

Bradford Children's Improvement Plan



Our Vision

“DEVELOPING A CHILD FRIENDLY CITY”

- ✚ Our children and young people are the future of Bradford.
- ✚ We are privileged to be the UK's youngest city, and want our 150,000 children and young people to be the driving force behind everything we do.
- ✚ We are committed to developing a Child Friendly City and an environment where all our children and young people can fulfil their potential, have high aspirations for themselves and their neighbourhoods and become adults who help to drive the prosperity of our district.
- ✚ The precondition for this is ensuring that every child, young person and family is safe and healthy.

Foreword

Bradford Council is committed to ensuring that all our children have the best possible start in life. We are proud of the great work that we already do across the district to give every child the opportunity to fulfil their potential. At our recent inspection, Ofsted found that the services we deliver to protect the most vulnerable children and young people are not meeting the high standards the children in the district deserve. We fully accept Ofsted's findings and are committed to a programme of rapid and sustainable improvement.

We have taken immediate action following the inspection to ensure the safety and well being of our children.

Our over-riding priority is to address the areas of improvement that have been highlighted by Ofsted. We are determined to focus on getting the basics right for children. Most importantly, we want to put children, and the quality of their experience, at the centre of what we do. Our aim is to move quickly to a position where our services are good or better for Bradford's children.

The experience and voices of children and young people are central to our improvement journey. Children and young people will have a strong voice in our plan through engagement activities. The test we will set ourselves is "*are our services the best they can be for our children?*"

A shared commitment

Bradford Council, together with its partners, is committed to working together to achieve rapid and sustained improvement in the experience of children and young people who require support, protection and care. We recognise that, whilst the council is accountable for the protection of children, that for all children to be effectively safeguarded, everyone needs to work together. We will only be able to achieve this if we listen to children and put their experiences at the centre of all that we do.

Cllr Susan Hinchcliffe- Leader of Bradford Council

Cllr Adrian Farley- Portfolio Holder for Children and Families

Kersten England – Chief Executive

OUR CHILDREN'S IMPROVEMENT JOURNEY

Bradford's Children's Improvement Journey will be delivered through five key themes as outlined below, that relate to the Ofsted recommendations and Bradford's vision in developing a '*Child Friendly City*' - with the central Theme being the 'Lived Experiences and Voice of the Child'.

1. The "*Lived Experience*" and the Voice of the Child

What do we mean?

Bradford is Britain's youngest city and our services need to be shaped by listening to the voice of our children and young people. This is not just a focus of Children's Services, but everything the council does. We need to find a range of ways to make sure this happens. For vulnerable children who need Social Care intervention, we need to make sure that they get the 'right help at the right time' and are protected from harm. Social Work records and reports must reflect what the world looks like for the child and wherever possible our children must have the chance to form stable and trusting relationships with their Social Worker. Children's lives should improve as a result of timely actions. We must make sure that all children understand their rights including those children who are in our care. We will take a corporate approach, learning from best practice, across the whole authority and with partners to become a 'Child Friendly Status' city.

What does this mean for children?

We will listen to what you say and use this to ensure you get the right help and support to make your life better.

2. Improving the quality of Social Work Practice

What do we mean?

We will strive for Social Work practice in Bradford to be consistently and clearly of a high standard, meeting or exceeding national standards and compliant with guidance. We will also improve the quality of our assessments and plans that will accurately and clearly set out vulnerabilities and what actions are required to improve children's circumstances and reduce risk. We will regularly review all Social Work practice to ensure it remains accurate and purposeful. Children will be seen and their voices will be heard.

What does this mean for children?

You and your family will get help when you need it and we will help you to understand what needs to change to keep you safe and well. If you cannot live at home, we will make sure you get the right support when you need it. If you live with a relative or friend which we call 'Private Fostering', we will make sure that you are safe. If we think things need to change in your family because we are worried about you, we will be really clear with you and your family about what needs to happen.

3. Improving the Front Door and MASH arrangements

What do we mean?

When someone refers a child or young person to us, we will quickly and thoroughly work out what needs to happen to make sure the child is safe. We will fully involve children and their families and seek consent from them to work with us from the start, unless this would increase the risks to the child. All children and young people who have been referred will have their needs and vulnerability accurately assessed and responded to in a timely way. We will respond in an open-minded way with a service that is individually tailored to meet the child and family's needs. Our services will follow all the relevant statutory guidance and legislation.

What does this mean for children?

When you, your family or a professional working with you first asks us for help, we will quickly make sure you get the help and advice you need. We will always involve you and your family in decisions about you, unless it would put you in danger to do so.

4. Improving management oversight and quality assurance

What do we mean?

We will ensure that the service is well led at all levels and there is clear oversight of all children and all aspects of work with children and families. The service leadership will be well informed about all aspects of the service and use this information to take timely action to anticipate and work together to solve problems.

We will continue to work together with partners to create robust and clear plans that improve outcomes for children. All Social Workers will receive regular, high quality reflective supervision and managers will have access to good quality management information to enable them to monitor performance and have a clear oversight about the work their teams carry out on a daily basis.

What does this mean for children?

Services that are there to support you will be well run, regularly checking that work is of the highest standard, open to challenge and ready to adapt quickly when needed.

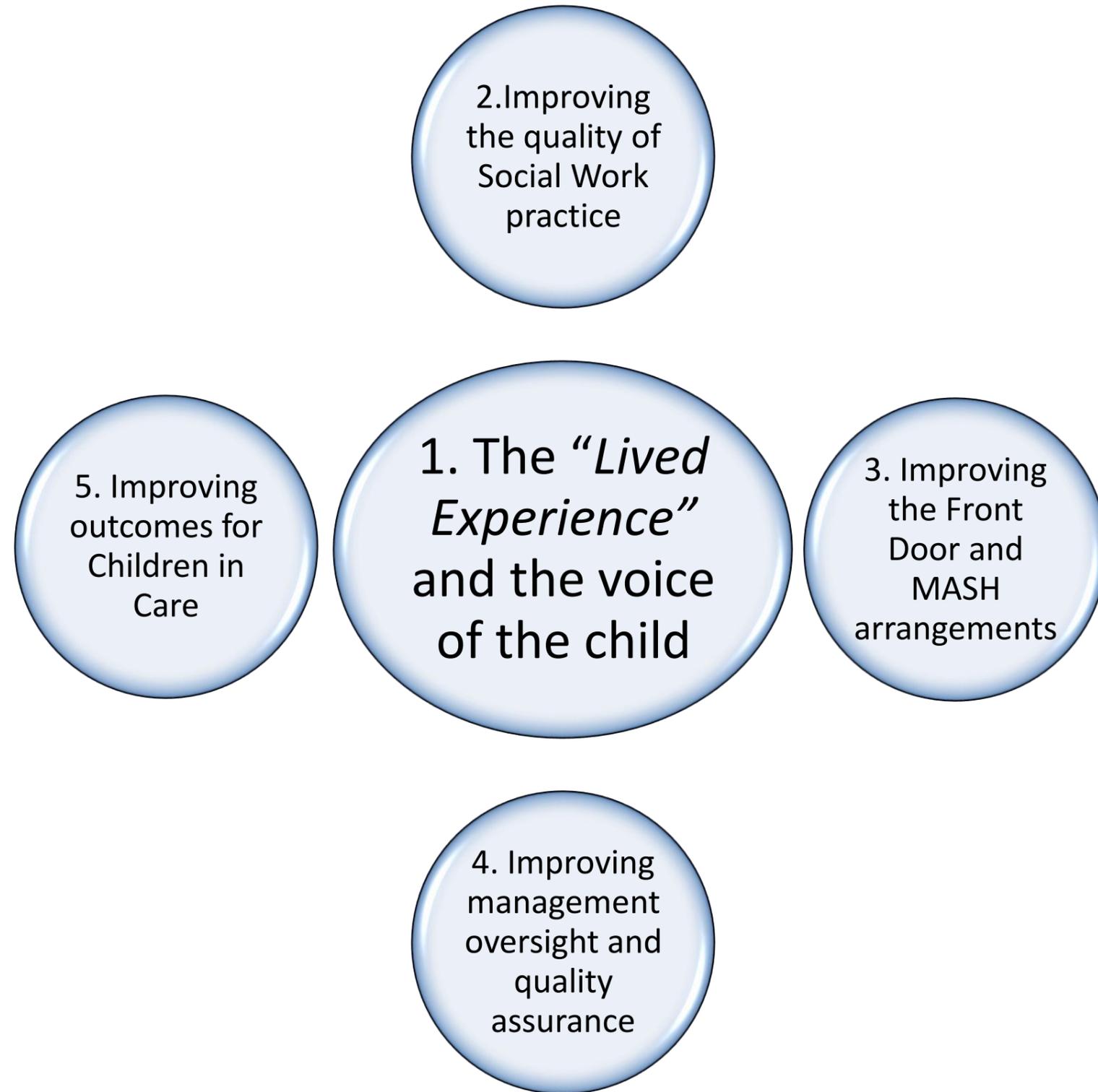
5. Improving outcomes for Children in Care

What do we mean?

