



# Havering

LONDON BOROUGH

## CHILDREN & LEARNING OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

7.00 pm

Thursday  
6 July 2017

Committee Room 3A -  
Town Hall

Members 9: Quorum 4

**COUNCILLORS:**

Gillian Ford (Chairman)  
Meg Davis (Vice-Chair)  
John Glanville

Viddy Persaud  
Keith Roberts  
Carol Smith

Jody Ganly  
Ray Morgon  
Philippa Crowder

**CO-OPTED MEMBERS:**

**Statutory Members  
representing the Churches**

Lynne Bennett, Church of  
England  
Jack How, Roman Catholic  
Church

**Statutory Members  
representing parent  
governors**

Julie Lamb, Special Schools  
Steven McCarthy, Primary  
school governors

Non-voting members representing local teacher unions and professional associations:  
Keith Passingham (NASUWT), Ian Rusha (NUT) and Linda Beck (National Association of  
Headteachers)

**For information about the meeting please contact:**

**Taiwo Adeoye**

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## **Protocol for members of the public wishing to report on meetings of the London Borough of Havering**

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

### **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 sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees 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 to the public.

The sub-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. These are considered by the Overview and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-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 or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

## **Terms of Reference**

The areas scrutinised by the Committee are:

- Pupil and Student Services (including the Youth Service)
- Children's Social Services
- Safeguarding
- Adult Education
- Councillor Calls for Action
- Social Inclusion

## AGENDA ITEMS

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

(if any) - receive.

### 2 DISCLOSURE OF INTERESTS

Members are invited to disclose 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 - 8)

To approve as a correct record the Minutes of the meetings of the Committee held on 26 April 2017 and authorise the Chairman to sign them.

### 5 CORPORATE PERFORMANCE UPDATE - QUARTER FOUR (Pages 9 - 30)

### 6 REPORT ON FOSTERING (Pages 31 - 42)

### 7 SERVICE IMPROVEMENT AND TRANSFORMATION (Pages 43 - 48)

### 8 OFSTED IMPROVEMENT (Pages 49 - 70)

### 9 HAVERING SCHOOL IMPROVEMENT (Pages 71 - 76)

### 10 ANNUAL REPORT OF THE SUB-COMMITTEE (Pages 77 - 98)

The Sub-Committee is to note its annual report that summarise the activities during its year of operation ended May 2017.

### 11 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.

**Andrew Beesley**  
**Head of Democratic Services**

**MINUTES OF A MEETING OF THE  
CHILDREN & LEARNING OVERVIEW & SCRUTINY SUB-COMMITTEE  
Committee Room 3A - Town Hall  
26 April 2017 (7.00 - 9.10 pm)**

**Present:** Councillors Gillian Ford (Chairman), Meg Davis (Vice-Chair), John Glanville, Robby Misir and Viddy Persaud

Co-opted Members: Julie Lamb, Special Schools

Church Representatives:

Lynne Bennett and Jack How

Non-voting Member: Ian Rusha (NUT)

Officer present:

Tim Aldridge, Director Children's Services

Trevor Cook, School Provisioning and Commissioning Manager

Caroline Penfold, Head of Children and Adults with Disabilities Service

Brian Boxall, Chair, Local Safeguarding Children's Board

Emma Allen, Head, Corbets Tey School

Anthony Clements, Principal Democratic Services Officer

Three young people from the Avelon @ Corbets Tey Centre and their families were also present.

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

Apologies were received from Councillors Keith Roberts and John Wood.

**21 DISCLOSURE OF INTERESTS**

The following interest was disclosed:

5. SPECIAL EDUCATIONAL NEEDS AND DISABILITY UPDATE - AVELON & CORBETS TEY.

Julie Lamb, Personal, Chair of Governors at Corbets Tey School.

**22 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman gave details of the arrangements in case of fire or other event that may require the evacuation of the meeting room or building.

The Chairman added that a topic group meeting re SEND transport was under consideration and that this could be held at Corbets Tey School.

## 23 **MINUTES**

On minute 10 – Julie Lamb asked for clarification over why, having disclosed an interest, she would not have been able to partake in any vote on the SEND transport item. The clerk to the Sub-Committee would clarify this and provide a response outside of the meeting.

The Sub-Committee noted that, as Marshalls Park was now an Academy, Suzanne Summers was no longer eligible to be a co-opted member. Officers would begin the process of finding a new co-opted member representing secondary parent governors. The Sub-Committee recorded its thanks to Suzanne Summers for her work as a co-opted member.

## 24 **SPECIAL EDUCATIONAL NEEDS AND DISABILITY UPDATE - AVELON @ CORBETS TEY**

Officers explained that the unit had started in September 2016 with nine students and supported young people aged 16-19 who had learning disabilities or special needs. Learners worked on programmes to develop skills and learn as they progressed towards adulthood. It was planned that there would be 27 students enrolled from September 2017, showing the demand for this type of service.

The Committee was also joined by several young people who attended the unit. They reported that they liked the facility, particularly enjoying areas such as maths, music, cooking and learning to shop independently. Students' families added that, since attending the centre, the young people had acquired skills such as cooking breakfast and swimming. The families felt that, since attending the centre, that had noticed a difference in their children who were now able to interact much better with groups of people.

The Chairman thanked the young people and their families for their attendance and input to the meeting and this was marked by warm applause from all members of the Sub-Committee. The head of the unit thanked the Council for their support and also recorded her thanks to the parents and carers of the original students who had trusted in the planned provision before the facility had opened.

It was noted that an e-mail from the Chair of Governors at Corbets Tey School relating to this agenda item had been sent in a personal capacity and had not been on behalf of the Governing Body as a whole.

Officers believed that the Avelon @ Corbets Tey provision had been a success. It provided an alternative and was cost effective as it reduced the

need for students to be placed outside of Havering. This also reduced travelling time for children.

Officers explained that the phase 2 expansion of Avelon @ Corbets Tey was to have been covered by section 106 funding but this had not proved sufficient. Future budget plans would therefore be taken to the next available Cabinet meeting and a new procurement process would also have to take place. It was hoped, subject to Cabinet approval, to bring funding for the expansion project into this year's capital programme. The Council's asset management section was confident that the construction of phase 2 could still be achieved by September 2017 but it was accepted that a full timeline needed to be established.

A co-opted member stated she had been advised that phase 2 would not be completed by September and felt therefore that a contingency plan should be confirmed. Officers would discuss this with asset management and keep the school and the families of prospective students advised of the position. Members agreed that there needed to be good communication about the project. Planning for the new buildings had already been secured and officers would check on the decision making process that would be required.

All young people at the unit would be from Havering and aged 16-19 although it was planned to extend this to 25 years of age. There was a rising demand for the Avelon provision and some young people could move on to the Avelon adult centre.

Future plans included the use of roof space in the building to potentially increase capacity further although there would be a phased approach to any further expansion. Other boroughs had requested to purchase places at the facility but this would be kept for Havering young people. Not all pupils would be taught on the site at the same time in any case.

Staff at Avelon aspired for the young people to be more independent and employment was also a focus of the unit's work. The need for increased staffing would need to be addressed as part of any contingency planning.

The Sub-Committee noted the position and it was agreed that the Chairman should write to the young people who attended the meeting, thanking them for their input.

## 25 **SCHOOL EXPANSION PROGRAMME**

Officers advised that the higher birth rate in Havering was leading to increased demand for Early Years places. Provision for Early Years was therefore in the process of being increased in several wards such as Mawney, Harold Wood and Rainham & Wennington. Opportunities to meet this need were also being explored with the voluntary sector.

Expansion works were also in progress at a number of primary schools including Pyrgo, Mead and Hylands. A number of primary school expansions were also planned in the Rainham and South Hornchurch areas although it was possible these could be deferred due to a delay in the Rainham Village development. A site for a 3 form entry school had been identified for this area. The school would be run by a Multi-Agency Trust and was currently expected to open in 2020.

Additional secondary school capacity had already been introduced and several schools' admission numbers had been rounded up which had allowed more first preferences to be offered. Nearly all secondary schools in the central area had been expanded and a new secondary school was also forecast to be needed by 2022. Site specifications for this would be included in the Local Plan.

As regards Special Needs, schools had been identified for three Primary Additionally Resourced Provisions (ARPs). In the longer term, a new 60 place Special School would also be needed and £5-6 million capital investment from central Government would be required for this. Targeted funding for existing Special Schools had also been announced with a focus on Special Educational Needs and Autistic Spectrum Disorders. Options for sponsors and a site for the new school had not been finalised as yet.

It was accepted that the Dycourts Special School building was currently in a poor condition. This school was now an Academy, operating under the Hornbeam Academy Trust. The Council could liaise with the School Commissioner over the condition of the building. The Sub-Committee agreed that it was unhappy with the quality and standard of provision at Dycourts School and the Director of Children's Services would report back on this after a planned visit to the school in June.

It was suggested that the National Autistic Society could be approached to be the sponsor of the new Special School which was likely to be a new build facility. The risk of any change in Government policy on funding of schools varied as some proposals were further forward than others. Capital funding for the next two years was however secured.

The Sub-Committee noted the report.

**26 HAVERING SAFEGUARDING CHILDREN'S BOARD ANNUAL REPORT 2015/16**

The Board Chairman explained that there had been a lot of changes in 2016 including the face to face programme initiated by the Director of Children's Services.

A restructure of the Metropolitan Police had sought to address inspection findings that the Force was failing in its safeguarding responsibilities, particularly of children. Police management was now different and the local



Havering Police now worked closely with local social care agencies. Children's Police teams had been previously run from the centre but these were now overseen by the local Commander. Safeguarding teams were also now part of a local command process. Twelve extra officers were now available across the three local boroughs to deal with missing children and child sexual exploitation cases which it was felt allowed more flexibility.

The transition from children's to adult services had been highlighted as a problem in a recent serious case review and officers were currently looking at this. There was however an excellent relationship in Havering between children's and adult services.

Havering had received £2.4 million from the Department for Education innovations fund and officers would bring the programme of work related to this funding to a future meeting of the Sub-Committee. The Board Chairman felt that it was necessary to change approach from dealing with specific incidents to dealing with families and their complexities which would for example reduce the numbers of children going into custody etc.

The Local Safeguarding Children's Board had been inspected as part the recent OFSTED inspection and recommendations made covered areas including the correct operation of thresholds, ensuring accurate data went to the Board and strengthening oversight of private fostering arrangements, which was already under way in Havering.

The Board Chairman reported that the BHRUT Hospitals' Trust had improved its safeguarding work and now had a much bigger team for this area. It was however still difficult at times to access all GPs via the Clinical Commissioning Group. The Probation Service had good representation on the Safeguarding Board.

OFSTED had found there was good multi-agency working in Havering and this needed to continue. There were however risks posed by the impact of austerity measures and of the rising birth rate. The Board Chairman thanked the Council and in particular Councillors Benham and Davis for their support of the Board.

The Council's Children's Services team had produced guidance on the use of thresholds but other agencies had to understand their responsibilities re safeguarding and that thresholds started from the early intervention stage. The Face to Face programme would allow use of an escalation policy. Escalation documents could also be used to reinforce threshold levels with new staff. The Director of Children's Services added that a professional judgement was made re the needs of a family. In his view, other agencies did have an understanding and awareness of thresholds. Previous problems with this had been due to a high turnover of staff.

MASH provision had been strengthened and an away day for all MASH partners had recently been held and better partnership working was now being seen at the MASH. It was necessary to understand the threshold of

what each agency could do and look at a child's family as a complete unit, not just one incident. The Local Children's Safeguarding Board could start making agencies talk to each other and think about services.

Children's Services were looking to work in a more integrated way with regards to the transition to adulthood for children in care and early intervention for families with emotional and wellbeing issues. The latter service was being piloted in the north of the borough. Updates on this work would be brought to future meetings of the Sub-Committee.

The step down from child protection status was improving although the Board Chairman felt there was a need to ensure early intervention at children in need status as this would ensure only the most serious cases reached child protection level. The right support needed to be available at each stage of the process and assessment of the family was important. The Director of Children's Services added that most families eventually came out of child protection plans and the Council was moving towards undertaking its own interventions.

The Board Chairman felt that control of the process was achieved via identifying the right provision at a case conference and ensuring that this was delivered. It could however be very difficult to get families to engage at times. Members felt that, whilst it was expected that the Council, Police and health organisations would work together, schools were not so involved. The Director of Children's Services felt that there were strengths in Havering's partnership arrangements. There was also a new service leadership team in Children's Services. Whilst the service was moving in the right direction, the work involved would take at least two years to complete.

Members agreed that the quality of the case conference was key and it was important that the right people were at the conferences. Agencies involved were however also under pressure.

Safeguarding work had been very good in the previous year and the Board had held two safeguarding conferences for practitioners. It was noted that the rising population locally meant that an increasing number of more complex children's cases were being seen in Havering. The Board Chairman agreed that serious case reviews were now very complex and there was often an issue of a family having lived in a number of different boroughs.

The Sub-Committee noted the annual report of the Havering Safeguarding Children Board.

The Chairman would compile an outline work plan for the next meeting. Possible subjects for future topic groups included out of borough placements, more detailed scrutiny of SEND provision and progress against the OFSTED report recommendations. It was suggested that out of borough placements could be looked at in the context of the relevant commissioning strategy. The Chairman would discuss future topic groups with officers in more detail.

It was agreed that progress against the OFSTED report should be a standing item on future agendas and the Director of Children's Services would circulate the OFSTED action plan to the Sub-Committee. This had been shared with OFSTED on 31 January and a final version had been submitted in March. OFSTED had indicated that the action plan was comprehensive, ambitious, realistic and sufficiently resourced. Meetings would also be held quarterly with OFSTED in order to give updates on the action plan.

**28 URGENT BUSINESS**

There was no urgent business raised.

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**Chairman**

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**CHILDREN AND LEARNING OVERVIEW AND SCRUTINY  
SUB-COMMITTEE, 6 JULY 2017**

<b>Subject Heading:</b>	Quarter 4 2016/17 performance information
<b>SLT Lead:</b>	Sarah Homer, Interim Chief Operating Officer
<b>Report Author and contact details:</b>	Pippa Brent-Isherwood, Assistant Director of Policy, Performance and Community <a href="mailto:phillipa.brent-isherwood@havering.gov.uk">phillipa.brent-isherwood@havering.gov.uk</a> (01708) 431950
<b>Policy context:</b>	The report sets out Quarter 4 performance relevant to the Children and Learning Overview and Scrutiny Sub Committee
<b>Financial summary:</b>	There are no immediate financial implications, although adverse performance against some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by the Cabinet at the start of the year.

**The subject matter of this report deals with the following Council Objectives:**

Communities making Havering	[X]
Places making Havering	[]
Opportunities making Havering	[X]
Connections making Havering	[X]

## SUMMARY

This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance against the Corporate Performance Indicators within the remit of the Children and Learning Overview and Scrutiny Sub-Committee for Quarter 4 of 2016/17 (January 2017- March 2017).

## RECOMMENDATION

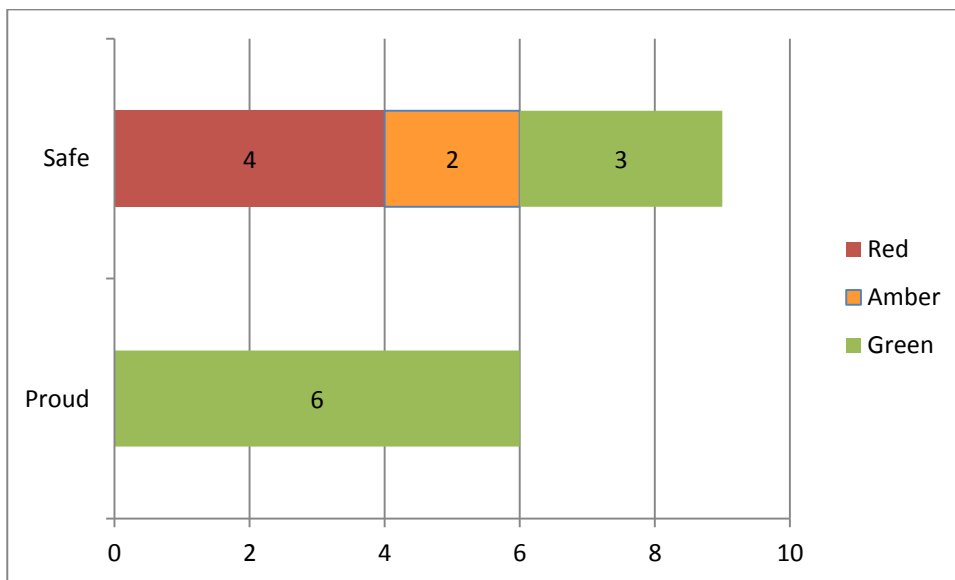
That the Children and Learning Overview and Scrutiny Sub-Committee notes the contents of the report and presentation and makes any recommendations as appropriate.

## REPORT DETAIL

1. The report and attached presentation provide an overview of the Council's performance against the corporate performance indicators relevant to the Children and Learning Overview and Scrutiny Sub-Committee. The presentation highlights areas of strong performance and potential areas for improvement.
2. The report and presentation identify where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for the 2016/17 reports are as follows:
  - **Red** = more than the '**target tolerance**' off the target and where performance is *not improving*
  - **Amber** = more than the '**target tolerance**' off the target and where performance has *improved or been maintained*.
  - **Green** = on or within the '**target tolerance**' of the target
3. Where performance is more than the '**target tolerance**' off the target and the RAG rating is '**Red**', 'Improvements required' are included in the presentation. This highlights what action the Council will take to address poor performance.
4. Also included in the presentation are Direction of Travel (DoT) columns, which compare:
  - Short-term performance – with the previous quarter (Quarter 3 2016/17)
  - Long-term performance – with the same time the previous year (Quarter 4 2015/16)

5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.
6. In total, 15 Corporate Performance Indicators have been included in the Quarter 4 2016/17 report and presentation. An outturn is not available for the corporate performance indicator “percentage of children and families reporting that Early Help services made an improvement to assessed needs” as the methodology for measuring the progress made by children and families known to Children’s Services is changing. The current survey methodology is being replaced by the Outcomes Star, which is in the process of being rolled out across the service to track the client’s progress before, during and after an intervention.
7. Of the 15 indicators for which data is available:
  - 9 (60%) have a RAG status of **Green**.
  - 6 (40%) have a RAG status of **Red** or **Amber**.

