



CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE AGENDA

7.30 pm

Tuesday
21 January 2014

Town Hall, Main Road,
Romford

Members 14: Quorum 6

COUNCILLORS:

Sandra Binion (Chairman)
Gillian Ford (Vice-Chair)
Wendy Brice-Thompson

Nic Dodin
Robby Misir
Pat Murray

Frederick Thompson
Melvin Wallace
Keith Wells

CO-OPTED MEMBERS:

**Statutory Members
representing the Churches**

Phillip Grundy, Church of
England
Jack How, Roman Catholic
Church

**Statutory Members
representing parent
governors**

Julie Lamb, Special Schools
Anne Ling, Primary Schools
Garry Dennis, Secondary
Schools

Non-voting members representing local teacher unions and professional associations:

Margaret Cameron, NAHT;
Keith Passingham, NASUWT;
Ian Rusha (NUT)

For information about the meeting please contact:

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What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

They have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns of the public.

The committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations.

Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research and site visits. Once the topic group has finished its work it will send a report to the Committee that created it and it will often suggest recommendations to the executive.

Terms of Reference

The areas scrutinised by the Committee are:

- School Improvement (BSF)
- Pupil and Student Services (including the Youth Service)
- Children's Social Services
- Safeguarding
- Adult Education
- 14-19 Diploma
- Scrutiny of relevant aspects of the LAA
- Councillor Calls for Action
- Social Inclusion

AGENDA ITEMS

1 **APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) - receive.

2 **DECLARATION OF INTERESTS**

Members are invited to declare any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

3 **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

4 **MINUTES** (Pages 1 - 18)

To approve as a correct record the Minutes of the meetings of the Committee held on 14 and 19 November 2013 and 5 December 2013 and authorise the Chairman to sign them.

5 **INTRODUCTION TO THE NEW CHAIR OF THE LOCAL CHILDREN'S SAFEGUARDING BOARD**

The Committee will meet Brian Boxall, the new Chair of the Local Children's Safeguarding Board.

6 **REVIEW OF ATTENDANCE DATA FOR SCHOOLS/ ACADEMIES FOR THE SCHOOL YEARS 2009-10 TO 2012-13 (AUTUMN AND SPRING TERMS ONLY) AND THE WORK UNDERTAKEN BY THE LOCAL AUTHORITY TO SUPPORT ATTENDANCE IN MAINTAINED SCHOOLS AND ACADEMIES IN THE LONDON BOROUGH OF HAVERING.** (Pages 19 - 28)

7 **SELF EVALUATION OF THE EDUCATION QUALITY ASSURANCE FUNCTION**

The Committee will receive a verbal update

8 **EARLY YEARS ASSISTANCE**

The Committee will receive a presentation from the Service Manager

9 OFSTED ACTION PLAN (Pages 29 - 36)

10 COUNCIL'S CONTINUOUS IMPROVEMENT MODEL

Members are asked to note that the Executive decision concerning the 'award of the frozen food and groceries contract' is now due for review by the Committee and to decide if they would like an update on this area at the Committee's next meeting.

11 COMMITTEE WORK PLAN (Pages 37 - 38)

The Committee is asked to note the updated Work Plan

12 FUTURE AGENDAS

Committee Members are invited to indicate to the Chairman, items within this Committee's terms of reference they would like to see discussed at a future meeting. Note: it is not considered appropriate for issues relating to individuals to be discussed under this provision.

13 URGENT BUSINESS

To consider any other item in respect of which the Chairman is of the opinion, by reason of special circumstances which shall be specified in the minutes, that the item should be considered at the meeting as a matter of urgency.

Andy Beesley
Committee Administration &
Member Support Manager

**MINUTES OF A MEETING OF THE
CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE
Committee Room 2 - Town Hall
14 November 2013 (7.00 - 10.00 pm)**

Present: Councillors Sandra Binion (Chairman), Gillian Ford (Vice-Chair), +Pam Light, Robby Misir, Pat Murray, Frederick Thompson, +Linda Van den Hende, Melvin Wallace and Keith Wells

Co-opted Members: Phillip Grundy (Church of England), Jack How (Roman Catholic Church), Anne Ling (Primary Schools), Margaret Cameron (NAHT) and Ian Rusha (NUT)

Officer Attendance: Joy Hollister, Group Director Children, Adults and Housing, Kathy Bundred, Head of Children's Services, and Lorraine Hunter-Brown, Committee Officer

Apologies: Julie Lamb (Special Schools), Garry Dennis (Secondary Schools) and Keith Passingham (NASUWT)

+Councillor Pam Light was substitute for Councillor Wendy Brice-Thompson and +Councillor Linda Van den Hende was substitute for Councillor Nic Dodin.

62 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies for absence were noted and the Chairman welcomed Councillor Pam Light as substitute for Councillor Wendy Brice-Thompson and Councillor Linda Van den Hende as substitute for Councillor Nic Dodin.

63 DECLARATION OF INTERESTS

None declared.

64 CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

It was announced that the next Children and Learning Overview and Scrutiny meeting would take place on 19 November 2013 and would commence at 7.00 pm.

65 **MINUTES**

The Committee considered and agreed the amended minutes of the meeting held on 19 September 2013 and the minutes of the meeting held on 29 October 2013 and authorised the Chairman to sign them.

It was noted that the Committee had yet to receive an update from officers on issues raised about the transport service to and from Dycourts School that had been highlighted at the September meeting.

66 **OFSTED ARRANGEMENTS FOR THE PROTECTION OF CHILDREN**

The additional meeting had been called to receive a progress update on the recommendations made in the OFSTED Report reviewed previously at the Committee meeting on 19 September 2013. At this meeting, members had raised a number of concerns that not all recommendations in the report had been fully implemented and had requested that an action plan to deal with the outstanding items be presented to the Committee.

Officers reported that all the actions had been included in the Service Plan which was now on the website under the Council's Service Planning Process. Most actions had been fully or partially implemented and that only two remained incomplete. The actions that had been fully implemented were as follows:

- **Review the functioning and membership of the London Borough of Havering Safeguarding Children Board (HSCB) to ensure it is fully constituted and provides sufficient scrutiny and oversight of the effectiveness of child protection practice and the effectiveness of arrangements for children in need .**
- **Review the governance responsibilities and accountabilities to ensure there is communication and a formal link between HSCB and the Chair of the Children's Overview and Scrutiny Committee**
- **Continue to develop and adopt a more consistent approach to supervision in order to ensure that it provides the right level of critical challenge and opportunity for reflection and is a vehicle for driving up practice standards**
- **Ensure work is progressed to enable children and young people to access advocacy services which support them to attend child protection conferences**
- **Ensure that the tracking system for all referrals in the multi-agency safeguarding hub (MASH) service is embedded and that timescales for response outlined in the threshold to services document are met**

- Undertake a detailed analysis and evaluation, following the implementation of the newly formed MASH, to formally consider any early lessons to define the service and forward plan
- Complete the roll out of the children's case management system (CCM) in order to ensure that managers and staff have the tools to do their job properly
- Complete the overarching service plan for delivering against the corporate and strategic priorities for children's services and make clear through aligned operational plans the journey ahead for staff, members and partners

The actions that were partially completed were:

- Complete the proposed re-commissioning of the emergency duty team (EDT) with minimum delay and as part of that process set clear and unambiguous performance and quality standards for the new service
- Ensure effective consideration is given to a child or young person's ethnicity, culture, religion and language in assessments so as to inform planning
- Develop a more robust approach to quality assurance in order to be able to track qualitative improvements over time, for example the percentage of child protection plans that are outcome focused and/or measurable
- Review and refine the performance management framework to include key indicators, including measures that are currently missing, as well as comparative data, trend information and projections, with commentary and key information broken down to team or pod level
- Ensure the collation and analysis of performance management information to effectively interpret and monitor the quality and impact of all aspects of child protection practice and processes, and the effectiveness of help and support for children in need
- Record and analyse contact, referral and re-referral patterns in order to be better able to evaluate how effectively children's social care and its partners are applying the threshold criteria, meeting needs and reducing risks
- Ensure the timely completion and review of core assessments to ensure that children and young people are receiving the appropriate level of services when they need them
- Ensure chronologies are clear, recorded and fit for purpose

- **Ensure that the common assessment framework (CAF) is sufficiently embedded in the reconfigured early help services within a required time frame and that this is evaluated by the HSCB**

Actions that remain at the planning stage:

- **Ensure the development of a workforce action plan in line with the transformation agenda and workforce strategy that can be monitored, reviewed and evaluated.**
- **Feedback from children, young people, parents and carers are used to plan and improve service delivery. This includes implementing a system for the analysis of service user feedback in early help and preventative services.**

Committee members enquired about the definition of immediate and when was this action to be implemented. Officers stated that it was down to interpretation and that it could be less than 3 months but not necessarily. Some actions, by their very nature, will take longer to put into place however the provision of planning would be sufficient evidence to satisfy OFSTED.