The quality and availability of placements for Children Looked After will be sufficient to meet the current and anticipated needs of looked after children. Children will be able to understand their family background and Foster Carers will be well prepared and trained to undertake their role.

What does this mean for children?

If you need to be looked after away from your family, you will be able to stay near home and will be well looked after.



BRADFORD'S PRIORITIES

There are five themes structured under two workstreams; a) **Management & Practice** and b) **Partnerships**. Each workstream will have a Senior Responsible Officer (SRO) who will be held to account on progress and delivery by both the Council and the Bradford Children's Improvement Board. Each action in the plan will have a Lead Officer/s who will be held to account by the relevant SRO (see Appendix A for a list of Lead Officers)

WORK STREAM	PRIORITY	SRO
1. Management and Practice	Theme 1 "The Lived Experience" . Strengthening and developing our working practice with children and young people.	Strategic Director for Children's Services
	Theme 2: "Improving the quality of Social Work practice" . Consistently identifying, assessing and responding to risk.	
	Theme 4: "Improving management oversight and quality assurance" . Strengthening management grip at all levels.	
	Theme 5: "Improving outcomes for Children in Care" . Developing and retaining sufficient placements, Foster Care training, and timeliness of access to mental health support for vulnerable children/young people.	
2. Partnerships	Theme 3: (Ofsted) "Improving the Front door and MASH arrangements" – Strengthening our partnership working through improved development and changes within MASH. Reviewing our Early Help Offer.	MASH Strategic Group
	Theme 3: (Peer Review) Priority Action Plan – MASH/Front Door	
<i>Cross cutting focus</i>		
Demonstrating a culture of strong partnership working, shared ownership and child centric values.		

City of Bradford Metropolitan District Council Improvement Plan

Introduction

The OFSTED inspection of Bradford’s Children’s Social Care Services took place between 17 and 28 September 2018. The inspection judged overall effectiveness to be inadequate, with poor quality Social Work practice and ineffective screening of contacts within the MASH, resulting in children in need of protection not being consistently identified and not receiving the right help at the right time to meet their needs.

This Improvement Plan for Children’s Services has been developed in response to the OFSTED report findings, including 10 specific recommendations, and in recognition of our ambition for the children and young people of Bradford of living in a “Child Friendly City”.

Our ambition is to deliver good quality services for children and young people. However, we acknowledge that in order to consistently “get to good”, this will be a three to five year journey, requiring wider activity from the council and partners outside the plan.

For this plan to be successful, it will be dependent on a significant cultural change within Children’s Services, the wider council and our partners, with a focus on:

- ✚ Creating an open environment where challenge is welcomed and views are respected.
- ✚ Reinvigorating and inspiring our staff to feel passionate about their work they do and the impact/difference this makes.
- ✚ Understanding the lived experiences of the child.
- ✚ Listening to our children, young people, families and ourselves.
- ✚ Developing a culture of performance management that drives improvements for children.

This plan supports our vision for all young people in Bradford, and aspirations described in the council’s Corporate Plan. To assist the reader, the 10 Ofsted recommendations to improve are set out within this Plan and are referenced with the letter R followed by the number and are colour coded for quick identification. In addition Further Areas for Improvement were identified within the main body of the Ofsted report and these are referenced as AFI with the corresponding paragraph number from the report. Finally, there is a specific Peer Review Priority Action Plan has been added to Workstream 2 – Partnerships.

The RAG table below enables the reader to track progress and offer critical challenge to the improvement journey.

Tasks and/or outcomes have not been met or timescale slipped	RED
Tasks and/or outcomes are on track; milestones met but not completed	AMBER
Tasks and outcomes are completed; performance is on target	GREEN
Task not yet started	GREY
Completed and signed off by the Improvement Board	BLUE

Sitting alongside this plan will be a performance tracker that will enable the Improvement Board to challenge and support progress.

City of Bradford Metropolitan District Council Improvement Plan

WORKSTREAM (a) – MANAGEMENT AND PRACTICE

Theme 1 The Lived Experience and the Voice of Children – Strengthening and developing our working practice with children and young people

Senior Responsible Officer (SRO) – Strategic Director of Children’s Services.

No.	Issue (Ofsted Ref)	Inspection recommendations and Additional Areas for Improvement	What we need to do	Responsible Officer	Lead	Which Partner’s will be Involved	When will we do it by	How will we know its been Successful/Outcomes	RAG rating Progress
1.1	R 6a	Improve the Council’s response to 16 & 17 year olds who present as homeless.	1.1.1 Put in place a Social Worker led team to assess and ensure the needs of young people presenting as homeless are being met.	Anne Chester Walsh	Bev Mann	Youth Homeless Team	30 April 2019	Audit sampling. Feedback from young people evidences improved experience. % of care leavers in suitable accommodation at 87% or above.	GREEN
			1.1.2 Develop clear information for young people on their rights as homeless young people and ensure these are shared and understood.	Anne Chester Walsh	Emma Collingwood	Youth Homeless Team	30 April 2019	Young People’s Guide published and accessible to young people.	GREEN
			1.1.3 Put in place new management arrangements in the Youth Homelessness team to ensure practice compliance and the needs of the young people are being met.	Anne Chester Walsh	David Byrom	Youth Homeless Team	31 January 2019	Improved responses to assessed needs shown through audit reports	GREEN
			1.1.4 Introduce an enhanced case file audit programme within the Youth Homeless Team, to evidence progress of needs being met and quality of practice.	Jenny Cryer		Youth Homeless Team	30 April 2019	Audit report shows improved performance.	RED
			1.1.5 Review and explore potential to link in Youth Homelessness with the Front Door to Social Care, to ensure response to vulnerable young people is timely, addressing risk, vulnerability and need.	Anne Chester Walsh	Bev Mann	Youth Homeless Team	31 May 2019	We will be able to evidence that we have suitable accommodation for young people and that we will be able to evidence that they will be able to make a informed choice between Section 20 and Section 17.	AMBER
1.2	AFI 16	Ensure that the voice of children and young people is evident and clear in the records for each child. Cross reference with theme 2 (2.1)	1.2.1 Review and re-launch Practice Standards in relation to visiting children and recording the child’s views.	Anne Chester-Walsh	Traci Taylor	LSCB Training Sub group	31 March 2019	Mandatory training has been completed by staff on the Practice Standards and this is evident through audits and feedback from children and young people that staff consistently demonstrates within their work the voice and lived experience of the child.	GREEN
			1.2.2. Roll out mandatory training for all staff on the new Practice Standards – capturing the child’s voice				31 July 2019		
			1.2.3 Undertake multi-agency audits to assess effectiveness of training and new Practice Standards	Jenny Cryer		LSCB QA sub group	31 August 2019	Evidence through Audit reports and feedback from young people	RED

City of Bradford Metropolitan District Council Improvement Plan

No.	Issue (Ofsted Ref)	Inspection recommendations and Additional Areas for Improvement	What we need to do	Responsible Officer	Lead	Which Partner's will be Involved	When will we do it by	How will we know its been Successful/Outcomes	RAG rating Progress
			around capturing the voice of the child.					demonstrate improved focus on the voice of child.	
1.3	AFI 22	Increase the influence of children in care in decision making in Bradford.	1.3.1 Undertake a review with the Children in Care Council (CiCC) with a view to co design a revised CiCC and to make recommendations for more opportunities for young people to participate.	Anne Chester-Walsh	David Byrom	Corporate Parenting Panel	31 May 2019	<p>A refocused and strengthened CiCC arrangement in place that clearly evidences increased engagement with children.</p> <p>Positive feedback captured through the Children in Care Council and panel that clearly demonstrates young people's participation.</p> <p>Completed survey of CiCC demonstrates increased engagements; Survey of Children Looked After demonstrates improvements. Baseline April 2019, annual survey from March 2020.</p> <p>% of LAC participating in reviews continues to be at over 91%.</p>	RED
	AFI 29	Insufficient priority is being given to ensuring that the lived experience of the child is at the centre of the service improvements.	1.3.2 Introduce two-way feedbacks and publish, "you said, we did" every term.	Anne Chester-Walsh	David Byrom	Build a Girl BSCB partners	31 March; 31 July; 31 Dec 2019	The "You Said, We Did" report published 3 times a year evidences improved responses.	AMBER

