



**Bradford Safeguarding Children's Board**  
**Annual Report**  
**2019 - 2020**



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Following the changes brought about by the Wood Review, on 1st September 2019 the Bradford Safeguarding Children's Board was replaced by "Working Together to Safeguard Children – The Bradford Partnership" of which we are the three statutory partners within the Bradford District. A great deal of work was undertaken prior to the change, to make the transition as smooth and seamless as possible. We are pleased that the new arrangements are now fully embedded and undertaking the vital task of supporting and challenging agencies in their work to safeguard and protect the children and young people of our District.

This report covers the period immediately prior to the changes - April 2019 until September 2019 - and serves as our review of how the new partnership arrangements are working as well as the work undertaken by the safeguarding agencies within Bradford and District during that period. We acknowledge that much remains to be done to ensure that the children of Bradford have the best opportunities to thrive and grow, safe and free from abuse in all its forms, and wish to restate our commitment here to working across agency boundaries to ensure that as far as is possible we achieve that aim.

welcome continued the work of our Independent Scrutineer Jane Booth and the value the accountability she brings. We acknowledge the challenges she has laid out in her statement and we remain committed to improving the work we are already doing in this arena by working together and building on our strengths as a partnership.

Kersten England

Chief Executive

City of Bradford

Metropolitan District Council

Alisa Newman

Divisional Commander

Bradford District

West Yorkshire Police

Helen Hirst

Chief Officer

Bradford District & Craven

Clinical Commissioning Groups

## Overview from Independent Chair and Scrutineer – Jane Booth



In April 2019 I took on the role of Independent Chair and Scrutineer of the Bradford Partnership in anticipation of the changes which were subsequently implemented in September 2019. The responsibility for the effective individual functioning of the agencies which make up the new Partnership sits with their internal management. Responsibility for coordinated activity as a Safeguarding Partnership, now sits with the Chief Executives of the Local Authority, Clinical Commissioning Groups and the Chief Constable of Police.

The new multi-agency arrangements for safeguarding children were submitted to the DfE on time and the new partnership, The Bradford Partnership – Working Together to Safeguard Children- was established at the end of September 2019. Partners were keen to build on the elements of the former arrangements that had worked well, retained a Partnership Board with wide membership, and continued most of the former sub-groups. Terms of reference and the business plan were reviewed and a high level strategic group was put in place giving direct accountability for strategic direction to the lead agencies. Though not a statutory requirement, it had been decided to appoint an independent chair who would also provide an element of independent scrutiny. This report outlines the work of both the former LSCB and the new partnership. These new arrangements were still bedding in when the Covid 19 outbreak began and the Partnership's activities had to be significantly curtailed to allow partners to move resources to managing the outbreak.

The period covered in this Annual Report therefore reflects a split year in terms of the multi-agency arrangements, the first six months being under the auspices of the Bradford Safeguarding Children's Board and the period from September 2019 – April 2020 under the newly established Bradford Partnership.

I write this overview from my perspective as Independent Scrutineer.

Following an adverse Ofsted inspection in 2018, resulting in a judgement of an inadequate children's social care service, much of the strategic effort in 2019-20 has been focussed on improvement – not just of local authority services but across the partnership, in recognition that good support for children and families requires a multi-agency approach. Further independent scrutiny reinforced the need for improvement across the system, with an inspection of the Youth Offending Team identifying the need for improvement and an inspection of health services support for looked after children and those needing protection by the CQC also raising some concerns. Additionally, an inspection of the Youth Offending Team raised a number of concerns.

At the beginning of the year Children's Social Care was operating with many temporary post holders and it was not until November 2019 that a permanent Director of Children's Services came into post and not until February 2020 that the majority of middle and senior management posts were filled by permanent appointments. Additionally, a significant number of social worker and first line management posts were filled with agency staff. This inevitably impacted on the rate of improvement and stability of the department. However improvement activity had begun to make an impact and this did accelerate in the latter part of the year. However much still remained to be done.

There has been a sharp focus on establishing appropriate standards of practice and achieving routine compliance with statutory requirements and, by the year end, comparative performance (compared against national averages and statistical neighbours) was largely showing good performance. Compliance was largely being sustained but audits were still showing significant need to improve the quality and consistency of practice.

## Overview from Independent Chair and Scrutineer (continued) – Jane Booth



Trends identified in 2018-19 largely continued into 2019-20, with significant increases in contacts being made with Children's Social Care about vulnerable children. There were also growing numbers of children needing to be protected by way of a Child Protection Plan (CPP) or being looked after (formerly referred to as "in care"). By the year end the need for these services had exceeded both national and statistical neighbour comparisons.

New concerns about children (contacts and referrals) are dealt with via a multi-agency "front-door". It soon became clear that there was little consensus about when to make contact and what the threshold was for a service to be offered. In response, in July 2019 the Partnership issued new guidance – The Continuum of Need – with launch events at that time and repeated in September, when schools returned from the summer holidays. This work was supported by a series of audits, which confirmed Ofsted's earlier findings about the need to find more effective ways of operating the "front-door". Two other important issues emerged – the absence of a sufficiently detailed breakdown of outcome of referrals which resulted in many cases being inaccurately described as concluding with "no further action", and the absence of a robust early help offer.

Additionally some agencies have struggled to embed operation of the Continuum of Need in practice, so many cases are still presented which do not need a social care response or are below the safeguarding threshold and do not have consent for information sharing. Finding solutions to these problems has proved to be complex and agency actions were only just beginning to produce results by the year end.

Some key challenges for the coming year remain:

- To ensure core services supporting children, young people and their families complete the improvement journey and are able to demonstrate compliance and quality of service;
- To develop multi-agency working and efficiencies to respond to ever increasing workloads within a context of austerity and in some agencies underfunding by National comparison, e.g. school nursing;
- To embed the new approaches to Early Help, reducing the number who need child protection or to be looked after by the Local Authority;
- To effectively progress the improvements being made in the Child and Adolescent Mental Health Services despite a significant gap in funding against National averages;
- To develop best practice models to respond to some complex areas of safeguarding such as Child Sexual Exploitation, Child Criminal Exploitation and On-line abuse.

Despite all the challenges there are many positives to celebrate and, in particular, Bradford benefits from a diverse and committed workforce across the agencies. This report refers to a point in time and by the date of publication is already out of date. Covid hit us just before the year end and has increased the challenge exponentially. I can only admire the energy and commitment shown right across the agencies to work together and ensure support to children and families has continued. My thanks go to all concerned.