Members asked whether officers had held discussions and made comparisons with their counterparts in neighbouring boroughs. Officers advised that there would be difficulties as there are different inspectors and they are not always consistent.

It was confirmed by officers that *if* there was a further OFSTED inspection today, the outcome would remain at adequate however they were striving to achieve good. The Committee were asked to note that OFSTE had made a lot of changes to the inspection framework and that there were also budgetary pressures. The right things were being done going forward but financial management will be very tight. Budget reductions were being made by all councils although officers were clear that this should not prevent Havering achieving a good from OFSTED in the future. It was noted that within the Inner/Outer London zone, there were 3 or 4 councils who had achieved outstanding. Committee members were advised that the Action Plan had been budgeted, however, the new Framework had yet to be resourced.

Following the installation of a new administrative system – the Electronic Chronology Populator which marks off case notes that are significant, there was a need to audit and check that staff/social workers know how to utilise the system. Technology was important as social workers needed ownership and accountability. Officers advised the Committee that core assessments could be better and it was anticipated that there would not be a good outturn at the end of the year for either workforce or administrative reasons. Half of the Core Assessments were overdue for sign-off on the system however Officers gave assurances that this did not affect any emergency actions taken for children and that there remained a fairly low caseload. Committee

members expressed their concern and requested officers provide information on the current situation with the Core Assessments.

Workforce has been one of the more challenging areas, especially as there is a London wide and to an extent a national shortage of experienced social workers who are willing and able to undertake child protection work. Social work was a difficult job not helped by media coverage of recent child protection cases. Experienced social workers will often move on after five or six years as they are ambitious. Officers advised they were due to attend a recruitment fair and were working with local colleges and universities as well as HR. With regards to agency social workers, the LGA were looking at forming their own social worker agency so as to reduce costs. The ratio of agency workforce in Social Care in Havering was 25% as opposed to 80% in other boroughs.

With regards to feedback, progress has been made in this area but there was still a lot to do. Since the inspection, Viewpoint had been launched with Looked After children and more recently for children aged over 8 years who have a child protection plan. However, this is not yet at the stage where it can be claimed that it is impacting positively on service delivery. There is not yet a comprehensive system for analysing service user feedback in Early Help although there are elements of this in the Troubled Families programme and Early help audits. The Committee requested further analysis of this area in 6 months.

Overall the Committee felt that the meeting had been productive, however, they were not happy with the report structure as the answers were not visual or measurable. Committee members wanted to know the current “state of play” on a number of issues and requested the Service Plan is RAG rated and that the recommendations made by OFSTED are noted and that these are cross referenced to the Service Plan with timelines and performance indicators where appropriate. The committee requested that they have regular updates, the first being within 2 to 3 weeks and that the reports continue as a regular agenda item at future Overview and Scrutiny meetings. The Chair expressed her disappointment that measurable data had been requested at the September meeting and yet this had not been followed through by officers. Officers apologised and confirmed that a report would be circulated as soon as possible.

67 **MASH UPDATE**

The main progress since the inspection has been evident in addressing MASH timescales, reviewing the LSCB and its links to Overview and Scrutiny and the establishment of the Children’s Society service for advocacy and for following up on Missing Children.

Officers informed the Committee that they had checked today and that there was no backlog at MASH. It was acknowledged that Councillor’s visits gave conflicting views about the backlog which was actually with the police. Officers assured the Committee that timescales and response times were

being met and that the new system was currently being tested. This system would provide management information for reports as currently staff still used manual systems.

MASH had only been in existence for 6 months when the Inspectors came and there had been issues around the IT systems which were new. Overall, the Inspectors were happy although concerns were raised and these have now been dealt with.

MASH was fully staffed with ten new staff currently being recruited and Officers were generally pleased with staffing levels as other London boroughs were having difficulties in recruitment. It was important to retain good permanent staff but the department also used temporary staff, some good and some bad. The standard of newly qualified staff was high but they did not have the experience and therefore management oversight had to be in place. Officers advised that there is likely to be an overspend on staffing so as to ensure that statutory responsibilities are carried out. It was suggested by one of the members that retention of staff be looked at. The Chairman would be meeting with Councillor Paul Rochford on this and will report back to the Committee.

68 FUTURE AGENDAS

A member requested that officers provide a report on the safeguarding issue at the next Children & Learning Overview and Scrutiny meeting on 19 November 2013.

It had been agreed that an extra meeting would take place on December 5 commencing at 7.00 pm to discuss the Self Evaluation Form Training in preparation for OFSTED.

The Chair of the LSCB would be invited to the meeting in January.

Councillor Pam Light affirmed that there would be a member development programme next year after the elections.

69 URGENT BUSINESS

Members of the Committee requested a copy of the Terms of Agreement and Constitution be circulated.

The next meeting of the Overview and Scrutiny meeting would be held on 19 November 2013.

Chairman

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**MINUTES OF A MEETING OF THE
CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE
Town Hall
19 November 2013 (7.00 - 9.40 pm)**

- Present:** Councillors Sandra Binion (Chairman), Gillian Ford (Vice-Chair), Wendy Brice-Thompson, Nic Dodin, Robby Misir, Pat Murray, Frederick Thompson, Melvin Wallace and Keith Wells
- Co-opted Members:** Philip Grundy (Church of England), Jack How (Roman Catholic Church, Anne Ling (Primary Schools) and Ian Rusha (NUT)
- Officer Attendance:** Joy Hollister, Group Director, Adults, Children and Housing, Mary Pattinson, Head of Learning and Achievement, Daren Mulley, Public Health Commissioning Manager, Deborah Redknapp, Health Improvement Contracts Specialist, Lorraine Hunter-Brown, Committee Officer
- Apologies:** Garry Dennis (Secondary Schools), Margaret Cameron (NAHT) and Keith Passingham (NASUWT) and Kathy Bundred, Head of Children's Services

70 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies for absence were noted.

71 DECLARATION OF INTERESTS

None declared.

72 CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

73 SPECIAL EDUCATIONAL NEEDS AND CHANGES ARISING FROM THE CHILDREN AND FAMILY BILL 2013

The Committee were asked to note the changes as follows:

- Arisen out of the Green Paper Support and Aspiration which was published in March 2011
- Creating a more family friendly SEND process
- Draws together the support a child requires across education, health and care (EHC)
- Statements of Special Educational Need replaced by EHC plan
- Law early next year (February/March 2014)
- Implementation in September 2014
- Local Authorities across the country have received a small amount of funding as pathfinders for the new approach.
- Havering is working with Bexley and Bromley who are London Pathfinder Champions.

Officers were advised that the Statement of Educational Needs will be replaced by a new plan for every child who has special needs up to the age of 25 years if they remain in education. A SEND Project team with representatives from education, children's, adults and parents health services had been set up with working groups to cover all major changes. In addition there would be a Parents/Carers Forum and an advocacy group gathering the views of children and young people.

There were four major areas of change and development:

The Local Offer

- Requirement to publish a local offer of services for children with SEND on its website
- To show parents how services can be accessed and include health, education, social care, schools and the voluntary sector.
- Over 50 parents have been consulted about how the offer should look and how they would wish to access it.
- Working groups producing content
- Model site now up and running
- Discussion about how to incorporate into other Council websites.
- Additionally Local Authorities will have to introduce a system of mediation

Education Health and Care Plans from 0-25

- Local Authorities must ensure the integration of services for education, health and social care for children and young people with SEND up to the age of 25
- Single assessment procedure (involving parents and children) so that families do not have to repeat their story a number of times
- Work has begun with a view to creating a simpler system with a single point of access if possible
- A pilot programme will start with the very youngest children in December

Joint Commissioning

- Clause 26 of the Draft Bill says there must be joint commissioning arrangements between education, health and social care
- Must ensure that there are resources are provided to assess children and then provide for their needs.
- Formal mechanism for resolving complaints and difficulties between the agencies.
Discussions have begun with colleagues in the CCG and a working group has been set up

Personal Budgets

- Clause 26 of the Draft Bill says there must be joint commissioning arrangements between education, health and social care
- Must ensure that there are resources are provided to assess children and then provide for their needs.
- Formal mechanism for resolving complaints and difficulties between the agencies.