City of Bradford Metropolitan District Council Improvement Plan

No.	Issue (Ofsted Ref)	Inspection recommendations and Additional Areas for Improvement	What we need to do	Responsible Officer	Lead	Which Partner's will be Involved	When will we do it by	How will we know its been Successful/Outcomes	RAG rating Progress
1.4	AFI 11	Children in Care and Care Leavers are not yet receiving consistently good help to promote their wellbeing and improve their outcomes. All children to understand the services provided for them by all partners and why we are intervening and providing care.	1.4.1 Work with young people to develop age appropriate information packs and feedback opportunities.	Anne Chester-Walsh	David Byrom	Corporate Parenting Panel	30 June 2019	Information pack received by all children receiving services. Children in care survey show an increase year on year in proportion of children who answer yes to the usefulness of information packs. Children have a better understanding of why statutory agencies are involved in their lives.	AMBER
1.5	AFI 23	All care leavers to have access to key documents such as Health Passports, National Insurance numbers and Passports. Use innovation to capture the voice of our care leavers.	1.5.1 Embed compliance with practice standards that ensure all care leavers are given this information and have a chance to talk about it.	Anne Chester-Walsh	David Byrom	Corporate Parenting Panel	31 July 2019	Care leaver's evidence through feedback report, satisfaction and can self-advocate. Performance reports shows 98% of care leavers have their documents.	GREEN
			1.5.2 Provide smart phones for all care leavers with Leaving Well App pre-installed.	Anne Chester-Walsh	David Byrom	Bradford College	30 June 2019	Evidence that all Care Leavers have been provided with a smart phone. Target 100% offered and 98% take up. Number and % using smart phones to keep in touch to be agreed with CiCC.	GREEN
			1.5.3 Develop an outcomes framework from Leaving Well application	Anne Chester-Walsh	David Byrom	Leaving Well developers	31 May 2019	Feedback from annual service helps informs on going service development and needs. Evaluation report considered and further action planned	AMBER
1.6	AFI 29	Maximise the use of Viewpoint to capture children's views and to act on these where appropriate.	1.6.1 Practice guidance and management guidance leads to increased use of Viewpoint and this is reported regularly to CSMT and DMT every quarter with an action plan.	Jenny Cryer			31 March 19 – baseline - % increased by	Quarterly View Point user report presented to CS management teams evidencing increased use of Viewpoint.	AMBER

City of Bradford Metropolitan District Council Improvement Plan

No.	Issue (Ofsted Ref)	Inspection recommendations and Additional Areas for Improvement	What we need to do	Responsible Officer	Lead	Which Partner's will be Involved	When will we do it by	How will we know its been Successful/Outcomes	RAG rating Progress
							31 March 2020		
1.7	AFI 22	Improve and embed the Corporate Parenting commitment across the council.	1.7.1 All departments asked to provide a Corporate Parenting Plan and report this through the Corporate Parenting Committee.	Anne Chester-Walsh	David Byrom	Corporate and nominated agency partners	30 April 2019	Effective and fully functioning integrated Corporate Parenting board in place. 6 meetings per year held. Training has been completed. Corporate Parenting Plan has been developed, is child centred and approved as measured by number of participants.	GREEN
			1.7.2 In conjunction with the Children in Care Council, review and develop the Corporate Parenting committee focussing on structure, functions, responsibilities and training for board members.	Anne Chester-Walsh	David Byrom	Corporate and nominated agency partners	31 May 2019	Monitoring reports to Overview and Scrutiny evidence Council are fully meeting their statutory duties for children in care.	GREEN

City of Bradford Metropolitan District Council Improvement Plan

Platform Enablers - Engaging with all children in Bradford

No.	Issue (Ofsted Ref)	Inspection recommendations and Additional Areas for Improvement	Action	Responsible Officer	Lead	Partner Involvement	By When	Success Measures/Outcomes	RAG rating Progress
1.8		The Strategic Children's Plan: To evidence Improvements in engagement across the system in listening to the voice of children and young people in order to become a 'Child Friendly City'.	1.8.1 Develop a whole council, whole system approach-co produced with children and young people.	David Walmsley		All council departments	31 July 2019	Strategy in place with SMART objectives.	AMBER
1.9		Refresh the work of the Children's Trust ensuring this is linked to the Health and Wellbeing Strategy and Safeguarding Board work.	1.9.1 The Children's Trust is focussed on improving evidence of listening to children and young people.	David Walmsley		BSCB	8 April 2019	Children's Trust actions achieved, evidenced in feedback from audits and "you said we did".	AMBER
1.10		Ensure improvements in Children's Services are informed by and respond to the voices of children.	1.10.1 Grant to enable suitable provider to engage children and young people in the development of the improvement programme.	Jenny Cryer		Build A Girl	31 January 2019	Reporting from the contract and the group.	RED
<p>How will we know that Children's Outcomes have improved?</p> <ul style="list-style-type: none"> ✓ More children telling us through case file notes, reviews, events and surveys that their outcomes have improved. ✓ More children participating in key decisions that affect them so they can tell us how their lives are better – direct and indirect feedback. 						<p>What will this look like?</p> <ul style="list-style-type: none"> ✓ The voice of the child is represented and documented in case files. ✓ Children know their rights and are empowered to tell us what matters to them. ✓ Children and young people are supported to contribute to or attend their reviews. ✓ Care and support plans reflect the identified needs and wishes of each child. ✓ Children in care (and all children in Bradford) feel they have more say in how the council and services are run. ✓ Clear processes are in place using a range of methods to make sure young people's voices are routinely heard. 			

City of Bradford Metropolitan District Council Improvement Plan

<p style="text-align: center;">WORKSTREAM (a) – MANAGEMENT AND PRACTICE Theme 2 Improving the quality of Social Work Practice – Consistently identifying, assessing and responding to risk Senior Responsible Officer (SRO) – Strategic Director of Children’s Services - Gladys Rhodes White</p>									
No.	Issue (Ofsted Ref)	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partner’s will be Involved	When will we do it?	How will we know its been successful/Outcomes	RAG rating Progress
Good Quality Assessments and plans									
2.1	R 4 AFI 6	<p>Improve the quality of assessments, plans and their implementation.</p> <p>Social work practice across locality teams varies in both quality and impact. Weaker assessments are not always up to date to reflect children’s current needs or to appropriately scale risk. Actions are not always linked to the specific risks and needs, and contingency plans are too general.</p>	2.1.1 Undertake a review of assessment and plans and report the findings to agree corrective action	Anne Chester-Walsh	Di Drury and David Byrom		31 May 2019	<p>Review completed, corrective action plan developed alongside revised practice standards document.</p> <p>Improved compliance with expectations evidenced through performance data and audit findings. Number of Inadequate audits reduced to 10% by July 2019, 5% by December 2019. Percentage of Good and Outstanding increased to 50% by July, 75% by December 2019. measured through assessment rate of 90% assessments completed within 45 days.</p>	AMBER
			2.1.2 Develop and introduce enhanced audit activity to review assessments and plans, providing critical support and challenge staff.	Jenny Cryer		BSCB Mark Griffin	30 June 2019	Improved compliance with expectations evidenced through performance data and audit findings	AMBER
			2.1.3 Provide back to basics training for front-line Social Workers to support practice improvement across the service – training to cover:-	Anne Chester-Walsh	Traci Taylor		30 June 2019	<p>Evaluation of learning programme demonstrates increased knowledge and skills.</p> <p>Improved compliance with expectations evidenced through performance data and audit findings.</p>	AMBER
			2.1.5 Review business processes in LCS to ensure that these facilitate good planning.	Anne Chester-Walsh	Oliver Wiggins	Liquid Logic	30 April 2019	IGE action log; LCS changes made.	AMBER

City of Bradford Metropolitan District Council Improvement Plan

2.2	R 10 AFI 32	Improve the quality of supervision ensuring this provides direction, is regular and is reflective.	2.2.1	Develop the Practice Supervisor role to support best practice through a training/mentoring programme.	Anne Chester Walsh	Traci Taylor		12 March 2019	Improved audit outcomes	GREEN
			2.2.2	Develop a regular auditing programme for supervision, ensuring feedback is provided for learning and driving continued improvement.	Jenny Cryer			30 June 2019	Audit report shows compliance, with good evidence of reflective practice and overall quality improvement	AMBER
			2.2.3	Develop a protocol and timetable for audits of Supervision as part of the QA process.	Jenny Cryer			31 May 2019	Audits show progress. 100% of supervisions being carried out and recorded.	AMBER
			2.2.4	Provide training on reflective supervision to all staff, including managers	Anne Chester Walsh	Traci Taylor		31 May 2019	Training delivered.	GREEN
			2.2.5	Revise practice guidance around supervision for all managers to ensure a consistent understanding around the value of reflective supervision.	Anne Chester Walsh	Traci Taylor		31 May 2019	Revised guidance published; Supervision audit report shows compliance and quality improved.	AMBER
			2.2.6	Review and develop the induction programme for all new starters including Managers and Social Workers.	Anne Chester Walsh	Traci Taylor		31 May 2019	Workforce reports show all Managers complete induction programme.	GREEN
2.3	R5	Improve all aspects of multi-agency child protection work.	2.3.1	Review and embed an agreed range of Social Work tools e.g. Signs of Safety (SoS), Graded Care Profile across all Social Work Services to Children and Families ensuring that plans are outcome focussed and SMART.	Anne Chester-Walsh	Di Drury	BSCB Mark Griffin	30 June 2019	Signs of Safety is now being consistently applied within all Children's Services and Partners which evidences good outcomes for children and families.	AMBER

