be undertaken 	AMBER	Restructure re-instatement of a Stand Alone Child In Care Team - the HOS has been appointed. Mandeep Gill to agree timeline with David Johnston regarding consultations with staff

Plan Delivery by Priority

Priority 2: Caseloads across all social work teams, including fostering, continue to be safe and manageable

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
8. Staff Teams returning back to offices and increased face to face contact.	This will help build teams and improve communication. Omicron will slow progress on this issue.	<ul style="list-style-type: none"> Subject to Government restrictions, guidance, and Council approval, we will encourage staff teams safe return back to the workplace to enable increased face to face contact i.e. Hybrid Model, as soon possible There will be a restart of programme to bring 'Priority 2' and 3' group of staff back into the workplace 	AMBER	UNCHANGED– Staff Teams returning to the workplace – Priority 2 & 3 - A proposal is to be put forward to staff outlining a 60/40 split, 3 days (office based) 2 days WFH. Managers are to be on a rota on two separate days during the week (not just working Mon - Weds in the office and Thurs & Fri WFH). Need to have a selection of managers spread over the course of the week available for staff. Endeavouring to bring staff back in the workplace safely and asap.
9. Reduced numbers of single agency workers and proportionately increased numbers of permanent staff and fixed-term teams. Undertake Recruitment & Advertising Campaign	Implemented Workforce Recruitment Plan	<ul style="list-style-type: none"> Reduction in Agency Workers - This is tied in the increased stability of caseload. As more staff recruited then agency staff numbers will be reduced Progressing as quickly as the process allows whilst ensuring processes are in place before releasing staff. Require a more stable and Fixed-Term Team to enable better outcomes. 	AMBER	The position is much the same as it was. We are going through an unstable period because some neighbour authorities are paying more for agency staff thus leaving us with a great number of vacancies.
10. The span of control of managers is appropriate and ensures adequate management capacity.	Assessed Span of control of all Team Managers, Service Managers to ensure it is 'fit for purpose'	<ul style="list-style-type: none"> Currently looking at the structure. Under consideration is having one HOS responsible for all looked after children and another responsible for Child Protection. A piece of work currently undertaken to look at the Fostering Structure. Looking to create extra capacity within Senior Management in order to support Practice Supervisors. 	AMBER	2 manager posts recruited to for permanent positions. Appointees include Internal recruitment of a Practice Supervisor to Managers status and a Team Manager (Fixed-Term contract) transferring to a permanent contract. This will create more stability but not capacity. Have advertised as a priority and have interviews scheduled w/c 28/02/22 for temp/interim posts for a HOS CIC Service and 2x Service Managers.

For further update please refer to slide 4 Other Improvement and Progress - Workforce Planning Task & Finish Group

Plan Delivery by Priority

Priority 3: We will have a sufficient fostering workforce to look after children and young people in Bradford