It was noted that the DfE were consulting on how quickly the move to education, health and care plans should be, however, it was proposed that all new assessments from September 2014 should be under the new system. Eventually over the next two to three years, all children would have had their statements changed to EHC plans following consultation with their parents. Officers assured the Committee that Havering was well placed to achieve timescales however it was advised that there was a need to take care around commissioning future health services. With regards to education, an EHC plan would name a school or education provider with the appropriate facilities. If there is disagreement between parties, the mediation service would then be asked to resolve the issue. Officers confirmed that there was no additional government funding for the scheme.

The Committee noted the report and requested a briefing be provided on different tariffs. The Chairman requested an update on the new scheme at the end of 2014.

74 **TEENAGERS SEXUAL HEALTH AND SUBSTANCE ABUSE**

The Committee received a presentation of the report by Daren Mulley and Deborah Rednapp. The first part of the report was council funded for the Children's Trust and provided data collated by the Office of National Statistics for the years 2010 and 2011.

Teenagers Sexual Health

Officers acknowledged that it was an absolute priority of the council to reduce teenage pregnancy in Havering, however, it was disappointing that the borough continued to experience a relatively higher rate of fewer than 16 conceptions although overall there had been a steady reduction in the

rate and number of teenage conceptions. It was suggested that the increase could be due to young people coming into Havering from outside areas.

Committee members expressed their concerns about the abortion rate at 7.7% per 1000 and that the conception rate per 1000 of 7.4% was disappointing. Officers advised that Havering had a very high school attainment rate which was linked to high terminations, and that within the live birth statistics, the actual number of teenage mothers was low. The Committee were also advised that key areas in the borough were being targeted by School Nurses.

Officers reassured the Committee that all options were discussed and every support given to teenage mums whether they chose to terminate or proceed with the pregnancy.

A Committee member expressed concern about one of the survey findings where one in six stated that they knew of someone who had been sexually exploited. Officers advised that there were processes in all schools where young people could safely report about themselves or others being exploited. In addition, the authority was planning a survey on the matter for 2014 and that the police were also involved in discussions in schools. It was noted that an LSCB sub group was carrying out work on the subject and the Chairman requested that their findings be submitted to the Committee on completion. Further concern was raised with regards to the lack of specialist services in the UK to provide support to sexually exploited children.

Officers advised that recommendations were being formulated and would be circulated to the Committee once they had been presented to the Health and Wellbeing Board in the New Year. The Chairman also requested sight of the 2012 data when it became available.

Substance Misuse

The Committee was advised that the second part of the report provided an insight into how services was performing as well as identifying trends/patterns so that services could be reprioritised if necessary.

The report was summarised as follows:

- Across England in 2012, the prevalence of illegal drug use was at its lowest since 2001 and alcohol use also continues a downward trend since 2001.
- In Havering, the majority of teenagers have never tried a drug. In contrast, the majority of teenagers have tried alcohol.
- In Havering, almost half of all teenagers have not tried smoking. Those who have, tried smoking under the age of 16.

- 60% teenagers in Havering have been offered a drug in the last 12 months.
- 40% teenagers had reported trying drugs. Cannabis, ecstasy, legal highs and cocaine were the preferred drugs.
- 25% of young people have not received drugs education in schools.
- The number of young people referred into the local service remains stable at just over 125 in 2012-13.
- In 2012-13, the overwhelming majority of young people were seeking support for their cannabis and alcohol misuse.
- Almost half of young people referred into the service in 2012-13 were aged 15-16 and lived in Harold Hill, Rainham and Romford.
- Clients receiving early interventions in 2012-13 were more likely to report being drug free whilst specialist clients were more likely to report reduced use.
- 100% of professionals surveyed reported that they would recommend the service to other professionals and parents/carers.

The Committee were advised that there had been a decrease in young people using drugs and alcohol in Havering. The survey was conducted on-line and 324 people between the ages of 16 years and 17 years took part. The Chairman requested that the survey questionnaire be forwarded for circulation to members. The number of young people referred to services for drug or alcohol abuse remained stable at 125 for 2012/13. These services were free of charge and young people were referred by schools or other agencies.

The Committee requested assurance that Trading Standards were still carrying out test purchases in local off licences. In addition, it was requested that the Director of Children's Services and Housing check if a social housing tenant recently convicted of growing cannabis had been evicted.

The data collated confirmed that early intervention provided more positive outcomes. The Committee was advised that preventative measures were being developed and would be the responsibility of School Nurses. Officers also advised that there was a former drug addict who gave talks in schools and colleges and that all schools had drugs and sex education programmes covering primary to sixth form.

Committee Members were concerned that there were no plans for educating parents in addition to the absence of data on children with parents who had drug problems. It was suggested that the Troubled Families Team be

utilised as very often young people obtained money from their parents for drugs/alcohol.

Officers advised that there had been discussions with the Amy Winehouse Foundation about providing free drugs education in Havering Schools. The Chairman requested that an update be provided to the Committee on future discussions with the Foundation.

Officers also advised that an action plan would be formulated with recommendations in response to the report findings and it was agreed that this would also be circulated to Committee Members following submission to the Health and Wellbeing Board.

The Chairman requested sight of the data for 2012 when this became available.

In summary, the Committee noted the full report and recommended that it would be worthwhile to hold an event in Havering featuring sexual health and the dangers of drugs.

75 COMMISSIONING SCHOOL PLACES STRATEGY

It was noted that the 2013 report on Commissioning School Places was due to go before Cabinet on 20 November 2013. The Committee agreed to review the report at the appropriate time in the New Year.

76 APPROVAL OF SCOPING DOCUMENT FOR CHILDREN'S HEALTH TOPIC GROUP

The Committee noted the Scoping Document for the Children's Health Topic Group.

77 FUTURE AGENDAS

An addition meeting of the Overview and Scrutiny Committee would be held on 5 December 2013 to train and prepare members on the Self Evaluation Form relating to OFSTED inspections.

78 URGENT BUSINESS

Corbets Tey School

Committee members received a verbal update on safeguarding issues at Corbets Tey School from the Director of Children's Services. It was agreed that the original media briefing document provided to Councillors would be circulated to the Committee.

Transport to Dycourts School

Officers were asked to respond to a complaint received by a Committee member at the September OSC meeting on transport difficulties to and from Dycourts School.

Officers advised that they had been extremely concerned to hear of the transport difficulties. One of the processes had been to review the routes, cluster points and taxi journeys, however, it was decided not to change the cluster points and encourage parents to bring the children to the cluster points. Officers concluded that providing an additional bus would not solve the problem but were looking at the introduction of additional forms of travel in time for January 2014. It was regretted that the number of children in wheelchairs was adding to travel time and complicating the journeys. Dycourts had five or six coaches and there were no further funds to provide another.

Committee members expressed their disappointment that this was the second occasion the matter had been brought to the Committee and that children were still arriving late for school. The Committee also voiced concerns about users having difficulty in contacting colleagues in the Schools and Learning department.

In summary, the Committee requested that there should be a process whereby the driver reports journey times of longer than one hour. The Chairman asked that the officer report back to the Committee with a briefing on what action was being taken.

Chairman

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**MINUTES OF A MEETING OF THE
CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE
Committee Room 2 - Town Hall
5 December 2013 (7.00 pm – 9.45 pm)**

- Present:** Councillors Sandra Binion (Chairman), Gillian Ford (Vice-Chair), Wendy Brice-Thompson, Nic Dodin, Robby Misir, Pat Murray, Frederick Thompson and Melvin Wallace
- Co-opted Members:** Phillip Grundy (Church of England), Jack How (Roman Catholic Church), Julie Lamb (Special Schools), Anne Ling (Primary Schools), Garry Dennis (Secondary Schools) and Ian Rusha (NUT).
- Officer Attendance:** Mary Pattinson, Head of Learning and Achievement, Coral Hayden (Complaints, Information & Communication), Phillipa Brent-Usherwood, (Head of Service and Business Performance), Veronica Webb Senior Complaints and Information Officer, Chris Kiernan Interim Quality Assurance Manager and Lorraine Hunter-Brown, Committee Officer
- Apologies:** Councillor Keith Wells, Margaret Cameron (NAHT) and Keith Passingham (NASUWT)
- Observer** Joan Smith (Healthwatch)

79 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies for absence were noted.