City of Bradford Metropolitan District Council Improvement Plan

AFI 7	Improve outcomes for Children on Child Protection Plans – avoiding drift and ensuring that the plan leads to improvement in the child’s circumstances.	2.3.2 Undertake Continuing Professional Development sessions with Child Protection Chairs/IROs and Team Managers in relation to good planning, professional challenge and escalation responsibilities.	Jenny Cryer	Traci Taylor	BSCB	31 May 2019	Training completed leading to consistent approach to escalation evidenced through performance data.	AMBER
		2.3.3 Review CP Challenge to include time bound escalation and regular reporting to the Performance Group on emerging themes and issues	Jenny Cryer		BSCB nominated partners	31 May 2019	Revised guidance in place; Monthly review of escalations shows a consistent approach.	AMBER
		2.3.4 Ensure Practice Standards are readily accessible and available to all Social Workers and Managers.	Anne Chester-Walsh	Traci Taylor	BSCB nominated partners	30 April 2019	Compliance with standards.	AMBER
		2.3.5 Review cases where Auditors have expressed concern.	Anne Chester Walsh	Di Drury and David Byrom		30 April 2019	Review undertaken; Corrective action to address findings is reflected in revised procedures showing increased compliance with audit actions.	AMBER
		2.3.6 Review Child Protection Conferences process and structure, (including use of (SoS) model within CP Plans and Core Group functions.	Jenny Cryer	Daniel Crampton	BSCB Nominated partners	31 Oct 2019	Review completed; Audit reports show processes to be effective progressive improvement in rolling target of % ICPC held within 15 days. In month target of 90% or above achieved.	GREEN
		2.3.7 Review of all cases of CP over 2 years and report to Senior Managers with case level action for TMs.	Jenny Cryer	Daniel Crampton		30 April 2019		GREEN
		2.3.8 Develop and implement a process/tracker for TMs to review all children subject to CP Plans at 12 months.	Anne Chester Walsh	Phil Witcherley		31 March 2019		AMBER
		2.3.9 Team Managers to ensure that all CP cases	Anne Chester Walsh	Di Drury		Pilot 01 January –	Pilot findings reviewed and guidance in place. Fewer children on plans for over 12 months..	AMBER

City of Bradford Metropolitan District Council Improvement Plan

			12 months and over is being appropriately risk managed and the plan is SMART and timely and reduces drift and delay for the child.				30 March 2019 Then review		
			2.3.10 Introduce 12 month review and audit by CP Chairs.	Jenny Cryer	Daniel Crampton		30 April 2019	Evidence of overall improved performance/staff survey feedback	RED
2.4	R 6b	Improve response to children in Private Fostering.	2.4.1 Review the Private Fostering Policy and practice guidance; working with partners to ensure that each agency has an action plan to promote awareness within their organisation. Link to BSCB actions.	Anne Chester Walsh	BSCB Mark Griffin		31 July 2019	Revised multi-agency policy in place. Increased notification of private fostering arrangements. Multi-agency reporting of private fostering increased.	AMBER
2.5	R 6c	Improve oversight and monitoring of allegations against professionals.	2.5.1 Research best practice, and implement an enhanced system for tracking allegations. Management referrals to demonstrate enhanced oversight of the work.	Jenny Cryer	LADO		30 April 2019	Upgrade in LCS to manage allegations effectively. Reports improved. Performance report developed to give LADO metrics on a monthly basis.	AMBER
2.6	R 2 AFI 8	Ensuring clarity and timeliness for families in PLO and pre-proceedings work.	2.6.1 Review all cases in PLO and take immediate action to address issues of drift and delay. Maintain improved performance.	Anne Chester Walsh	David Stephens		31 January 2019	Reduced average time in PLO More timely progression of legal process through robust case handover. Legal Gateway Panel minutes.	AMBER
			2.6.2 Put in place a revised tracker. The Service Manager for Proceedings and the Head of Social Work to review this on a regular basis to ensure no drift and delay.	Anne Chester-Walsh	David Stephens		31 January 2019	Tracker in place. Regularly reviewed and showing evidence of timely actions.	GREEN
			2.6.3 Implement Legal Workspace on LCS to	Jenny Cryer	Oliver Wiggins	Parveen Akhtar	30 April 2019	Legal workspace in place resulting in improved performance and reporting.	RED

City of Bradford Metropolitan District Council Improvement Plan

			provide better processes and reporting.						
			2.6.4 Provide briefing for all managers on PLO expectations.	Anne Chester-Walsh	David Stephens	CAFCASS and judiciary	28 February 2019	Briefing delivered and attended by all relevant managers	GREEN
2.7	AFI 7&8	Reduce drift and delay in planning for Children subject to plans and improving the use and effectiveness of the Public Law Outline (PLO)	2.7.1 Secure additional resources to deal with the current delays. Revise practice guidance.	Anne Chester Walsh	Parveen Akhtar		28 February 2019 Link to audit plan timeframe	Revised practice guidance in place Audit shows an improving trend in timeliness and effectiveness of use of PLO.	GREEN
			2.7.2 Formalise the role of Legal Gateway Panel in step down from PLO as well as step up.	Anne Chester Walsh	Parveen Akhtar		28 February 2019	Revised ToR for Legal Gateway Panel (LGP) leads to timely actions.	GREEN
2.8	AFI 7	Improving and strengthening CIN arrangements and ensure that effective plans are in place.	2.8.1 Review CIN processes and produce revised practice standards and performance framework.	Anne Chester Walsh	Di Drury		31 March 2019	Actions taken leading to consistently good performance and improved outcomes for children. Evidenced through audit reporting and a review performance data to agree targets.	GREEN
Enabling - Creating the operating environment									
2.9		Ensuring there is a reduction in delays in achieving permanence for children.	2.9.1 More specialist legal advisors to enable timely legal advice and support.	Parveen Akhtar			31 May 2019	Timeframes for permanence planning improve	RED
2.10		Improving all aspects of workforce development and performance management.	2.10.1 HR support including dedicated HR business partner for 6 months to support transformation programme.	Anne Lloyd			31 July 2019	Evidence of overall improved performance/staff survey feedback	AMBER
2.11		Maximising efficiency through mobile working, use of tablets and other devices.	2.11.1 IT support. Consultant to support transformation of LCS functionality to support good social work practice and management.	David Cawthray			31 March 2019	Evidence of overall improved performance/staff survey feedback	GREEN

City of Bradford Metropolitan District Council Improvement Plan

<p>How will we know that Children's Outcomes have improved?</p> <ul style="list-style-type: none">✓ Children and young people will tell us that they feel safe and things are better for them as a result of our interventions.	<p>What will this look like?</p> <p>Children who need to come into care do so at the right time/</p> <ul style="list-style-type: none">✓ Managers will be confident in having oversight of cases and driving improvement in their area/✓ Audit will evidence improved quality of casework.✓ Social Workers will stay in Bradford for longer and we will have more experienced workers to balance the numbers of newly qualified staff.✓ We will prioritise stability of social worker for our children and changes will be minimised. Where changes of workers have to happen the transition will be managed with children.✓ Managers will be able to speak confidently about performance in their area and there will be evidence of support and challenge improving practice.✓ Reflective supervision will be happening and there will be evidence that this stretches social workers and helps to improve practice and keep children safe
--	--

City of Bradford Metropolitan District Council Improvement Plan

WORKSTREAM (a) – MANAGEMENT AND PRACTICE

Theme 4 – “Improving management oversight and quality assurance” – Strengthening Management grip at all levels ensuring a stable, skilled workforce for the future

Senior Responsible Officer (SRO) – Strategic Director Children’s Services – Gladys Rhodes White

No.	Issue (Ofsted Ref)	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partners will be Involved	When will we do it?	How will we know its been successful/ Outcomes	RAG rating Progress
Workforce stabilisation, workable caseloads, supervision and efficiency									
4.1	R 4 R 5 AFI 27	Developing Practise guidance and training for all Managers, Practice Supervisors and Quality Assurance Officers. This in order to drive up improvement around the quality of assessment plans and their implementation together with Multi-agency Child Protection work including Child Protection conferences, core groups and Child in Need reviews.	4.1.1 Produce ‘one minute’ guides focusing on “ Bradford Basics ” approach describing what Good looks like and compliance expectations.	Anne Chester Walsh	Traci Taylor		31 May 2019	Feedback from staff. Improvement in audited outcomes.	GREEN
			4.1.2 Implement new Practise Standards and roll out training, ensuring these are accessible in all work areas.	Anne Chester Walsh	Traci Taylor		31 March 2019	Spot checks while walking the floor	GREEN
			4.1.3 Put in place multi-agency themed months Lunch and Learn “themed months” using case studies focussing on one area of improvement each month e.g. Life Story Books; Listening and responding to the Voice of the Child.	Anne Chester Walsh	Traci Taylor	BSCB	31 March 2019		AMBER

