

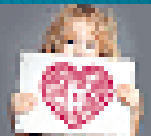
Children's Services Improvement Board Highlight Report

4th March 2021


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children AT THE heart OF all we do



Contents

- ▶ Highlights from the Improvement Plan – greater detail contained in the plan with milestones/deliverables, progress and RAG
 - ▶ Focus of this highlight report
 - Areas of progress
 - Areas of concern
 - Areas of action in next period
 - ▶ Focused discussion reports are on the agenda supplement this highlight report on key areas of the Improvement Plan
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key areas of progress

(milestones/deliverables making progress)

Social Work Fixed Term Teams

The Teams

- ▶ One Service manager for 3 teams (Social Personal), each team has:
 - Team Manager
 - 6 Social Workers
 - Capped caseload x 20 each

- ▶ One Team (Innovate) with:
 - Team Manager
 - 7 Social Workers
 - Capped caseload x 20 each

Capacity and current cases

- ▶ Three teams expected capacity when fully in place x 360 children; currently holding 245
- ▶ One Team capacity x 140 children; currently 146

key areas of progress

(milestones/deliverables making progress)

Social Work Fixed Term Teams (continued)

Managements oversight - weekly risk and issues meetings focus on:

- Performance,
- staffing,
- High risk cases,
- Themes and any ongoing issues

Case Type:

- ▶ Child Protection
- ▶ Public Law Outline and court work

Performance measures:


- ▶ Permanence,
- ▶ Prevention of escalation to court and exiting PLO,
- ▶ Exiting CP and stepping down.

key areas of progress

(milestones/deliverables making progress)

- ▶ New staffing arrangements implemented for assessment and long term teams in localities

 - ▶ Started recruitment via a 'soft launch' approach:
 - specialist social work suppliers sourcing permanent level 3 Social Workers; through payment by results and paid a fixed fee.
 - tests the perceived negative reputational challenges for Bradford

 - ▶ New advertising campaign has started on the following specialist channels:
 - Community Care
 - BASW
 - JobsGoPublic
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key areas of progress

(milestones/deliverables making progress)

Focused Training and Development in Core Practice through in service coaching; mentoring and learning opportunities via practice working groups/ practice lunches/ observations of practice and audit activity.

6 month focused on:

- ▶ Case Recording
- ▶ Case Summary
- ▶ Chronologies
- ▶ Voice of the child
- ▶ Effective working relationships with parents, carers and professionals
- ▶ Assessments

key areas of progress

(milestones/deliverables making progress)

Progress against staff survey:

- ▶ Consistent increased communication with staff via:
 - Staff briefings
 - Pass it on – key messages from CSCMT after every meeting.
 - Department agendas for Team Meetings so that everyone gets the same information.
 - Reintroduction of You Said We Did
 - Senior Leadership team regularly attending the Staff Reference Group.

- ▶ Realignment of locality teams into Duty and Assessment and Child and Family
 - Increased Innovate training sessions held with TMs and starting with PS
 - introduction of a Mentoring and Coaching Programme for all managers.
 - Dedicated training on key management tasks in the process of development.

- ▶ Support to managers to upskill them via:
 - Inductions rewritten and launched for all roles within the department including for agency workers.

- ▶ Exit interviews introduced for agency workers.

key areas of progress

(milestones/deliverables making progress)

- ▶ Audits show that decisions about children coming into care are the right ones - confirmed by Ofsted in recent visit

- ▶ Foster care recruitment - despite the pandemic in 2020/21 exceeded target and recruited 28 mainstream fostering families and 7 short break fostering families.

- ▶ Placements for children in care:
 - review of contracts for “block bookings” within the private sector and re-tendering is enable us to negotiate reduced costs compared to spot-purchase.
 - Placement Coordination Team working with social work teams are improving external placements taking account of the changing needs of children
 - Children in Care Operational Group established to provide challenge and scrutiny for ongoing high cost residential placements.
 - Commissioning of 16+ placements will move to PCT on or before April 1st 2021

key areas of progress

(milestones/deliverables making progress)

Review of Private Fostering completed with Annual Report of progress and areas for improvement identified (statutory requirement)

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WHAT IS PRIVATE FOSTERING?

Private Fostering is a term used when someone who is not a parent, carer with parental responsibility or a 'close relative' (a close relative includes grandparent, aunt, uncle, sibling or 1st cousin) is looking after a child or young person under 16 (18 if the young person has a disability) for 28 days or more in their own home. Private Fostering also covers children or young people who stay at a residential school for more than two weeks during the school holidays.



7 Minute Briefing on PRIVATE FOSTERING



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BACKGROUND

Since the Children Act 2004, it has been a legal responsibility for a Local Authority to know about children and young people who are Privately Fostered. Children's Services have a duty to assess and monitor arrangements to make sure the child or young person is safe and their needs are being met.

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WHAT TO DO

Education, Health and Social Care are often the first to become aware of a Private Fostering Arrangement. If you know or suspect a child or young person is being Privately Fostered, you should notify Bradford Children's Services immediately. You should inform the parent and/or carer about Private Fostering and inform that a referral is being made.

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WHY DOES IT MATTER?