**Jane Booth**

**Independent TBP chair**

# Vulnerable Children in Bradford Data Summary



**535k** People live  
In Bradford  
(ONS)

Of which

**140k** Under 18  
years old  
(26%)

Of which

**41k** Are living in  
poverty  
(29%)

**32k** Contacts  
were  
received by  
CSC

Of which

**10k** Contacts  
resulted in  
a CSC  
referral

Of which

**92%** Referrals  
resulted in  
further  
action

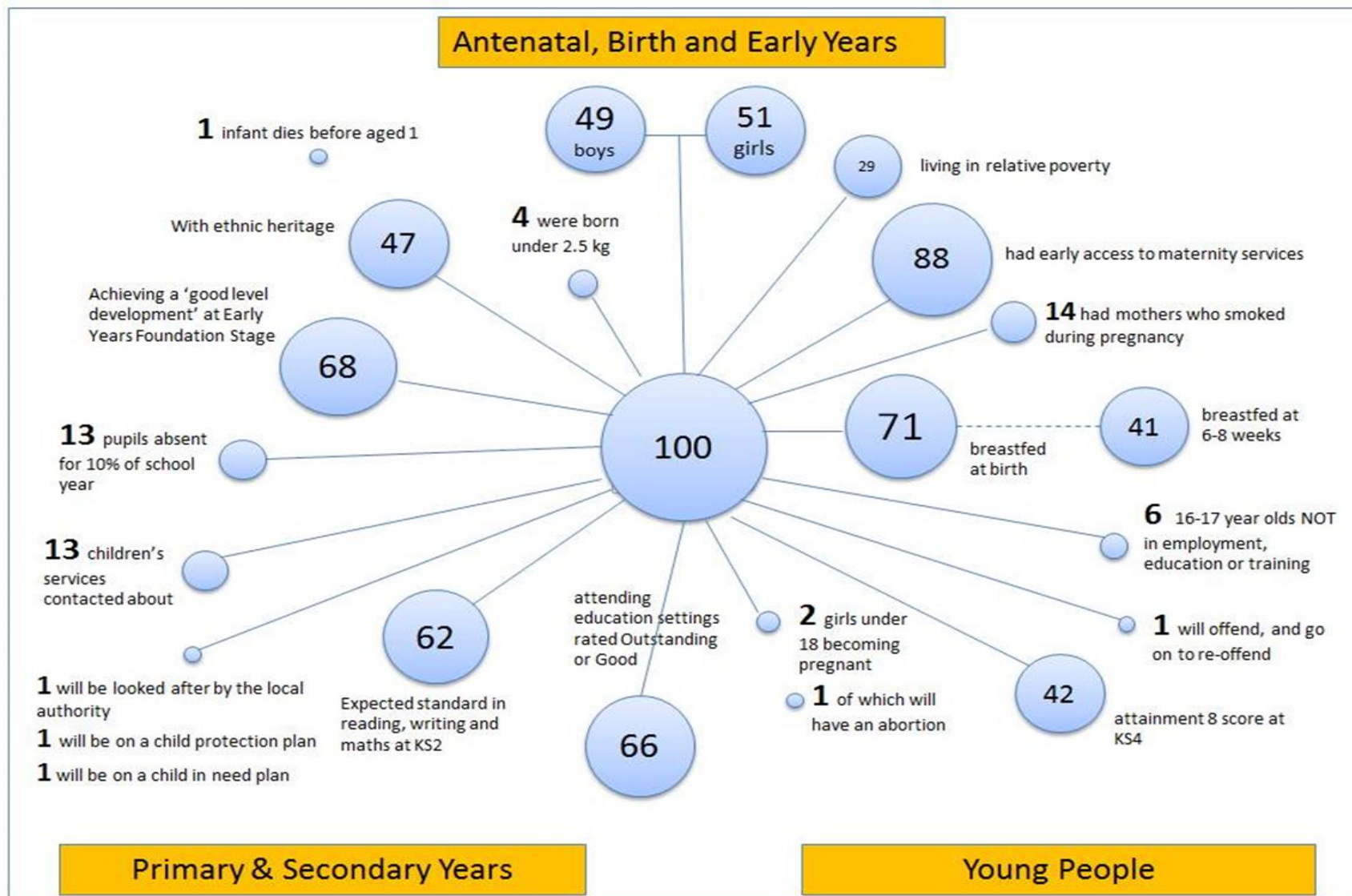
**847** Children  
reported  
missing  
from home

Of which

**255** Were children  
who were  
looked after  
(previously 'In  
Care')



# If Bradford were a village with 100 children

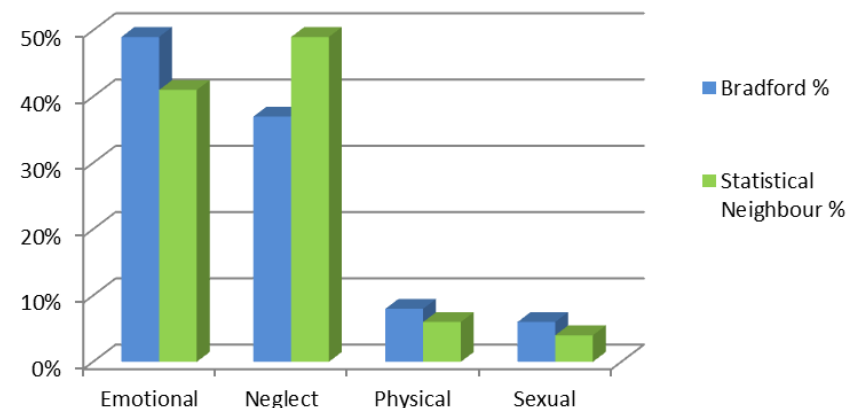




## Vulnerable Children in Bradford Data Summary

- Both child and infant mortality are high, with a value of 5.7 and 15.2 respectively, against National figures of 3.9 and 11.2
- Vaccination rates and tooth decay are comparatively high
- 5,315 children were defined as “in need” at 31 March 2020, with 8% of those having a disability
- 847 children reported missing from home in the year to March 2020.
- 255 of children going missing were Children in Care. This figure includes some children for whom the responsible authority is not Bradford Council as they are placed away from their home area.
- 32,038 contacts about children’s welfare were received by Children’s Social Care
- 9,934 of contacts resulted in referrals for a service (1,071 higher than last year). This was a rate of 705 per 10,000 children which was higher than the Statistical Neighbour (SN) rate of 678.
- 92% of referrals went on to further action (90% last year), of which 21% were re-referrals (19% last year)
- 13,982 assessments were completed by Children’s Social Care (increase of 2,805 on last year)
- 75% of assessments met the statutory requirement of authorisation within 45 working days of referral date
- 4,257 children were the subject of child protection investigations (170 lower than last year). This is a rate of 300 per 10,000 children, significantly higher than the SN rate of 219.
- 31% of child protection investigations resulted in an Initial Child Protection Case Conference (higher than the 27% in the previous year). This is a lower proportion compared to SN and national average of 40%.
- 1,244 children & young people were looked after as of 31 March 2019 (decrease of 81 children). This is a rate of 87 per 10,000 which was lower than SN (86).
- 1,324 children were subject of Initial Child Protection Case Conferences (increase of 146 children). This was a rate of 89 per 10,000 compared to 83 for SN.
- 953 children were subject of a Child Protection Plan as of 31 March 2020 (an increase of 86 children since 31 March 2019). This is a rate of 67 per 10,000 children, higher than the SN rate of 58.

**2019/20 Type of Abuse Summary**





# Child Exploitation



## **CSE Victims**

220 children and young people identified as at risk of CSE were open cases at end March 2020. 30 were considered to be at High Risk, 74 were considered Medium Risk and 116 were Low Risk

## **CSE Flagged Suspects**

Data in relation to CSE flagged suspects has been collated using data recorded by West Yorkshire Police. It includes the suspects of both recent and non-recent offences and/or intelligence. The non-recent offences / intelligence relates to incidents over 12 months old. The data is correct at 31/03/20.

At 31/03/20 there were 179 persons recorded on West Yorkshire Police Systems with a CSE suspect flag, this relates to 45 persons linked to recent offences or intelligence and 134 linked to non-recent offences or intelligence.

While data is now collected for Criminal Exploitation this is not available for this year, but will be included in the 2020/21 annual report.