80 DECLARATION OF INTERESTS

None declared.

81 CHAIRMAN'S ANNOUNCEMENTS

The Chairman announced details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

82 REVIEW OF CHILDREN AND YOUNG PEOPLES SERVICES ANNUAL COMPLAINTS AND COMPLIMENTS REPORT 2012/2013

The Committee received a presentation of the report by Carol Hayden, Business & Performance Manager in Children's Young People's Services.

The Committee were referred to Appendix 1 containing the summary report on the position regarding service complaints handled in relation to the Children and Young People's Services during the period 1 April 2012 to 31 March 2013. In addition, it also showed the compliments received.

Complaints about Children and Young People's Services are reported separately because they are handled under specific regulations that individually define the statutory process into 3 formal stages (Stage 1, 2 and 3). Havering introduced an informal Pre Stage 1 process in 2005 to support a better complaints practice and avoid complaints escalating to statutory processes.

Some of the key messages within the report during 2012/13 were:

- The overall number of complaints are around 180 and within this figure 46 matters raised by MP's and Councillors.
- The Pre Stage 1 process has been very successful in resolving many initial concerns, with 5 escalating to the formal stage 1 process.
- Matters raised through a Councillor or MP are monitored through their own individual corporate processes.
- The overall number of Stage 1 complaints has decreased by 5. There has been a consistent approach with complaints made by the Children's Advocacy Service.
- The number of Stage 1 complaints, that escalated to a Stage 2 complaint had increased in 2012/13 by 1.
- There was one Stage 3 complaint for the financial year 2012/13 This Stage 3 complaint will roll over into 2013/14.
- For 2012/13, 43 Compliments were received, these are in relation to the good work Children and Young People's Services have carried out.
- 5 complaints were submitted to the Local Government Ombudsman (LGO).
- The outcomes from these complaints were: 2 referred back as a premature complaint and investigated locally as a statutory Stage 1 complaint. 1 outside LGO jurisdiction, 1 informal enquiry, 1 complaint was investigated by the LGO with local settlement.
- Most complaints are initiated by parents and very few by children and young people.
- The majority of complaints relate to the quality of service, alleged behaviour of staff and disputed decision.

- Currently Havering Council has a corporate complaints model that captures non-social care complaints, principally education, children services activity. These complaints systems are statutory and have separate defined and differing regulated processes.

83 REVIEW OF COMPLAINTS ANNUAL REPORT FOR LEARNING AND ACHIEVEMENT

The Committee were referred to Appendix 1 containing the summary report on the position regarding service complaints handled in relation to Learning and Achievement for the period 1 April 2012 - 31 March 2013. The Committee were asked to note that the report excluded Social Care & Learning, Pupil Services - School Admissions & Exclusions Appeals, which are a statutory requirement and are dealt with by Committee Administration within Legal & Democratic Services.

In 2012/13 there were 8 complaints, compared to the previous year 2011/12 the number was 20 and 1 of these complaints were against Commissioning (Schools). The reasons related to quality of service, challenge of Council decision, dispute decision, Council being unreasonable and policy issue. The number of enquiries received from MPs and Councillors amounted to 50, 17 of which related to school appeals decisions.

The Committee noted the report and voiced their concerns on both of the reports format which they found confusing. Officers advised that the report presentation would be improved in 2014.

84 LOCAL AUTHORITY SCHOOL EVALUATION FORM AND TRAINING FOR OFSTED INSPECTIONS

Members participated in a practical training exercise relating to the Self Evaluation Form for OFSTED Inspections. Members were given 9 possible aspects that Inspectors may investigate and were asked to provide their suggestions for an Evidence Base – i.e. what meetings the Inspectors may want to attend, documents they might wish to see, people they may want to talk to and questions they might ask. Members were split into discussion groups of two or three. The results from the discussions would be collated and evaluated by officers within the Children and Learning department and would form part of a briefing to be circulated at a later date. The Committee found the exercise very informative and requested that the paperwork for the training exercise be circulated to members.

Officers advised the Committee noted that an action plan would be in place by January 2014 to address areas for development. A final draft form of the SEF would be sent to all education providers in the New Year and that members observations from the training exercise would be collated and considered prior to circulation and that a briefing document would be make

available on each of the points in each task. The Committee requested sight of the final document at the March 2014 meeting.

85 **FUTURE AGENDAS**

The Vice-Chairman proposed that future reports/briefings are noted only due to the large volume of information and data requested by the Committee.

86 **URGENT BUSINESS**

No urgent business was raised.

Chairman

CHILDREN & LEARNING OVERVIEW AND SCRUTINY COMMITTEE 21 January 2014

Subject Heading:

Review of attendance data for schools/academies for the school years 2009-10 to 2012-13 (autumn and spring terms only) and the work undertaken by the local authority to support attendance in maintained schools and academies in the London Borough of Havering.

CMT Lead:

Joy Hollister

Report Author and contact details:

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Policy context:

Parents are responsible for ensuring that their children of compulsory school age receive efficient full-time education. This can be by regular attendance at school, alternative provision, or by education otherwise.

The local authority has a legal duty to work with maintained schools and academies to improve overall levels of pupil attendance and alternative providers and use the range of legal measures available to it to secure regular attendance and reduce the number of pupils with high levels of absence.

The Local Authority also has a duty to make appropriate arrangements to enable them to establish (so far as it is possible to do so) the identities of children residing in their area who are not receiving a suitable education and take appropriate action to ensure that they do so.

There are no financial implications arising from this report.

SUMMARY

Good, regular attendance of pupils at school is crucial. At the 'pupil' level, there is a close correlation between attendance at school, levels of progress and attainment of pupils. At school level, good and outstanding schools have significantly better rates of attendance than those schools that require improvement or intervention, with better levels of attainment and progress.

Attendance lies within the third of the four key areas of focus for school inspections (pupil achievement, the quality of teaching, the behaviour and safety of pupils, and the quality of leadership and management) under Ofsted's new inspection framework, which was implemented in September 2012.

Moreover, the extent to which a school promotes equality and tackles discrimination contributes to the overall inspection judgement about its effectiveness. This means that Ofsted inspectors judge not only how well pupils' behaviour and attendance is managed overall, but also how effective is a school's strategy to close gaps and reduce disadvantage experienced by different groups of pupils on the grounds of their protected characteristics (gender, race, disability, etc) and / or socio-economic background (looked-after children, children on free school meals, etc) .

Accordingly, this report:

- sets out the national context and priorities, and the legal framework for attendance at school;
- explains the terms used, and the consistency of their use against government policy and guidelines;
- provides information concerning the overall rates of attendance and the rates of "persistent absence" (PA) for schools, including academy schools, in the borough for the four school years from 2009-10 to 2012-13, providing comparisons with figures both national and for outer London boroughs; and
- makes recommendations for further action to improve rates of pupil attendance and reducing persistent absence at Havering schools.

RECOMMENDATIONS

It is recommended that:

- 1 A school and pupil level analysis of pupil attendance cross-correlated by age, sex, ethnic group, religion, care status, English as an additional language, disabilities and special educational needs, and socio-economic background is completed.
- 2 An action plan is drafted following the analysis, for implementation in the financial year 2014/15, to include the recording and analysis in future of attendance at nursery and in year R.
- 3 A further report setting out the equality analysis and the action plan to address the issues arising from the assessment will be presented to OSC in March 2014.

REPORT DETAIL

1 Improving school attendance – the national context and priorities

- 1.1 Improving the overall level of attendance of pupils at school is a government priority, because of the clear evidence over time of the correlation between attendance, progress levels and attainment at the 'key stage' assessments in England.
- 1.2 The government commissioned a report by its expert on attendance and behaviour, Charlie Taylor, whose report *improving attendance at school* starts with a stark figure of 57 million days of schooling being missed in England, about 5.5%, in the 2010 / 11 school year.
- 1.3 Taylor noted that 'truancy' – pupils missing school without parents' knowledge – was only an issue in secondary school and has distracted attention from parent-condoned non-attendance in primary education
Taylor pointed to some key issues:
- as children move up through the school system, overall attendance falls and the numbers of children who are 'persistently absent (that is, absent more than 15% of school days in a period) increases – this means the main focus should be on attendance levels;
 - patterns of attendance are established very early in a child's schooling, and children with poor levels of attendance at primary school are likely to have parents who do not value education, and who missed a lot of school themselves; and
 - there are no nationally-collected data on children's attendance in nursery and reception; that schools are not held to account for attendance until children are age 5; that many schools do not take action about non-attendance until their pupils are 5, which for some children is too late; and that children with low levels of attendance are most likely to come from poor backgrounds.
- 1.4 Some of Taylor's key recommendations are:
- the focus should be on overall attendance and there should be less use of the word 'truancy';
 - there should be a focus on improving the attendance of 'vulnerable' pupils;
 - the headline figures for attendance should be overall absence and persistent absence;
 - that changes should be made to strengthen the rules on term-time holidays, so that term time holidays become a rare exception; and
 - that all primary schools should focus on supporting parents in nursery and reception who fail to get their children into school regularly and on time, and analyse their data so they pick up quickly on pupils who are developing a pattern of absence.