City of Bradford Metropolitan District Council Improvement Plan

			4.1.4 Offer multi-agency lunch and learn sessions on key practice areas.	Anne Chester Walsh	Traci Taylor	BSCB Mark Griffin	31 March 2019	Feedback from staff that these are helpful and address areas for improvement.	AMBER
4.2	AFI 26 and 30	Improve and develop workforce stabilisation to enable a reduction in the use of agency staff and greater social work consistency for the child and family.	4.2.1 Implement an improved recruitment and retention strategy. Including re-grading of Social Work Job Descriptions and developing a “ Bradford Offer ” to attract experienced Social Workers back into the Local Authority.	Anne Lloyd	Michelle Moverley		30 April 2019	Staff turnover has reduced to below national average of 15%. Re grading uplift approved, higher retention of experienced Social Workers achieved. Workforce strategy implemented. % of vacancies % or permanent staff in post	AMBER
			4.2.2 Review the process for conducting Exit Interviews to achieve greater understanding of staff leaving to inform the “ Bradford Offer at 4.1.1	Anne Lloyd	Michelle Moverley		31 March 2019	86% of exiting employees complete. Analysis of information used to inform retention strategy. Absence data demonstrates a reduction in absence year on year.	AMBER
			4.2.3 Complete a Social Work Health Check Survey in line with national guidance.	Anne Chester-Walsh	Traci Taylor		28 February 2019	Evidence of the voice of the social worker within service plans and overall workforce planning and improvement relating to work life balance	GREEN
			4.2.4 Implement any actions/recommendations arising from Health Check survey following report submitted to Improvement Board.	Anne Chester-Walsh	Traci Taylor		30 April 2019		AMBER
			4.2.5 Establish and embed a Team Manager and Practice Supervisor development programme through the ‘Teaching Partnership’.	Anne Chester Walsh	Traci Taylor		31 January 2019	100% attendance by all Managers and Practice Supervisors on the programme. Performance data and audit reporting evidences good management oversight in all cases.	AMBER
			4.2.6 Ensure that ‘First-Line’ management courses for	Anne Chester Walsh	Traci Taylor		30 September 2019	Quarterly updates report that all first line managers have taken up training and report positively.	AMBER

City of Bradford Metropolitan District Council Improvement Plan

			aspiring leaders are available to key staff.						
			4.2.7 Review caseloads and deliver manageable caseloads	Anne Chester Walsh	Di Drury, David Byrom and Mike Blowers		30 June 2019	Performance clinics show caseload numbers of 18 for SWE and 16 for ASYE	AMBER
			4.2.8 Review governance and accountability framework	Anne Chester Walsh	Traci Taylor	Michelle Moverley	31 March 2019	Meeting structure and ToR Feedback from managers and evidence from cases through audit demonstrates effective management oversight number of performance reports prepared and disseminated within period Number of performance reports accessed.	AMBER
			4.2.9 Introduce management standards to ensure clarity of expectation in relation to management accountability.	Anne Chester Walsh	Traci Taylor	Michelle Moverley	30 April 2019	Management standards; Review scheme of delegation/ decision making	AMBER
			4.2.10 Agree an enhanced approach to managing performance across the service and apply this consistently. Develop a culture of continuous improvement across the service.	Anne Chester Walsh	Traci Taylor	Michelle Moverley	31 May 2019	Monthly reporting on all aspects of workforce management considered and acted on by DMT	AMBER
			4.2.11 HR 'advice/drop in' sessions for managers in relation to managing performance issues.	Anne Lloyd	Michelle Moverley		28 February 2019	Managing performance is more effective as demonstrated through workforce reporting	RED
4.3		Develop and sustain a positive working culture across the service that improves two way communications between staff and Senior Leadership.	4.3.1 Implement an enhanced staff engagement and communication strategy (see separate strategy for details).including staff survey, video blogs, suggestion boxes.	Anne Chester Walsh	Steve Hemming		31 December 2018 On-going through 31 December 2019	Strategy in place; Feedback from staff that they feel valued and listened to.	AMBER

City of Bradford Metropolitan District Council Improvement Plan

							then review.		
4.4		<p>Improve further the accessibility and accuracy of performance data that supports management information, rigour and effective Performance Management.</p> <p>Improve the functioning and efficiency of the client records system – LCS.</p>	4.4.1 Review all performance data sets and reporting schedules; leading to an agreed set of key performance reports.	Phil Witcherley	Michael Nugent	Anne Chester Walsh	30 April 2019	Easy to access data sets in place for all teams	GREEN
			4.4.2 Ensure appropriate training and support to improve Managers' capacity to analyse data and use this to improve service planning.	Anne Chester Walsh	Phil Witcherley		Revised date of 30 June 2019	Increased use of reporting tools by all Managers 100% managers attend training in 12 month period	AMBER
			4.4.3 Put in place performance clinics for all service areas.	Anne Chester-Walsh	Phil Witcherley		31 March 2019 Review 30 June 2019 Review 30 Sept 2019 Review 31 Dec 2019 Review	Performance clinics are service led and have a positive impact on performance	AMBER
			4.4.4 Action the LCS health checks recommendations to maximise operational effectiveness.	David Walmsley	Phil Witcherley		31 March 2019	Business processes improved	RED
			4.4.5 Respond to Peer review feedback in relation to client information systems usage. Cross reference with Workstream 2 Priority Action Plan Rec. PR 3.	David Walmsley	Phil Witcherley		30 June 2019	Business processes improved	AMBER

City of Bradford Metropolitan District Council Improvement Plan

4.5		Improve the use of performance analytics and management information.	4.5.1 Performance team and service to work collaboratively to develop a constructive performance culture.	David Walmsley	Phil Witcherley		31 March 2019 Review 30 June 2019 Review 30 Sept 2019 Review 31 Dec 2019 Review	Evidence of overall improved performance/staff survey feedback Performance processes and tools revised by July 2019	AMBER
4.6		Develop a Quality Assurance/Performance strategy with Action Plan that provides evidence for improved outcomes for children and their families.	4.6.1 Ensure that performance reporting reflects practice standards across all elements of Children's Services.	David Walmsley	Phil Witcherley	Anne Chester-Walsh	31 March 2019	Refreshed performance reports reflects all elements of Children's Social Care	RED
			4.6.2 Undertake a review of all cases for children in Help and Protection. Carry out remedial actions and report and action learning.	Jenny Cryer	Daniel Crampton		30 November 2018	Review completed. Assurance provided that children were safe.	RED
			4.6.3 Apply a robust and comprehensive Quality Assurance and audit plan (to include enhanced auditing, coaching and regular reporting)	Jenny Cryer	Daniel Crampton		28 February 2019	Plan supports continued improvement required to deliver good outcomes.	AMBER
4.7		Develop sufficient, skills, capacity and leadership across the HR system combined with business support to keep trackers updated and provide real-time information to managers..	4.7.1 Review the barriers to strong performance monitoring and accountability and make necessary investments for managers based on these findings.	Anne Lloyd	Michelle Moverley		31 March 2019	Improved maintenance and use of management information across the service	RED
		Review the use of business support to enable frontline practitioners and managers to focus on direct work with children and families.	4.7.2 Maximise the functionality and ease of use of IT systems – LCS to support administrative tasks.	Jenny Cryer			30 June 2019	Performance reports, feedback from Ofsted and staff	AMBER
		Review any inefficiency across the service, to enable front line staff practitioners to prioritise work with children and families.	4.7.3 Respond to feedback from Staff engagement sessions.	Jenny Cryer			On-going from January 2019	"You Said We Did" reports	AMBER
4.8		Develop and sustain a positive culture across the service that supports good	4.8.1 Dedicated HR support linked to transformational change plans in Help and Protection service	Anne Lloyd	Michelle Moverley		30 April 2019	Reduced turnover of SW staff.	RED

City of Bradford Metropolitan District Council Improvement Plan

		working conditions for all staff.	4.8.2 Implement an enhanced staff engagement and communication strategy that ensures positive responses to feedback from staff regarding working conditions and management culture.	Anne Lloyd	Michelle Moverley		Throughout the year with review on 10 December 2019	Strategy in place; new channels to staff who feel valued and listened to	AMBER
<p>How will we know that Children's Outcomes have improved?</p> <ul style="list-style-type: none"> ✓ Children and young people will tell us that they feel safe and things are better for them as a result of our interventions 				<p>How success will be measured</p> <ul style="list-style-type: none"> ✓ Improved compliance across all areas of the service ✓ Improved management information leading to an accurate perception of quality of the service ✓ Robust and responsive management action to correct poor performance ✓ Reduced SW caseloads ✓ Reduced staff turnover- improved stability of the workforce ✓ Improved partnership working ✓ Increased innovation and collaborative working 					