The number of CSE flagged perpetrators (both recent and non-recent offences) were: 15 high risk, 126 medium and 38 low. The number of male perpetrators was 174 which, was significantly higher than the number of females (four) and one perpetrator's gender was not identified.



# What do we know about the quality of services supporting children and families in Bradford?

## **Children's Social Care**

As indicated in last year's Annual Report, the Ofsted Inspection published on 29<sup>th</sup> October 2018 had included a judgement that the Council's Children's Social Care services were failing to adequately meet the needs of children and families in Bradford. Throughout 2019-20 work continued in response to this judgement.

A multi-agency Improvement Board was established to progress the necessary improvements and to monitor progress bi-monthly. In addition, a number of monitoring visits have been undertaken by Ofsted looking at specific areas, and those completed before the end of March 2020 indicated that while there were signs of change, the progress of change had been slow prior to the appointment of a permanent senior management team in the latter part of the year, and needed to accelerate. A multi-agency action plan has been in place and progress against this has also been reviewed by the Department for Education.

A focussed data set, the Vital Signs Report, was developed to support performance monitoring and there have been significant improvements in many areas of compliance.

A restructure of Children's Social Care into locality based multi-disciplinary teams has taken place and recruitment to all the senior roles in the organisation is complete, with all the posts now filled with permanent staff rather than temporary appointments. Processes related to the Integrated Front Door, Early Help and Child Protection Conferences are also being amended.

A very significant investment in Early Help is underway with the planned creation of Early Help Hubs. This will involve the appointment of twelve Early Help Coordinators, three of which were in place by the year end.

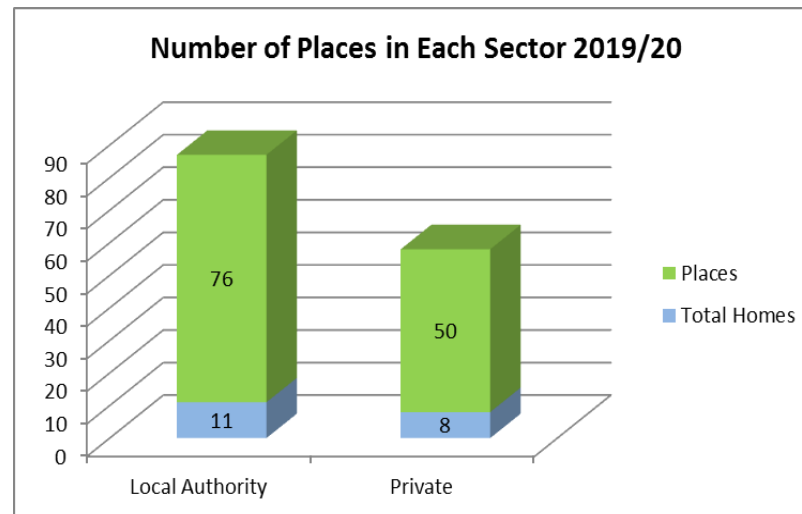
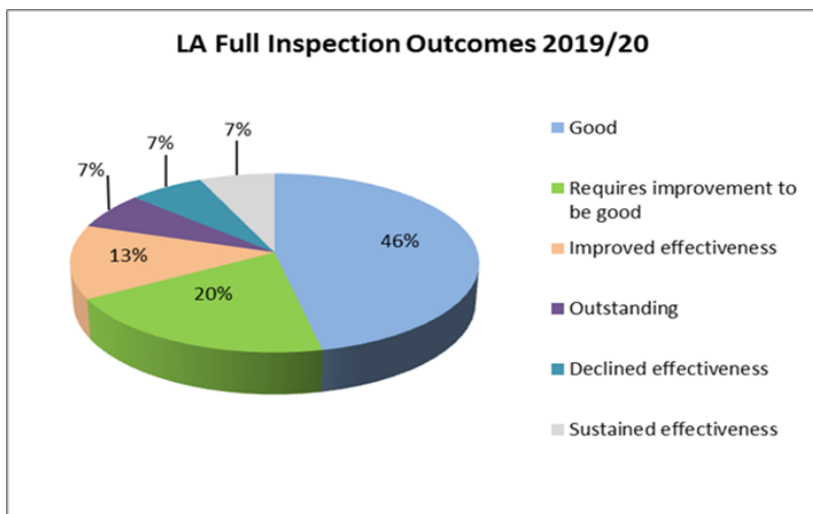
# What do we know about the quality of services supporting children and families in Bradford?



## Children's Homes

There are 11 Children's Homes in the Bradford District run by the Local Authority (LA) and eight that are run by the private sector, which provide a total of 126 places for children.

During the financial year of 2019/20, all LA Children's Homes were fully inspected by Ofsted, with an additional four interim inspections also taking place. Seven (46%) homes scored a 'Good' overall outcome, followed by three (20%) requiring improvement to be good, and two (13%) having improved effectiveness.



## Improvements in Overall inspection scores from 2018/19 - 2019/20

Overall experiences and progress of children and young people	2018/19	2019/20	Change
TBC	1	0	-1
Inadequate	2	0	-2
Declined effectiveness	0	1	1
Requires improvement to be good	4	3	-1
Sustained effectiveness	0	1	1
Good	6	7	1
Outstanding	0	1	1
Improved effectiveness	0	2	2

13

15

The graph above (right) shows that the 11 LA homes provide a total of 76 places for children (averaging seven places per setting), and that the eight private homes provide a total of 50 places (averaging six places per home).

The table to the left compares the 2019-20 LA inspection results for children's homes to the 2018-19 results, indicating that overall, the scores improved in the Inspection period 2019/2020.

There was a total of 13 inspections across the 11 homes during 2018-19, and 15 inspections in 2019-20.



# What do we know about the quality of services supporting children and families in Bradford?

## Health Services

As mentioned in the previous report, the Care and Quality Commission (CQC) conducted a Safeguarding and Children Looked After Review in Feb 2019. This was published in June 2019. The review considered the work of Airedale Foundation Trust, Bradford Teaching Hospitals Trust, Bradford District Care Foundation Trust, Locala, Change Grow Live and the Bridge Project. It also reviewed the three District Clinical Commissioning Groups, Airedale Wharfedale and Craven, Bradford City and Bradford District. The focus of the review was on the experience of looked after children and their families who receive safeguarding services.

Since then, the CCG and service providers in the district along with Public Health have been working on a comprehensive action plan developed to address the recommendations in the report. There was a recognition in the report that there were many strengths within the collective health services across all the agencies involved, but a total of 59 recommendations were received from the report and a District wide action plan to address these was formulated for progress during 2019/2020. Progress on the action plan has been reported via the Council's Improvement Board. Work that has been undertaken in the last year includes:

- improving communication channels within healthcare services;
- further embedding the Think Family approach to practice;
- utilising a range of screening tools available to identify risks when working with families, young people and pregnant women.

Work is still on-going to complete the action plan in order to achieve the remainder of the recommendations.

The full report can be found at: [Review of health services for Children Looked After and Safeguarding in Bradford](#)

# What do we know about the quality of services supporting children and families in Bradford?



## Sexual Health Referral Centre

The provision of services for children needing medical assessment related to sexual abuse is now provided from a single West Yorkshire resource. During the course of the year additional resources have been provided to ensure follow-up is available. Further assurance is being sought regarding response to concerns involving Female Genital Mutilation concerns.