2 The legal framework

- 2.1 Local authorities are responsible for identifying children missing education (CME) and ensure they are not at risk of becoming CME, and for ensuring that children in their area do not work in breach of minimum ages for employment, start and finish times, maximum hours of employment and in proscribed employment. LAs have a wide range of powers (see <http://media.education.gov.uk/assets/files/pdf/c/cme%20guidance.pdf>) to support these duties.
- 2.2 Schools must monitor pupils' attendance through their daily register; inform the LA of the details of pupils who are regularly absent from school or have missed 10 school days or more without permission; and monitor attendance and address it when it is poor. They must ensure that pupils' irregular attendance is referred to their LA, and investigate unexplained absences as a part of their safeguarding duties.
- 2.3 Parents have a legal duty⁴ to ensure that their children of compulsory school age are receiving efficient full-time education. This is enforceable under section 444 of the Education Act, 1996. It is LAs that have enforcement powers, through serving a notice requiring parents to satisfy them that their child is receiving appropriate education; issuing a school attendance order (SAO); and prosecuting or fining parents who do not ensure a school-registered child attends school regularly.

3 School attendance – general information and an explanation of terms

- 3.1 When examining absence rates. It is important to note that no school, except perhaps a tiny primary school in an exceptional year, is going to achieve 100% attendance, or close to it. The schools with the very best attendance records achieve about 97% attendance (or 3% overall absence), which equates to about 6 days of absence per pupil. This is about the lowest illness rate. In the best-performing LA areas (which are North Lincolnshire, Rutland, Kingston and Richmond – all affluent areas) attendance is under 96%, which equates to about 8 days of absence per pupil on average.
- 3.2 In the secondary phase, only very best 6 LAs – five in London, one in the south east, have attendance of over 95% (about 10 days of absence a year) with the overall average at just under 96% attendance (12 days absence a year).
- 3.3 The rate of persistent absence (PA) is a completely different measure: the number of pupils who miss 15% (it was 20% - the new base is applied from 2011) or more of all sessions as a percentage of all pupils. The attendance rate of this group of pupils is low, and therefore drives up the overall absence rate. Nationally, across all schools, about 5% of pupils are 'persistent absentees' – about one in 20 pupils.
- 3.4 Section 4 of the report analyses overall absence levels in primary, secondary and special schools in Havering against the overall levels in England; in inner and outer London; amongst its 'statistical neighbours, comprising Havering plus 10 other boroughs that are statistically close' to Havering (see annex 1 to this report according the Department for Education (DfE)).

Children & Learning Overview & Scrutiny Committee, 21 January 2014

3.5 The bottom line of each table shows Havering's position when measured against the performance of the 152 top tier LAs in England (including Havering). The top authority is '1' and the bottom one is 152 – thus, the lower the number, the worse the performance, with 1-38 top quartile, 39 to 76 second quartile, 77 to 114 third quartile and 115 to 152 bottom quartile.

4 Rates of attendance and persistent absence in Havering primary schools

Table 1: primary schools – overall absence levels

Area	2010	2011	2012	2013
England - all state funded schools	5.2	5.0	4.4	4.8
Inner London	5.4	5.3	4.4	4.7
Outer London	5.3	5.0	4.3	4.7
Statistical neighbours	5.0	4.9	4.3	4.7
Havering	5.1	5.0	4.6	5.0
Havering – ranking against all 152 LAs	63	63	109	97

4.1 While the overall absence rate has fallen slightly here (0.1 points, or 2%), nationally the reduction is 0.4 – or nearly 8%. In London (the best performing area, along with the north-west and south east of England), the reduction is even greater – about 6.5 points, or a 12% reduction.

4.2 The failure to match the reductions in the comparator groups in table 1 is reflected in the fall in our 'league table' position. It was lower second quartile in 2010 and 2011, but has been in the lower third quartile – in other words, well below average – in the last two years, albeit with a small improvement between 2011/12 and 2012/13.

4.3 The percentage reduction also shows clearly the much slower rate of reduction in absence levels here – a 2% reduction against a national reduction level of 8% – four times greater – and almost 12% in London as a whole.

Table 2: primary schools – persistent absence rate

Area	2010	2011	2012	2013
England - all state funded schools	1.4	3.9	3.1	3.6
Inner London	1.5	4.4	3.4	3.7
Outer London	1.3	3.7	2.8	3.3
Statistical neighbours	1.3	3.6	2.9	3.3
Havering	1.1	3.6	3.6	4.3
Havering – ranking against all 152 LAs	27	53	122	127

4.4 Nationally, in London and amongst our statistical neighbour groups, the percentage of pupils who were PA fell between 2011 and 2013. Nationally, the rate fell 0.3 points, or 8%; in inner London by 0.7 points (16%); and in our SNs and outer London and by 0.3 to 0.4 points (8 and 11%). In contrast, here the rate increased by 0.7 points, which is an almost 20% increase.

4.5 We do not presently have a local breakdown of the profile of pupils who are PA, but a national review by the DfE of the period between 1996 and 2010 found that pupils eligible for free school meals were twice as likely as all other pupils to be PA; more likely to come from lone parent households; and that almost a third of PAs come from households where the principal adult/s are not in employment.

4.6 Our fall from second to bottom quartile between 2011 and 2013, and the fact that more than one in 25 primary-age pupils is PA requires urgent attention, which is reflected in the recommendations of the report. While it is almost certain that vulnerable groups of pupils will form the majority of PAs here, as is the case nationally, the first issue is to establish the profile of PAs in Havering.

5 Rates of attendance and persistent absence in Havering secondary schools

Table 3 secondary schools – overall absence levels

Area	2010	2011	2012	2013
England - all state funded schools	6.9	6.5	5.9	5.8
Inner London	6.3	6.0	5.3	5.1
Outer London	6.5	6.0	5.3	5.2
Statistical neighbours	6.6	6.2	5.7	5.6
Havering	6.6	6.1	5.6	5.7
Havering – ranking against all 152 LAs	54	27	48	56

5.1 Table 3 shows that absence rates have fallen here by almost one point (14%) between 2010 and the first two terms of the 2012 / 2013 school year. This is creditable, and is very similar to the national reduction – 1.1 points (16%) – but from a higher level. By 2013 our position nationally is almost the same as in 2010 (mid second quartile) although in 2010 / 11, our performance was top quartile.

5.2 Our reduction is marginally and insignificantly less than that of our SNs. However, both inner and outer London boroughs as a whole have been much more successful than we have in reducing pupil absence levels – inner London being especially impressive with a 1.2 point reduction (19%). London is by some margin the most successful English area in terms of the overall attendance levels and the reduction in absence over the period.

Table 4 secondary schools – persistent absence rate

Area	2010	2011	2012	2013
England - all state funded schools	4.4	8.4	7.4	6.5
Inner London	3.9	7.5	6.3	5.3
Outer London	3.6	7.0	6.0	5.0
Statistical neighbours	4.0	7.6	7.0	6.2
Havering	3.1	6.5	6.1	6.2
Havering – ranking against all 152 LAs	11	15	28	63

5.3 Looking at PA in secondary schools, again over three rather than the four years in the table, Havering's rate of PA was top quartile – but still involved one in 15 pupils. In the period, however, English, inner and outer London and our SN LAs have all reduced the number and percentage of pupils who are PA – by 1.9 points (23%), 2.2 (30%), 2.0 (29%) and 1.4 (18%) respectively. Our reduction is 0.3 of a point, or 5%.

5.4 In summary, the outcome is that the lower rate of reduction of PA here has led to us falling from upper top quartile (in fact within the top 10% of LAs) to lower second quartile PA. While it is still true that a pupil of secondary age is less likely than average across the country to be PA, 16 out of every 100 secondary age

pupils here are persistently absent from school, against about one in 20 in London as a whole.