#### Quarter 4 RAG Summary



This is consistent with the position at the end of Quarter 3.

8. Please note that, at the time of writing, some of the figures relating to Children’s Services remained subject to verification as part of the statutory returns process. However, it is not anticipated that there will be much, if any, change to the outturns set out in the attached presentation.
9. The current levels of performance need to be interpreted in the context of increasing demand on services across the Council. Also included in the presentation are Demand Pressure graphs that illustrate the growing

demands on Council services and the context that the performance levels set out in this report have been achieved within.

### **Reporting performance for 2017/18**

10. On 10 May Cabinet approved the new Corporate Plan for 2017/18 which included a list of new Corporate Performance Indicators. As many of these new Corporate PIs do not neatly fall into the remit of one of the Overview and Scrutiny Sub-Committees it has been agreed that, from Quarter 2 of 2017/18, performance against the Corporate Performance Indicators will only be reported to the Cabinet on a quarterly basis, with the reports being made available simultaneously to all Members of the Overview and Scrutiny Board and Sub-Committees. The Chairs of the Overview and Scrutiny Sub-Committees will still be able to request reports on performance against particular indicators as required and will still be able to commission more detailed analysis / investigation of areas within their remits that they may consider warrant further consideration.
11. In addition, the Overview and Scrutiny Sub-committees have been requested by the Overview and Scrutiny Board to suggest no more than three indicators that they would like reported on a quarterly basis relevant to the remit of their committee. These will be reported to the respective Overview and Scrutiny Committees and the Overview and Scrutiny Board quarterly thereafter.
12. As reported previously to the Committee, and in keeping with the Council's renewed focus on transparency, it was also agreed at Cabinet on 12 April to remove target tolerances from performance reporting from Quarter 2 2017/18 onwards. Performance against each of the agreed performance indicators will therefore be reported simply as either on target (or better) or outside of target.
13. Members are asked to note that the new arrangements will be in place from Quarter 2 2017/18 onwards to account for the fact that the new Corporate Plan was not approved by Cabinet until May, and the Council's Service Plans for 2017/18 also do not go live until Quarter 2. The existing performance indicator set will continue to be reported for Quarter 1 2017/18.



## IMPLICATIONS AND RISKS

### **Financial implications and risks:**

There are no financial implications arising directly from this report which is for information only.

Adverse performance against some Corporate Performance Indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams and / or levies from other bodies. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by the Cabinet at the start of the year.

Robust ongoing monitoring is undertaken as part of the established financial and service management processes. Should it not be possible to deliver targets within approved budgets this will be raised through the appropriate channels as required.

### **Legal implications and risks:**

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council's progress against the Corporate Plan.

### **Human Resources implications and risks:**

There are no HR implications or risks, involving the Council or its workforce that can be identified from the recommendations made in this report.

### **Equalities implications and risks:**

Performance against the following Corporate Performance Indicators currently RAG rated as "Red" or "Amber" could potentially have equality and social inclusion implications for a number of different social groups if improvements are not secured:

- Percentage of care proceedings concluded in under 26 weeks
- Percentage of looked after children (LAC) placements lasting at least two years
- Percentage of children who wait less than 14 months between entering care and moving in with their adopting family
- Number of new in-house foster carers
- Total number of in-house foster carers

- Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within two years

The presentation attached at **Appendix 1** provides further detail on the steps that will be taken to improve performance and mitigate any potential inequalities.

The ethnicity of children and young people known to Children's Services is tracked and reported monthly to the service in order to facilitate consideration of possible equality implications and the exploration of potential interventions.

## **BACKGROUND PAPERS**

Appendix 1: Quarter 4 Children and Learning Performance Presentation 2016/17



# Haverling

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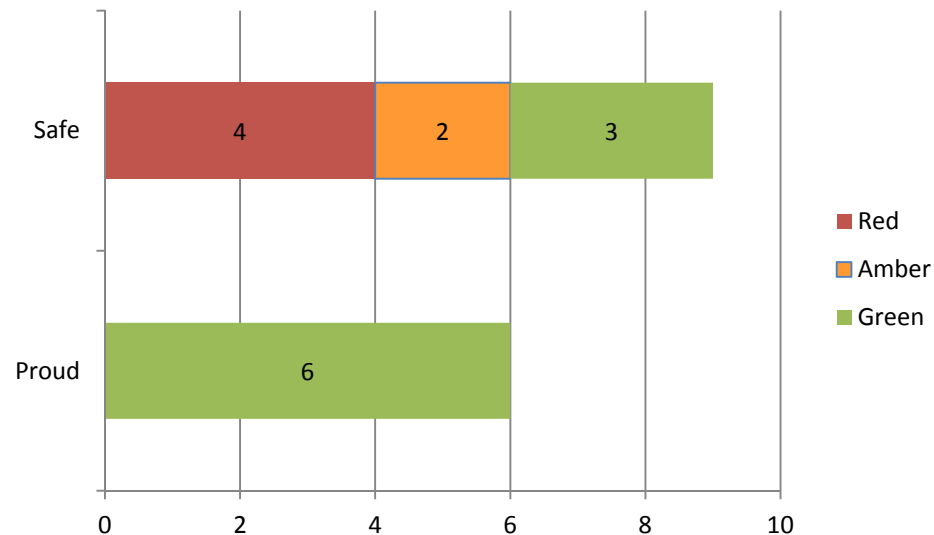
# Quarter 4 – Corporate Performance Report 2016/17

## Children and Learning O&S Committee

6<sup>th</sup> July 2017

## OVERVIEW OF CHILDREN AND LEARNING INDICATORS

- 16 Corporate Performance Indicators fall under the remit of the Children and Learning Overview & Scrutiny sub-committee. 10 of these relate to the SAFE goal and 6 to the PROUD goal.
- Performance data is available for 15 of the 16 indicators.



In summary of the 15 indicators:

**9 (60%)** have a RAG status of **Green**.

**6 (40%)** have a RAG status of **Red or Amber**.

## Quarter 4 Performance – Safe (1)

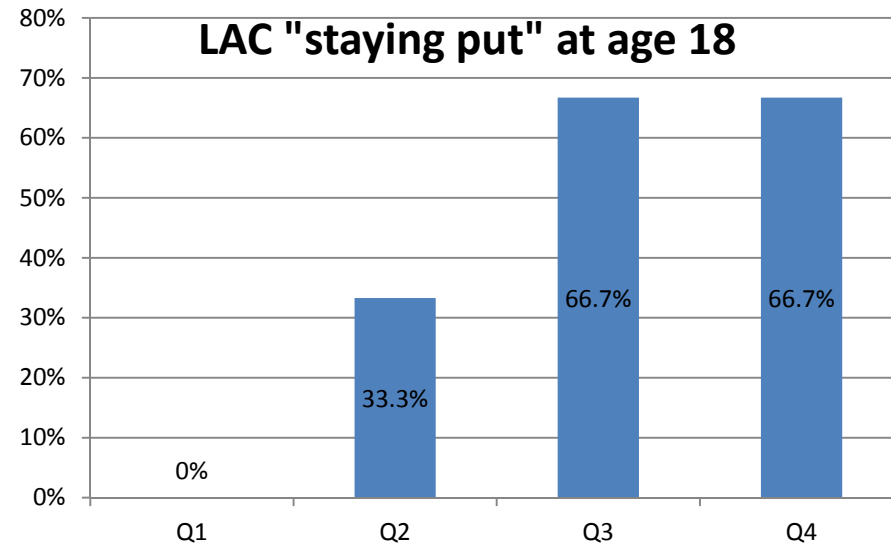
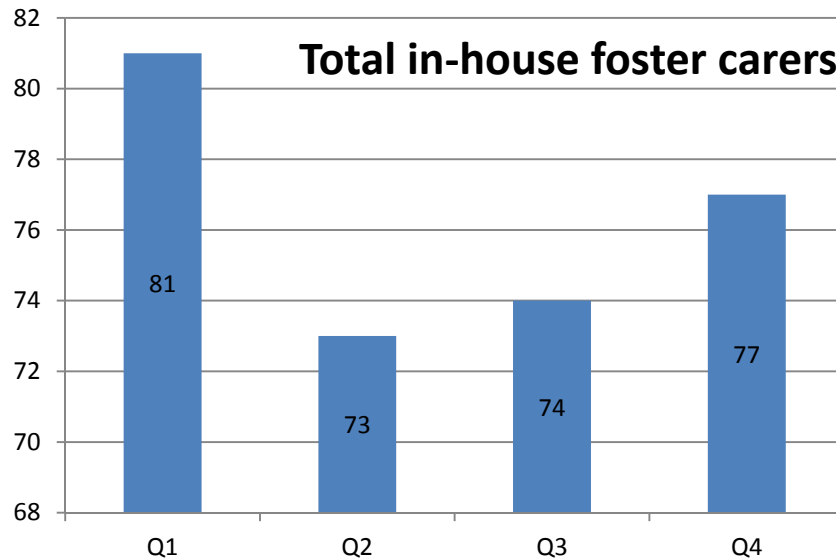
Indicator	Value	2016/17 Target	Target Tolerance	2016/17 Outturn	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Q4)
<b>SAFE: Supporting our community</b>						
Percentage of children who wait less than 14 months between entering care and moving in with their adopting family	Bigger is Better	75%	±10%	47% RED	↓ 54%	↑ 33%
Number of new in-house foster carers	Bigger is Better	20	±10%	12 AMBER	↑ 4	↓ 19
Percentage of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship)	Bigger is Better	16%	±10%	14.7% GREEN	↓ 15.9%	– NEW
Percentage of looked after children that leave care at 18 and remain living with their foster carers (Staying Put)	Bigger is Better	70%	±10%	66.7% GREEN	→ 66.7%	– NEW
Total number of in-house foster carers	Bigger is Better	90	±10%	77 AMBER	↑ 74	– NEW

## Quarter 4 Performance – Safe (2)

Indicator	Value	2016/17 Q4 Target	Variable Target Tolerance	2016/17 Q4 Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Q4)
<b>SAFE: Using our influence</b>						
Percentage of looked after children (LAC) placed in LBH foster care	Bigger is Better	40%	±5%	38.7% GREEN	↑ 36.8%	– NEW
Percentage of looked after children (LAC) placements lasting at least 2 years	Bigger is Better	70%	±10%	59.4% RED	↓ 64.5%	↓ 70.6%
Percentage of care proceedings under 26 weeks	Bigger is Better	80%	±10%	48.9% RED	↓ 66.7%	– NEW
Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is Better	10%	±10%	14.5% RED	↓ 12.4%	↓ 5.0%
Percentage of children and families reporting that Early Help services made an improvement to assessed needs	Bigger is Better	80%	±5%	N/A	– N/A	– NEW

## Highlights - SAFE

- Although the total number of in-house foster carers (77) did not reach target (90), numbers increased steadily over the last three quarters of the year



- Although it did not quite meet target (70%), the proportion of LAC leaving care at 18 and "staying put" with foster carers improved in the second half of the year



## Improvements Required – SAFE

- The percentage of care proceedings completed within 26 weeks dropped for the second consecutive quarter during Quarter 4. To improve performance, there are a number of actions taking place including reviewing the legal tracking procedure; working with the Legal department to identify and respond to training needs; reviewing the supervision policy and developing accountability of social workers so that when targets are missed there is a framework in place to act swiftly to rectify this.
- The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years has continued to rise as the year has progressed and is higher than at the same point last year. The Face to Face programme is providing practitioners with training to work with families in a systemic way and provide families with the tools to sustain their own progress. The implementation of the Families Together service also offers families and young people intensive support when they are stepping down from statutory services or at risk of becoming subject to a CPP or care proceedings. Over the next year we expect this service to have a positive impact upon the number of children and families being subject to repeat interventions.
- The percentage of looked after children (LAC) placements lasting at least 2 years is below target and worse than both last quarter and last year. As part of the DfE Innovation Programme we will work to recruit specialist foster carers who will care for 11-17 year olds with complex and disrupting behaviour patterns. These foster carers will receive heightened support and training to respond to the increasingly complex needs of our looked after children.

## Quarter 4 Performance – Proud

Indicator	Value	2016/17 Quarter 4 Target	Variable Target Tolerance	2016/17 Quarter 4 Performance	Short Term DOT against 2016/17 (Q3)	Long Term DOT against 2015/16 (Q4)
<b>PROUD: Using our influence</b>						
Number of free early years education offers extended to disadvantaged 2 year olds	Bigger is Better	681	±10%	663 GREEN	↓ 707	↓ 717
Percentage of young people leaving care who are in education, employment or training at age 18 to 21	Bigger is Better	60%	±10%	67.2% GREEN	↑ 61.5%	↑ 58.6%
Percentage of Early Years providers judged Good or Outstanding by Ofsted	Bigger is Better	80%	±10%	84% GREEN	↑ 83%	↑ 79%
Percentage of 16 to 19 year olds (school years 12-14) who are not in education, employment or training (NEET) and not known	Smaller is Better	4.5%	±10%	3.3% GREEN	↑ 4.4%	↑ 3.9%
Percentage of schools judged to be Good or Outstanding	Bigger is Better	80%	±10%	84% GREEN	↑ 81%	↑ 74%
Number of apprentices (aged 16-18) recruited in the borough	Bigger is Better	720 (AY 15-16)	±10%	770 (AY 15-16) GREEN	↑ 450	↑ 710 (AY 14-15)

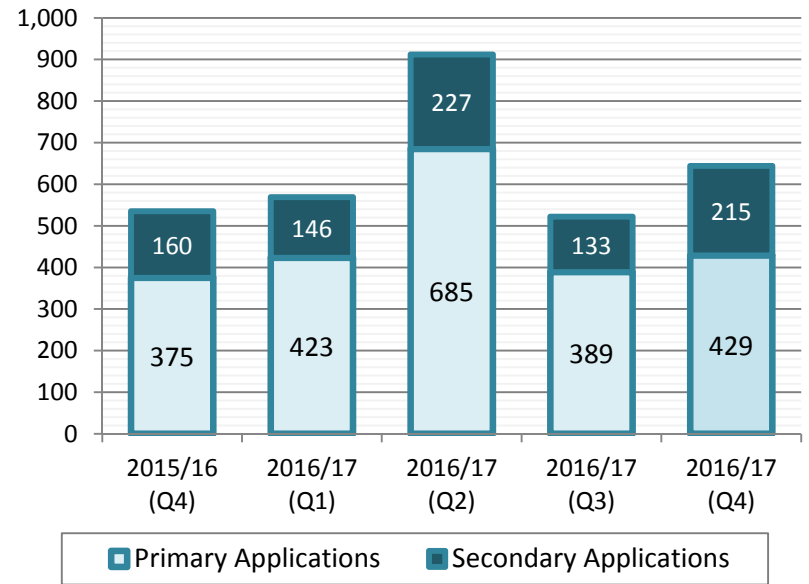
## Highlights – PROUD

- The percentage of young people leaving care who are in education, employment or training at ages 18 to 21 was above target and better than the annual outturn the previous year.
- At 3.3%, the proportion of 16 to 19 year olds who are not in education, employment or training (NEET) and not known fell compared to the outturn for 2015/16 as participation amongst young people in Havering continued to increase.
- The percentage of Early Years providers judged to be Good or Outstanding by Ofsted exceeded target and was better than the previous year.
- Apprenticeship numbers at ages 16-18 saw an increase compared with the previous year, as a result of the close working between the local apprenticeship provider forum and the local school and colleges to promote the apprenticeship offer.

# Demand Pressures Dashboard

## SCHOOL APPLICATIONS

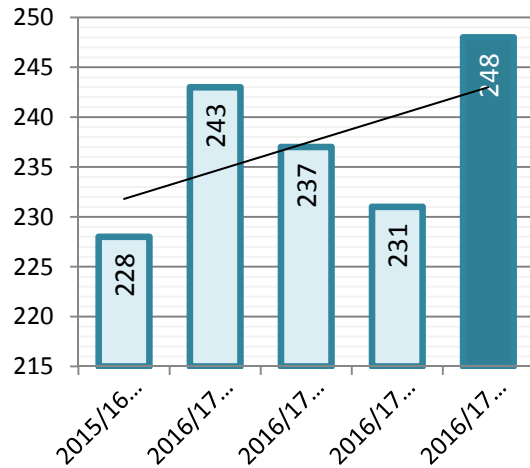
DP 08: School Applications



Compared to Q4 2015/16, the number of applications continues to increase across both primary and secondary schools.

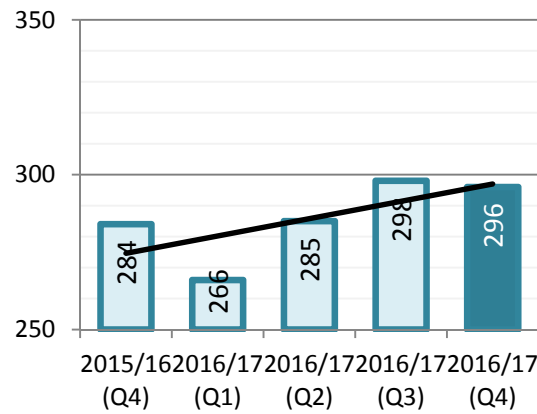
## Demand Pressures Dashboard

**DP 12: Number of Looked After Children (LAC)**



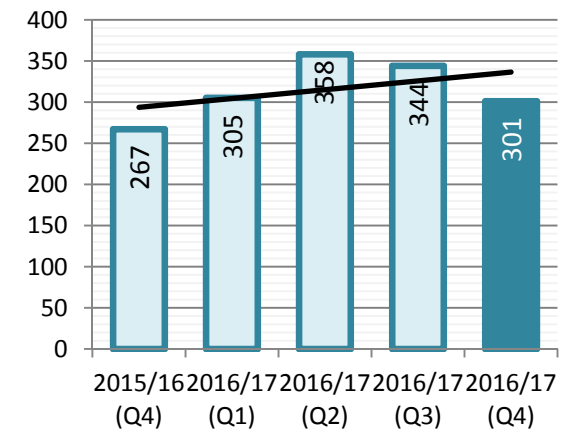
The number of looked after children at the end of the year (at 248) is considerably higher than at the same point last year (an increase of 8.8%). The size of the cohort peaked noticeably in Quarter 4, having fallen steadily over the previous two quarters.