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
<p>11. Develop and implement a framework to incorporate a “level 4” option for foster carers Assess mockingbird design, structure and function (commissioning) – Fostering.</p>	<ul style="list-style-type: none"> ▪ Increased confidence and resilience within our foster carers. ▪ Improved retention and progression rates for foster carers who feel valued and safe. 	<ul style="list-style-type: none"> ▪ 17.12.21 Decision to progress and go ahead with Fostering Network on Mockingbird confirmed. The service has been working on ensuring compliance with the Mockingbird model to assure FN. Additional hub carers appointed. Service met with existing hub families and gave them option to decide if they want to continue to be full-time foster carers or hub carers. Regular meetings with FN scheduled monthly to implement agreed actions Target date April for re-launch. • Updated Foundation Review was submitted to Fostering Network on 21/01/22. 3 out of 6 of constellation carers wish to continue. New hub carers have met with constellation carers that will be continuing. • Action plan finalised 	<p>AMBER</p>	<ul style="list-style-type: none"> ▪ Implementation working group is to be re-established. Membership of Implementation Working Group to be confirmed by 16/02/22. 1st meeting of IWG to take place within 4 weeks. Scheduled meetings with Teams around the Child to continue to ensure understanding of model is clear. Have requested a slot on HoS agenda and awaiting confirmation of date from Principal Social Worker. Service to revisit ‘delegated authority’ with Children’s teams. ▪ The updated schedule of fostering allowances is completed and will go to CMT later on this month and hopefully the Executive in April. We will also engage in preliminary consultation with the foster care association before to goes to the Executive.
<p>12. Finalise and approve the implementation of; Review fostering and residential structures and staffing.</p>	<ul style="list-style-type: none"> ▪ Fostering and residential staffing is fit for purpose including skill and knowledge 	<ul style="list-style-type: none"> • 01/02/22 Assessment of Fostering Service against national minimum standards work completed - an action plan being drafted to be available by 18/02/22 which will feed into the State of the Nation document. 	<p>AMBER</p>	<ul style="list-style-type: none"> ▪ An annual report is being developed to be presented for the Corporate Parenting Board in May 2022. The draft will be ready by 12/04/22. ▪ Transfer of Family Finding Team into Placement Co-ordination Team paused due to management capacity issues. Fostering Staffing Structure to be drafted by 01/03/22

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<p>12. Finalise and approve the implementation of;</p> <p>Finalise fostering fees and allowances policy (Amber)</p> <p>Finalise SGO policy.(Amber)</p> <p>Commission residential capacity and review current Statements of Purpose (Green)</p>	<ul style="list-style-type: none"> Improved retention and progression rates for foster carers who feel valued and safe. Increased recruitment rates due to level of support offered to foster carers Appropriate placements which meet the level of need and avoid early placement breakdown causing further distress for children and young people. 	<ul style="list-style-type: none"> Revised scheme of fees and allowances drafted including proposal of a new entry level and progression process; 20 x level 4 carers for children with complex health needs; a programme of training and support for foster carers including a Training Officer and Training budget proposal; reinvestment in DDP as the operating model and Team around the Child approach agreed in principle with DCS and Strategic Director (Corporate Resources) on 27.1.22. 19.01.22 Proposals shared with BIFCA Revised policy drafted based on model adopted by Leeds. Shared with AD to be reviewed by Legal. Discussions progressed with commissioned Kinship worker and Early Help to establish offer of support in the community through Family Hubs for SGOs; review Family Time offer and support from Access and Take up staff. Complete; Service Improvement Plan and proposals for Children's Homes drafted and shared with AD 	<p>AMBER</p>	<ul style="list-style-type: none"> Proposals to be progressed through approvals process. Finance Paper going to CSCMT on 09.03.22, and then to Executive on 05.04.22 SGO Policy approval contingent on Fostering Fees and Allowances Policy. Explore options to commission time limited Family Time support and progress opportunities to establish support in the community for SGOs in collaboration with Kinship and Family Hubs. Negotiate the re-establishment of a Parenting group for Foster carers and SGOs. Tabled for consideration at DMT 16/02/22 . Consultation to follow outcome of meeting.

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What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
13. To develop and streamline the process of the recruitment and approval of foster carers.	Increased recruitment rates due to level of support offered to foster carers	<ul style="list-style-type: none"> Dip sampling and review of process is complete. Have identified areas that need focus e.g. need for more short term foster carers and for recruitment partners to promote accurate information and target recruitment. On that basis the Bright Sparks contract has been extended for a further 6 months from 8.3.22. Retendering planned to commence in June to consider alternative options for new contract to be in place by 8.10.22 	AMBER	<ul style="list-style-type: none"> Recruitment Strategy to be formulated
14. To complete a demand and need analysis.	Appropriate placements which meet the level of need and avoid early placement breakdown causing further distress for children and young people.	<ul style="list-style-type: none"> Service provided the Fostering input to the Sufficiency Strategy based on the current data being collated 	AMBER	<ul style="list-style-type: none"> Service is in discussion with Performance colleagues to develop the content of a regular improvement scorecard. A meeting with Dorset to be scheduled at beginning of March to look at the model of their interactive dashboard.
15. To recruit to a pool of emergency foster carers.	Appropriate placements which meet the level of need	<ul style="list-style-type: none"> No action progressed 	AMBER	<ul style="list-style-type: none"> Two key dependencies: the revised scheme of fees and allowances and the Sufficiency Strategy.