- 5.5 Given the close correlation between school attendance, attainment, the chances of not being in education, employment or training after leaving school, and life chances generally, secondary PA is a significant and serious matter here. This is reflected in the report's recommendations, which in summary are that the groups most affected are identified and action taken at LA and school level.

6 Rates of attendance and persistent absence in Havering special schools

Table 5 special schools – overall absence levels

Area	2010	2011	2012	2013
England - all state funded schools	10.3	10.0	9.6	
Inner London	11.3	11.3	10.6	
Outer London	10.5	9.9	9.6	
Statistical neighbours	9.2	9.0	8.8	
Havering	8.7	9.2	7.9	
Havering – ranking against all 152 LAs	36	55	27	

- 6.1 Special school attendance data for the first two terms of the 2012/13 school year was not available at the time of writing. However, rates of absence here in the period shown are lower than all the comparator groups, as is our rate of reduction in between 2010 and 2012 (0.8 points, 9%), against 7% nationally and only 4% amongst our SNs.
- 6.2 It must be noted that rates of absence are higher at special schools, due to rates of illness being higher amongst special school pupils. Pupils at our special schools are more likely to be at school in 2012 compared with 2010, in which year on average one school day in 11 was missed. In 2012, it was down to about one day in 13.

Table 6 special schools – persistent absence rate

Area	2010	2011	2012	2013
England - all state funded schools	10.5	16.7	16.3	
Inner London	13.4	21.7	19.5	
Outer London	11.7	18.1	18.0	
Statistical neighbours	9.2	15.2	14.9	
Havering	8.9	16.5	13.8	
Havering – ranking against all 152 LAs	51	73	38	

- 6.3 Moving on to persistent absence rates, these are also higher in special schools due to the much higher incidence of chronic and long-term conditions in the pupil population that make it much more likely that pupils will reach the 15% level that is the threshold for PA.
- 6.4 Here, the rate of PA is much lower than in all the comparator LAs; moreover, the year on year reduction between the school years 2010 / 2011 and 2011 / 2012 is much greater – 2.7 points, or 16%. This compares with reductions of between 2% and 10% in the comparator groups. We have moved into the top quartile from the bottom of the second quartile between the two years.

- 6.5 Despite the comparatively good rate of attendance and the relatively low level of persistent absence amongst pupils in special schools here, the same analysis of patterns of absence amongst vulnerable groups, followed by action to reduce further both general and persistent levels of absence is required.

IMPLICATIONS AND RISKS

7 Financial implications and risks:

- 7.1 There are no direct financial implications or risks arising as a result of this report. The recommendations made in this report will be delivered utilising existing resources available to the learning & achievement service, predominantly staffing.

8 Legal implications and risks:

- 8.1 There are no legal implications from the recommendations contained in the report. There has been no recent change in the legal duties of the LA, schools or parents. The legal responsibilities of all these parties are summarised briefly in section 2 of this report.

9 Human Resources implications and risks:

- 9.1 There are no direct HR implications or risks affecting the Council's workforce that can be identified from the recommendations made in this report.

10 Equalities implications and risks:

- 10.1 The report highlights significant equalities implications arising from both overall and persistent absence levels in primary and secondary schools in Havering. There are also likely implications identified in our special schools, despite the fact that attendance rates are better, and PA rates much lower than England and comparator LAs. Currently, the implications cannot be fully assessed due to lack of pupil profile data.
- 10.2 The recommendations proposed to address the identified equalities issues and concerns are set out on page 2 of the report. In summary, these are:
- Robust collection and analysis of pupil diversity profile data that should inform the development of an evidence-based action plan which should be in place for the beginning of the 2014/15 financial year.
 - An additional report, setting out the extent to which vulnerable groups experience lower levels of attendance and higher levels of PA is brought back to OSC before the end of March 2014.

BACKGROUND PAPERS

Improving attendance at school - Charlie Taylor – the government’s expert adviser on behaviour, March 2012

Improving behaviour and attendance in schools – DfE April 2013.

Pupil absence in schools in England, including pupil characteristics: DfE, 2012.

Ofsted subsidiary guidance: Office for Standards in Education, January 2014

Persistent absence: government changes definition to deal with reality of pupil absenteeism in schools: DfE, July 2011

Pupil absence in state-funded schools: DfE statistical tables, autumn 2013

Primary and secondary absence compared with all English, London and SN LAs

Haverling draft JSNA: LB Haverling, December 2013

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Children and Young People's Services

Ofsted Action Plan

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
Ensure that the tracking system for all referrals in the Multi-Agency Safeguarding Hub (MASH) is embedded and that timescales for response outlined in the threshold to services document are met	Action was taken during the inspection to ensure that all managers had improved levels of access to the system. Senior administrator now in post. New MASH CCM module went live in December 2013. This will allow the monitoring and reporting of performance against MASH RAG timescales in future.	Introduce monitoring and reporting of performance against MASH RAG timescales	Kathy Bundred (Head of Children's Services) Jan Fenn (Performance and Systems Manager)	February 2014	% MASH assessments completed within the target timescale	All MASH response timescales are currently being met.	Green
Ensure effective consideration is given to a child or young person's ethnicity, culture, religion and language in assessments so as to inform planning	Recording of ethnicity has improved and there is evidence in audits that culture and language is taken into account in individual cases.	Continue to monitor the ethnicity of service users against the child population to ensure that services meet changing needs	Kathy Bundred (Head of Children's Services)	Ongoing	Recording rate of ethnicity Effective consideration to be evidenced through case audits	Recording rates are over 90% There is evidence in audits that culture and language is taken into account in individual cases	Green
Ensure the timely completion and review of core assessments to ensure that children and young people are receiving the appropriate level of services when they need them	Performance against this indicator has been improving steadily over the past 6 months. Performance during November 2013 was 84%, compared with 58% during the Ofsted inspection.	Continued management prioritisation to ensure that good progress is maintained and the target of 90% timeliness is met	Kathy Bundred (Head of Children's Services)	Ongoing	90% of assessments completed within 45 working days	86% of assessments completed within 45 working days ¹	Amber
Ensure chronologies are clear, recorded and fit for purpose	Chronologies in child protection and in care proceedings are of a good quality and meet this standard but other child in need cases do not. The CCM system has a chronology tool and staff and manager training in the use of this is in place.	Undertake management sampling to establish a baseline for child in need chronologies and set improvement targets	Kathy Bundred (Head of Children's Services)	December 2013	To be assessed through case audits	Chronologies in child protection and in care proceedings are of a good quality and meet this standard but other child in need cases do not.	Amber

¹ Performance for November 2013

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
Undertake a detailed analysis and evaluation, following the implementation of the newly formed MASH, to formally consider any early lessons to define the service and forward plan	MASH review has been completed	LSCB to sign off the MASH evaluation report and recommendations. MASH steering group to monitor implementation of recommendations	Kathy Bundred (Head of Children's Services)	January 2014 Ongoing	Evaluation completed	Evaluation completed and due to be signed off by the LSCB in Jan 2014	Amber
Ensure that the Common Assessment Framework (CAF) is sufficiently embedded in the reconfigured early help services within a required time frame and that this is evaluated by the HSCB	LBH has replaced the CAF with an early help assessment which is now in place. Extensive training has been undertaken with key agencies in the use of the new assessment. So far this year, 1.3% of contacts received in Triage / MASH have progressed to CAF / Early Help Assessment, compared with 1.4% in 2012/13.	Service restructure to bring together an integrated borough wide service will be consulted on with staff and trade unions in January and February with a view to implementing in March 2014 Plans are in place to train a further 60 staff in use of the Early Help Assessment by the end of March 2014.	Kathy Bundred (Head of Children's Services)	March 2014	% of contacts received in Triage / MASH that progress to CAF / Early Help Assessment No. of assessments completed by partner agencies Participation in assessment training Quality of assessments (to be assessed through case audits)	YTD = 1.3% ² 69 Early Help Assessments completed from September to November 2013 82 staff trained 32 cases held in the Early Help Service audited this year. 3% (1) inadequate 25% (8) required improvement 72% (23) rated as good	Amber
Record and analyse contact, referral and re-referral patterns in order to be better able to evaluate how effectively children's social care and its partners are applying the threshold criteria, meeting needs and reducing risks	Regular reporting of contact patterns by agency had been in place since April 2013 and a detailed piece of work is underway to review and improve where necessary the quality and accuracy of contact data. We are currently on track to receive fewer contacts through Triage / MASH this year than in the previous two years, with a slightly lower percentage progressing on to become referrals to social care (13%, compared with 31% in 2011/12 and 26% in 2012/13). We are also projecting to complete fewer	Referral and re-referral data by source to be scrutinised in monthly "performance clinics" from January 2014 (see below). Begin to record and analyse % of contacts received in triage / MASH that became referrals to Early Help services. More work is required to assure the quality of data around % of referrals progressing on to assessments and % of total referrals to	Kathy Bundred (Head of Children's Services) Pippa Brent-Isherwood (Head of Business and Performance)	January 2014	No. of contacts received in Triage / MASH % of contacts that became referrals to social care % of contacts progressed to CAF / Early Help Assessment No. of assessments completed	YTD = 5,434 ³ YTD = 13% ⁴ YTD = 1.3% ⁵ YTD = 812 ⁶	Amber

² Correct as at end November 2013

³ Correct as at end November 2013

⁴ Correct as at end November 2013

⁵ Correct as at end November 2013

⁶ Correct as at end November 2013. Includes returns for the Assessment, 12+ and CWD teams only.