It is believed a lot of children are living in these circumstances unrecognised which could put children at risk of abuse. Victoria Climbié was a child brought into the UK by a distant relative who went on to abuse Victoria and cause her death - **This was an unreported Private Fostering Arrangement.**

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/273183/5730.pdf

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NOTIFICATION

Parents and carers have a legal requirement to notify the Local Authority of a proposed Private Fostering Arrangement 6 weeks prior to the arrangement being in place, or, if in an emergency, as soon as possible. Parents are responsible for providing the carer with all the information needed to care for the child/young person. **Contact to be made to Bradford Children's Services by calling 01274 435600 or e-mailing childrens.enquiries@bradford.gov.uk**

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EXAMPLES OF CHILDREN WHO MAY BECOME PRIVATELY FOSTERED

- A child or young person sent (for educational or medical purposes) from another country to live with someone who is not their parent, carer with parental responsibility or close relative whilst their parents remain abroad
- A child or young person living with a family friend as a result of their parents breaking up, family fall out or a parent in hospital or in custody

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LEGAL REQUIREMENT

Private Fostering is only legitimate if the parent has made the arrangement with the carer and the Local Authority is notified and in agreement. By law, parents/carers must notify the Local Authority of any Private Fostering Arrangement.

The Local Authority will check that the child/young person are kept safe, well cared for (in appropriate accommodation) and happy.

Areas causing concern

(milestones/deliverables at risk)

- ▶ Autism waiting lists (Plan ref.1.23C)

The waiting list has increased from 1883 (Nov 20) to 1948 (Dec 20) following a clinical validation of the waiting list within BDCFT CAMHs and a high number of referrals in December

- ▶ Increased contacts to the Integrated Front Door

- ▶ Increased staff sickness as a result of Covid 19 symptoms and testing positive.

- 121 staff (Sept 20 to mid Feb 21)
- Period of absence 3 days to 6 weeks. (short absence staff continued to self isolate)
- Majority are front line practitioners; some business support.

Areas causing concern

(milestones/deliverables at risk)

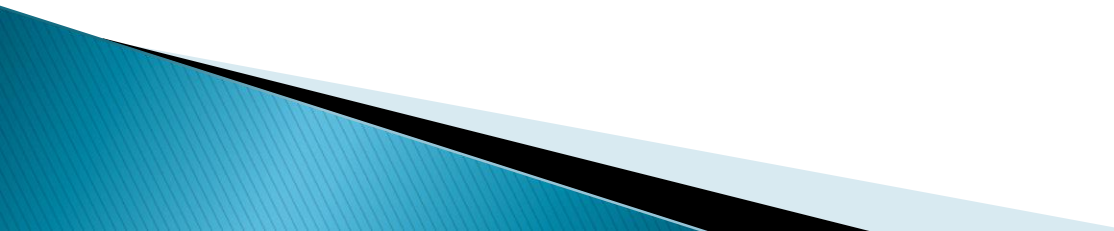
Stability in the workforce – vacancies and recruitment front line teams

- ▶ 2020/21 figures are budget and actual number of staff may be closer to 2021/22 figure for some posts, for example HoS
- ▶ Detailed work is underway to understand the true vacancies per post title, including SW levels; posts filled by agency (excluding additional teams)
- ▶ What is clearer there is significant recruitment in the coming months, including 30 other posts in wider structure

Post Title	Structure 2020/2021	New Budgetted Structure 2021/2022	Variance
HoS	5.0	8.0	3.0
Service Manager	12.6	17.0	4.4
Team Manager	42.0	57.0	15.0
Practice Supervisor	16.0	39.0	23.0
Social Worker (all levels)	256.6	292.0	35.4
CRW's/Personal Advisors	39.4	67.4	28.0
Business Support	87.4	138.7	51.3
Total posts	459.0	619.1	160.1

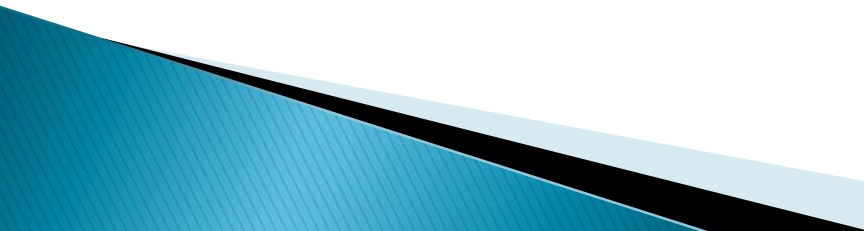
Key actions / targets next period

(milestones/deliverables to be progressed)

- ▶ Continued focus on embedding core practice standards through case work and front line practice within social work teams
 - ▶ Support partners to increase the number of lead practitioners and TAF through Early Help
 - ▶ Mobilisation of staff and identification of cases through the PAUSE project to reduce the risk of repeat pregnancies that result in the removal of children into care
 - ▶ Recruitment of staff and case management arrangements developed to mobilise the response to children affected by Domestic Abuse.
 - ▶ Improve core practice for Care Leavers.
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Key actions / targets next period

(milestones/deliverables to be progressed)

- ▶ Deliver agreed training and development plan to implement the core practice standards and practice model
 - ▶ Staff teams and structures implemented in Safeguarding and Review and the Recruitment Team.
 - ▶ Recruit a Participation Officer to lead on children and young people participation and engagement work and support the development of the Strategy
 - ▶ Expanding the BPP response to BBP+ with re-alignment of IFS and FGC
 - ▶ Implementing the new core staffing structure
 - ▶ Launch and maintain permanent rolling recruitment; and succession planning for frontline teams to increase and maintain the number of permanent staff and reducing agency workers over time
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Key actions / targets next period

(milestones/deliverables to be progressed)

- ▶ A rework of the current brand identity developing new creative images of our population; along with compelling features of why Bradford is the place to work, in particular to attract qualified social work staff.
 - ▶ Continued roll-out of ICT to enable remote working and particularly the ability of staff to undertake video conferencing
 - ▶ Continued focus on Fostering recruitment and continued support through private sector marketing experts
 - ▶ Continue to improve arrangements for children who require Adoption specifically - move from external to internal agency decision maker; refresh all guidance and procedures, training
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