WORKSTREAM (a) MANAGEMENT AND PRACTICE

Theme 5 – Improving outcomes for Children in Care – Developing and retaining sufficient placements, foster care training, and timeliness access of mental health support for vulnerable children/young people

Senior responsible Officer (SRO) Strategic Director Children’s Services – Gladys Rhodes White

No.	Issue (Ofsted Ref)	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partner’s will be Involved	When will we do it?	How will we know its been successful/ Outcomes	RAG rating Progress
5.1	R 7 AFI 12	Improve the sufficiency of local placements to meet the needs of children in care. Reduce the numbers of Children Looked After through an effective ‘Edge of Care’ offer.	5.1.1 Continue to invest in successful Be Positive Pathways (BPP) edge of care programme.	Anne Chester-Walsh	David Byrom	Corporate Parenting partners	Quarterly reviewing and forward planning	Fewer teenagers coming into care. More children returning home appropriately and quickly Reduction in the average duration of care episodes	AMBER
			5.1.2 Review impact and design a sustainable service based on lessons learned from the pilot programme.	Anne Chester-Walsh	David Byrom	VCS Health	31 Dec 2018 31 Mar 2019		AMBER
			5.1.3 Sustainability planning with partner agencies from March 2019 onwards.	Anne Chester-Walsh	David Byrom	West Yorkshire Police	30 June 2019 30 Sept 2019		AMBER
			5.1.4 Investment in Connected Person’s Team to identify family members earlier so that more children achieve permanency through SGO.	Anne Chester-Walsh	David Byrom		30 September 2019		AMBER
			5.1.5 Identify Children Looked After with potential to be reunified with family through Permanence Panel and develop intensive intervention to support reunification.	Anne Chester-Walsh	David Byrom		30 September 2019		AMBER
5.2	R8	Improve the provision of Life Story Work for all children in care.	5.2.1 Deliver training to all Social Workers in relation to Life Story Work (LSW) and its importance for children.	Anne Chester-Walsh	David Byrom		31 May 2019	Children Looked After (CLA) receive/ have Life Story Work completed in a timely way. Performance and audit data evidences increased number of children with Life Story books.	AMBER

City of Bradford Metropolitan District Council Improvement Plan

			5.2.2	Develop one minute guides for practitioners about life story work.	Anne Chester-Walsh	David Byrom		31 March 2019	Guides available lead to improved quality and consistency of LSW	AMBER
			5.2.3	Adapt LCS to provide reporting and storage for Life Story Work.	Anne Chester-Walsh	Phil Witcherley & David Byrom		30 September 2019	100% of CLA have accessible and meaningful personal history material. Demonstrated through audit sample	AMBER
			5.2.4	Implement Management standards in relation to Life Story Work and ensure capacity to complete.	Anne Chester-Walsh	David Byrom		30 April 2019	System reporting; Viewpoint All CLA have LSW offered. Demonstrated through audit sample	AMBER
5.3	R9	Ensure that all foster carers complete mandatory training. Capture feedback from foster carers to help inform future service need	5.3.1	Review and re-launch the learning and development offer to all Foster Carers including progression and on-going Continuing Professional Development (CPD).	Anne Chester-Walsh	David Byrom		31 May 2019 31 December 2019	All Foster carers have undertaken mandatory training. Performance data evidences increased take up of CPD portfolios.	AMBER
	AFI 17		5.3.2	Induction pack in place for all new Foster Carers.	Anne Chester-Walsh	David Byrom		31 May 2019	Packs have been provided to new foster carers.	GREEN
			5.3.3	Review the Foster Care Agreement / Foster Care Charter.	Anne Chester-Walsh	David Byrom		31 May 2019	Revised agreement in place	AMBER
			5.3.4	Improve monitoring and reporting of foster carer training using Evolve.	Anne Chester-Walsh	David Byrom		30 June 2019	Accurate reporting	AMBER
			5.3.5	Consult with Foster Talk to lead in addressing foster carers support needs.	Anne Chester-Walsh	David Byrom		31 March – 30 April 2019	Feedback from foster carers informs revised strategy	AMBER
			5.3.6	Re launch a Fostering Association in Bradford.	Anne Chester-Walsh	David Byrom		30 April 2019		AMBER
5.4		Ensure there are enough local placements to meet the needs of children as part of a Sufficiency Strategy.	5.4.1	Develop and deliver an effective sufficiency strategy that includes an internal review of foster placement availability and a needs analysis to generate options to stimulate the provider market.	Anne Chester-Walsh	David Byrom		31 Dec 2018	Placement Sufficiency Strategy evidences significant increase of in house placements. Increase of in house foster placements	AMBER

City of Bradford Metropolitan District Council Improvement Plan

	R7	Develop and improve assessments to avoid placement breakdown.	5.4.2	Develop local unregulated setting for emergencies.	Anne Chester-Walsh	David Byrom		31 Dec 2018	Improved recruitment and retention of in house foster carers recruited.	RED	
	AFI 17		5.4.3	Re launch crisis care fostering scheme.	Anne Chester-Walsh	David Byrom		31 Dec 2018		AMBER	
			5.4.4	Review external unregulated settings and take actions where needed.	Anne Chester-Walsh	David Byrom		31 Dec 2018		AMBER	
			5.4.5	Continue to drive internal fostering recruitment.	Anne Chester-Walsh	David Byrom		31 Dec 2018		AMBER	
			5.4.6	Revive the shared care-fostering scheme.	Anne Chester-Walsh	David Byrom		31 Dec 2018		AMBER	
5.5	AFI 17	Improve the matching of children and carers to reduce placement breakdown.	5.5.1	Review and redesign Placement Coordination Service and linked systems and guidance to ensure consistency and improve placement choice and quality.	Anne Chester-Walsh		David Byrom		30 April 2019	New Placement Coordination service in place; placement stability improved. % of children LAC with three or more placements reduces to 9% or below % of LAC children in a placement for 2 year or more is 70% or above.	AMBER
5.6	AFI 18	Improve arrangements for keeping in contact with important people for children Looked After.	5.6.1	Improve compliance with practice standards to ensure that contact with important people is facilitated where appropriate for Children Looked After.	Anne Chester-Walsh		David Byrom		31 May 2019	Wherever possible, all CLAs have meaningful family time with important people in their lives.	AMBER
5.7	AFI 19	Improve timeliness of access to Mental Health support for Children Looked After	5.7.1	Detailed improvement plans are set out in the Future in Mind strategy.	Anne Chester-Walsh		David Byrom	CCG/CAMHS	31 May 2019	Performance data evidences increased number of CLA accessing Mental Health services in timely way.	RED

City of Bradford Metropolitan District Council Improvement Plan

How will we know that Children's Outcomes have improved?

- ✓ More children are able to stay with their family and friends.
- ✓ Children Looked After are doing well in school and tell us that they have someone to support them

How success will be measured

- ✓ Reduce total number of CLA
- ✓ Measures for improved offer for 16 & 17 year olds
- ✓ More local placements -
- ✓ Reduced reliance on externally purchased placements and associated costs
- ✓ Improved matching / placement choice
- ✓ More children leave care through increased use of SGO
- ✓ Increase the number of nights respite

City of Bradford Metropolitan District Council Improvement Plan

WORKSTREAM (b) – PARTNERSHIPS
Theme 3 – Improving the Front Door and MASH arrangements – strengthening partnership working through the revised development of the MASH and Early Help Offer
Senior Responsible Officer (SRO) – MASH Strategic Group

No.	Issue (Ofsted Ref)	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partner's will be Involved	When will we do it?	How will we know its been successful/Outcomes	RAG rating Progress
3.1	R1	Improve the identification and response to risk, particularly longer-term impact of domestic abuse and neglect.	3.1.1 All contacts (including neglect) handled by MASH.	Anne Chester Walsh	Bev Mann	Nominated MASH Partners	31 January 2019	Audit and performance reports demonstrate improved consistency in applying thresholds and appropriate responses to risk and harm. % of contacts and outcomes measured to demonstrate improvement.	GREEN
			3.1.2 Recruit a Head of Service for Front Door and MASH	Anne Chester Walsh	Bev Mann	Nominated MASH Partners	28 February 2019	Successful appointment of an experienced HOS.	AMBER
3.2	R5	Improve all aspects of multi-agency child protection work/Strategy meetings, Core groups and Child in Need meetings.	3.2.1 Ensure ownership of improvements by all partners using the BSCB; MASH Strategic Group; Children's Trust.	Jenny Cryer		BSCB partners	30 June 2019	Positive feedback from the partnership. Multi-agency sign up to the Improvement Plan.	AMBER
			3.2.2 Establish MASH Strategic Board to improve multi-agency practice at the Front Door.	Gladys Rhodes White		BSCB partners	31 December 2018		GREEN
3.5	R 1 R 3	Quality Assurance of impact of improvements on timeliness and quality of contacts and parental consent at the Front Door. Cross reference with Peer Review Priority Action Plan 2b.	3.5.1 Arrange a Peer review of Front Door including MASH processes – by the Partner in Practice Doncaster CT	Gladys Rhodes White			31 December 2018	Peer review report received and responded to.	GREEN
			3.5.2 Following PiP Peer Review and in response to the findings- re-model Front Door arrangements.	Anne Chester Walsh	Bev Mann		30 June 2019	Re-modelled Front Door operational and partnership arrangements support improved performance and consistency of decision making.	GREEN
			3.5.3 Undertake multi-agency audits.	Jenny Cryer	BSCB Mark Griffin		31 Dec 2018 31 Mar 2019 30 June 2019 30 Sept 2019	Audit report through BSCB show positive outcomes.	GREEN
3.6	AFI 3	Where a new contact comes in for a child already allocated to a Social Worker, ensure timely notification to improve customer service	3.6.1 Process map', to be revised and issue new guidance re telephony standards to include guidance on Contacts on open cases.	Anne Chester Walsh	Bev Mann		28 February 2019	Standards in place. All workers have a phone, children, families and partners can speak to the right person about a child.	GREEN