Mountain Healthcare, who run the Hazlehurst SARC were inspected by the Care Quality Commission (CQC) in July 2019 and their service met the required standards in the five areas assessed namely;

- Are services safe?
- Are services effective?
- Are services caring?
- Are services responsive to people's needs?
- Are services well-led?

The full report is below

[Hazlehurst Centre SARC – Mountain Healthcare CQC Inspection](#)



# What do we know about the quality of services supporting children and families in Bradford?

## Youth Offending Services (YOT)

The report on an inspection of the Youth Offending Service was published in January 2020. In 8 of the 12 quality assurance standards the service was judged to be inadequate. Section 7 of the report focussed on safeguarding.

- ❖ An improvement plan has been put in place and all staff within the YOT have now undertaken safeguarding refresher training and all administrative staff have completed basic online safeguarding training.
- ❖ A multi-agency initial planning panel (MIP) has been established between the YOT and partner organisations to safeguard and promote the welfare of children through more effective joint working. The panel screens all children who are known to the YOT and ensures they have a robust plan in place that addresses any identified safeguarding, education, health needs and risks that are identified.
- ❖ Work has been completed with other YOTs in Yorkshire to ensure the MIP model and membership reflects best practice. The MIP allows the YOT and partner organisations to identify any trends in risk and safeguarding that may affect young people in Bradford. These trends are used to shape the practice of frontline staff and the planning of future YOT services. The findings are presented at the Bradford District Care Trust Children's Quality and Operational meeting, to ensure all organisations can work together to address identified issues and help keep children and young people safe.



# What do we know about the quality of services supporting children and families in Bradford?

## Early Help

During this year the PMAE sub-group of TBP received concerns from agencies regarding their capacity and it's impact on partnership working. There were also concerns raised regarding the District provision in regard to Early Help provision within the District and how effective this was in early interventions with children and families.

The Partnership highlighted this issue and work commenced by the Local Authority to review and amend the Early Help provision available to agencies working with families. Discussions have taken place across all relevant agencies and a new Early Help model has been created. TBP have remained involved in the process of review and amendments of these documents prior to their launch in September 2020.



# What do we know about the quality of services supporting children and families in Bradford?

## Section 175 Schools Safeguarding Audit

During the year all schools in the district were asked to undertake a self-assessment of their safeguarding policies, procedures and training via an online assessment tool circulated by the Education Safeguarding Team of the Local Authority. Completion rates increased from 53% 2018/19 to 62% of schools completing the tool in 2019/20. 52% of the district's Academy/Fee/Independent schools have completed the audit, this includes 7 academies who submitted an audit in their own format, these results cannot be incorporated within the themes outlined below. 74% of LA maintained schools completed the audit.

The leadership of safeguarding was ranked highly with an average of 91% of schools rating themselves green for most areas in this section.

The data suggests that further improvements in persistent absence is required and proactive work around parent and pupil voice for attendance, should be a focus over the next academic year. This will be particularly relevant in light of the COVID-19 pandemic and school closures. Schools also articulate that they have robust procedures in respect of recruitment of staff, which is a continued strength from the previous year's audit results.

Further development is required in some areas of staff training and development. 28 schools identified gaps in training for staff in Prevent, FGM, Exploitation and other specific areas of child protection and safeguarding. The Education Safeguarding Team will discuss training requirements with these schools and provide signposting where necessary. They also identified a gap in knowledge for all staff with regard to Early Help. The new Early Help programme focussing on Lead Practitioners should help to address this for these schools.

Risk assessment within school is a reported strength. A small proportion of schools have rated themselves as amber for some measures around site safety. This will be shared with the council's health and safety team to consider a further training and support offer to schools.

35% of schools reported there are some gaps in the safeguarding curriculum, particularly around a bespoke policy for Relationships, Health and Sex Education. The Education Safeguarding Team continue to offer access to training for implementation of the curriculum, in line with the new statutory requirement. The DfE have delayed implementation until the summer term 2021 if schools are not yet ready to begin the delivery of the compulsory elements of the curriculum. The majority of schools reported positively about supporting pupils to be safe online.

Pupils are reported to have a voice in decision making around extra-curricular activities and know how to ask for help if they need it. There is some development for a small proportion of schools around how they collect pupils' views on bullying and safety in school.





# What do we know about the quality of services supporting children and families in Bradford?

## **LADO - Management of Allegations Against Professionals**

Having a Local Authority Designated Officer for allegations management in post is a requirement under Working Together 2018, (para. 4, p58). The function of the Designated Officer has been based in the Children's Safeguarding and Reviewing Unit since 2006. The referrals are picked up via the duty LADO system and are managed by the substantive LADO with the Child Protection Co-ordinators as back-up cover.

In the financial year 2019/20 the LADO service dealt with 133 referrals which is a slight fall in comparison to the 146 in 2018/19. There has been also been a very slight decrease in the number of enquiries to the service that did not reach the threshold for a referral. There were 493 such enquires this year - a decrease of 1.79% from the last financial year. It is felt that the slight fall in the number of referrals and enquiries may well be linked to Covid19 lockdown and the changes in the way organisations are functioning. However, the LADO service has continued to operate consistently throughout.

In all of these cases work was undertaken and advice offered by the Designated Officer to assist the situation. The largest number of allegations management referrals came from Children's Social Care and Education. This has been the case for the past six years, which is to be expected given the size of the organisations and the numbers of children and staff coming into contact.

The most prevalent category for referral continues to be physical abuse with 77 referrals in the past year which is 57.8% of the total. The next highest category is sexual abuse with 26 referrals or 19.5% of the total. Neglect referrals were 4.5% of the total a decrease from last year's figure of 7%. There has been increase in the respect of emotional abuse to 18 referrals 13.5% of the total.

Bradford LADO has continued to engage with regional and national LADO networks and professionals to ensure consistency of practice.



# What do we know about the quality of services supporting children and families in Bradford?

## Voluntary Community Sector (VCS)

The voluntary sector continued to support safeguarding through a wide range of input including:

- delivering specialist services to vulnerable and at risk children;
- advocating for children and young people who have been harmed or are at risk;
- providing activities that keep young people safe and reduce their risk of exploitation;
- providing activities and support that meets needs of particular communities and young people.

The sector have continued to support and input on changes to prevention and early help and the improvement journey. They have also provided appropriate challenge and support to these processes. As Covid 19 began, the VCS mobilised quickly as part of the systemwide response, taking action to safeguard children, support families and, where possible and safe, ensure continued provision. Clearly responding to this will be a significant part of the activity for the VCS (and all partners) in 20/21.

The VCS safeguarding steering group continued to ensure the VCS had access to training and information, ensuring Designated Safeguarding Officer training was available and promoting appropriate materials, in particular new national resources for the VCS. A VCS voice is brought to the Partnership and its sub groups and experience from VCS providers has been incorporated into policy development. Safeguarding campaigns and initiatives, including Safeguarding week, were cascaded to the voluntary sector.





# What do we know about the quality of services supporting children and families in Bradford?

## Child and Adolescent Mental Health Service (CAMHS)

Mental Health Services for Children and Young People in the District are commissioned by the three Clinical Commissioning Groups (CCGs). A comparison of spending and waiting times between April 2018 and March 2019 across England are indicated below for children and young people in the Bradford District.