**DP 13: Number of Child Protection (CP) Plans**



The number of CP cases (296) has decreased by 2 (-0.7%) compared to Q3 but has increased by 12 (4%) compared to the same period last year.

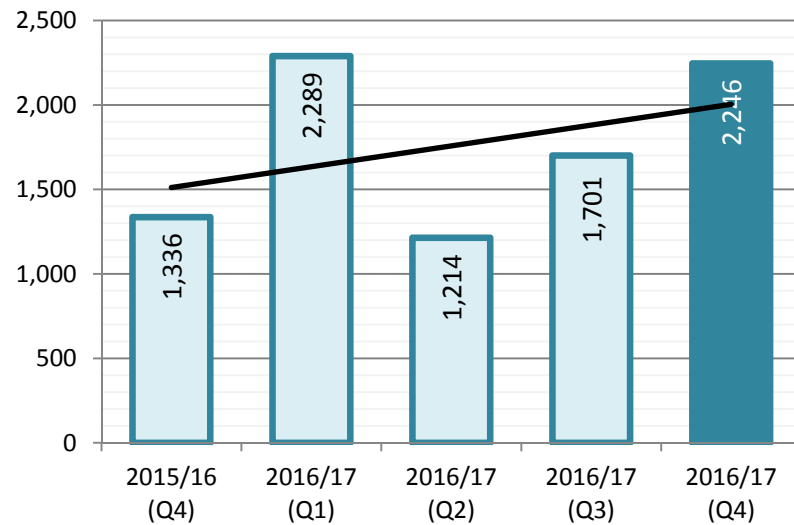
**DP 14: Number of Children in Need (CiN) Plans**



The number of CiN plans had been steadily increasing up to Quarter 2 but dropped slightly during Q3 and Q4. Despite this slight drop, current levels are 12.7% higher than as at the same point last year.

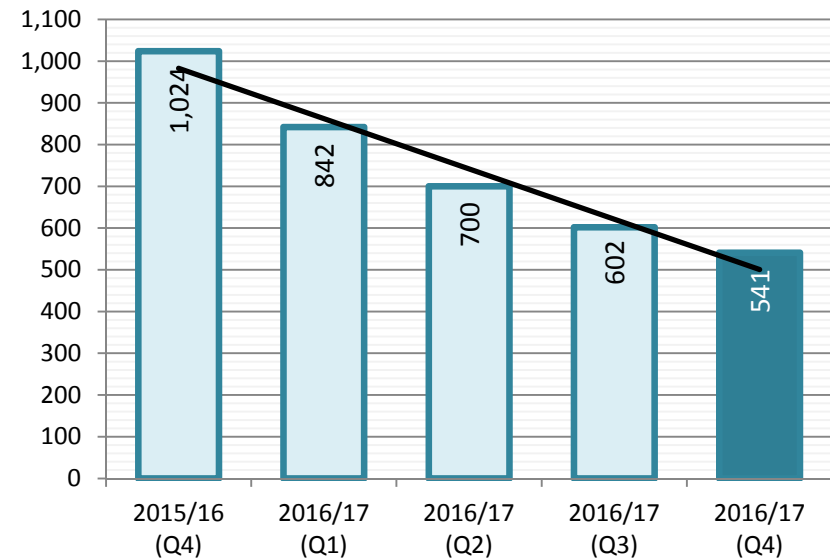
## Demand Pressures Dashboard

**DP 15: Number of Contacts received in Triage / MASH**



There were 2,246 contacts received in Triage / MASH in Q4 2016/17; an increase of 910 (68.1%) on the same period last year. The number of contacts received increased in each of the last three quarters, but never again reached the peak seen in Quarter 1.

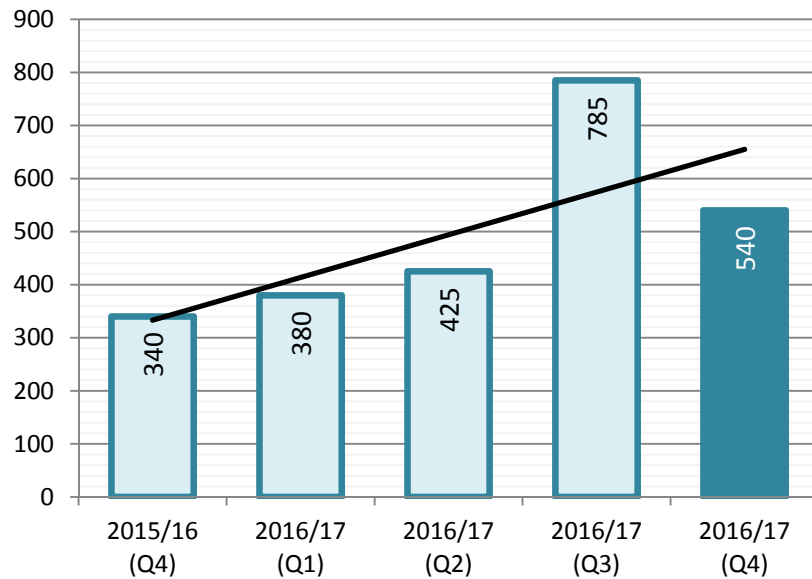
**DP 18: Number of contacts referred to Early Help**



There were 541 contacts referred to Early Help in Q4 2016/17; 61 less than the previous quarter and 483 less than the same period last year. Overall we are seeing a concerning pattern of an increasing proportion of contacts becoming referrals to social care and a declining proportion progressing to Early Help. Again, this is often observed in the period immediately following an Ofsted inspection.

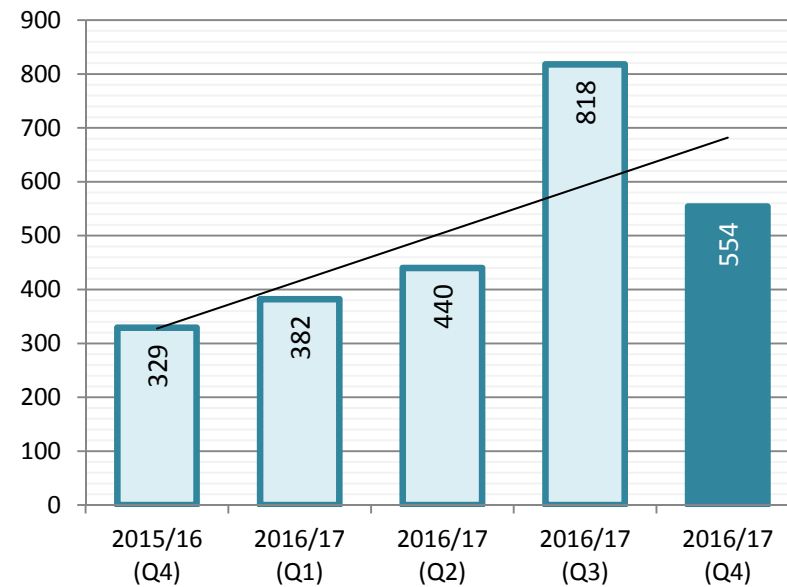
## Demand Pressures Dashboard

**DP 16: Number of contacts becoming referrals to Children's Social Care**



There were 540 contacts that became referrals in Q4 2016/17; a decrease of 245 on the unusually high number seen in the previous quarter. However overall activity has increased compared with the previous year. The particularly sharp increase seen in Q3 is common immediately following an Ofsted inspection.

**DP 17: Number of referrals becoming assessments**



There were 554 referrals that became assessments in Q4 of 2016/17; a decrease of 264 on the peak seen in the previous quarter but an increase of 68.4% compared to the same period last year. This correlates with higher numbers of contacts and referrals.

# Any questions?





# Which 2-3 PIs would the Committee like to track going forward?



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**CHILDREN & LEARNING OVERVIEW AND SCRUTINY  
SUB-COMMITTEE  
6 JULY 2017**

**Subject Heading:**

Report on Fostering

**SLT Lead:**

Tim Aldridge /Robert South

**Report Author and contact details:**

***Tendai Dooley, 01708 431980  
Tendai.dooley@havering.gov.uk***

**Policy context:**

***Statutory responsibility to ensure vulnerable looked after children are offered an opportunity to be cared for where possible within a family environment.***

**SUMMARY**

This report is looking at the fostering arrangements in Havering pre and post the Ofsted inspection (Published 9<sup>th</sup> December 2016) detailing the developments, on-going performance and challenges within the Fostering Service. There has been significant work in maintaining foster carer recruitment. This is being expanded to include recruitment of specialist foster carers.

The number of looked after children is increasing; and the in-house foster carers are not able to accommodate the volume of children requiring placements. This has resulted in the use of Independent Fostering Agencies, with some children being placed outside of the Local Authority. With the current arrangements to match children in long term foster care arrangements, every effort is being made to promote stability and consistency for children who are looked after. This has required commitment from the foster carers.

Proposal is to sustain and build upon Foster carer recruitment and retention. Aim to support children with complex needs within specialist foster carers and build a system that can support challenging placements and make provide value for money.

**RECOMMENDATIONS**

- Increase pool of foster carers able to manage complex needs and take on sibling groups – Fostering Team
- September 2017 put into effect specialist foster carer recruitment (Innovation Team/ Fostering Team)
- Aim to place with in-house foster carers who would promote children to remain in a familiar area, sustain contact with family members and reduce disruption to education and friendships. (Fostering Team)

- Support the Havering Foster Carers Association to actively support the recruitment campaign and become Fostering Ambassadors. (HFCA/ Fostering Team).
- Consider the aging population of our current foster carers and impact on numbers of future available foster placements

## REPORT DETAIL

### **Background**

Havering like many other Local Authorities is aiming to recruit foster carers to support the increase in the number of children requiring care giving environments away from the family home. There is a need to continue to raise the profile of the foster carer recruitment. Havering has seen an increase in the number of children and young people moving into the area from other Local Authorities. This has had some impact on the demand for suitable placements for children coming into care.

In response the Fostering team is working to increase the pool of diverse foster carers to support this development. This report provides the Overview and Scrutiny Sub-Committee Panel with updated information in relation to developments, on-going performance and challenges within the work of the Fostering Service post Ofsted Inspection 2016/2017.

### **Statement of Value**

The London Borough of Havering's Fostering Service has centred its values on the Children in Care and Care Leavers pledge.

The Pledge states that:

- We will support you to succeed and achieve in all areas of your life.
- You will always have a voice and we will listen to you.
- We promise to accept you for who you are and treat you as an individual.
- When we can and cannot make the changes you want, we will explain this to you.
- We promise to be responsible parents and will keep this in our minds when making decisions about you.

The Fostering Service supports and contributes to this pledge by ensuring looked after children receive effective care which enables all children to fulfil their potential by making them feel safe and valued. Havering's Fostering Service helps maximise children's health and educational opportunities through the assessment, support and annual review of carers, who provide a wide range of alternative placements for children in care.

## Statement of Purpose

The key aims of the statement of purpose:

- To provide the best possible foster placements for children and young people to enable them to reach their full potential.
- To recruit, assess, train and support all prospective and approved foster carers and family and friends carers, so they can provide a wide range of local placements, which meet the diverse needs of children and young people in a safe and nurturing environment.
- To support and advise all those affected by the fostering process.
- To actively promote fostering and family and friends care as the framework to secure alternative placements for children, unless there is clear evidence to suggest that this is not appropriate.
- To ensure there are clear procedures for monitoring and controlling the activities of the Fostering Service thereby ensuring quality services.
- To ensure that cost effective services are provided and commissioned which maximises efficient use of resources and provides sufficient placements.
- To provide wherever possible local placements, to promote continuity and maintain family networks.
- To ensure that prospective foster carers from all the backgrounds have equality of access to the Fostering Service and are welcomed without prejudice, regardless of ethnic origin, faith, age, sexual orientation, gender, disability, background, marital or employment status and considered on their individual merits.
- To ensure that the recruitment process is timely, respectful and fair and delays are avoided.
- To ensure monitoring systems are in place so that data can be gathered and used to inform service planning, strategy and procedures.
- To adhere to the principles of Data Protection and Freedom of Information and to continue the sound practice in managing confidential information.
- To ensure detailed placement plans are completed, including arrangements for Delegated Authority.
- To raise the profile of the Fostering Service in Havering through a robust recruitment campaign, accessible information and advice.
- To ensure the effective matching of the child to the carer's skills and experience to enable the full range of the child's needs to be met.
- To minimise the number of placements experienced by individual children and ensure that placement stability procedures are followed.

- For children to move on from foster care in a planned and positive way and with regards to those leaving care, to contribute towards a smooth, transitional service for young people moving into adulthood.
- To consider with foster carers Staying Put arrangements for children and young people.

### **Service role and function**

Havering Fostering Service consists of a number of key functions which cover Recruitment and Assessment (including Private Fostering), Support and Development.

An operational review of the service was completed in the second quarter of 2016/17 and the terms of the above noted teams were specified, and capacity issues addressed. At that point the teams were brought together with a Deputy Team Manager for each area in order to align the processes more effectively and maintain a frequent review mechanism to drive improvement and performance.

The teams discuss recruitment, new approvals, quality and understanding of newly approved carers, changes or adjustments to information and Skills to Foster sessions, training, sufficiency and pressures on placements, allegations and de-registrations (*please refer to Appendix 1 for the work undertaken within the team*).

### **Havering Fostering Profile/Inspection Outcome**

As at 27<sup>th</sup> June 2017, 257 children were being looked after by the local authority. 79 children being placed in-house compared to 85 placed with IFA (Independent Fostering Agency) placements; 33 within semi-independent and 26 within residential placements (*see Appendix 3*). There is an increased demand as a result of higher requests for placements for the 11 plus age category and as a result of focused work in relation to care standard issues with a small minority of foster carers.

Children's Services and commissioners in Havering have identified the need for increased fostering provision for children over the age of eleven years to reflect the cohort of young people requiring care away from the home environment. The identification of this requirement is reflected in the Borough's sufficiency analysis and planning, and self-assessment. The Ofsted SIF inspection of Havering Children's Service (published on the 9th December 2016) identified the same deficit and challenges, and states that the Authority must "Improve the sufficiency and availability of placements for care leavers and children looked after".

The Ofsted report noted that "children and young people are placed within their localities and local authority data indicates that at the time of the inspection 74% of all children looked after were placed within Havering or neighbouring authorities...Fostering services meet the needs of children well. Foster carers benefit from a wide range of training courses and support groups. Foster carers

spoken to by inspectors were positive about the support they received, particularly the easy accessibility of support and dedicated help and advice out of hours. Foster carers exercise delegated authority on an individual basis, making day-to-day decisions for children in their care, and this helps to normalise children's experiences."

Furthermore, the Service's own self-assessment and Ofsted's view was that the service has an approach which carefully matches children and carers and makes every attempt to maintain sibling groups within the same foster placements. Finally, it was observed that the "the large majority of children benefit from stable and positive placements. Short-term placement stability is good, with 88% of children looked after having only one or two placements in the 12 months prior to the inspection. However, an increase in the number of foster placement breakdowns, particularly those for older young people, is having an adverse impact on the figures for longer term stability for children looked after."

### **Foster Care Recruitment and Assessment**

Between April 2016 and March 2017 the fostering service received 181 enquiries from members of the public interested in foster caring. From April 2017 to date 28 enquires have been received.

The Service recruited 15 carers for 2016/2017, three carers below the set target of 18. This was in part impacted by delays with DBS checks. It takes five to six months to fully recruit a foster carer and present to Panel for approval. Since March to June 27<sup>th</sup> 2017 there have been a further 11 fostering households approved, 7 approved for 0-18 and 4 for 0-12 years; 9 of these are available for sibling groups of at least 2.

Enquiries come via a multitude of advertising channels, yet online yield the highest number of results. The Service's information and "meet and greet" events continue to prove popular and are a great opportunity to start an informal conversation with prospective foster carers. The recruitment team can offer advice and guidance, and with the continued support of our foster carers enable prospective applicants to receive a full over-arching view of fostering. *(Please see Appendix 1 for table of lines of Enquiry)*

Alongside recruitment, the Service monitors the reasons foster carers leave Havering as this also gives an indication of potential areas for attention/improvement. There have been a number of de-registrations in regard to quality standards. Over the year April 2016-17 seventeen foster carers have resigned with the reasons identified below.

- 2 shared carers (Short Breaks carer's children with disabilities living at home) for whom Direct Payments are now used.
- 3 carers who have moved out of the area and transferred to their new local authority.

- 6 carers who were not prepared to work to the Local Authority's standards and child centred approach.
- 5 retired/family circumstances
- 1 following an unsubstantiated allegation made by children previously placed.

The Service has sustained its drive and focus via the implementation of a Christmas fostering campaign which continues with a strategic focused approach on the needs of children aged between 11 to 18 years of age. The marketing plan is being spread to target potential carers from within the caring professions, i.e. nurses, teachers, social workers etc. including liaison with faith communities in order to enhance the diversity of foster carers.

The message on all advertising material and multimedia communications informs audiences of the following:

- Having foster carers receive a good level of reward, support, and training and development opportunities
- IFA carers can easily transfer
- Dates of our Information Events
- We specifically require foster carers to care for 11+ age range.

**The Innovation Programme** is being used to target specialist foster carers in recognition of the range of multiple and complex needs of some the children coming to care. This is explained as follows:

*Face to Face Pathways* is a programme of innovation lasting two years, to implement a new and different approach to respond to the issues facing young people in care aged 11-17 and those leaving care aged 14-24. This requires the Local Authority to develop, test and redesign provision to support care leavers and looked after children. The ambition is to be a regional centre of excellence for successful transitions to adulthood.

Within the Face to Face Pathways programme is an enhanced foster care offer. This is made up of a practitioner working group that offers a multi-disciplinary, all-encompassing support network to LAC children aged 11-17 years old with complex needs. The programme requires a prerequisite to recruit 3-5 enhanced foster carers from the internal in-house foster carer pool. Identified Carers will partake in a three-day advanced training programme to manage complex behaviours, access increased clinical support and dedicated supervising systemic social worker. This will include short stay cover to enhance quality and level of support and minimise burn out.

To support the enhanced fostering offer, an additional remuneration category will need to be added for those carers who are willing to offer placement to children with multiple complex emotional/behavioural difficulties.