City of Bradford Metropolitan District Council Improvement Plan

No.	Issue (Ofsted Ref)	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partner's will be Involved	When will we do it?	How will we know its been successful/Outcomes	RAG rating Progress
		experience for children and their families.						QA audits and performance data evidence shows consistency of applying standards.	
		Review the Social Work process to ensure proportionate and necessary intervention is applied at the relevant tier/level of need whilst ensuring prioritisation of those children in need of help and protection.	3.6.1 Work with Bradford Safeguarding Policy Group to improve partnership understanding of thresholds, accountability and the development of shared expectations in relation to gaining consent.	Gladys Rhodes White	Cath Knowles	All Nominated MASH Partners	31 Mar 2019	Board meeting minutes reflect improved partnership working and shared understanding of thresholds and consent requirements.	GREEN
			3.6.2 Establish MASH Operational Task and Finish Group. To lead the activity identified at MASH Board.	Anne Chester Walsh	Bev Mann		30 April 2019	Task group in place and supporting continued improvement in integrated working with improved consistency and timeliness of responses	GREEN
3.7	AFI 2	The screening of contacts to the MASH is ineffective, resulting in children being in potentially harmful situations where the contact had been closed by the MASH or inappropriately stepped down to Early Help.	3.7.1 Protocols put in place for recording contacts and Social workers based at the Contact Centre to oversee calls and provide advice.	Anne Chester Walsh	Bev Mann		28 February 2019	Performance tracked showing an improving trend against all Front Door performance measures. This includes % of strategy discussions in the MASH in month competed within 4 hours increases to 80% or above in year 1, 90% in year 2. % of contacts competed in one working day increases to 80% year 1. % of referrals to the MASH of cases opened within 12 months of a previous referral 20% or lower.	AMBER
			3.7.2 MASH performance is reviewed weekly to monitor performance against targets in the performance framework	Anne Chester Walsh	Bev Mann		28 February 2019	Performance report in place; targets set, and performance improves.	AMBER
			3.7.3 Merge the Early Help Gateway and MASH and introduce an integrated process at the Front Door.	Anne Chester Walsh	Bev Mann		28 February 2019	Integrated Front Door operational.	AMBER
3.7	AFI 5	Improve by reducing the three week waiting time for Early Help allocation	3.6.4 Review of Early Help workload and capacity; end to end performance reporting on Early Help intervention to improve timeliness and management oversight.	Anne Chester Walsh	Mike Blowers		28 February 2019	Performance data and audit evidences improved timeliness of allocation of work to Prevention and Early Help service	AMBER

City of Bradford Metropolitan District Council Improvement Plan

No.	Issue (Ofsted Ref)	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partner's will be Involved	When will we do it?	How will we know its been successful/Outcomes	RAG rating Progress
<p>What will this look like?</p> <ul style="list-style-type: none"> ✓ Fewer contacts to social care as children are safeguarded in universal services and the right contacts are then made to social care ✓ Fewer children come into our services following repeat referrals ✓ 100% compliance in gaining the consent of families when this is required ✓ Contacts and referrals are dealt with in a timely and proportionate manner ✓ Partners and peers are confident about our Front Door arrangements 					<p>How will we know that Children's Outcomes have improved?</p> <ul style="list-style-type: none"> ✓ More children will receive help through universal and early help provision to remain safe, have access to school, training or work, be healthy and living with their families or an appropriate alternative. ✓ Children and families tell us they were helped early enough ✓ Fewer children suffering significant harm 				

City of Bradford Metropolitan District Council Improvement Plan

WORKSTREAM 2 (b) – PARTNERSHIPS

PEER REVIEW PRIORITY ACTION PLAN – MASH/FRONT DOOR

Senior Responsible Officer (SRO) – MASH Strategic Group

No.	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partners will be Involved	When will we do it?	How will we know its been successful	Scrutiny Measure	RAG rating Progress
PR1	Instigate a protocol for routine dip sampling of MASH cases by SM & HOS, in order to sense check decisions, correct use of consent and timeliness. This should include feedback mechanisms to ensure there is learning from each exercise.	We will ensure there is an audit strategy and plan developed and rolled out to all managers within MASH, to identify, address and improve short falls around performance, timeliness and consistent application of consent and levels of need We will ensure all front line staff and managers have undertaken a refresher workshop around information sharing and application of consent, to ensure and improve consistency, ensuring we are compliant with national guidance and delivers an, open and honest approach with families and individuals from the outset, where appropriate.	Anne Chester-Walsh	Bev Mann		30 April 2019	Our multi agency sharing of information and data is efficient, timely and compliant with national guidance. The impact of greater information sharing, which will take place through a firewalled environment, will provide a more complete picture of each case, facilitating better decision-making.	External Sources include: OFSTED monitoring/ILACS inspection will judged the service as good to outstanding, and JTAI and CQC who will also judged the services as safe and protective Internal Sources Include: Overview and Scrutiny, Bradford Children’s Safeguarding Board, Health and Wellbeing Board. Children’s Trust	AMBER
PR8	Develop and deliver demand management analysis for MASH strategic partnership.	We will ensure all front line staff and managers have undertaken a refresher workshop around information sharing and application of consent, to ensure and improve consistency, ensuring we are compliant with national guidance and delivers an, open and honest approach with families and individuals from the outset, where appropriate.	Phil Witcherley	Mike Nugent	MASH partners		The more comprehensive risk assessment process in the MASH will improve the reliability of assessments and this will allow us to make onward referrals to the most appropriate agency, including services for lower levels of risk. This will improve safety for children and young people, and improve the quality of life for families.	All of whom have responsibility to ensure children and young people are safeguarded, their needs are being appropriately met and they have access to the right services, at the right time.	GREEN
PR9	Direct audit activity at use of strategy discussions and S.47 investigations and destination of those investigations that do not process to ICPC and beyond.	We will review and re launch procedures on how strategy discussions should be handled to front line staff, in order to drive improved practice, around timeliness, risk	Jenny Cryer						AMBER

City of Bradford Metropolitan District Council Improvement Plan

No.	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partners will be Involved	When will we do it?	How will we know its been successful	Scrutiny Measure	RAG rating Progress
		<p>management and decision-making and this is child-centred and safeguards children and young people at risk of harm</p> <p>We will put in place robust management oversight of the MASH through the introduction of:</p> <p>Weekly meetings between the HOS and Service Manager to review all strategy discussions and outcomes in referral and assessment. Monitoring timeliness of strategy discussions, quality of decisions and partner attendance.</p> <p>Developing with partners a working agreement where Operational issues relating to strategy discussions and meetings (partner involvement) can be escalated initially through management reporting lines (as appropriate), and if unresolved through the MASH strategic group and/or emerging themes through the BSCB</p> <p>We will engage with key local partners to agree a shared plan for improving consistency and quality of input from relevant agencies to</p>					<p>Data sets will have been mapped out for the MASH, pulling key stats that will show how many cases are being worked on by partners and whether there are adhering to timescales based on the level of risk identified.</p>		