There are significant challenges nationally with mental health services for children and young people and Bradford District is no exception to this. While Airedale, Wharfedale and Craven CCG and Bradford District CCG are generally in the lower middle of assessed services across England, Bradford City is closer to the bottom 20% in relation to this. In terms of average wait times all three CCGs are above the average for England and lower than the England average for mental health spending per child or young person. TBP are seeking up to date figures for this and will publish in the 2020/21 report.

Clinical Commissioning Group (CCG)	CCG overall score (5 = bottom 20% in England on all indicators; 25 = top 20%)	5 CCG Budget spent on Child and Young Person (CYP) Mental Health (MH)	MH spend per CYP	MH spend (↑) or down (↓) from 2017/18	% of CYP in contact with MH services	Average wait time for MH services (days)	5 CYP whose referral closed before assessment
England		0.92%	59	↑	3.36%	53	34%
Airedale, Wharfedale and Craven CCG	12	0.85%	53	↑	2.34%	67	32%
Bradford City CCG	6	0.77%	43	↓	1.78%	87	45%
Bradford District CCG	11	0.99%	49	↑	2.23%	90	35%

# Revised Board Structure from September 2019



## Working together to safeguard children THE BRADFORD PARTNERSHIP



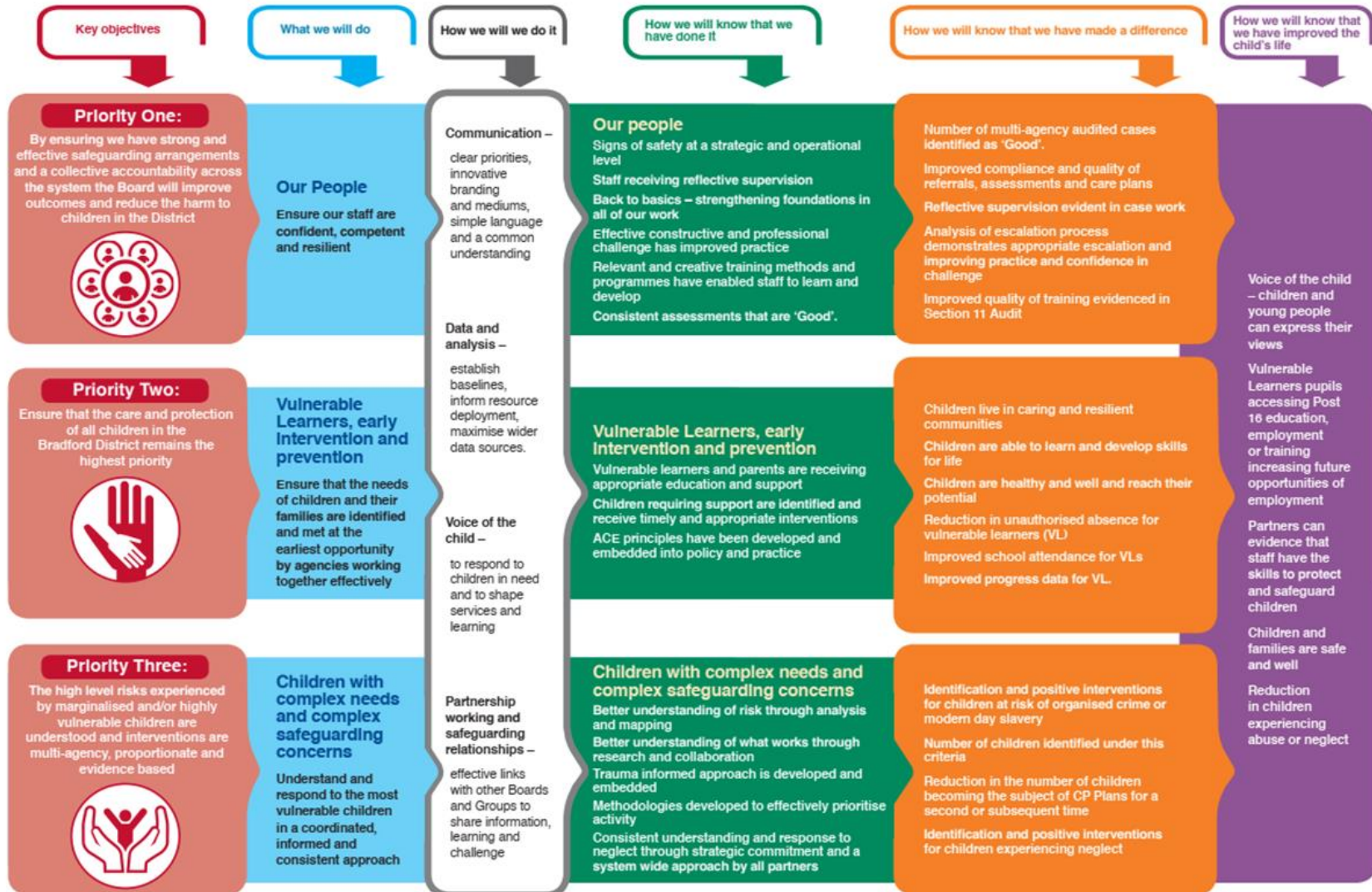


# Strategic Plan on a Page

A two-year plan was agreed by the Safeguarding Board to cover the period of transition and into the following year. This is to be reviewed annually and updated as necessary.



## Bradford Safeguarding Children Board Strategic Plan 2019-2021



## Board Membership



### Membership to our Board

- ANHSFT – Airedale NHS Foundation Trust
- BDCFT – Bradford District Care Trust Foundation Trust
- BTHFT – Bradford District Teaching Hospitals
- Cafcass – Children & Family Court Advisory and Support Service
- CCG – Clinical Commissioning Groups
- CSC – Children’s Social Care
- NPS – National Probation Service
- NSPCC – National Society for the Prevention of Cruelty to Children
- VCS – Voluntary Community Sector
- WYCRC – West Yorkshire Community Rehabilitation Company
- WYP – West Yorkshire Police
- YOT – Youth Offending Team

### 2019-20 Board Attendance

Agency	17/06/2019	25/09/2019	11/12/2019	26/03/2020	%
ANHSFT	Y	Y	Y	Cancelled due to Covid-19	100
BDCT	Y	Y	N		66
BTHFT	Y	Y	Y		100
CAFCASS	Y	N	N		33
CCG	Y	Y	Y		100
CSC	Y	Y	Y		100
Education	Y	N	N		33
NPS	Y	Y	Y		100
NSPCC	Y	N/A	N/A		100
Public Health	N	Y	N		33
VCS	Y	Y	Y		100
WYCRC	N	N	N		0
WYP	Y	Y	Y		100
YOT	Y	N	N		33

The fourth Board meeting was cancelled due to the Covid-19 Pandemic.







## Key Partnership Activities

### Working Together

Following changes brought about by government legislation, the Bradford Safeguarding Children Board (BSCB) ceased to exist in September 2019 and was replaced by new arrangements – “The Bradford Partnership – Working Together to Safeguard Children”. This report reflects on the activity of the BSCB from April 2019 up to end of August 2019 and the activity of the new partnership arrangements from September 2019 to the end of March 2020.

The Business Units for the TBP and BSAB have been combined as a single Unit which has improved the synergy between the two partnerships and allows a greater consistency of approach, efficiencies of working, sharing of good practice and increased resilience throughout all functions of the Business Unit. Whilst there have been staffing challenges during the year, activities continued as planned up to the Covid-19 lockdown in March 2020.