Plan Delivery by Priority

Priority 4: Fewer children will be coming into care as our Edge of Care strategy is effective

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
16. To develop and re-establish Prevention and Early Help partnership and governance.	<ul style="list-style-type: none"> It is important to respond to needs earlier so as to reduce demand for Children's Social Care. Improved relationships and family networks, building resilient communities. 	<ul style="list-style-type: none"> ToR and letter have been signed off for Strategic Partnership Board. First draft Prevention and Early Help Strategy has been revised to include Universal Plus to be consulted with partners in January Promoted to ensure that CSC locality colleagues are aware of the Early Help offer, processes and roles/responsibilities. 	AMBER	<ul style="list-style-type: none"> Finalise Prevention and Early Help strategy In conjunction with the rewrite of the Early Help and Prevention Strategy, develop a framework to consult with partners. In February meetings will be held with schools to identify challenges they face carrying out Early Help Assessments. Then put in place support and mechanisms to try overcome these. Progress data sharing across partners in order to inform the local preventative model
17. Develop and implement with partners an Edge of Care strategy.	<ul style="list-style-type: none"> More Children will remain at home safely, and where children do need to be brought into care with the provision of appropriate service, we will be able to return them back home safely Improved relationships and family networks building resilient communities. Reduce pressures on social work services through improved early help and community support 	<ul style="list-style-type: none"> Originally proposed restructure of BPP paused for an initial 3 month period to facilitate an external review to be completed within a 10 week period led by Peopletoo. Information governance team have confirmed the necessary agreement and protocols are in place and data has now been shared with Peopletoo Engagement plan finalised by Peopletoo. All engagement sessions will be complete as of 18/02/22 Survey to be distributed 16/02/22 so that those who could not attend any engagement sessions can contribute views 	AMBER	<ul style="list-style-type: none"> Further interrogation and deep dive into service activity and impact data Analysis of survey Feeding back initial findings to AD, HoS and Programme Manager on 24/02/22 Phase 2 – consideration of next steps/options – to be agreed on 24/02/22 On track for conclusion by planned mid March date The review led by Peopletoo is progressing to report March 16th and considerable work has been undertaken as part of this process.

Plan Delivery by Priority

Priority 5: The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
CPD & Performance: Develop Alignment of CPD, performance objectives & Audit Outcomes (Best Practice & Learning)				
18. Supervision Audit Database to launch	Creates a database for auditing practice.	<ul style="list-style-type: none"> Demonstration of the database presented at DMT Some testing with officers undertaken. Test Mode - Positive feedback received from officers who have tested and/or using the database. The IT Support Team to map system to accommodate Agency Staff 	AMBER	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4
Recruitment/Induction week				
19. Develop and implement face to face training to ensure consistent with e-training sessions	Builds common practice and training.	<ul style="list-style-type: none"> Induction of 3rd Cohort underway as of 30/11/21. Survey sent out to 2nd Cohort The 3rd cohort sent out w/c 29/11/21 Two full sessions completed. 	GREEN COMPLETED	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4
20. Ensure that managers do not allocate any Children until induction completed.	Ensures new staff receive common induction programme.	<ul style="list-style-type: none"> AD communication to HOS advising them not allocate in the first week. To review case allocations over a period of time. Request for Work Allocation Review Report (random sample – two cohorts) from Corporate Performance Team 	AMBER	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4