## Action Planning/Next Steps

- Care Resources Service to continue to ensure fostering offer responds effectively to current challenges for children and recruitment drive is further developed. This work is addressing Ofsted's recommendations and findings from practice week/auditing.
- Continue with recruitment campaign to expand the number of in-house carers (with a particular focus upon over 11's) and ensuring our foster carers are committed to working to keep sibling groups together wherever possible. Campaign to be evaluated in autumn 2017.
- Strengthen in-house offer and build a proposal in relation to an enhanced fostering model based upon the existing/projected profile of service demand. By first quarter 2017/18.
- Explore a range of joint commissioning options which includes fostering capacity with an East London sub regional. Further information to be provided in quarter one of 2017/18.

## IMPLICATIONS AND RISKS

### **Financial implications and risks:**

IFA spend April 16 to March 2017:	£3,183,065
IFA spend April 17 to date:	£553,723 (Please note that this does not include June invoices as these will not be processed until after 30/06/2017)
In House spend April 16 to March 2017:	£1,620,796
IFA spend April 16 to March 2017:	£3,183,065
IFA spend April 17 to date:	£553,723 (Please note that this does not include June invoices as these will not be processed until after 30/06/2017)
In House spend April 16 to March 2017:	£1,620,796
In House spend April 2017 to date:	£361,518
Residential spend April 16 to March 2017:	£2,376,115
Residential spend April 17 to date:	£290,197 (Please note that this does not include June invoices as these will not be processed until after 30/06/2017)
Semi-Ind spend April 16 to March 2017:	£704,774

Semi-Ind spend April 17 to date:	£183,452 (Please note that this does not include June invoices as these will not be processed until after 30/06/2017)
Secure spend April 16 to March 2017:	£182, 828
Secure spend April 17 to date:	£56,302 (Please note that this does not include June invoices as these will not be processed until after 30/06/2017)

The financial implication for use IFAs is huge; which is why every effort is being made to increase the pool of in-house carers with skills to support the more complex children.

**Legal implications and risks:**

None

**Human Resources implications and risks:**

The human resources implication is being considered within the Innovation project and a dedicated worker will be recruited specifically to support the recruitment, support and monitoring of specialist foster carers.

**Equalities implications and risks:**

The current position of the Local Authority is one that promotes the recruitment of foster carers from diverse backgrounds to support the changing demographics of the children coming into care.

## Appendix 1

The work of the teams consists of:

<ul style="list-style-type: none"><li>• Family finding role for short/long term placements</li></ul>	<ul style="list-style-type: none"><li>• Support and supervision to individual foster carers (supervising social workers hold an average caseload of 15 carers)</li></ul>
<ul style="list-style-type: none"><li>• Statutory annual reviews</li></ul>	<ul style="list-style-type: none"><li>• Planning related to any child focused meeting</li></ul>
<ul style="list-style-type: none"><li>• Group training, briefing and workshops.</li></ul>	<ul style="list-style-type: none"><li>• 24 hour telephone rota support</li></ul>
<ul style="list-style-type: none"><li>• Recruitment of prospective foster carers and operational implementation of the marketing event planner.</li></ul>	<ul style="list-style-type: none"><li>• Assessment of carers and presentation to panel (typically each assessor will usually hold approximately 4/5 assessments at different stages)</li></ul>
<ul style="list-style-type: none"><li>• Managing responses to allegations</li></ul>	<ul style="list-style-type: none"><li>• Supporting children and young people to develop and implement care plans.</li></ul>

## Appendix 2:

Table below – Source of fostering enquiry 1<sup>st</sup> April 2016-28<sup>th</sup> February 2017

	<b>Total Number of Enquires</b>
	168
Website	65
Info Event @Town Hall	23
The Liberty shopping centre	18
Posters	6
Yellow Advertiser	2
Romford Recorder	2
JC boards	2
Word of mouth	17
Living in Havering magazine	3
Leaflets -Distributed at events etc.	2
Havering Email signature	2
South Street Promotional stand	2
Google	3
Queens Hospital	1
Bus tour – Fostering branded	4
Radio –Time FM x 2	2
Brentwood craft Fair	1
Telephone enquiry	4
Bus advert	2
TV	1
Foster with other LA	1
IFA	1
Other	4

**Appendix: 3**

Placement Type	Total
Type: Agency F.C	84
Type: Agency F.C - L.T	1
Type: Family and Friends	25
Type: In-house F.C	68
Type: In-house F.C - L.T	10
Type: P.W.A	5
Type: P.W.P	1
Type: Res	17
Type: Res CWD	11
Type: Secure unit	3
Type: Semi-independent	32
<b>Grand Total</b>	<b>257</b>

Ethnicity	Total
Any other Asian background	12
Any other mixed background	4
Any other White background	10
Black African	25
Black Caribbean	19
Pakistani	1
White and Black African	4
White and Black Caribbean	12
White British	165
White and Asian	1
Any other Black background	1
White Traveller of Irish Heritage	1
Bangladeshi	1
Gypsy/Roma	1
Grand Total	257

As evidenced within the current cohort of LAC, there is a steady increase in the number of Black African and Caribbean.

**Appendix 4:**

## Completed Fostering Schedule

<b>Monday 8<sup>th</sup> May</b>	10.00am – Photo Opportunity outside the town hall with as many members of staff to open the fortnight  Hornchurch Sports Centre 11am-3pm
<b>Wednesday 10<sup>th</sup> May</b>	9am-4pm The Liberty Shopping Centre
<b>Thursday 11<sup>th</sup> May</b>	11am-3pm Upminster Library
<b>Friday 12<sup>th</sup> May</b>	9.00am-4pm Basildon Shopping Centre
<b>Saturday 13<sup>th</sup> May</b>	Parent & Child Empowerment conference Barking and Dagenham College 2-4pm
<b>Monday 15<sup>th</sup> May</b>	9.00am-4.00pm The Exchange Ilford
<b>Wednesday 17<sup>th</sup> May</b>	10.00am-3pm Fostering Bus – Romford Market
<b>Thursday 18<sup>th</sup> May</b>	11.00am-1.00pm Leaflet Drop in Hornchurch
<b>Friday 19<sup>th</sup> May</b>	10.00am-4.00pm South Street Promotional Marquee



**CHILDREN AND LEARNING OVERVIEW AND SCRUTINY  
SUB-COMMITTEE  
6 JULY 2017**

**Subject Heading:**

**Service Improvement and Transformation**

**SLT Lead:**

Tim Aldridge, Director of Children's Services

**Report Author and contact details:**

Ali Omar, Head of Innovation and Improvement  
Tel: 01708 431671  
ali.omar@havering.gov.uk

**Policy context:**

Delivery of statutory social care for children and young people.

**SUMMARY**

To ensure that Havering has a robust approach to continuous service improvement, this report updates members of the Committee on progress to improve the delivery of social care.

**RECOMMENDATIONS**

It is recommended that the Overview and Scrutiny Committee continues to receive updates on continuous service improvement and monitor progress against key areas of performance.

**REPORT DETAIL**

1. The service publishes an overarching service plan for Social Care every financial year, detailing objectives against local and organisation wide strategic aims.
2. The Social Care department constitutes a range of front-line services;
  - a. Early Help,

- b. MASH and Assessment,
  - c. Intervention and Support,
  - d. Care Resources,
  - e. Systemic Practice.
3. Each service lead is engaged to determine and agree what the key priorities are, establishing how actions will be delivered and defining how success will be measured. These are formally ratified by the Assistant Director for Social Care (ADSC) and the Director of Children's Services (DCS).
  4. A comprehensive review of all service measures and performance indicators (PIs) started in March 2017 and concluded in June 2017. This led to over one-hundred indicators being baselined with targets set, in agreement with senior management. This process also helped identify Children's Social Care requirements for the new business intelligence solution.
  5. The CYPS Management Service meets twice a month and the performance against these individual service plans is considered, particularly those areas where the risk is high or there are identified issues, where it links to the Ofsted improvement activity and where there has been evidenced improvement.
  6. Each service lead implements these actions and provides feedback to the management group. The impact is monitored and assessed through the agreed PIs for that service area. The DCS or ADSC can request any areas of high risk or issue to be researched, with potential solutions considered and recommendations made.
  7. Regular updates about the service plan are shared with the Lead Member, providing a range of information on risk, issues and mitigating actions. Improvements and achievements are also shared, to demonstrate what areas are being effective.

### **Main objectives**

8. The service has several key objectives for the year, across the range of front-line services. These include;
  - a. Improving the quality and effectiveness of social work interventions and improve the experience for families.
  - b. Provide effective interventions at all levels of need ensuring effective primary and secondary prevention.
  - c. Increase the stability and skills of the workforce to improve the quality of relationships with children and their families.
  - d. Improve the response to demand to ensure that families are provided a timely and proportionate intervention and increase the reach of early help services.



- e. Consolidate learning to ensure we continue to provide effective and co-ordinated services for children at risk of child sexual exploitation.
- f. Ensure that feedback from children and their families is sought to improve the quality of interventions.
- g. In house and commissioned services demonstrate good value when outcomes and costs are benchmarked against other authorities.
- h. Continue to build on improvements to the quality of placements for children in care, improving timeliness of permanency and enhancing the outcomes for care leavers.
- i. Reduce the budget deficit by installing strict financial controls. Monitor and report on progress, whilst looking for further opportunities.
- j. Implement and track the first year of the Innovation Programme.
- k. Monitor against the thirteen recommendations made by Ofsted and report on progress to them, the Department for Education and internal stakeholders.
- l. Ensure the workforce development and retention activity is in place to increase the number of permanent social workers.
- m. Develop and implement the Social Care Academy, providing a strong and competitive offer for social workers, with the aim of encouraging highly skilled and experienced practitioners to work for Havering.

### **Key deliverables**

- 9. A range of activity is underway to deliver against the outlined objectives;
  - a. A review of all placements has been carried out outlining the forward plan for these and determining the potential costs and savings that can be achieved by March 2019.
  - b. A workforce development working group has formed, with clear terms of reference, to ensure we have a robust approach to recruitment and retention. This has led to the development of the Social Care Academy.
  - c. A financial recovery plan has been developed, which demonstrates what activity can lead to reducing the budget deficit and making efficiencies. This includes strict controls on expenditure.
  - d. Social care workforce are undergoing Systemic Practice training, to enhance practice and allow for more meaningful and purposeful interventions to be delivered to children and young people.

- e. A work plan is being developed with the Joint Commissioning Unit, to enable better value for money on placements and other commissioning ventures.
- f. An approach to demand management is being considered, including greater detail on the projected increase in population and what impact that will have on resources.
- g. More effective and regular supervision is now taking place, improving quality and timeliness of interventions.

### **Next steps**

10. Continue to monitor progress of the service plans, ensuring all risks and issues are managed. Also evidence improvement and where relevant, report/escalate to the Transformation and Improvement Board.
11. Develop an approach to ensure that all future reporting needs go through a single point of contact and are managed through a joint panel with the Corporate Performance service.
12. Develop a reporting calendar, so all services are clear when to expect PIs and other information.
13. Review all service plans in September, to ensure they are all still current and meet the developing needs of the service.

## IMPLICATIONS AND RISKS

### **Financial implications and risks:**

None arising directly as a result of this report.

### **Legal implications and risks:**

It is recommended that the Overview and Scrutiny Committee notes the content of the Report and notes that further reports will be presented updating on progress against the agreed action plan.

### **Human Resources implications and risks:**

None arising directly as a result of this report.

### **Equalities implications and risks:**

As a public authority the Council is required to comply with the general duty as set out in the Equality Act .This states that those subject to the general equality duty must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups.

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

It is important that the issues relating to under-performance of specific groups of pupils are addressed urgently to remove potential barriers that could prevent specific protected characteristics from achieving their full potential.

## BACKGROUND PAPERS

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## CHILDREN AND LEARNING OVERVIEW AND SCRUTINY SUB-COMMITTEE

6 JULY 2017

**Subject Heading:**

**Ofsted Improvement**

**SLT Lead:**

Tim Aldridge, Director of Children's Services

**Report Author and contact details:**

Ali Omar, Head of Innovation and Improvement  
Tel: 01708 431671  
ali.omar@havering.gov.uk

**Policy context:**

Ofsted Improvement and delivery of statutory social care.

### SUMMARY

To ensure that Havering is meeting its statutory responsibilities and continuing to evidence improvement against Ofsted recommendations, this report updates members of the Committee on progress to improve standards of social care practice, workforce development and associated systems.

### RECOMMENDATIONS

It is recommended that the Overview and Scrutiny Committee continues to receive updates on Ofsted improvement and monitor progress against key areas of performance.

### REPORT DETAIL

1. The published Ofsted inspection report of December 2016 highlighted the effectiveness of a range of services, with an overall grading for effectiveness. The Committee received a report in January 2017, detailing the contents of this latest report by Ofsted, in respect of their inspection of Children's Social Care.

2. Havering received an overall grade of 'Requires Improvement' but received an 'Inadequate' grade for the effectiveness of services delivered to children Leaving Care. This judgement was not limiting, and did not result in the overall grade being adversely affected.
3. The Social Care department constitutes a range of front-line services;
  - a. Early Help,
  - b. MASH and Assessment,
  - c. Intervention and Support,
  - d. Care Resources,
  - e. Systemic Practice.

Our long-term ambition is for Havering to achieve at least a 'Good' grading against all of the key areas Ofsted measure against their framework. It should be noted that the framework is expected to change in 18-24 months.

4. In March 2017, Havering submitted their formal response to Ofsted's recommendations with the delivery of an Ofsted Action Plan, focusing on what improvements and changes Havering would make over the short and long term, to raise social work standards, increase workforce retention and have more effective IT solutions in place.
5. Havering has also been successful in receiving Innovation funding from the Department for Education. This investment will be distributed across the social care system but predominately across Fostering and Leaving Care. This will enable us to innovate in these areas and enhance the offer available, which will be tracked and monitored as part of the Ofsted improvement programme. It is expected the innovation will contribute to the continuous improvement of the social care service.

### **Ofsted Action Plan**

6. There are 13 recommendations (appendix A), which focus on the following areas;
  - Access for all managers to relevant management information.
  - Understanding and application of thresholds.
  - Assessments consider all areas of risk, need and health issues.
  - Improve pathway planning and ensure all plans are measurable and specific.
  - Care leavers are aware of their entitlements.
  - All children and young people who go missing and offered prompt return home interviews.
  - Improve the sufficiency and availability of placements for children and young in care.
  - Robust tracking is in place for children who are subject to pre-proceedings and permanence planning, to avoid delay and drift.

- There are sufficient independent visitors, for all looked after children, who would benefit from this.
  - Children subject to adoption and Special Guardianship are comprehensively assessed and the plan fully covers their needs.
  - Ensure there is scrutiny of practice through more regular and effective supervision of social work staff.
  - Increase the influence of the Corporate Parenting Board and that involvement of children is central to the aims of the Board.
  - Ensure the procurement of a new social care recording IT system is expedited and is fit-for-purpose.
7. Each recommendation has a defined set of management actions, which are owned by specific senior officers within the Directorate. These each have a timescale, a set of specific measures, key performance indicators and outcomes which benefit children, young people and families.
  8. For the Leaving Care strand a dedicated action plan has been developed, which directly links to the overall plan. This is due to the grading received for this area, and the need for the service to fully understand the issues, mitigate risk and plan for significant service improvement. It also helps identify and plan for the dependencies with the Innovation programme.
  9. As of 27<sup>th</sup> June, 136 inspection reports have been published. The national breakdown shows that 46% percent of Local Authorities achieved a 'Requires Improvement' grade. 24% received an 'Inadequate' grading with 29% achieving a 'Good' grade. Only 1% of Local Authorities (2 in total) have achieved an overall 'Outstanding' grade.

### **Monitoring progress**

10. Children's Services has a Transformation and Improvement Board, which is responsible for overseeing change initiatives and service improvement. It will also be the governance mechanism where all progress, monitoring and decisions take place for all Ofsted improvement actions. The Director of Children's Services (DCS) is the Senior Responsible Officer, supported by the Assistant Director for Social Care and other key senior managers within Children's Services.
11. Progress against the Ofsted Action Plan will be monitored every month, with a report available describing trends, ongoing activity within the service and the impact this activity is having.
12. As of June 2017, a set of Key Performance Indicators (KPIs) has been agreed by the Board. Baselines and targets have been agreed, where applicable. A first draft report has been presented to senior officers and feedback has been gathered to ensure the report meets the ongoing needs of the service.
13. Early measures show considerable improvement in a number of areas, including;

- A reduction in the number of Child in Need plans.
- A reduction in the number of CP Plans.
- An increase in the number of social workers taking up permanent positions.
- An ongoing improvement in the timeliness of interventions in Early Help.
- Improved performance in the MASH
- More direct contact with Care Leavers
- Improved rate of Return Home Interviews completed within 72 hours
- Increase in allocation of independent visitors

As the service reviews its delivery and strengthens the delivery of social care, we expect to see improvement across a number of measures. The service has also taken measures to reshape the structures of delivery services, to ensure there is capacity and the appropriate roles to deliver sustained improvements.

### **Next steps**

14. The delivery of a new business intelligence solution, Power BI from Microsoft, will enable the service to receive data in differing formats and enhance how the Ofsted indicators will be monitored. It will allow for easier retrieval of reports, resulting in being able to manage areas of risk more closely and allow us to determine what factors have led to consistent improvement. The service will start to use this from August 2017, with an approach developed thorough July 2017.
15. The authority continues to monitor the performance of all Ofsted key indicators, against the Ofsted Acton Plan, managing risk and issue and ensuring all milestones and deliverables are agreed and managed.
16. Work with the Safeguarding Board, responding to their challenge and ensuring alignment in activity that is shared or has an overlap.
17. Prepare for the next Ofsted quarterly meeting, expected in Autumn 2017.
18. Begin to plan for the new inspection framework being developed by Ofsted.



## IMPLICATIONS AND RISKS

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### **Legal implications and risks:**

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It is important that the issues relating to under-performance of specific groups of pupils are addressed urgently to remove potential barriers that could prevent specific protected characteristics from achieving their full potential.

## BACKGROUND PAPERS

Appendix A – Ofsted Action Plan – March 2017.