City of Bradford Metropolitan District Council Improvement Plan

No.	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partners will be Involved	When will we do it?	How will we know its been successful	Scrutiny Measure	RAG rating Progress
		initial child protection strategies.							
PR2	Complete the redesign of contact and referral pathways to reduce the number of hand-off/transfer points. This is also an opportunity to consolidate the specialist teams currently established within the MASH, or reposition them	<p>We will review the current MASH set up, processes and structure, realigning staff to enable a smarter service approach in managing all contacts and referrals, including earlier identification of contacts requiring MASH discussions through an Information sharing protocol.</p> <p>We will ensure all referrals will be directed to services, in order to eliminate the outcome 'no further action', which is a source of dissatisfaction with people who use our services.</p> <p>We will ensure children/young people & their families have access to the most appropriate agency, ensuring we improve the quality and timeliness of assessments using good professional judgements and decision making to avoid drift.</p> <p>We will develop and introduce a feedback system that enables us to capture children/young people and their family's experiences to help</p>	Anne Chester-Walsh	Bev Mann	MASH Partners	30 April 2019	<p>Levels of need are consistently applied, appropriate and understood by all partners and front line staff.</p> <p>Children/young people and their families through feedback confirm they have received effective help, support and intervention , reducing issues and concerns and averting further crisis for the family</p> <p>All agencies are clear about their roles and responsibilities across the MASH. All contacts and referrals are routinely made using the early help assessment format, reducing duplications between different services</p>	<p>External Sources include:</p> <ul style="list-style-type: none"> ✓ OFSTED monitoring/ILACS inspection will judged the service as good to outstanding, and ✓ JTAI and CQC who will also judged the services as safe and protective 	AMBER

City of Bradford Metropolitan District Council Improvement Plan

No.	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partners will be Involved	When will we do it?	How will we know its been successful	Scrutiny Measure	RAG rating Progress
		<p>inform on-going learning and development of the service provided.</p> <p>We will ensure that there is high quality management oversight and cases are allocated to experienced social work practitioners.</p>							
PR3	<p>Review the current performance function and capacity, to bring it closer to practice and audit and encourage co-production of intelligence. This would be particularly beneficial to support case-level tracking.</p>	<p>We will review, refresh and develop where appropriate the single agency performance data that is currently captured.</p> <p>We will triangulate this data these feed into a wider performance scorecard that is presented to the safeguarding board.</p>	Phil Witcherley	Michael Nugent	MASH Partners	30 April 2019	<p>An aggregated and quantitative performance framework is in place.</p> <p>Robust auditing processes generate the quantitative data, this includes an annual audit programme and report on activity undertaken as a result of auditors recommendations.</p>	<p>External Sources include:</p> <ul style="list-style-type: none"> ✓ OFSTED monitoring/ILACS inspection will judged the service as good to outstanding, and ✓ JTAI and CQC who will also judged the services as safe and protective <p>Internal Sources Include:</p> <ul style="list-style-type: none"> ✓ Overview and Scrutiny, ✓ Bradford Children's Safeguarding Board, ✓ Health and Wellbeing Board. ✓ Children's Trust <p>All receive regular performance management reports that demonstrate all areas of the service is good to outstanding</p>	RED
PR4	<p>Ensure that there is clarity on timescale, when the clock starts and stops and the process when contacts are RAG rated.</p>	<p>We will review the current strategy on timescales, ensuring this complies with WTG 2018 guidance.</p> <p>We will ensure that all front line staff and managers have undertaken a refresher exercise through a lunch</p>	Anne Chester-Walsh	Bev Mann and Di Drury	MASH Partners	31 March 2019		<p>External Sources include:</p> <ul style="list-style-type: none"> ✓ OFSTED monitoring/ILACS inspection will judged the service as good to outstanding, and ✓ JTAI and CQC who will also judged the services as safe and protective 	GREEN

City of Bradford Metropolitan District Council Improvement Plan

No.	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partners will be Involved	When will we do it?	How will we know its been successful	Scrutiny Measure	RAG rating Progress
		and learn session and/or attendance at the multi agency threshold workshops...on WTG 2018, specifically applying statutory timescales and decision-making.							

City of Bradford Metropolitan District Council Improvement Plan

<p>PR5</p>	<p>Deliver workshops for managers and other decision makers within the MASH to help them gain a shared understanding of when it is and is not appropriate to dispense with parental consent. This could include joint analysis of 'real life' scenarios as a means of gaining a consistent approach.</p>	<p>We will review and refresh the consent policy with partners, through work with BSCB ensuring this is compliant with WTG 2018 & DFE information sharing guidance 2018.</p> <p>We will deliver multi agency Threshold/consent workshops, using agreed new consent document and draft threshold document against case studies, to enable and ensure better understanding and effective working together</p>	<p>Gladys Rhodes White</p>	<p>Cath Knowles</p>	<p>BSCB Board Manager</p>	<p>31 March 2019</p>	<p>Multi Agency Information Sharing Protocol in place, agreed and effective.</p> <p>Evidence of consistent application of information sharing and working together through MASH data through Mapped out data sets</p>	<p>External inspection by OFSTED judged service working well and keeping children safe.</p> <ul style="list-style-type: none"> ✓ OFSTED monitoring/ILACS inspection will judged the service as good to outstanding, and ✓ JTAI and CQC who will also judged the services as safe and protective 	<p>AMBER</p>
<p>PR 6</p>	<p>Review privacy notice of forms, to ensure it is simply understood, is explicit about consent, and accurately reflects practice.</p>	<p>With partners through the safeguarding subgroup we will develop a multi agency information sharing protocol that will underpin the MASH policy and procedures, ensuring this clear multi agency working arrangements maintain the child/young person and their families are at the heart of information sharing/decision making and management of risk.</p>							
<p>PR7</p>	<p>Review the recent policy on consent to ensure that cases where the initial information does not suggest an overriding Child Protection concern, the MASH team's first action is to make contact with the relevant person to ensure informed and explicit consent.</p>	<p>With partners through the safeguarding subgroup we will develop a multi agency information sharing protocol that will underpin the MASH policy and procedures, ensuring this clear multi agency working arrangements maintain the child/young person and their families are at the heart of information sharing/decision making and management of risk.</p>							

City of Bradford Metropolitan District Council Improvement Plan

No.	Inspection recommendations and Areas for Improvement	What we need to do	Responsible Officer	Who will be leading this	Which Partners will be Involved	When will we do it?	How will we know its been successful	Scrutiny Measure	RAG rating Progress
PR 10	Consider whether cases meeting the threshold for a Strategy Discussion are transferred at a very early point by MASH to the appropriate area assessment teams. These are potential benefits with this model in terms of reduced transfer points during the child protection process, and encouraging local schools to attend.	We will review the current transfer process, and redesign this to ensure a more streamline approach that reduces the number of “handoffs” and enables greater multi agency locality engagement.	Anne Chester-Walsh	Bev Mann	MASH Partners	31 March 2019	<p>Children and young people are routed and have access to locality provisions that meet their needs.</p> <p>Cases are more timely allocated to a qualified social worker within the locality area, providing consistency of case management approach, reducing delay and drift.</p> <p>Statutory timescales are met, including CP Initial conferences timescales which is evidenced within the mapped data set.</p>	<p>External inspection by OFSTED judged service working well and keeping children safe.</p> <ul style="list-style-type: none"> ✓ OFSTED monitoring/ILACS inspection will judge the overall service as good to outstanding, and ✓ JTAI and CQC who will also judge the services as safe and protective 	GREEN

City of Bradford Metropolitan District Council Improvement Plan

Each action within the plan will have a lead officer who will be held to account on progress and successful delivery by the relevant SRO. These are outlined in the table below.

LEAD OFFICERS/PARTNER'S INVOLVEMENT			
INITIAL	NAME & DESIGNATION	INITIAL	NAME & DESIGNATION
CEO	KERSTEN ENGLAND – CHIEF EXECUTIVE OFFICER	AD-OCEX	DW – ASSISTANT DIRECTOR OCEX
SDR	JOANNE HYDE – STRATEGIC DIRECTOR RESOURCES	DB/SM	SERVICE MANAGER FOSTERING
SD CS	GLADYS RHODES WHITE – STRATEGIC DIRECTOR CHILDREN'S SERVICES	BSCB	BRADFORD SAFEGUARDING CHILDREN'S BOARD
SRO	POLICE	CCG	CLINICAL COMMISSIONING GROUP
DHR	ANNE LLOYD – DIRECTOR HUMAN RESOURCES	CPB	CORPORATE PARENTING BOARD
CS	PARVEEN AKHTAR – CITY SOLICITOR	CAMHS	CHILD AND ADOLESCENT MENTAL HEALTH SERVICES
DD CSC	JIM HOPKINSON – DEPUTY DIRECTOR CHILDREN'S SOCIAL CARE	HWB	HEALTH AND WELLBEING BOARD
AD PC	JENNY CRYER – ASSISTANT DIRECTOR – PERFORMANCE, COMMISSIONING & PARTNERSHIPS	CTB	CHILDREN'S TRUST BOARD
HOS - L	DI DRURY – HEAD OF SERVICE LOCALITIES	SRO	HEALTH
HOS - TA	DAVID BYROM – HEAD OF SERVICE THROUGH AND AFTER CARE		
HOS – MASH	PETRA PANKOVA – HEAD OF SERVICE, MULTI AGENCY SAFEGUARDING HUB		
PSW	TRACI TAYLOR – PRINCIPAL SOCIAL WORKER		
AD - T	DC – ASSISTANT DIRECTOR TRANSFORMATION		