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
	assessments this year (approx. 1,200) compared with 2011/12 outturn (2,107) and 2012/13 outturn (1,745).	social care being re-referred within a year.			% of total referrals to social care re-referred within a year	YTD = 10% ⁷	
Review and refine the performance management framework to include key indicators, including measures that are currently missing, as well as comparative data, trend information and projections, with commentary and key information broken down to team or pod level	<p>Framework, PIs and measures have been refined throughout the year in line with Ofsted requirements. Measures are now more closely linked to target outcomes and some trend and projection data has been included in performance reports. However further work is required to improve the analysis of comparative data, trend information and commentary.</p> <p>For the year to date, 23% of CPPs ended had been in place for less than three months, compared with 22% last year and 15% the previous year.</p> <p>Pod leaders now have access to digital dashboards to enable them to monitor their own teams' performance but there is outstanding work to do to develop the relationship and connections between central / whole service reporting and individual team level reporting.</p>	<p>New monthly performance reporting cycle and monthly "performance clinics" attended by the Children's Services Management Team and colleagues from Business and Performance to commence January 2014. This will ensure more meaningful reporting to the DCS, CE, Lead Member, O&S and the LSCB.</p> <p>More work is required to assure the quality of certain data sets.</p> <p>Need to start recording and analysing the number of duration CIN and Early Help Plans alongside Child Protection Plans. This is to commence as part of the new performance reporting cycle in January 2014.</p>	<p>Kathy Bundred (Head of Children's Services)</p> <p>Pippa Brent-Isherwood (Head of Business and Performance)</p>	January 2014	<p>PMF to include:</p> <p>% of Initial Child Protection Conferences held within 15 days of the decision to go to conference</p> <p>% of CPPs ending that were in place for < 3 months</p> <p>% of total referrals to social care re-referred within a year</p> <p>Data broken down to team / pod level</p>	<p>YTD = 74%⁸</p> <p>YTD = 23%⁹</p> <p>YTD = 10%¹⁰</p>	Amber
Ensure the collation and analysis of performance management information to effectively interpret and monitor the quality and impact of all aspects of child protection practice and processes, and the effectiveness of help and support for children in need	<p>There has been considerable work done to improve our understanding of child protection performance, including an audit of all child protection plans ceased within 3 months and audit of step down plans from child protection to child in need. However there is more work to do specifically in respect of children in need planning.</p> <p>For the year to date, an average of</p>	<p>Complete work underway through the Quality Assurance Group to establish if children are being "de-planned" too early</p> <p>No. and duration of CIN and Early Help Plans to be collated and analysed as part of the new performance reporting cycle commencing in January</p>	<p>Kathy Bundred (Head of Children's Services)</p> <p>Pippa Brent-Isherwood (Head of Business and Performance)</p>	<p>Audit completed</p> <p>January 2014</p>	<p>Audit complete and findings acted on</p> <p>Restructure implemented</p> <p>% of total referrals to social care that are re-referred within a year</p>	YTD = 10% ¹¹	Amber

⁷ Correct as at end November 2013

⁸ Correct as at end November 2013

⁹ Correct as at end November 2013

¹⁰ Correct as at end November 2013

¹¹ Correct as at end November 2013

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
	<p>116 LBH children have been subject to a Child Protection Plan in any given month, which is lower than last year (126) but higher than the previous year (97).</p> <p>The number of children remaining on a Child Protection Plan for two or more years currently significantly exceeds the target, though this figure has reduced slightly between October and November 2013.</p> <p>The % of children becoming the subject of a Child Protection Plan for a second / subsequent time within 2 years is also slightly exceeding the target, however this is largely due to the presence of two sibling groups within the monitoring figures.</p>	<p>Children in need audit to be undertaken.</p> <p>Early help restructure to be implemented to ensure that children receive the most effective support</p>		<p>February 2014</p> <p>March 2014</p>	<p>No. of LBH children on a Child Protection Plan (average per month)</p> <p><=4% CPPs last 2 or more years</p> <p><=4% of children becoming the subject of a CPP for a second / subsequent time within two years</p>	<p>YTD = 116¹²</p> <p>YTD = 7%¹³</p> <p>YTD = 5%¹⁴</p>	
Review the functioning and membership of the London borough of Havering Safeguarding Children Board (HSCB) to ensure that it is fully constituted and provides sufficient scrutiny and oversight of the effectiveness of child protection practice and the effectiveness of arrangements for children in need	Review of the HSCB was completed in October 2013.	New monthly performance reporting cycle and monthly "performance clinics" attended by the Children's Services Management Team and colleagues from Business and Performance to commence January 2014. This will ensure more meaningful reporting to the DCS, CE, Lead Member, O&S and the LSCB	<p>Kathy Bundred (Head of Children's Services)</p> <p>Pippa Brent-Isherwood (Head of Business and Performance)</p>	January 2014	<p>Representation on the HSCB secured from the voluntary sector</p> <p>Increased number of lay members represented on the HSCB</p> <p>HSCB fully constituted</p> <p>Performance reporting cycle and content agreed and in place as part of the review of the PMF (see above)</p>	<p>The HSCB is fully constituted and the constitution provides for two lay members and the Children's Society and of HAVCO to be active participants at the Board</p> <p>Scheduled for January 2014</p>	Amber
Review the governance responsibilities and accountabilities to ensure that there is communication and a formal link between HSCB and the Chair of the Children's Overview and Scrutiny Committee	This action was completed in October 2013. O&S now receives reports from the HSCB and the HSCB Chair will attend O&S twice a year	HSCB Chair to attend O&S twice a year	Kathy Bundred (Head of Children's Services)	Ongoing	<p>Review complete.</p> <p>Formal link in place</p>	Action complete	Green

¹² Correct as at end November 2013

¹³ Correct as at end November 2013

¹⁴ Correct as at end November 2013

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
Complete the roll out of the Children's Case Management system (CCM) in order to ensure that managers and staff have the tools to do their job properly	<p>CCM has been rolled out to all staff and managers in Social Care as well as to the Children's Centres and Early Help services. 344 users have been set up, 29-44% of whom use the system daily. 24 out of 31 change requests from service users have now been completed¹⁵.</p> <p>In addition, 29 of 31 requested priority reports have now been developed and released from the Digital Dashboard. The most commonly used reports and data sources within the system are Contacts, Assessments, Visits, Child Protection, LAC, Unallocated Cases and Supervision. 54 users have been set up on the Digital Dashboard, however to date 13 (24%) of these have never logged on¹⁶.</p> <p>New MASH CCM module went live in December 2013.</p>		<p>Kathy Bundred (Head of Children's Services)</p> <p>Jan Fenn (Performance and Systems Manager)</p>		<p>No. of CCM users set up</p> <p>No. of users using CCM daily</p> <p>No. of Digital dashboard users set up</p> <p>MASH CCM module implemented and training rolled out</p>	<p>344¹⁷</p> <p>100 – 150 per day¹⁸</p> <p>54¹⁹</p> <p>Complete</p>	Green
Complete the overarching service plan for delivering against the corporate and strategic priorities for children's services and make clear through aligned operational plans the journey ahead for staff, Members and partners	<p>Service plan for 2013/14 is in place and incorporates the improvements required by Ofsted. Progress is monitored quarterly via directorate management team meetings. Of the 72 service plan actions due to be completed this year, 34 (47%) are on track to be completed within the target timescale. There is some risk that 25 (35%) actions will not be completed within the target timescale and there is a high risk that 13 (18%) actions will not be completed within the target timescale. Officers are confident that three of those actions that are behind their target timescales will still be delivered, but later than originally anticipated. An alternative action has been put in place to</p>	<p>Service Plan for 2014/15 to be drafted.</p> <p>Service Plan for 2014/15 to be finalised</p>	<p>Kathy Bundred (Head of Children's Services)</p>	<p>End January 2014</p> <p>End February 2014</p>	<p>Service Plan in place</p> <p>Operational plans for the delivery of specific objectives in place</p>	<p>Service plan for 2013/14 is in place</p> <p>Operational service plans in the social work service and the safeguarding unit are aligned with the overarching service plan</p>	Green