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## Ofsted KPI's Performance Monitoring Report

### Child Protection

**RED** - % of ICPC's undertaken within 15 days.

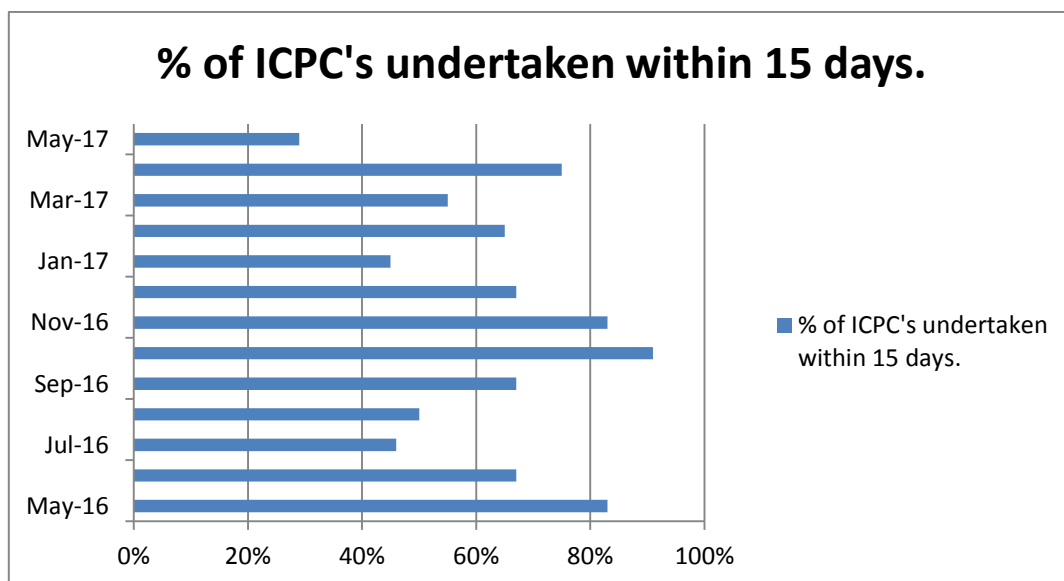
**GREEN** – Number of CP Plans.

There are currently 271 active child protection plans in Havering, which is the lowest we have seen since July 2016. This is encouraging as one aim of the Face-to-Face Vision is to reduce the number of children becoming subject to statutory intervention. Greater scrutiny is now in place within the assessment team with every case being subject to a 10 day review, which contributes to a lower number of CP plans. The management team (Group Managers and Team Managers) has been stable in ISS for the last 6 months which could also attribute to consistent management oversight.

The timescale of CP visits are monitored by the service using a report which is provided independently of the monthly performance pack. Between 15/05/2017 and 31/05/17 an average of 67% of CP visits in ISS were undertaken within timescale (15 working days). Management oversight is in place with regards to monitoring visit timescales through the fortnightly reports provided by the performance team.

One concerning KPI is the percentage of ICPC's held within 15 days, which is currently at 29%. Our target is 90% and last month we were at 75%. The safeguarding service has been an IRO short for the last 11 weeks which will have impacted upon the capacity of the service. A new Group Manager commenced with the SSSU on 19<sup>th</sup> June and work is on-going to recruit to the vacant IRO post.

We can see from the below table that we noticed a downturn in this KPI in the summer of last year which picked up over the third quarter and then dipped again at the beginning of 2017.



We need to investigate if there are wider issues within the service contributing to the quite significant downturn of ICPC's within timescale. It is possible that one reason

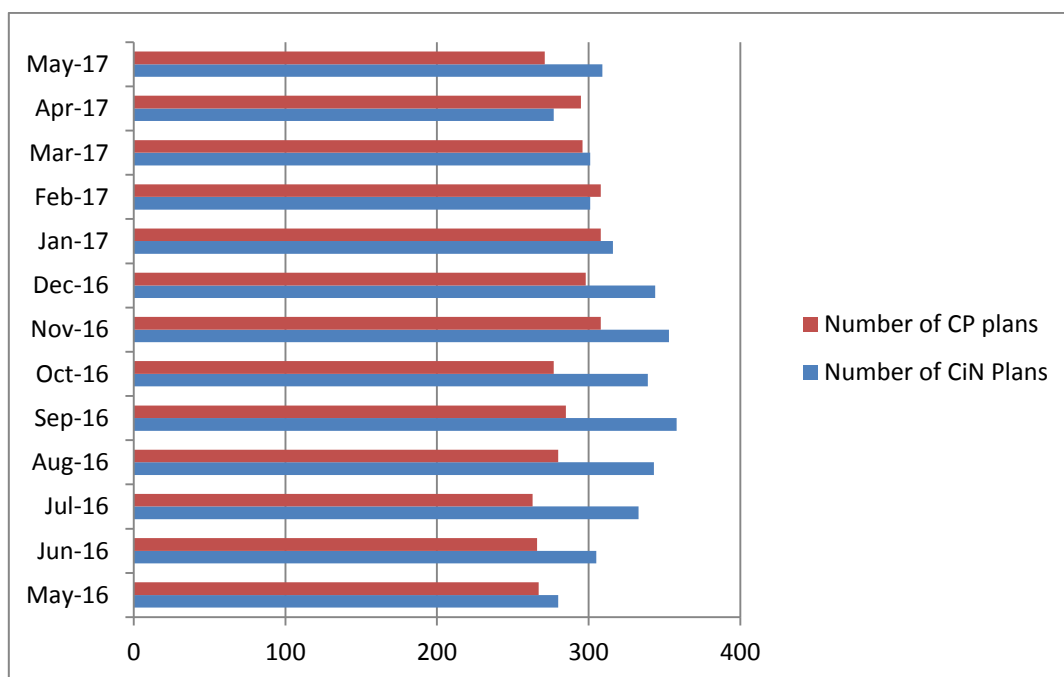
for the issue is to do with inconsistent recording on the case management system. There is a plan in place to undertake some improvement work within ISS so we can drill down into the cause of this and other issues and work to rectify and monitor them.

### Children in Need

**GREEN** – Number of CiN Plans - 309

**AMBER** - % of return home interviews completed with 72 hours (82% this month, 70% YTD)

As would be expected with a decrease in CP cases, our CiN numbers increased last month to 309, although still lower than the average for last year (321). This KPI is also currently lower than the indicated threshold of 320, which is positive. The below table highlights the trends we saw last year with regards to CiN cases and the correlation with the number of CP plans. We can see that from the beginning of this year that the ratio between our CiN and CP numbers was very similar however we aim to see a continuation of the lower CP and higher CiN numbers going forward.



With an increased amount of CiN cases, we need to ensure that there is a strong oversight of the length of the plans to ensure that cases do not encounter drift or delay. The new proposed high level KPI report will include a KPI looking at the average length of our CiN plans. Currently only 13% of CiN plans have been active for more than 12 months.

Going forward, over the summer of 2016 we saw a peak in the number of No Recourse to Public Funds cases in the service so it is worth being cautious as this trend may repeat. As stated, we expect the number of CiN cases to increase in the

next quarter as work continues to reduce the number of CP and LAC within the service.

It is worth noting that there was a positive increase in the percentage of Return Home Interviews completed within 72 hours last month, however this is rated as Amber as the YTD figure is still below target. If the same rate of improvement continues to next month then this will become green.

### **Looked after Children (LAC)**

**RED** – Number of LAC - 255

**AMBER** - % of LAC placed outside the borough – 50%

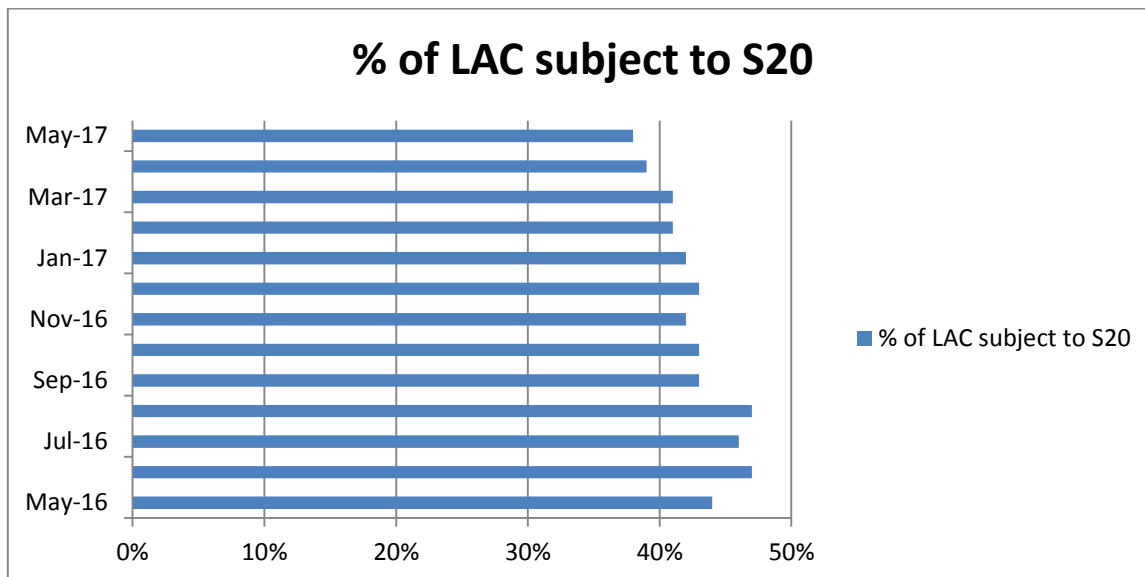
**AMBER** - % of LAC placed more than 20 miles away from their home address – 15.5%

**AMBER** - % of LAC who cease to be looked after as a result of permanency (adoption or SGO) – 5.6%

As of 31/05/2017 we have 255 Looked after Children, which is our highest to date. The population of 16-17 year olds in our LAC cohort has increased from 27% to 31% however we expect to see this decline as they reach the age for Leaving Care services. This will potentially contribute to a downturn of our LAC numbers, assuming demand does not increase within other cohorts.

A lot of scrutiny has been given to LAC cases by an independent auditor and the Head of Service for ISS, consequently our S20 rate is 38%, which is the lowest percentage to date. 55% of our LAC are subject to full care orders or interim care orders. Greater expectation with regards to permanency planning is being embedded throughout the service which we would expect to have a continued positive impact upon the level of S20 cases within the service.

We can see from the below table that June, July and August 2016 saw the highest percentages of LAC subject to S20 of the year (47%) which coincides with the school summer break. Although a lot of scrutiny has been given to S20 cases it is important to ensure this momentum remains over the summer and beyond.



Work is being undertaken in conjunction with the service to certify the criteria of the Families Together team and help them identify what success looks like for them. By determining this we will have a clearer understanding of the potential impact they could have upon the reducing our numbers of LAC.

### **Placements**

**AMBER** - % of LAC placed more than 20 miles away from their home address

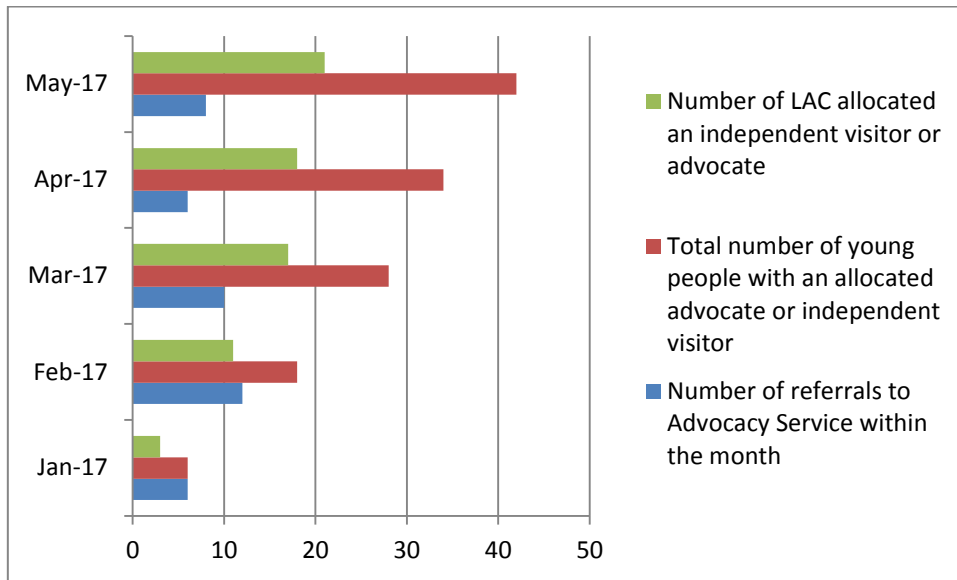
**AMBER** - % of LAC placed outside the borough

As of 31/05/17 15.5% of our LAC are placed more than 20 miles away from their home address. Although this compares favourably against the figures from the same point last year (16.1%) there is still some work to do to achieve our target of 10%.

Face-to-Face Pathways addresses our in-care offer and we expect the reform to result in us having an in-house offer for LAC who may otherwise have been placed further away in order to find a placement to respond to their needs. The current plan is have 4 carers in place by the end of the financial year so we should expect to see a decrease in this KPI in the last 2 quarters of this year.

### **Advocacy**

It is encouraging to see that the number of young people who are working with an advocate is increasing month on month. As of 31/05/2017 8% of our LAC population are allocated an advocate and 50% of the children/young people allocated an advocate are LAC.



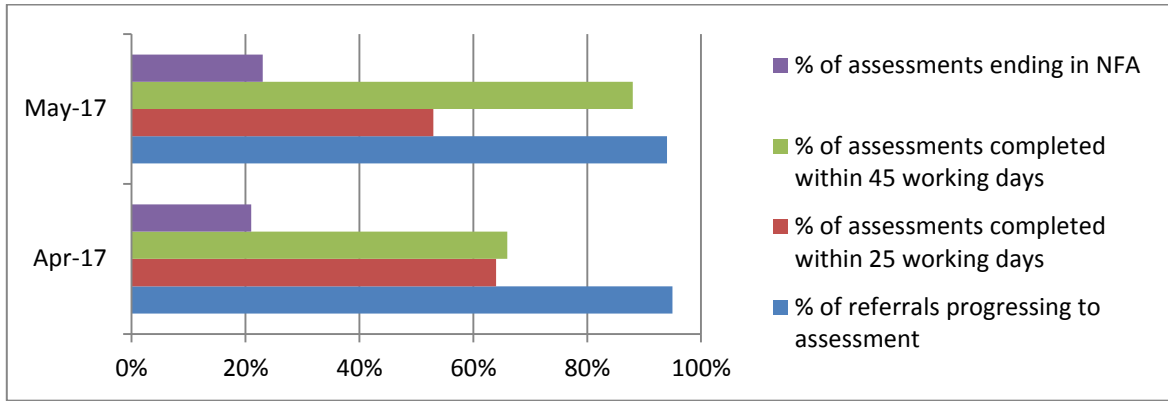
We need the board to consider if it is appropriate for us to have a target for this KPI? Do we have any expectations as to how many young people we would expect to have an advocate, or how what % of our LAC population should receive support from an advocate?

**Front Door/Early Help**

The majority of the contacts coming through the front door are being responded to by MASH, with 8% of cases being allocated for Early Help intervention from the front door. This suggests that a higher proportion of cases progressing to Early Help from MASH are signposted to other services within the community. So far this year 25 cases have been accepted by Early Help as a step down from statutory services.

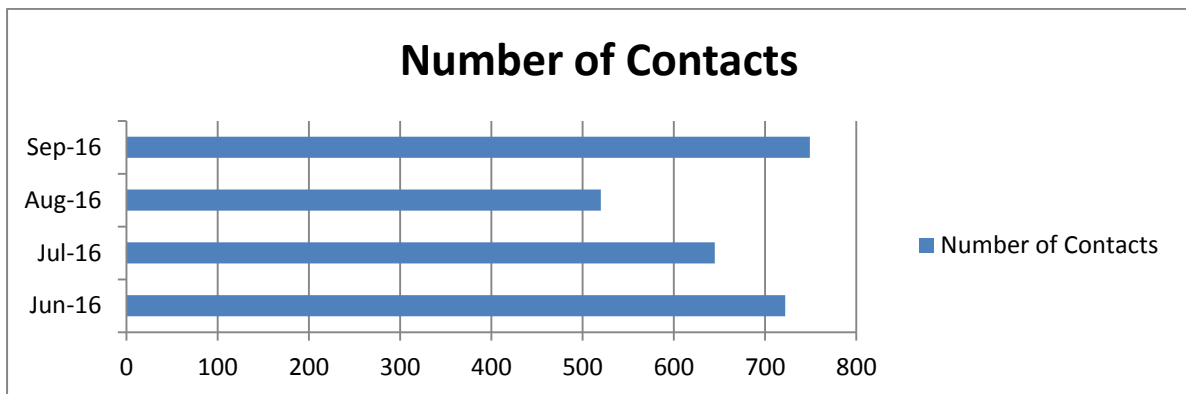
The percentage of contacts which are NFA'd is still higher than the threshold, although this has dropped this month. There are also a relatively high percentage of contacts with a Blue rating, although this has also dropped this month. This data is monitored weekly through performance reporting provided to the team by Business Support.

The KPI's relating to assessment timescales are all green (see data report, appendix a) which suggests our timeliness with regards to delivery of services has continued to improve (see table below). The percentage of assessments ending in NFA is 22% YTD compared to 48% at this point last year which is a significant improvement.



A 10 day review process is now embedded within the Assessment Team which means that the majority of cases should have clear direction within this time frame. The Group Manager has also been conducting quarterly audits of 10 cases within MASH & Assessment to assess the timeliness and appropriateness of the services provided and feeding the learning back into the service.

We often see a spike in front door activity before and after the school summer break, as we can from the data for last year (below), which is worth bearing in mind for next quarter.