Plan Delivery by Priority

Priority 5: The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
Recruitment: Reduce the level of attrition across Social Work roles in all areas of the Service				
21. Develop Stay Interviews	Important to hear constant feedback from staff.	<ul style="list-style-type: none"> Questions completed that will be used in exit interviews. Scheduled to 'GO LIVE' 7 Feb 2022 (revised date) At the end of supervision in Feb 2022 all Team Managers to have Stay Interview with Staff over a 4 week period Schedule of Newsletters went out to staff; a Practice Newsletter and Business Agenda outlining the importance of Stay Interviews w/c 24 Jan 2022 	AMBER	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4
22. Develop and implement Comms Plan communicating staff benefits and wellbeing offers	Important to ensure regular flow of communication to Staff and Partners.	<ul style="list-style-type: none"> A plan has been agreed by all parties and communications will go live 21 Jan 2022 (revised date) Some Comms sent out regarding payment of Social Workers Registration Fee Workforce Development Strategy agreed and signed off by HOS Wider Comms Development – Microsite Launch 	AMBER	

Plan Delivery by Priority

Priority 5: The Implementation of a workforce plan that will lead to the increased retention of ASYEs, and provide progression opportunities for all social workers

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
23. Develop and implement Comms Plan communicating staff benefits and wellbeing offers	Important to ensure regular flow of communication to Staff and Partners.	<ul style="list-style-type: none"> ▪ Staff Benefits – Free Car Parking for Social Workers 	RED	For further update please refer to Other Improvement and Progress - Workforce Planning Task & Finish Group slide 4
24. Develop enhanced practice and wellbeing user group and Clinical Supervision	Important to hear constant feedback from staff.	<ul style="list-style-type: none"> ▪ Wellbeing Group already in operation. ▪ There is also a centralised Well-Being Group with champions which is to be highlighted to staff. These will be promoted at the Staff Reference Group periodically. ▪ Clinically Supervision - Meeting to be scheduled with HOS to discuss draft proposal and how this can be implemented. ▪ Clinical Supervision Proposal sign-off by HOS 	AMBER	

Plan Delivery by Priority

Priority 6: The Sufficiency Strategy is fit for purpose, iterative and responsive to the changing demographic of C&YP in our care

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
25. Baseline data required, with trends to inform resource planning.	Understand needs and demands is essential in planning sufficiency.	Initial baseline data report received, narrative to be devised. Needs and Demand analysis drafted Final draft of Sufficiency strategy has had Legal and Finance colleagues sign off. Draft was taken to CMT on 16/02/22 which was approved	GREEN	<ul style="list-style-type: none"> To confirm if additional work is required for Needs and Demand analysis Sufficiency Strategy has been formatted and designed by Communications Team, and is now ready to be taken to Overview and Scrutiny on 09/03/22. Aiming for the Strategy to go to Executive on 05/04/22 for the final sign off. Re-focus the action around gaining partners commitment to help ensure children stay within the District. Breakdown how this is to be achieved
26. External providers to run the additional homes.	Engaging the market is key to ensure sufficient places are in Bradford.	Options Appraisal drafted and sent to AD for comments	GREEN	<ul style="list-style-type: none"> Continue speaking to external providers Continue to develop Options Appraisal based on feedback from DMT on 23/02/22

Plan Delivery by Priority

Priority 6: The Sufficiency Strategy is fit for purpose, iterative and responsive to the changing demographic of C&YP in our care

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
27. Create new 5 small bedroom homes for CLA and consider options for delivery in the medium term	There is urgent need for additional places to be available for complex cases.	<ul style="list-style-type: none"> Specification being revised and a plan will be drafted on 19.01.22 Director of Finance confirmed funding for new homes under 'invest to save' 	AMBER	<ul style="list-style-type: none"> Plan to be drafted to progress Review current estate and housing options against specifications and associated costs
28. Partners to commit to supporting more children to remain in District via increased specialist health provision to support children's homes.	Engaging with Partners to secure their involvement will result in better outcomes for our children and young people.	To engage with partners in the co-design and joint implementation of new provision able to meet Local Authority and Health requirement e.g. therapy support.	AMBER	Joint business case needs to be co-produced with partners.
29. Approach to commissioning external and internal placements to be reviewed and revised.	It is important we plan our commissioning response so there are sufficient placements in Bradford to meet needs and have local Bradford placements.	To be developed by March 2022	AMBER	To be developed and implemented once the Sufficiency Strategy has been approved.
30. Internal expansion of the current residential estate	There is a need for additional internal places under Children's Services management.	To be developed on outcome of Options Appraisal.	AMBER	Continue to develop the Options Appraisal based on the configuration review of the current residential estate.