Children’s Services in Bradford remain under an Ofsted Improvement notice. There are activities undertaken by the Local Authority to address the issues that were highlighted as requiring improvement. TBP has included work to address issues highlighted in the findings by multi-agency work, to support the work of the Children’s Services Improvement Plan. The relationship between the TBP and the Improvement Board involves a degree of mutual challenge.

TBP is active in:

- Providing scrutiny and challenge to partner agencies and the Improvement Board;
- Undertaking work around multi-agency policies and multi-agency training where required through existing sub-groups or focussed task and finish groups;
- Will report progress and assurance into the Improvement Board on a quarterly basis;
- Challenging progress on delivery of the Improvement Board Action Plan through membership of the Improvement Board;
- Acting as a route for communication on progress to enable partners to cascade internally
- Highlighting other concerns, not identified in the Ofsted findings, emerging from TBP QA activity or partnership working
- Providing oversight and scrutiny for long term sustained improvements through the TBP delivery plan and risk register.

This work will continue for the duration of the improvement plan for the authority.



## Key Partnership Activities

### Learning Improvement and Challenge

Serious Case Reviews and Learning Lesson Reviews - During this period a Serious Case Review (SCR) was completed with another local authority regarding a child who had moved from Bradford to their authority where a serious incident happened. The review is yet to be published but learning themes have already been identified and action progressed. To support the multi-agency responses to these reviews key learning was identified and shared with practitioners within Bradford.

A new 'Central repository for learning' is being developed in 2020/21. This will incorporate all learning outcomes from reviews, audits and analysis, to ensure best practice is shared.

#### Learning from two case started in the previous year was taken forward in 2019-20

##### Learning - Child N

A Serious Case Review (SCR) was completed with another local authority regarding a child who had moved from Bradford to another area where a serious incident happened. The review is yet to be published, for legal reasons, but we identified learning themes and action progressed and key learning was identified and shared with practitioners within Bradford. Bradford also participated in a cross border learning event based on this case that allowed professionals from different areas to discuss the issues raised by the case.

Learning was also identified from a Serious Case Review case "Kieran" highlighted to professionals in Bradford and this was made available to the public and other professionals via the resources section of the Safer Bradford Website.

[Learning Review for Kieran - click here to view](#)

We completed five rapid reviews of serious incidents involving children within the district. The purpose of the reviews is understand how agencies responded to the children and their families to quickly clarify what, if any, learning can be identified to improve services to children in the future and identify those cases where a more detailed Practice Review might be required. Areas of learning identified:

- Early identification and responses to neglect - in response to this, the Partnership instigated a review of the existing protocols and guidance relating to neglect responses and these were refreshed and re-launched.
- Information sharing and conforming to related protocols - these have been reinforced through training both multi-agency training and individual agency training and communication.

During 2019/20 The Bradford Partnership instigated two Serious Case Reviews. The first of these is a large scale thematic review of agency responses to Child Sexual Exploitation within the Bradford District. This is looking at cases from the past but is also looking at more recent responses to CSE concerns. The report is due to be published in early 2021. The second review resulted from a serious injury to a child, for which a report will be available in late 2020.



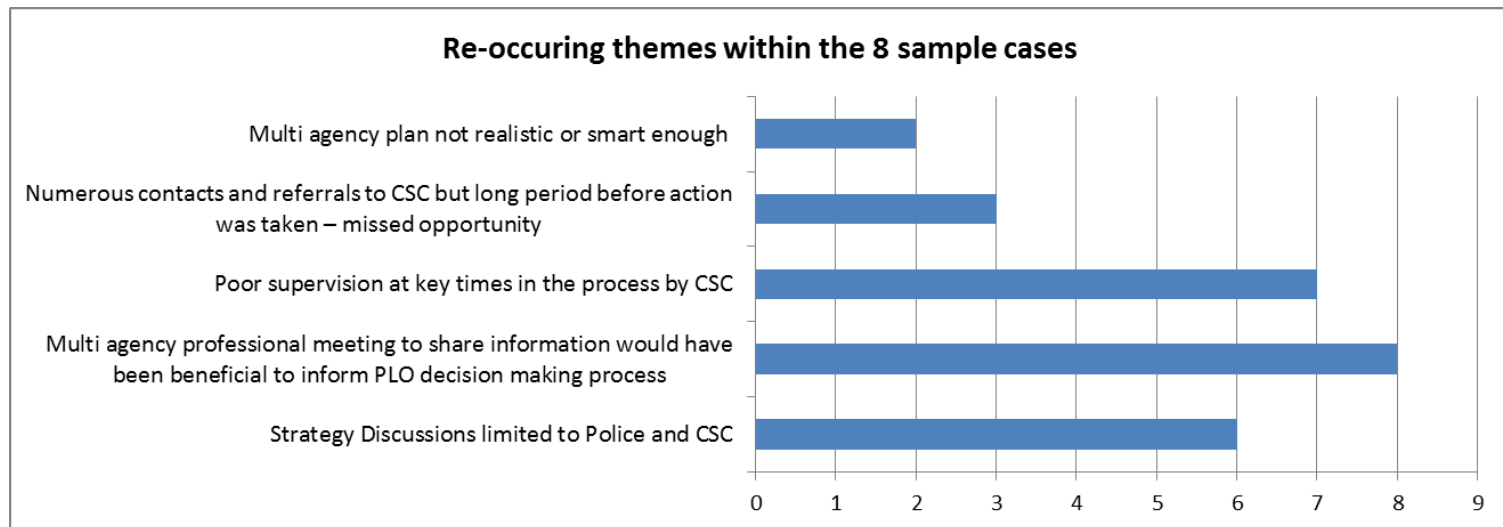


## Key Partnership Activities

### Learning Improvement and Challenge

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children. The Bradford Section 11 survey was concluded in this financial year (2018-19). The results from this review are below. The Performance and Audit Group are looking at an audit process to review and provide professional challenge to the responses provided to the Partnership.

The Performance and Audit sub group of the Partnership has instigated a number of multi-agency challenge panels during this year which seek to examine themes from a multi-agency perspective and identify challenges for agencies to take back to practice. The first of these reviews in May 2019 looked at cases that had progressed from Child in Need through Child Protection to being children looked after by the local authority. The review was in support of work to address some of the key findings of the Ofsted inspection of 2018 and confirmed a number of the findings from that inspection report. The audit identified key findings:



The Partnership was, however, able to confirm that there had been significant changes in the process since the Ofsted visits and the Partnership will consider a further audit of this area in the future to check the impact of changes made.



## Key Partnership Activities

### Learning Improvement and Challenge

In July 2019 a multi-agency Challenge Panel took place to look at the workings of the Integrated Front Door (IFD). The key findings were as follows:

- All contacts coming through the Front Door were going through to the MASH unnecessarily taking up resources and time.
- Clear requests for Early Help were still coming to the MASH which could be better dealt with elsewhere.
- There was a high volume of DV notifications which did not meet the safeguarding threshold coming into the MASH taking up significant time and resources.
- Many contacts failed to evidence a proper understanding of, and compliance with, the law around consent to share information.
- The child's voice and lived experience was not being provided consistently at the contact stage. This was only evident in 3 out of 11 of the cases.
- Whilst there was evidence of management oversight and foot-print by Team Managers and Front Door practitioners on file, this was not resulting in timely completion. Timescales for completing contacts within one working day only occurred in 2 out of the 11 cases (18%), though this improved to 57% during the month of August 2019.
- When presenting contact / referral outcomes data, there was no way of separating all the contacts regarding advice / information and notifications therefore are distorting the performance figures.