**Next Quarter**

<b>Next Steps/Actions</b>	<b>Outcome</b>	<b>Who</b>	<b>Timescale</b>
Revision of performance pack	Greater connectivity of the performance data that is collated across all areas of the service to create one overall picture.	SH and performance team	July/August.
Implement regular meetings with HoS to review performance data and identify trends/areas of risk.	Performance data is used to predict and inform rather than rectify issues that have already occurred.	SH	From July.
The introduction of Power BI	Greater access to performance data across the service.	AO/SH and Policy & Performance	?
Commence improvement work in ISS	Identify issues/areas of improvement, devise plan of action for implementation and tracking	SH/AO	From July – End date TBC

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# Ofsted Action Plan Final

Ofsted Recommendations	Actions	Lead Officer/Key contributors	Duration	KPIs and measures	Outcomes
<p><b>1) Ensure that managers at all levels use management information effectively to oversee the work of their teams, and that performance reports include analysis, evaluation and commentary.</b></p>	<p>a) Review existing data to see what is still fit-for-purpose.</p> <p>b) Build new performance management framework;            - Establish what key indicators are required to measure performance for all areas            - Identify what service specific management information is needed to assist with oversight of operational activity            - Define what analysis and commentary is required to narrate and describe the impact of the management information            - Ensure that impact and outcomes are output, to help officers understand against the context</p> <p>c) Utilise business intelligence from other sources to assist Social Workers in understanding the wider impact of their support. Power BI (business analysis tool) from Microsoft, is being implemented to facilitate this and Children's Services is in the first phase for roll-out. The Data Warehouse solution will allow us to view outcomes for families in a holistic manner and against specific datasets.</p> <p>d) Improve data quality and consistency, to provide more accurate data</p> <p>e) Performance is challenged more robustly through management meetings, relevant boards, supervision and related forums and is monitored more regularly.</p> <p>f) Deliver bespoke training to officers who require development of their understanding in how to use data to drive service improvement.</p>	<p><b>Ali Omar - Transformation and Improvement Manager.</b></p> <p>Phillipa Brent-Isherwood - Assistant Director of Policy, Performance and Community.</p>	<p>Requirements work - December 2016, with a fully specified list of needs delivered to the Performance team in early March 2017.</p> <p>Business intelligence phase 1 rollout is due to conclude in May 2017.</p>	<p>Managers receive KPI reports monthly with weekly/fortnightly management information available.</p> <p>Supervision audits carried out show performance is challenged.</p>	<p>Children's Services are able to gather and act on intelligence to help manage demand for effectively and signpost to available services.</p> <p>Performance against key performance indicators improves.</p> <p>Service performance is well understood and appropriately scrutinised and challenged by senior managers and elected Members in order to drive improvement.</p>

<p><b>2) Ensure that partners understand thresholds, that they are applied consistently and that children referred to the MASH, or who require help out of hours, receive a timely and proportionate response.</b></p>	<p>(Refer to MASH Project and Action Plan)</p> <p>a) Work with partners to help them understand the Children's Services offer and how thresholds are applied. Hold workshops and disseminate briefings for partners in conjunction with the LSCB.</p> <p>b) Develop and deliver multi-disciplinary training, focusing on the application of thresholds.</p> <p>c) Strengthen management structure, to enable more effective day-to-day practices, ensure the correct level of decision-making is present and enable stronger oversight.</p> <p>d) Improve earlier screening of referrals and ensure this is done in agreed timescales.</p> <p>e) Quality Assurance takes place throughout the MASH and Assessment workflow. Decisions are checked for consistency by managers, upto and including the Head of Service, where needed.</p> <p>f) Ensure that cases that meet Section 47 threshold are allocated to an Assessment Social Worker for Strategy discussions.</p> <p>g) Ensure that peer support from regional partners, provides adequate challenge and actions/feedback are analysed and changes to process are made, where required.</p> <p>h) Ensure there is consistency of decision-making where s.47 s result in CP conference</p>	<p><b>Gary Jones - Head of Mash and Assessment</b></p> <p>Kate Dempsey - Principal Social Worker</p>	<p>Approach to be defined between by the end of January 2017</p> <p>Implementation will occur concurrently, where applicable. All actions to be complete and embedded by March 2018</p>	<p>Number of inappropriate referrals to MASH.</p> <p>% of referrals being responded to by EHS</p> <p>% of referrals to progressing to assessment</p> <p>% of referrals going to NFA</p> <p>% of assessments completed within 25 days.</p> <p>% of assessments ending in NFA.</p> <p>% of assessments which capture children's wishes and feelings.</p> <p>% of ICPC's held within 15 days of decision</p> <p>% of statutory visits undertaken within timescale</p>	<p>Support is delivered to Partners, allowing them to understand thresholds and make appropriate contact with the service, thus also helping to manage demands on Children's Services.</p> <p>MASH and Assessment services are fully established with quality staff, enabling more effective decision making and only appropriate cases referred to longer-term social care services.</p> <p>Referrals are quality assured by senior managers, to ensure control of throughput.</p> <p>Best practice from other LAs is considered and applied, as appropriate.</p>
<p><b>3) Ensure that all assessments of children and care leavers consider all areas of need and risk, including equality and diversity issues and health needs.</b></p>	<p>a) Ensure that the supervision policy is thorough and that the guidance is followed.</p> <p>B) Ensure that all assessments are quality assured, both through management spot-checking, through audits, through one-to-one supervision or group supervision.</p> <p>c) Ensure all staff receive appropriate training that raises the quality of assessments and covers identifying needs and managing risk. Also training is delivered on health, equality and diversity and how this should be considered and applied through assessment processes and reviews.</p>	<p><b>Robert South - Assistant Director for Children's Social Care</b></p> <p>Kate Dempsey - Principal Social Worker</p> <p>John Walsh - Group Manager SSSU</p>	<p>Work is ongoing and will be embedded into practice by September 2017.</p>	<p>All staff receive appropriate and relevant training</p> <p>Good quality information about equality, diversity and health are captured.</p>	<p>There is a strong supervision policy that is adhered to and support is provided to Social Workers by managers.</p> <p>All staff have relevant training, so they are familiar with Havering's approach to Social Care.</p> <p>Practice Week continues and drives service improvement.</p> <p>Assessments - and therefore the resulting plans - consider and respond appropriately to all areas of need and risk.</p>

<p><b>4) Improve pathway plans, reviews of pathway plans and visits to care leavers to ensure that they meet statutory requirements. Ensure that all plans for children are specific, measurable and child focused and that copies are provided to parents and carers in a timely way.</b></p>	<p>a) Review and redesign Pathway Plans so they are SMARTer and give a child the ability to influence and input to co-produce their plan.</p> <p>b) Ensure reviews are conducted in a timely manner and within agreed timescales. Use management information to ensure timescales are adhered to.</p> <p>c) Ensure all contact with clients is conducted within statutory timescales. Use management information to ensure timescales are adhered to.</p>	<p><b>Robert South - Head of Care Resources</b></p>	<p>Activity to be complete by end of June 2017</p>	<p>New pathway planning process is in place and parents and carers receive their copies within 72 hours.</p> <p>% reviews within target timescale</p>	<p>Pathway plans are SMARTer and easier to use.</p> <p>Children can input and lead their Pathway Plan.</p> <p>All contact is managed in accordance with statutory timeframes.</p>
<p><b>5) Ensure that all care leavers are fully aware of their entitlements.</b></p>	<p>a) Develop an online resource dedicated to care leavers, which allows them to find out relevant local and national information from any digital enabled platform.</p> <p>b) Engage with care leavers using MOMO, to promote entitlements.</p> <p>c) Run workshops for care leavers, so that they are aware of their entitlements and can engage with other care leavers.</p> <p>d) Scope a bespoke package of offers and incentives for care leavers, both local and national.</p> <p>e) Ensure that Pathway Plans have a reference to entitlements and the opportunity to state whether care leavers are accessing them.</p> <p>f) Establish a drop-in shop on the main high street, in order to provide support and services to care leavers.</p> <p>g) Work with the LAC nurse and ensure that Health Passport is maintained.</p>	<p><b>Robert South - Head of Care Resources</b></p> <p>Kate Dempsey - Principal Social Worker</p>	<p>February 2017 for phase 1 of direct contact.</p> <p>December 2017 for phase 2 around fully integrated and new channels to promote.</p>	<p>% of care leavers informed of their entitlements</p> <p>% of care leavers with a Health Passport</p>	<p>Care Leavers receive regular updates about their entitlements.</p> <p>An online resource is implemented that allows care leavers and all young people to discover entitlements, offers, information, advice and guidance.</p> <p>Drop-in facility is developed allowing for care leavers to receive support.</p>
<p><b>6) Ensure that all children and young people who go missing from home or care are offered prompt return home interviews and that the information obtained is used to support their safety plans.</b></p>	<p>a) Ensure all children who go missing are seen within acceptable timeframes.</p> <p>B) Ensure that all information is available and captured and used to build safety plans.</p>	<p><b>Jane Carroll - Head of Intervention and Support Service</b></p>	<p>Activity underway and to be resolved by end of June 2017</p>	<p>% of RHIs conducted within the required timescales.</p> <p>% of repeat episodes related to missing children</p>	<p>Safety plans are robust and all missing children are offered RHIs within 72 hours.</p> <p>Reduction in repeat episodes.</p>

<p><b>7) Improve the sufficiency and availability of placements for care leavers, children looked after and children with a plan of adoption so that they are well matched according to their needs.</b></p>	<p>a) Undertake an analysis of the issues which the LA faces in terms of sufficiency.</p> <p>b) Explore the development of new facilities in-borough, which increase the supply of places. Semi-indep/reside</p> <p>c) Collaborate with other Councils to work with providers to help develop the market, providing sufficient and available placements.</p> <p>d) Develop the in-house fostering offer, including the development of an enhanced provision.</p> <p>e) Private Fostering arrangements are reviewed and publicity is developed and disseminated.</p>	<p><b>Robert South - Head of Care Resources</b></p> <p>John Green - Head of Joint Commissioning</p>	<p>September 17 for analysis and strategy</p> <p>March 18 for new in-house, in-borough options.</p> <p>In-house fostering offer to be agreed by June 17</p>	<p>Proportion of LAC placed out of borough</p> <p>Proportion of LAC placed more than 20 miles away from where they used to live.</p> <p>Proportion of LAC placed in borough.</p> <p>Adoption Scorecare measures.</p> <p>Number of foster carers recruited</p>	<p>We have sufficient placements available locally.</p> <p>The in-house fostering offer attracts sufficient foster carers, to manage demand.</p> <p>New contracts are in place, reducing the unit cost of placements.</p>
<p><b>8) Ensure robust tracking and decision making for children who are subject to pre-proceedings and permanence planning, to avoid drift and delay, and that independent reviewing officers and child protection chairs provide sufficient challenge to these plans.</b></p>	<p>a) Review the Legal tracking procedure and improve efficiency.</p> <p>B) Ensure permanency planning meetings are robust and are conducted in agreed timescales to avoid drift and delay.</p> <p>c) Deliver training on permanence planning, to raise quality and ensure the right level of support is provided.</p> <p>d) Ensure that IROs and CP chairs receive information in time to provide constructive and meaningful challenge.</p> <p>e) Ensure managers provide Quality Assurance on all plans.</p> <p>f) Ensure that all gatekeeping and tracking processes are reviewed and communicated, so that staff understand the QA process.</p>	<p><b>Jane Carroll - Head of Intervention and Support Service</b></p> <p>Robert South - Assistant Director for Children's Social Care</p> <p>Kate Dempsey - Principal Social Worker/SSSU</p>	<p>Activity is due to take place between January and March 2017.</p> <p>Implementation to occur Q1 17/18</p> <p>Review of changes in Q2 and Q3 17/18</p>	<p>% of LAC who cease to be looked after due to permanency</p> <p>% reviews happen within agreed timescales</p>	<p>There is robust tracking in place that prevents drift and delay.</p> <p>Quality Assurance and challenge is provided in a timely and co-ordinated manner.</p>
<p><b>9) Take steps to ensure sufficient independent visitors for all children looked after who would benefit from this.</b></p>	<p>a) Review recruitment of volunteers and target those who are willing to become independent visitors.</p> <p>B) Ensure that there is a targeted approach to providing independent visiting to Unaccompanied Minors and children who live a great distance from their home or Havering.</p> <p>c) Explore commissioning a partner agency to support independent visiting, either by offering a complete service or the ability to spot-purchase.</p> <p>d) Advocacy</p>	<p><b>Lisa Reid - Head of Early Help</b></p>	<p>Activity is due to take place between March and August 2017, with implementation starting in September 2017.</p>	<p>Number of children seen by an IV, that benefit from support.</p>	<p>Independent visitors are available for all children looked after, who require this service.</p>

<p><b>10) Ensure that the support needs of children subject to adoption and special guardianship are comprehensively assessed and result in a plan that addresses children's individual needs</b></p>	<p>a) Ensure there are robust systems to monitor and quality assure support plans.</p> <p>B) Ensure there is a support plan in place, that has been quality assured, before a placement becomes active.</p> <p>C) Ensure that the Adoption Support Fund is included and discussed in all plans.</p> <p>d) Contribute to the development of a London Regional Adoption Agency</p>	<p><b>Robert South - Head of Care Resources</b></p>	<p>Activity is underway and to be fully complete by September 2017</p>	<p>% Assessments conducted within agreed timescales.</p>	<p>Systems are reviewed and are developed, so they can effectively help support plans.</p> <p>All support plans are in place, with the necessary quality assurance.</p>
<p><b>11) Improve the regularity and scrutiny of management oversight and the quality of staff supervision at all levels, ensuring that staff are properly held to account for their practice in providing appropriate help and support for children and reducing drift.</b></p>	<p>a) IRO will confirm that plans are 'on track' where a CP plan has been in place for 9 months ( 2nd review) and alert Head of Service, &amp; Group Manager if this is not the case. Head of Service, Group Manager &amp; IRO will review all cases where a CP Plan has been active for 15-18 months.</p> <p>b) Work with Business &amp; Performance Team to ensure regular reporting mechanisms are available to create strong management oversight. Thus creating accountability for any delay or drift.</p> <p>c) Explore how the provision for independent chairs for CIN meetings, to give oversight and scrutiny, can be developed.</p> <p>d) Training for all supervisors, to ensure there is support for all workers but also accountability for practice and satisfying quality standards.</p> <p>e) Develop an exemplar, to demonstrate best practice in case recording.</p> <p>f) Ensure that all staff have regular reflective supervision and they have a Performance Development plan in place and it is monitored regularly.</p>	<p><b>Kate Dempsey - Principal Social Worker</b></p> <p>Robert South - Head of Care Resources</p>	<p>Planning and development takes places between December 2016 and March 2017.</p> <p>Concurrent implementation will take place, as needed. With training and development occurring across 17/18.</p>	<p>% cases receiving supervision within the required frequency.</p> <p>Number of cases which are audited and receive a positive return.</p> <p>% of assessments conducted in agreed timescales</p> <p>% of reviews conducted in agreed timescales.</p>	<p>There is regular supervision for all staff and that it is of a high quality and holds staff to account for their work.</p> <p>There is reduced delay and drift across all services.</p>
<p><b>12) Increase the influence of the corporate parenting board, ensuring that the direct involvement of children is central to the board's work and that the membership and work plan target priorities effectively. Properly celebrate the achievements of children and young people.</b></p>	<p>a) Review the functions of the Corporate Parenting Panel and redefine what the key areas for scrutiny are.</p> <p>B) Establish the Corporate Parenting working group, which will have representation across young people, foster carers, councillors, schools and the voluntary sector.</p> <p>c) Develop a programme of events, which celebrate the achievements of children and young people.</p>	<p><b>Tim Aldridge - Director of Children's Services</b></p> <p>Robert South - Assistant Director for Children's Social Care</p>	<p>Develop approach in December 2016.</p> <p>Programme of events setup by July 2017.</p>	<p>Number of events held, celebrating children and young people</p> <p>Through evaluation and user surveys - Children and young people feel involved and support the direction of travel of Children Services</p>	<p>Corporate Parenting involves children into their work and priorities are managed effectively.</p> <p>Children and Young People's achievements and experiences are recognised.</p>

<p><b>13) Expedite the development or re-commissioning of the electronic system to ensure that it is fit for purpose, that it adequately supports the planning and recording requirements of the care leavers' service, the provision of management information and enables proper storage of adopters' records.</b></p>	<p>a) Carry out a pre-procurement exercise, to determine the requirements of Children's Services. Ensure that all staff are engaged and can contribute.</p> <p>B) Carry out a tendering process and select the provider that meets requirements and satisfies operational and financial constraints.</p> <p>c) Conduct Implementation phase, ensuring all workflows are manageable and efficient, maximising time Social Workers spend with families.</p> <p>d) Develop management information structure based on requirements</p> <p>e) Train staff in how to use the new system</p>	<p><b>Ali Omar - Transformation and Improvement Manager.</b></p> <p>Nathan Roggenbaum - Senior Project Manager</p>	<p>Pre-procurement to be completed by April 2017.</p> <p>Tendering and selection process completed by January 2018</p> <p>Implementation by January 2019.</p>	<p>Social workers are involved in specifying outcomes</p> <p>New system is procured and implemented.</p>	<p>Tender process commences and evaluation complete</p> <p>New system is in place and being fully used.</p>
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Indicator	Target/Threshold 2017-18	RAG (compared to target)	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Year-to-date	YTD 15-16 (as at this point last year)
			Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18		
Number of CiN Plans	320	GREEN	277	309										293	280	
Number of CP Plans	285	GREEN	295	271										282	267	
Number of LAC	230	RED	254	255										255	248	
% of CP visits undertaken within statutory timescale			Separate Visits Report Prepared Fortnightly													
% of ICPC's undertaken within 15 days.	90%	RED	75%	28.6%										51.8%	72.7%	
% of CiN visits undertaken within timescale			Separate Visits Report Prepared Fortnightly													
% of return home interviews completed with 72 hours	75%	AMBER	61%	82%										70%	53%	
Number of children with repeated missing episodes within 3 months (not LAC)	TBC	TBC	10	12										N/A	N/A	
% of LAC reviews completed within timescale	90%	TBC	Not Currently Obtainable													
Number of new in-house foster carers	15	TBC	Data not provided													
% of LAC placed outside the borough	45%	AMBER	50%	50%										50%	46%	
% of LAC placed more than 20 miles away from their home address	10%	AMBER	13.4%	15.5%										17.1%	16.1%	
Parents and carers sent copies of pathway plan within 72 hours of agreement.	TBC	TBC	Not Currently Obtainable													
% of LAC who cease to be looked after as a result of permanency (adoption or SGO)	20%	AMBER	14.3%	5.6%										5.6%	6.7%	
Adoption Scorecard Measures	TBC	TBC	Not Currently Obtainable													
% of Care Leavers who have been contacted by the service within 3 months	90%	GREEN	94%	90%										92%	N/A	
% of care leavers or relevant young people with an pathway plan	TBC	TBC														
Number of referrals to Advocacy Service within the month	TBC	TBC	6	8										14	N/A until Q2	
Total number of young people with an allocated advocate or independent visitor	TBC	TBC	34	42										N/A	N/A until Q2	
Number of LAC allocated an independent visitor or advocate	TBC	TBC	18	21										N/A	N/A until Q2	
% of LAC allocated an independent visitor or advocate	TBC	TBC	7%	8%										N/A	N/A until Q2	
Number of cases stepping down from statutory involvement to Early Help Service	TBC	TBC	14	11											N/A	
% of cases allocated for Early Help intervention via the front door	TBC	TBC	7%	8%										8%	New	
% of contacts responded to by Early Help Service	25%	AMBER	3%	2%										3%	New	

% of contacts with an outcome of NFA	25%	AMBER	37%	31%											34%	24%
% of contacts rated as Blue	10%	AMBER	22.5%	15.3%											19%	New
% of contacts received with regards to missing children	5%	GREEN	0.8%	0.4%											0.6%	New
% of inappropriate contacts received by MASH	TBC	TBC	Not Currently Obtainable													
% of referrals progressing to assessment	85%	GREEN	95%	94%											94%	76%
% of assessments completed within 25 working days	50%	GREEN	64%	53%											58%	24%
% of assessments completed within 45 working days	80%	GREEN	66%	88%											78%	87%
% of assessments ending in NFA	25%	GREEN	21%	23%											22%	48%
% of assessments which capture the child's wishes and feelings.	TBC	TBC	To Be Captured Via Audit Activity													



**CHILDREN AND LEARNING OVERVIEW AND SCRUTINY  
SUB-COMMITTEE  
6 JULY 2017**

**Subject Heading:**

**Havering School Improvement**

**SLT Lead:**

Tim Aldridge, Director of Children's Services

**Report Author and contact details:**

Ian Elliott, Programme Manager  
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ian.elliott@havering.gov.uk

**Policy context:**

Standards in Education

**SUMMARY**

Consistent with Havering's vision to ensure a good start for every child to reach their full potential and our ambition to establish a self-improving education system, this report updates members of the Committee on progress to improve standards of teaching, learning and leadership across Havering's schools.