Plan Delivery by Priority

Priority 7: Leaders (all of DMT) have greater understanding of the quality of social work practice

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
31. For DMT to be visible and accessible leaders	The need for continual communications across Children's Services.	<ul style="list-style-type: none"> • Full staff briefings on a monthly basis taking place • Fortnightly DCS drop in sessions running • E-mail box for the workforce to contact the DCS launched • Developed communication avenues to share improvement updates, learning points and celebrate good practice • Developed a Who's Who page on Bradnet of DMT • E-mail box for children and young people to contact the DCS set up • Developed 7 Priorities Poster to be on staff laptops when logging on as well as physical posters in offices • Updates for staff on each priority have been circulated in "Pass It On" • Information on Children's page on Bradnet updated • DMT regularly attend the Staff Reference Group • Individual DMT members provide open staffing sessions with colleagues. This allows issues/concerns to be raised and addressed in a timely fashion 	GREEN	<ul style="list-style-type: none"> ▪ Determine next steps for Pass It On priority updates once all have been circulated on the original schedule. ▪ Evaluate the most appropriate method for leadership to communicate with staff as more people return to offices.
32. Dip-sampling of casefiles by the Deputy Director of Children's Social Care are discussed at DMT	Seek assurance regarding the management of cases.	<ul style="list-style-type: none"> • All of DMT trained on LCS & EHM 	GREEN	<ul style="list-style-type: none"> ▪ DMT audit training schedule to be finalised ▪ DMT auditing cycle to be embedded ▪ DMT to decide on areas of focus within audit sampling

Plan Delivery by Priority

Priority 7: Leaders (all of DMT) have greater understanding of the quality of social work practice

What we said we would do? (Key milestones)	Why is this important?	How did we do it / Actions/Achievements	RAG rating (are we on track)/mitigation	Next Steps
33. Monthly performance monitoring “deep dive” focussed and DMT have a good understanding of the progress and risks in identified areas each month	Monitoring performance and how it is improving.	<ul style="list-style-type: none"> Identifying and presenting 3 areas (2 poor/1 good) each month to DMT to undertaking focused deep dives to understand what is/isn't working well and why, and what needs to be done to improve performance Identifying key areas of performance, within service, that need to improve and these are being monitored through the weekly CSCMT meetings Collated top KPIs for performance framework The monthly data intelligence report included in the monthly Vital Signs report Performance Lead attends DMT each week to discuss a small set of identified KPIs. 	GREEN	<ul style="list-style-type: none"> Forum with the deputy director and the HoS to discuss performance to be set
34. Regulation 44 reports with themed analysis on the quality of care across all Children's Homes	Analysis of Reg 44 visits to gain insight and understanding.	<ul style="list-style-type: none"> Meeting held with the Reg 44 officers and discussed how they need to share themes and reporting of their work. It is felt that the current template is fit for purpose with thought being given on how to capture Members comments once they start undertaking these visits alongside Reg44 Officers 	GREEN	<ul style="list-style-type: none"> Embed into BAU
35. Quality of care planning is highlighted within reports that DMT receive	Care planning is an essential process in Social Work.	<ul style="list-style-type: none"> Governance and Administration process for Corporate Parenting Panel includes the requirement to review reports to ensure Care Planning and impact is embedded within the reports Comms have been presented at CSCMT on the requirement of Care Planning and impact to be in all reports 	GREEN	<ul style="list-style-type: none"> CSCMT to ensure Care Planning and Impact is reviewed within reports. Process submitted to Corporate Parenting Panel