A second Challenge Panel on this theme took place in January 2020. It was noted that there were significant improvements in the workings of the IFD between the two reviews but that further work was required. The following findings were;

Since the first audit in July 2019 there have been some changes implemented at the IFD allowing a more streamlined approach to dealing with contacts to ensure all are not going into the MASH. As part of this a triage system was in place with a Police Officer and Social Worker screening DV notifications.

Management oversight and footprint continued to be evident on case file records and this time it demonstrated impacted on improved timeliness (84% of contacts were dealt with within 24 hours compared to 30% in the first audit).

In 50% of contacts the referrer had sought consent, whilst on two further occasions consent had been dispensed due to concerns meeting the threshold of significant harm. This was lower than 72% in previous audit.

Increasingly feedback is provided to the referrer; this was recorded in 70% of the cases compared to 36% previously.

All the above have been followed up and the year has been characterised by significant change and progress has been kept under review. These positive changes will be reflected in the 2020/21 annual report



## Key Partnership Activities

### Learning Improvement and Challenge

The Performance and Audit (PMAE) sub group have sought to refresh and expand the data available to them which forms the basis of the performance report to the Board. We are currently looking at including additional data from hospitals and also data held on children with special educational needs. By obtaining further data the group will be able to target further audits across the partnership group.

The PMAE have also provided challenge to the partnership regarding the early help offer across the district, which led to a review by the Local Authority of early help across the district and has facilitated work around refreshed policies and procedures launched in 2020/21.

The Partnership also challenged agencies to show how they were meeting the capacity demands arising from the increases in multi-agency work, specifically around strategy meetings, child protection conferences and core groups. All agencies reported difficulties and some services have made significant changes, for example, the police redesigned their response and significantly increased their compliance with standards. Very significant challenges were reported by the School Nursing Service and further development work is in progress with a likely positive outcome of the implementation of a new School Nursing Safeguarding Pathway in the coming year.



## Key Partnership Activities

### Other Multi-agency work in 2019/20

Neglect – A multi-agency working group refreshed the strategy and toolkit to assist professionals in the identification and responses to neglect. Training was reviewed to ensure practitioners were up to date on current practice. [Click here to access the Bradford Neglect Strategy](#) or [Bradford Neglect Toolkit](#)

Continuum of Need & Multi-Agency Referral Form (MARF) documents – following a multi-agency consultation process the previous Multi-agency threshold document was replaced with a new Continuum of Need document and a revised MARF. These were the subject of launch events through the summer and autumn of 2019. On line surveys were completed with frontline workers to check on awareness and views of the documents. [Click here to access the Bradford Continuum of Need and Risk Assessment Tool](#)

Child Exploitation Protocol and Risk Assessment Tool – Recognising the differing requirements to identify and respond to complex safeguarding matters for young people a new protocol and risk assessment tool was created and launched. This built on the previous work to identify and respond to Child Sexual Exploitation and expand that to cover wider forms of exploitation. This was subject of launch events in late 2019 and is now in use across the district. [Click here to access the Child Exploitation Protocol and Risk Assessment Tool](#)



Keeping children safe is  
everyone's responsibility

## Continuum of Need and Risk Identification Tool

Practice guidance for improving outcomes for children and young people  
through the early identification of need, risk and vulnerability

[www.bradfordscb.org.uk](http://www.bradfordscb.org.uk)



## Learning and Development



The TBP continues to provide a comprehensive multi-agency training programme, working closely with colleagues from the Safeguarding Adult Board and Safer and Stronger Communities Partnership Board (CSP).

**1,686**

Multi - agency  
annual training  
programme  
places

**750**

Places provided  
on the annual  
training plan  
courses

**936**

Places provided  
on additional  
learning and  
development  
events

**2,595**

Registered for e-  
learning courses,  
across a range of  
topics



# Child Death Overview Panel (CDOP)



The Child Death Overview Panel (CDOP) reviews the deaths of all children under 18 years who are resident in the district via a multi-agency panel using standard processes outlined in Working Together 2015. Child Death Review, Statutory and Operational Guidance 2018 outlines the new child death review process and CDOP has been embedded into the new process.

CDOP aims to understand why children die, identify potentially modifiable factors and use the findings to make recommendations across networks and organisations to reduce the risk of similar deaths in the future.

In 2018/19 (1st April 2018 – 31st March 2019) Bradford District CDOP reviewed 50 child deaths; these reviews included 30 deaths that occurred in 2018/19, 19 deaths that occurred in 2017/18, and one death that occurred in 2016/17. Overall, 88% of deaths were reviewed within 12 months.

Of all deaths reviewed in 2018/19, 74% were expected with 26% unexpected. Just 18% of all deaths reviewed were considered to have modifiable factors, with 81% not modifiable.

There was an equal split seen in the count of male and female child deaths. Neonatal deaths (deaths within 28 days of life) accounted for the largest proportion of all deaths, 46%, followed by those aged five to 13 years of age. South Asian children continue to be over-represented in the % of deaths; mainly due to genetic conditions and accounted for 56% of all child deaths reviewed. Just over a third of deaths occurred in children of white British ethnicity.

Overall infant mortality rates have reduced significantly over the past ten years, but are now beginning to plateau. Child mortality has reduced but to a much lesser extent and both remain higher than regional and national rates.

The details for 1<sup>st</sup> April 2019 – 31<sup>st</sup> March 2020 are not currently available but will be included in the Annual report in 2020/21



In 2019/20 TBP continued to look at opportunities to work collaboratively across other Boards and Partnerships across the District. In mid March 2020 a joint development day with the BSAB Board took place to look at joint work streams and priorities. The work to take this forward has continued post Covid-19 lockdown, which happened the following week, but has been impacted by the restrictions.

### **Risk and Vulnerabilities in Complex Safeguarding Group.**

The joint Risk and Vulnerabilities in Complex Safeguarding sub group continued to meet. This group acts as a coordinating group to oversee and coordinate activity by partners in response to varied safeguarding themes. These include existing areas such as Child Sexual Exploitation and Missing, Modern Day Slavery, Prevent and also new and emerging threats such as Criminal Exploitation, Organised Crime and County Lines. Senior leaders recognised that the impact of these threats is not just on children, but vulnerable adults can also be at risk of exploitation. To develop thinking and increase collaborative opportunities the group now includes representation from a number of partners and also across the Childrens and Adult safeguarding Boards as well as the Community Safety Partnership. The group has developed a Strategic Response to this work. During early 2020 a system of assessing children at risk of all form of exploitation, Multi Agency Child Exploitation (MACE) meetings commenced in the district. This utilised the new CE Risk assessment tools and guidance to look at both the high level data about Child Exploitation but also looks at individual case management. These meetings report into the Risk and Vulnerability Group.

### **Pan West Yorkshire activities**

The TBP has been an active member of the West Yorkshire wide Risk and Vulnerabilities Group organised by the Police and Crime Commissioner's office. This has looked at coordinated activities and responses to Child Vulnerability across the five Local Authorities in West Yorkshire and enabled the sharing of good practices and ideas across the County.



## **Communication and Engagement Group**

This is a joint group involving TBP, along with colleagues from the Bradford Safeguarding Adults Board. The Community Safety Partnership to look at a coordinated response to safeguarding messages across the three boards. To increase engagement with the public, the meeting of the sub-group on 30<sup>th</sup> October 2019 was held at Toller Lane Youth Café and the public were allowed access to the meeting.