¹⁵ Correct as at 8 November 2013

¹⁶ Correct as at 8 November 2013

¹⁷ Correct as at 8 November 2013

¹⁸ Correct as at 8 November 2013

¹⁹ Correct as at 8 November 2013

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
	<p>achieve the desired objective in one case.</p> <p>Operational service plans in the social work service and the safeguarding unit are aligned with the overarching service plan</p>						
Complete the proposed re-commissioning of the proposed Emergency Duty Team (EDT) with minimum delay and as part of that process set clear and unambiguous performance and quality standards for the new service	The new service has been agreed across the four partner boroughs (Havering; Barking and Dagenham; Redbridge and Waltham Forest) but the service has not yet been commissioned	Complete the commissioning process for the proposed EDT	Kathy Bundred (Head of Children's Services)	TBC	New service in place	The new service has been agreed across the four partner boroughs but the service has not yet been commissioned	Amber
Ensure the development of a workforce action plan in line with the transformation agenda and workforce strategy that can be monitored, reviewed and evaluated	<p>Officers are in the process of commissioning a consultant to lead this piece of work across both Children's and Adults' Social Care.</p> <p>At the same time, an HR consultant is working with Children's Social Care to improve social worker recruitment and retention. LBH social work jobs have recently been advertised at the Compass Jobs Fair on 28 November 2013 and the Council has commissioned a microsite to make its advertising more attractive.</p>	<p>Social Worker recruitment and retention package to be agreed</p> <p>Develop a Workforce Development Strategy and action plan across Children's and Adults' Social Care</p>	<p>Pippa Brent-Isherwood (Head of Business and Performance)</p> <p>Kathy Bundred (Head of Children's Services)</p> <p>Barbara Nicholls (Head of Adult Social Care)</p>	<p>January 2014</p> <p>March 2014</p>	<p>Workforce Development Strategy and associated action plan in place.</p> <p>Social worker vacancy rate</p> <p>Social worker long term sickness absence rate</p>	<p>Due March 2014</p> <p>YTD = 17%²⁰</p> <p>0%²¹</p>	Amber
Continue to develop and adopt a more consistent approach to supervision in order to ensure that it provides the right level of critical challenge and opportunity for reflection and is a vehicle for driving up practice standards	<p>The quality of supervision observed during the Ofsted inspection ranged from adequate to good. Since the inspection, the Supervision Policy has been refreshed to reflect the inspection findings and a revised template is now in use.</p> <p>Mentoring of line managers to improve supervision so that it reaches a "good" standard across the board is now in place</p>	Action plan to be drafted	Carol Carruthers (Service Manager, Children's Services)	January 2014	All supervision reaches the "good" standard (to be assessed through quality checks by management)	Current quality checks by management on supervision show improvements but these are not yet consistent across the board	Amber

²⁰ Correct as at end November 2013

²¹ Performance for November 2013

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
Develop a more robust approach to quality assurance in order to be able to track qualitative improvements over time, for example the percentage of child protection plans that are outcome focused and / or measurable	<p>The audit framework has developed considerably since the inspection and is now being used to track qualitative improvements. This is most evident in child protection work.</p> <p>Evaluation work around Family Group Conferences is outcomes focused and demonstrates that, for the year to date, 92% of children achieve a positive outcome 6 months after an FGC, compared with 85% in 2012/13 and 78% in 2011/12.</p> <p>The Strengthening Families model has been introduced and is currently being rolled out as a model to develop co-created child protection plans and to help measure the outcomes achieved and "distance travelled" by the children and families we work with.</p>	<p>YOS audit (against a baseline set before the launch of the new joint service with Barking and Dagenham)</p> <p>Phase 2 LAC project focusing on improvements in educational and health outcomes</p> <p>CIN audit</p> <p>Roll out the Strengthening Families model to the Early Help service</p>	Kathy Bundred (Head of Children's Services)	<p>December 2013</p> <p>January 2014</p> <p>February 2014</p> <p>April 2014</p>	<p>>=85% children achieve a positive outcome 6 months after Family Group Conference</p> <p>>=80% young offenders are engaged in suitable education, employment or training at the end of the order</p>	<p>YTD = 92%²²</p> <p>YTD = 65%²³</p>	Amber
Ensure work is progressed to enable children and young people to access advocacy services which support them to attend child protection conferences	Contract with the Children's Society has been in place since September 2013.	NFA	NFA	NFA	<p>No. of children and young people accessing advocacy services</p> <p>% of child protection conferences attended by the child or young person who is the subject of the conference.</p>	<p>Awaiting data</p> <p>Awaiting data</p>	Green
Ensure the views, experiences and feedback from children, young people, parents and carers are used to plan and improve service delivery. This includes implementing a system for the analysis of service user feedback in early help and preventative services	<p>There has been a great deal of continuing improvement in this area at all levels including the introduction of Viewpoint; the involvement of Members in Total Respect training delivered by looked after children and care leavers; visits to young people and consultation events.</p> <p>Since its launch in late 2012, more than 50 children on Child Protection Plans have contributed their views to a review of their plan through Viewpoint. Their feedback revealed that:</p>	<p>Phase 2 LAC project to consider how to ensure improved user consultation and feedback directly impacts on service delivery and development.</p> <p>Audits already include service user feedback but this will continue to be developed</p>	Kathy Bundred (Head of Children's Services)	<p>January 2014</p> <p>Ongoing</p>	100% of LAC contribute their views to a statutory review	YTD = 99% ²⁵	Amber

²² Correct as at end November 2013

²³ Correct as at end November 2013

²⁵ Correct as at end November 2013

Area for Improvement	Progress to date	Planned work / Next steps	Lead Officer(s)	Target Timescale	Performance Indicators (PIs) / Targets / Critical Success Factors (CSFs)	Current Performance	Current RAG rating
	<ul style="list-style-type: none"> • 87% felt that they received the right amount of support • 80% felt that their social worker listened to them • 90% felt safe at home, in school and in their local area²⁴ <p>Of the 259 LAC aged 4 or over that had a statutory review between 1 April and 30 November 2013, 257 communicated their views using a range of mechanisms including personal participation, written or electronic communication or independent representation.</p> <p>However there is not yet consistent evidence that feedback is informing service delivery.</p> <p>Early help services undertake a great deal of service user feedback but this is not yet systematised</p>						

²⁴ Correct as at January 2014

CHILDREN & LEARNING OVERVIEW & SCRUTINY COMMITTEE - WORKPLAN FOR 2013/2014					
AUGUST	SEPTEMBER	OCTOBER	NOVEMBER (1)	NOVEMBER (2)	DECEMBER
NO MEETING	Annual CPR and Appendix 1 CPR	OFSTED Inspection for Education Functions	Follow up to OFSTED Safeguarding and MASH	Teenagers/Troubled Teens/Youth Services	OFSTED training and SEF
	Receipt of LSCB Annual Report			Update on SEN Code of Practice	CYPPS Complaints and Compliments Report - Childrens Services and Children and Learning
	OFSTED Inspection for Safeguarding Children in Havering			Reports requested at September OSC meeting? See Minutes 19.09.13	
	Note of changes to membership			Report on Corbets Tey Safeguarding issue	
				Report on Dycourts School Transport	
				Changes to SEN	

JANUARY	MARCH	
Attendance	School Performance	
LSCB Chairman	Neets Strategy	
Early Health	Troubled Families	
RAG Rated OFSTED Safeguarding Document	Sight of finalised SEF document and briefing	
	OFSTED Inspection - Local Authority Dashboard - six items to discuss	
	Children & Young People's Plan - discuss items - Speech & Learning, closure of children's centres, complex families	