**RECOMMENDATIONS**

It is recommended that the Overview and Scrutiny Sub-Committee continues to receive updates on secondary school improvement, consistent with a schools-led strategy as agreed by school leaders, governors and partners, including the Regional Schools Commissioner.

**REPORT DETAIL**

1. The Sub-Committee received a report in January 2017, detailing the contents of the latest report by Her Majesty's Chief Inspector of Schools (HMCI) in respect of Havering schools' performance.
2. Havering's 18 secondary schools operate in a mixed economy of maintained schools, academies, Havering and non-Havering Multi Academy Trusts, with

different Ofsted outcomes and trends in outcomes for pupils. Our ambition is that all students, regardless of their school, background or prior attainment, should achieve the outcomes that they deserve.

3. The HMCI Ofsted annual report of December 2016 highlighted the outcomes of a range of performance measures in primary and secondary schools across the country. Alongside the main report, each Ofsted Regional Director publishes a report covering performance in their geographical area. Ofsted refers to three specific measures in the secondary sector:

- Progress 8 (a new measure);
- Attainment 8 (a new measure); and
- Percentage of pupils in good or outstanding schools.

### **Outcomes in secondary education**

4. Progress 8 aims to capture the progress pupils make from the end of primary school to the end of secondary school. It is a type of value added measure, which is used to measure the performance of schools, not the pupils themselves. Each school's pupils' results are compared to the actual achievements of other pupils with the same prior attainment. Progress 8 gives an indication of whether, as a group, pupils in the school made above or below average progress compared to similar pupils in other schools.

5. Attainment 8 measures a student's average grade across eight subjects (the same subjects that count for Progress 8). This new measure is designed to encourage schools to offer a broad, well-balanced curriculum.

6. A Progress 8 score of zero means pupils in this school on average do about as well at key stage 4 as other pupils across England who got similar results at the end of key stage 2. A score above zero means pupils made more progress, and conversely a score below zero means pupils made less progress, on average.

7. In both the new Progress 8 and Attainment 8 measures, London was the strongest region nationally in 2016. Progress 8 scores in Havering and Lewisham were the lowest of all London boroughs and well below the national figure, both at -0.14.

8. On 31 August 2016, only 57% of secondary pupils in Havering attended schools judged good or better, a ranking of 139 of 152 authorities. The most able pupils achieving A/A\* in GCSE English and mathematics showed Havering to be one of the lowest performing local authority areas. This reflects low progress of pupils with high prior attainment on entry to secondary education.

### **Response to under-performance and recent progress**

9. Schools, the Local Authority and the Regional Schools Commissioner came together following the published performance measures and agreed that a school-led improvement strategy was required to urgently address the shortcomings highlighted by Ofsted data and the HMI annual report. Since the

previous update to the Committee in January 2017, the following steps have been taken.

10. An independently-chaired Improvement Board has been established to oversee an agreed improvement strategy and has met regularly. This is a joint response of the Local Authority, Head teachers and governing bodies of all secondary schools and the Regional Schools Commissioner. The Board is chaired by Dame Joan McVittie and has met termly to monitor the progress and impact of the improvement strategy, holding schools' leaders to account for improvement.
11. The key indicator of the success of the improvement strategy will be that all schools will be judged to be good or better by Ofsted by July 2018, subject to each school's place in Ofsted's calendar of inspections. However the underlying success criteria which will bring about improved Ofsted outcomes relate to improvements in the quality of teaching, the effectiveness of leadership and to the resulting significantly improved outcomes for pupils, especially for disadvantaged pupils, of all abilities.
12. As a measure of the joint commitment to the rapid school improvement required, in April 2017 a budget of £100,000 was allocated to support the work of the improvement strategy: £50,000 from Havering Local Authority and £50,000 from contributions from secondary schools through the Havering Learning Partnership (HLP - the association of secondary schools).
13. An external improvement lead of high calibre has been commissioned to work with schools. Patricia Metham (Ofsted HMI, former Head teacher of Roedean College) has started a programme of work with secondary schools, from the end of April 2017 to July 2018. Patricia will advise schools on the quality of teaching, learning and assessment and promote the effectiveness of leadership at all levels.
14. The Regional Schools Commissioner has increased the number of monitoring visits to Havering's secondary schools, some of which have been joined by Dame Joan McVittie. Each of his recent letters of visit has contained the paragraph: "We have been delighted by the positive approach the local head teachers group, governors and the local authority have taken in rising to the challenge to improve pupil outcomes. It is clear all parties recognise the benefits to be gained from working collaboratively, both within the borough and through drawing on best practice and expertise wider afield."
15. Further funding of £1.2m has been sought from the Department for Education (DfE) Strategic School Improvement fund. The £140m fund is a grant intended to further build a school-led system and aims to target resources at the schools most in need to improve school performance and pupil attainment. The fund is to help schools use their resources most effectively, and to deliver more good school places. Bids are welcomed from Teaching Schools, Multi Academy Trusts and Local Authorities.

16. Five bids have been submitted in the first wave of applications. Two have been submitted via the borough's teaching schools, two from Multi-Academy Trusts (MATs) leading on specific strands of the Secondary Improvement Plan and one by the Local Authority. Bids have been focussed to address specific areas aligned to the strategy for improvement such as leadership, Peer Review, transition from primary to secondary phase and supporting 'more able' pupils along with disadvantaged groups. We expect to be informed about the outcome of our applications in August 2017.

### **Next steps**

17. The authority continues to monitor the performance of all schools on a regular basis with a refreshed approach to bringing about necessary improvements. This includes forensic evaluation of progress through monthly performance review meetings in those schools identified as being under-performing and a greater use of the powers available to the authority where schools are a cause for concern. To date, there has been no change in the secondary sector to the baseline percentage of schools Good or better. The only two inspections that have taken place since January 2017 resulted in the same Ofsted grading.

18. The independently-chaired Improvement Board continues to meet, as the school-led governance body which monitors the agreed improvement strategy.

19. We await a decision on the five bids submitted to DfE as stated above, expected in August to deploy funds from September.

20. Individual secondary schools will learn of the pupils' outcomes in late-August 2017. How local schools compare, such as against the Progress 8 measure, will not be known until later in 2017. This is because the measure is a relative one and Havering's outcomes (and the success of the improvement strategy) will be dependent on outcomes of all pupils across London and England. We anticipate the HMI annual report, with data comparing local areas, to be published in December 2017.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

None arising directly as a result of this report.

### **Legal implications and risks:**

It is recommended that the Overview and Scrutiny Sub-Committee notes the content of the Report and notes that further reports will be presented updating on progress against the agreed action plan.

### **Human Resources implications and risks:**

The recommendations made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

### **Equalities implications and risks:**

As a public authority the Council is required to comply with the general duty as set out in the Equality Act .This states that those subject to the general equality duty must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups.

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

It is important that the issues relating to under-performance of specific groups of pupils are addressed urgently to remove potential barriers that could prevent specific protected characteristics from achieving their full potential.

<b>BACKGROUND PAPERS</b>
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None

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## **Children and Learning Overview and Scrutiny Sub-Committee Summary of work undertaken 2016/17**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2017.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Committee's activities and performance.

### **SUB-COMMITTEE MEMBERSHIP**

Councillor Gillian Ford (Chairman)  
Councillor Meg Davis (Vice-Chair)  
Councillor Viddy Persaud  
Councillor Carol Smith  
Councillor Roger Westwood  
Councillor Ray Morgon  
Councillor Jody Ganly  
Councillor John Glanville  
Councillor Keith Roberts

#### **Statutory Member representing the Churches:**

Lynne Bennett, Church of England  
Jack How, Roman Catholic Church

#### **Statutory Members representing parent governors:**

Julie Lamb, Special Schools  
Steven McCarthy, Parent Governors (Primary)

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

Linda Beck (NAHT) Ian Rusha (NUT) Keith Passingham (NASUWT)

During the year under review, the Sub-Committee met on six occasions and dealt with the following issues:

## **PUPIL REFERRAL UNIT AND RECONFIGURATION**

The Sub-Committee received a report outlining the reconfiguration of the former Pupil Referral Service. It was noted that all local authorities had a statutory duty to provide alternative education for pupils who have been permanently excluded from school, or who could not attend school due to long term medical illness. Until 1 September 2016, the provision for such pupils within the London Borough of Havering was via the Manor Green College, Havering Pupil Referral Services (PRS). The College was composed of four elements, which dealt with 134 young people:

- Primary provision (James Oglethorpe campus)
- Green Vale Medical Needs Provision (based at the previous Birnam Wood site in Hornchurch)
- Birnam Wood key stage 3 site (based at the previous Birnam Wood site in Hornchurch)
- Manor Campus key stage 4 site (based at Albert Road, Romford)

In February 2015, Havering PRS was inspected and placed into Special Measures. The OFSTED judgement meant that the PRS needed to either close or be converted to an Alternative Provision (AP) Academy. The local authority had initiated discussions with the Department of Education (DfE) about potential academisation but subsequent to this inspection judgement, only one sponsor was identified by DfE, Olive Academies Trust. On 1<sup>st</sup> September 2016, the Olive AP Academy Havering launched, based at the former Birnam Wood site in Hornchurch. There were still challenges as the staff had remained but progress was already being seen.

It was agreed that the Primary PRU was closed as it was not felt relevant for young children be institutionalised and that this could be effectively dealt with within the mainstream school. The greatest number of exclusions was from Secondary schools, with persistent disruptive behaviour being the main reason.

It was noted that the Robert Beard PRU would be for Key Stage 4 (14-16 year olds) and Albert Road would be for Key Stage 3. The Albert Road building would have an annex to assist with vulnerable young people. Schools were supportive of the new PRU, and incentives were given to try to keep young people in mainstream education rather than to the PRU as this had a cost implication and a better outcome for the child. It was noted that to educate a child in mainstream school would be £4,500 whereas through the PRS it would cost £19,000.

The Sub-Committee noted that there had been 39 permanent exclusions in the last year, and the service was looking to reduce this figure.

The Chairman informed the Sub-Committee that she had signed off the waiver over the summer so that the PRS could open in September, and that plans were in the pipeline for the developments. Officers stated that it was anticipated that the new building would be open by September 2018, and tenders for the new buildings would be commencing soon.

Members asked why the PRU had been academised and why this could not be delivered internally. Officers stated that the only alternative to academisation would be to seek to commission places from outside the Borough. This would require all staff to be redeployed or offered redundancy and would lead to significantly increased costs, as costs of commissioning out of Borough placements, including transport, would be in excess of existing costs and would not necessarily be in the best interests of the young people. In addition, the closure of a failing PRS would mean significant reputational damage to the Borough.

## **HEALTHWATCH ANNUAL REPORT 2015/16**

Bev Markham from Healthwatch Havering presented the Healthwatch Annual Report. She explained that she was responsible for recruiting volunteers and had shadowed the Head of Learning Disabilities to understand the issues faced. They had attended Ravensbourne School to meet with parents to understand the challenges they faced. The main area was that there was no contact with NELFT.

Work had been centred on parents and carers in the community. Healthwatch continued to chair the quarterly meetings that bring together NELFT, the CCG, BHRUT, CAMHS, the local authority and Positive Parents, a representative group of parents of children who had learning disabilities, with 60 action points agreed at the start in 2014, and only 20 of these had been cleared as this was a very involved and complex subject.

It was noted that there was also a Learning Disability work group with Queens Hospital which included a Learning Disability Paediatric Nurse. This group had worked hard in getting children with learning disabilities accommodated in each specialist area, and there was a specialist Phlebotomy Nurse.

Members asked if there were other therapists that delivered services to children and adults with disabilities and whether this information was also provided to the Health Overview and Scrutiny Sub-Committee. Members were advised that there was a shortage of therapists in this area and this was a concern. The Chair advised this would be fed back to the Health and Wellbeing Board. The Chair suggested the action plan be RAG rated for ease of identifying priority areas and the promotion of "green prescription" for children with mental health conditions should be considered as there was evidence that physical activity and outside time was essential for the wellbeing of all.

## **SPECIAL EDUCATIONAL NEEDS (SEN) TRANSPORT**

SEN Transport was discussed at a number of Sub-Committee meetings due to member concerns with the service. Members were previously informed that Learning and Achievement commissioned the service and Asset Management Services operated the service. Asset Management Services had made savings in the region of £600,000, and this had impacted on the travelling time (the longest journey had increased to 1.5 hours each way).

The Sub-Committee noted that a contract for travel training had been awarded to DABD for training across Havering, Barking and Dagenham and Redbridge. This

would promote more independent travel for young people and 98 young people identified as able to do travel training, of which 58 had agreed to work with DABD.

Update reports set out the progress on Sub-Committee concerns, where it was noted that there were 402 children and young people transported in the borough, and the cost of this was rising. The service was exploring alternative ways to help deliver the SEND Transport provision, to children that needed it. It was agreed that the policy was not being used robustly and differently. The demand on the service for 2016/17 was 389 young people needing travel assistance with, 319 on buses and 70 in taxis. The Passenger Travel Service operates 34 buses on a daily basis which was the same number as the previous year. There was an overall decrease of 3% on the number of young people being transported compared to 2015/16. However, there had been an increase to the number of taxis being provided compared to September 2015, and a 31% increase in cost. The increase in budget was due to the slight increase in demand for taxi's additional escorts as well as an increase in the number of young people accessing provision out of borough. It was noted that the total budget for 2016/17 was £2,248,610 for Home to School Transport, this included Post 16. It was forecast that there would be an overspend against the allocated budget of £303,976, equating to 13.5% over budget. The bulk of the overspend was in the post 16 transport provision.

Options were being discussed to encourage independent travel of high functioning children and a contract for travel training had been awarded to DABD for training across Havering, Barking and Dagenham and Redbridge. This would promote more independent travel for young people and 98 young people identified as able to do travel training, of which 58 had agreed to work with DABD. Travel training was being delivered to support young people and families, whilst reducing the cost and demand. This would be more efficient and the journey times would reduce. Independent travel was also an option for some individuals working with parents as well as the Heads of Special Schools and the college to get a greater investment in independence. It was appreciated this could be stressful and cause anxiety for some children and young people therefore not suitable for all and not a "one size fits all".

The Sub-Committee requested a question and answer sheet be sent to all parents informing them of the consultation as undertaken with the previous review. Positive Parents had reported that they communicate with their members, and also SENCO's, special schools and colleges. There had been issues in information being passed on from SENCO's in mainstream schools. The tender process was commencing for the travel training provider and Positive Parents were welcomed to join the panel in agreeing the way forward.

Improvements were made over the year with an increase in numbers of children using meeting points. It was noted that there were 12 pick-up points across the borough with 78 young people using them, 51 of which were under 16 years old. This had reduced journey times and demonstrated a more proactive approach to alternative options. The feedback from parents had been positive and had acknowledged the change, however, there were some that had concerns and were unable to commit to the change. There was also general support to the move to an

on-line application form however the special school representative suggested families did not fully support the online system due to the lack of IT literacy.

There were however continuing concerns over travel times with a bus consistently late arriving at Corbets Tey School. It was agreed that officers would look into this issue and feedback the findings to the Sub-Committee prior to the next meeting. It was also suggested that Officers review arrival times at the other special schools in the borough.

The Sub-Committee suggested that young people were encouraged to celebrate their successes once they become independent travellers as this was also welcomed by the families and the young person. Other areas to be discussed would be the success rates and trends of secondary pupils at pick up points, as well as peer work in independent travel as the encouragement of others may increase the likelihood of others becoming independent.

### **CHILDREN, ADULTS AND HOUSING: Annual Complaints Report**

The Sub-Committee considered the Children and Young People's Services Annual Complaints Report 2015/16. It was noted that there had been an increase in complaints of 6% in 2015/16 from 70 in 2014/15 to 74. Ombudsman enquiries had increased in 2015/16 from 5 compared to 3 in 2014/15. Of the total number of complaints received, 10 (14%) were made by children directly or via an advocate.