Specific work related to children included the below:

## **Living in Bradford – The Voice of the Child**

An engagement event took place at a BD5 school, working with children across year groups from year 2 to year 6. Children took part in activities where they shared their thoughts on ‘What do children growing up in Bradford think about their city’. Children were asked:

- What do they think when they hear the word Bradford?
- What do they think is the best thing about living in Bradford?
- What would they change?

Key themes were captured and presented to The Bradford Partnership as part of a Development Day.

## **Developing the Bradford Partnership Logo**

In partnership with Bradford South Youth Service Team, young people from Queensbury Youth Club took part in workshops developing the new logo. The group came up with some key words that they wanted the logo to capture that they felt represented the aims of The Bradford Partnership. The group, using art materials and old vinyl records, produced some logo samples. Final versions of these logo creations were then sent to the design team who produced these as electronic logos. 70 children and young people aged from 5 to 19 years old then took part in choosing which one they liked the most and they felt represented the work of the partnership.



# Collaboration



## Safeguarding Week

Bradford District Partnerships were proud to work together on their seventh annual multi-agency Safeguarding Week. “Safeguarding - It’s Everybody’s Business” was once again the focus of a fantastic range of learning and development opportunities.

Safeguarding Week 2019 was held in the summer this year between the 24<sup>th</sup> and 28<sup>th</sup> June.. There were over 50 organised events being hosted across the District for professionals and 2 City Centre events for the public.

The events were attended by 1200 professionals for across the safeguarding workforce. Some of the highlights were;

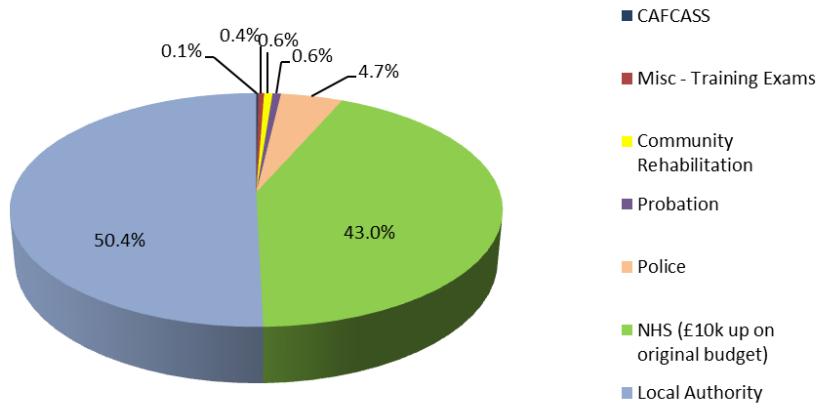
- Airedale Annual Conference on Complex safeguarding, county lines, forced marriage, cyber crime
- Financial Abuse with input from the Gambling project at the Citizens Advice Bureau
- BRI conference Coercive Control featuring the Bright sky app with one comment being “Bright Sky – Wow”
- Sharing Voices with a local school providing healthy relationship workshops to 300 pupils in one day
- Launch of two new Real Safeguarding Stories on County Lines and Hate Crime with the support of Bradford Future Leaders, with hot seating actors / participants interaction
- Safeguarding Stall in Broadway Shopping centre hosted by Bradford People First
- Professor Brid Featherstone presenting a lecture on her recent research “Protecting Children Time for a New Story”
- CSE and operational support awareness in City Square, raising public awareness
- Local research by health professionals sharing findings and informing practice
- For the first time we also ran a cross board “Safeguarding Awards Ceremony” where 27 individuals and teams from across the district were nominated for outstanding work in Safeguarding. A ceremony was held at Margaret McMillan Towers in Bradford and was attended by over 100 people.



# Funding and Expenditure Overview



**2019/20 Budget Contribution Summary**

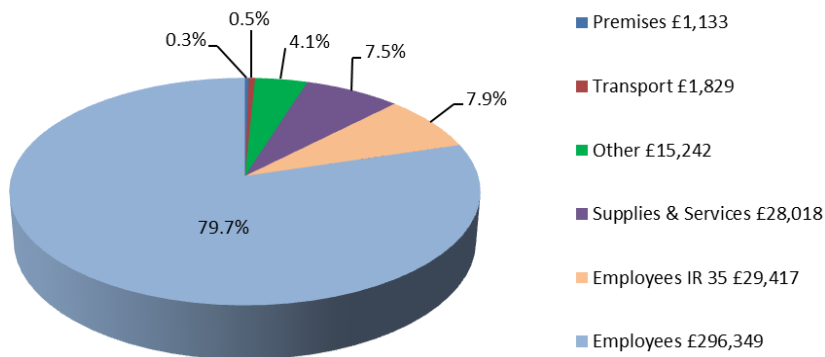


The Joint Business Unit staffing and Operational Budget is provided by a pooled budget totalling **£357,50**.

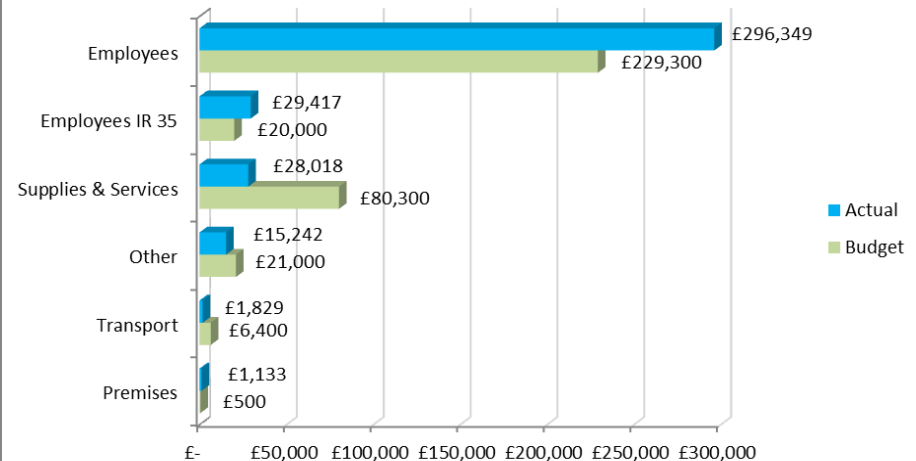
The contributions to the pooled budget for the TBP in 2019-20 are detailed in the graph (left).

The actual income received was £367,970, which was £10,470 above the original budget, which offsets the £14,488 overspend on costs, reducing the net overspend to £4,017.

**Expenditure 2019-20**



**Budget vs Actual 2019-20**





## Who to Contact

The Safer Bradford website offers information and advice <https://www.saferbradford.co.uk/children/>

What should I do if I think I am being abused or that someone else is being abused?

- Ensure the immediate safety and welfare of the adult and any other person at risk
- Call 999 - If urgent attention is needed for health or safety emergencies
- Call 01274 437500 - Multi-agency Integrated Front Door
- Call 01274 431010 - Emergency Duty Team (out of hours)
- Call 101 If a crime needs to be reported but is not urgent, or
- Call 0800 555 111 call Crimestoppers

Preserve any evidence

Accurately record the incident, any action or decisions. Make sure you sign it and add the date and time.

You can also contact any of the following for support:

- NSPCC: 08088005000
- Barnardos: 01274 545186
- Family Action: 01274 651652