The Service were taking steps towards retention of staff through their "Face to Face" vision and an app for children to express their wishes/ views and concerns called MOMO (Mind of My Own) which will be monitored through 2016/17 in relation to concerns/ complaints raised by children. Members agreed that MOMO was welcomed by the Children in Care Council as they had spoken highly of the app. Other improvements needed included more links on the "landing pages" to Children in Care. It was noted that developments of an app for care leavers was in its early stages.

Complaints were now more complex which impacted upon response times, this was being monitored closely. It was noted that the increase in compliments could be attributed to a recent Family Interventions Survey which had included lots of compliments about the services received.

### **LEARNING AND ACHIEVEMENT COMPLAINT AND COMPLIMENTS ANNUAL REPORT**

It was noted that the increase in complaints had doubled, with the majority resulting from school expansions and the new Children and Families Act.

Enquiries, which were complaints about school related matters that were referred to the school/academy or college dropped by 27%. For enquiries that were referred back to either the school/ academy or college the main reason for complaint was "level of service" relating to bullying and how this had been dealt with. Some of the complaints were also linked to safeguarding however it was stated that this was

perceived risk to either an individual child or children's safety within the school/ academy or college rather than actual risk.

Response times were still at a high rate within Learning and Achievement with 97% corporate complaints being responded to within timescales. Responses to Members enquiries was 93% within timescales.

Members commented that the school expansion plans communications had been mismanaged. Schools were not being fully briefed and therefore once the information was reaching parents it was incorrect. Officers explained that the Lead Member was keen that communication was extended to local residents too. Members wished that information about any changes or why the expansions were necessary was also communicated.

## **CHILD SEXUAL EXPLOITATION COORDINATOR**

The new Child Sexual Exploitation Coordinator introduced herself to the Sub-Committee and explained that she had been working in the Tri-Borough before coming to Havering. The Sub-Committee was informed that the main functions of the CSE Coordinator were to maintain an overview of all cases open to social care where CSE and missing were a concern; provide consultation and advice for cases where CSE and missing was a concern; provide Quality assured decision making; maintain an operational overview of multi-agency partnership working and identify any gaps.

The CSE Coordinator would also be the Chairperson for the Operational CSE and Missing Panel.

The Sub-Committee was informed that there was prevalence across the borough with 34% of online CSE and 24% of boyfriend CSE. This linked in the gangs in the borough and would be a key focus for the CSE Coordinator. Common data sets would be established between the Police and social care and systems for recording, tracking and interventions with missing children would be reviewed.

It was noted that online CSE can change on an hourly basis and so it was essential that the service identified any possible perpetrators so that interventions could be put in place to disrupt that perpetrator and reduce the harm to the victim.

The Sub-Committee noted that all staff in Havering working with young people need to recognise CSE. Information on what action to take and where to seek advice would be provided as would how to intervene whilst respecting the roles and responsibilities of others.

The following Quality Assurance forms in the borough would be responsible for responding to CSE:

- Missing Children and CSE Working Group – own and monitor the CSE action plan.
- Havering Safeguarding Children's Board (HSCB) – Review the progress of the CSE action plan

- Health and Wellbeing Board – Receive updates on the CSE action plan.

Members asked how the relationship with schools would work and the plan they had in place. Officers explained that there was a small budget to ensure that there was a provision of CSE awareness in all schools by March 2017. It was noted that the MACE group had looked at how all sectors of the economy were linking and involved with CSE, including Taxi firms and hotels. Engagement was being made through the “Made Safe” Operation, where the actions of staff within these industries could be used to recognise patterns and intervention made.

Members enquired how the information would be provided to the young people, and whether this would be web-based, as this was where most young people search for information. Officers explained that they hoped to have a link on the website, but intervention in schools were being introduced and the CSE Coordinator informed the Sub-Committee that an information stall was held at the recent Havering Show. A “silent secret” app was being developed for the local area which would give young people a point of access.

It was noted that given the profile of Havering, the data was very quickly out of date and so live data needed to be analysed to provide a clearer picture of the current issues. Officers stated that Havering was one of the highest reporting borough, although the quality of reporting was poor.

Officers informed the Sub-Committee that they may need to work with young adults to understand where they go after leaving care and any risks they may be subjected to. It was noted that young children who were victims could then go on to be perpetrators. The Sub-Committee asked if the same assessments would be carried out for children with learning disabilities. Officers stated that assessments would be carried out and it was not on cognitive function but on consensual activity, so vulnerable adults could be included in this assessment.

The Chairman agreed that a briefing note on CSE and Missing children should be circulated to all members. It was also requested that information on CSE/ Missing be included in the Performance Indicator Information.

## **HAVERING SAFEGUARDING CHILDREN’S BOARD ANNUAL REPORT**

The Chair of the Local Safeguarding Board attended two meetings during the year. The Chairman of the Local Safeguarding Children’s Board presented a report reviewing the role and functions of Local Safeguarding Children Boards to the Sub-Committee.

The fundamental Wood review of the role and functions of Local Safeguarding Children Boards (LSCBs) within the context of local strategic multi-agency working by Alan Wood was discussed. This included consideration of the child death review process, and how the intended centralisation of serious case review (SCRs) would work effectively at local level. This had led to the Children and Social Work Bill going through the House of Lords, there would be major implications for the work of looked after children, care leavers, school mentors for looked after children, social work training and other provisions.

The Wood Review found agreements that the current system needed to change in favour of a new model that would ensure collective accountability across the system. It was agreed that the following would be put in place:

- Ensure engagement of the key partners in a better coordinated, more consistent framework for protecting children;
- Ensure that arrangements are multi-agency in approach;
- Existing statutory frameworks around multi-agency working would be strengthened and simplified.
- Local Areas would have robust arrangements in place for how the key sectors would work together;

Where cases locally did not work effectively the Secretary of State had the power to intervene. The Sub-Committee noted that the three key partners of the Board were the local authority, the police and the health service (CCG). It was noted that the restructuring of the Metropolitan Police could have an impact on safeguarding.

It was discussed that in the future the Child Death Overview Panels may be situated within Health (CCG) which would aid the working with neighbouring borough through the hospital. It was not essential to go through the LSCB but the review would have to be undertaken and this was very successful in Havering.

Officers agreed that the board was very effective in Havering and investigations would have to be carried out to look at health devolution and the ties with neighbouring boroughs. Members asked if the bill would propose better training for social workers. Officers explained that the standards of higher education would be assessed in practice with a central set of standards. An accreditation approach would be put in place and this was already being piloted by 31 boroughs. Over the next five years' nominations would be sought for staff to be accredited.

The Sub-Committee noted that currently Adults and Children's social work was not linked. It was agreed that DoLs were important to both when working with Adults with disabilities, and that the transition was in place.

At its meeting in January 2016, the Sub-Committee was provided with details of the Safeguarding Children's Board. It was noted that the Board looked at issues at a multi-agency level and there were increased pressure on partners such as the Police, health visitors etc. Multi-agency work on Child Sexual Exploitation was much better in Havering, as more cases were being identified, although this put more pressure on services

It was noted that statutory reporting on Female Genital Mutilation (FGM) was required and adults who had undergone FGM could also report and be offered support in hospital. It was noted that there were not large numbers of FGM cases in Havering but that the demographic profile was changing in the borough and this would be monitored.



Changes in 2016 included the face to face programme initiated by the Director of Children's Services.

A restructure of the Metropolitan Police had sought to address inspection findings that the Force was failing in its safeguarding responsibilities, particularly of children. Police management was now different and the local Havering Police now worked closely with local social care agencies. Children's Police teams had been previously run from the centre but these were now overseen by the local Commander. Safeguarding teams were also now part of a local command process. Twelve extra officers were now available across the three local boroughs to deal with missing children and child sexual exploitation cases which it was felt allowed more flexibility.

The transition from children's to adult services had been highlighted as a problem in a recent serious case review and officers were currently looking at this. There was however an excellent relationship in Havering between children's and adult services.

Havering had received £2.4 million from the Department for Education innovations fund and officers would bring the programme of work related to this funding to a future meeting of the Sub-Committee. The Board Chairman felt that it was necessary to change approach from dealing with specific incidents to dealing with families and their complexities which would for example reduce the numbers of children going into custody etc.

The Local Safeguarding Children's Board had been inspected as part the recent OFSTED inspection and recommendations made covered areas including the correct operation of thresholds, ensuring accurate data went to the Board and strengthening oversight of private fostering arrangements, which was already under way in Havering.

The Board Chairman reported that the BHRUT Hospitals' Trust had improved its safeguarding work and now had a much bigger team for this area. It was however still difficult at times to access all GPs via the Clinical Commissioning Group. The Probation Service had good representation on the Safeguarding Board.

OFSTED had found there was good multi-agency working in Havering and this needed to continue. There were however risks posed by the impact of austerity measures and of the rising birth rate. The Board Chairman thanked the Council and in particular Lead Members Councillors Benham and Davis for their support of the Board.

The Council's Children's Services team had produced guidance on the use of thresholds but other agencies had to understand their responsibilities re safeguarding and that thresholds started from the early intervention stage. The Face to Face programme would allow use of an escalation policy. Escalation documents could also be used to reinforce threshold levels with new staff. The Director of Children's Services added that a professional judgement was made re the needs of a family. In his view, other agencies did have an understanding and awareness of thresholds. Previous problems with this had been due to a high turnover of staff.

MASH provision had been strengthened and an away day for all MASH partners had recently been held and better partnership working was now being seen at the MASH. It was necessary to understand the threshold of what each agency could do and look at a child's family as a complete unit, not just one incident. The Local Children's Safeguarding Board could start making agencies talk to each other and think about services.

Children's Services were looking to work in a more integrated way with regards to the transition to adulthood for children in care and early intervention for families with emotional and wellbeing issues. The latter service was being piloted in the north of the borough. Updates on this work would be brought to future meetings of the Sub-Committee.

The step down from child protection status was improving although the Board Chairman felt there was a need to ensure early intervention at children in need status as this would ensure only the most serious cases reached child protection level. The right support needed to be available at each stage of the process and assessment of the family was important. The Director of Children's Services added that most families eventually came out of child protection plans and the Council was moving towards undertaking its own interventions.

The Board Chairman felt that control of the process was achieved via identifying the right provision at a case conference and ensuring that this was delivered. It could however be very difficult to get families to engage at times. Members felt that, whilst it was expected that the Council, Police and health organisations would work together, schools were not so involved. The Director of Children's Services felt that there were strengths in Havering's partnership arrangements. There was also a new service leadership team in Children's Services. Whilst the service was moving in the right direction, the work involved would take at least two years to complete.

Members agreed that the quality of the case conference was key and it was important that the right people were at the conferences. Agencies involved were however also under pressure.

Safeguarding work had been very good in the previous year and the Board had held two safeguarding conferences for practitioners. It was noted that the rising population locally meant that an increasing number of more complex children's cases were being seen in Havering. The Board Chairman agreed that serious case reviews were now very complex and there was often an issue of a family having lived in a number of different boroughs.

## **IMPLEMENTATION OF SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) REFORMS UNDER CHILDREN AND FAMILIES Act 2014**

At its meeting in May 2016, the Sub-Committee received a report setting out the progress to date in implementing the reforms brought about by the Children and Families Act 2014 in respect of children and young people aged 0-25 with special educational needs and disabilities (SEND). It noted that some aspects of the legislation sought to bring about a cultural shift towards a more person centred

approach, greater inclusion of children and their families and some specific tasks and functions that must be acted upon.

All Local Authorities were required to publish in one place, a clear and easy-to-understand “local offer” of education, health and social care services to support children and young people with SEND and their families. Havering had a local offer, which had received feedback from users and their families, and was now looking to review and refine the information available as a result. A Local Offer Panel and Steering Group had been established and continued to meet to oversee the future updating and development of the local offer.

It was noted that the Education, Health and Care (EHC) plans had replaced the Statements of SEN and Learning Difficulty Assessment (LDA). The process of assessments and work was underway to convert all existing statements to new EHC plans. The plans were now more outcomes focussed and better for the child. Officers stated that approximately a third of conversations had taken place in half the time period. It was noted that not all plans were in the correct format and positive feedback had been received from partners on improvements.

A number of concerns were raised at the meeting, including the voice of the child being central to any decisions, a request for parents to be involved in any working groups for the local offer and that the local offer also signpost to out of borough provisions and schools’ inconsistency with their approach and engagement to EHC plans. Other concerns were around trained and independent support to assist parents, together with the issues of personal budgets which, up until now, had not been allocated to anyone, as the form distributed, already had the “NO” box ticked.

## **CORPORATE PERFORMANCE INDICATORS**

The Sub-Committee received the Corporate Performance Indicators throughout the year relevant to the Children and Learning Overview and Scrutiny Sub-Committee.

There were initially 13 Corporate Performance indicators that fell under the remit of the Sub-Committee and related to Children’s Services and the Learning and Achievement service. Areas with a red or amber RAG rating at the beginning of the year were:

- Percentage of children who wait less than 14 months between entering care and moving in with their adoptive family;
- Percentage of young people leaving care who are in education, employment or training at the age 19 and at age 21;
- Percentage of looked after children (LAC) placed in LBH foster care;
- Percentage of referrals to Children’s Social Care progressing to assessment, and
- Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years.

The Sub-Committee agreed that growth needed to be looked into. The suggestion of the number of active placements for foster carers was discussed included ensuring

that the right carers were in place for the children and agreement that there needed to be adjustments in how indicators were recorded and reported.

Novembers meeting considered 16 Corporate Indicators that fell under the remit of the Children and Learning Overview and Scrutiny Sub-Committee, noting It was there were 50% rated as Red/Amber and 50% were rated Green. The improvements required under the Safe goal were:

- number of in-house foster carers being below target and fewer than the last quarter
- the percentage of care proceedings concluding within 26 weeks was below target tolerance.

Officers explained that they were taking steps to engage with foster carers, as recruitment was difficult for young people aged 11-15 years old. A more targeted approach was being taken to deal with the change in cohorts and demographics. Investing in enhanced existing foster carers training would reduce costs in other areas.

Members asked that the recruitment campaign for new foster carers due to be launched, be circulated to members of the Sub-Committee.

There were 39 (66%) care proceedings cases that had been less than 26 weeks, the longest case had been 49 weeks. There was a new manager in the service who would be addressing this issue and a tracking meeting with the manager and head of service would take place weekly. Staffing was also stabilising.

The highlights under the Proud goal were:

- The percentage of young people leaving care who were in education, employment or training at ages 18 to 21 was at 64%, against a target of 60%.
- The percentage of Early Years providers judged to be Good or Outstanding by Ofsted was above target and had been steadily improving for the past 2 years.
- The number of free early years education offers extended to disadvantaged 2 year olds was significantly above target and better than at the same point last year.

It was noted that of the 71 inspections of Early Year providers carried out, 20 had increased from good to outstanding, 16 had improved to good and 4 had improved from inadequate to satisfactory.

At January's meeting discussions were had over the removal of tolerances and RAG ratings, requiring robust targets.

The percentage of children who left care at 18 but remained with their foster parents had risen although we were still behind the national average.

The number of recruited and retained in-house foster carers was still below target. Officers were looking to upskill current carers and recruit specialist carers to tackle the greatest need.

Following the OFSTED inspection there had been a decrease in the number of contacts referred to Early Help and a corresponding increase in the number of contacts becoming referrals to Children's Social Care. Officers advised that this represented a challenge for the teams to re-calibrate the way they work in MASH and Assessment to see if we have the right targets. The key question was what help we were providing after assessment.

The Sub-Committee asked if there was some way to differentiate between children with SEND and those who have no special needs. Officers were also asked for information on the numbers of children placed out-of- borough. Officers agreed to provide this information when the Performance Indicators for quarter 4 were presented.

## **PUPIL PREMIUM**

The Sub-Committee received a briefing paper on the Pupil Premium Grant (PPG) at its meeting in May 2016. The coalition government in 2011 had introduced the Pupil Premium funding. The purpose of this targeted investment was to close the performance gap between disadvantaged pupils and their peers. These gaps had proved to be persistent and slow to narrow. In return for these significant levels of investment, schools and governors were held accountable for the impact of the expenditure and for reporting to parents.

The eligibility criterion for PPG was:

- Any child who had been entitled to Free School Meals (FSM) at any point in the last six years ("Ever 6");
- Children looked after for more than six months continuously at any point in the child's history;
- Children who had been adopted from local authority care;
- Any child whose parents were serving in the armed forces.

It was noted that Havering's figures overall were lower than the national average with 22% in primaries and 26% in secondary, compared with the national figures of 26% in primary schools and 29.7% in secondary schools. The variation across schools in Havering was varied with the lowest PPG eligibility in 2015-16 was 3.3% and the highest was 53%.

The Sub-Committee noted that nationally the government was spending £2.5 billion a year on this initiative which equated to approximately 6% of the school's budget. The rates for each category and allocation for Havering for 2016-17 were: primary pupils (4,068 pupils) £1320, secondary (702 pupils) £935, children adopted from care (100 pupils) and looked after children (203 pupils) £1900. Schools had to publish online details of their pupil premium allocations, their plans to spend it in the current year and the impact of their actions.

Areas where the local authority could provide support included quality assurance teams visiting the schools to explore the use of PPGs, actions, outcomes and impacts, albeit, often as a voluntary traded arrangement. Training events on effective use of PPG for school leaders, governors, teachers, including the sharing of effective practice were also set up. All of these areas were well received. Pupil Premium “Health Checks” or full Pupil Premium Reviews in schools, on a traded basis were very successful and reviewed a number of areas including: Raiseonline, schools website, schools policy, governor’s accountability, budgets and data systems. OFSTED also used the PPGs as a feature of schools with high aspirations and attainment levels.

## **TRADED SERVICES**

At its meeting in May 2016, the Sub-Committee received a presentation on Education Traded Services. It was noted that this was a brand for both statutory and non-statutory services provided by the local authority to education providers. The expertise ranged across a number of specialist areas including:

- Leadership and Governance
- School Improvement and Curriculum
- Facilities, Technical and Asset management
- Administration and Finance
- Pupil and Staff Wellbeing

The portfolio of traded support services comprised 30 individual service providers spread across four service directorates. I.e. Children, Adults and Housing, Culture and Community, Communities and Resources and OneSource. Eleven of these traded services operated in the Learning and Achievement service.

It was noted that the customer base including 100% buy in from Havering primary schools, with the majority of Havering secondary schools continuing to purchase support services from the Council even though most of them had converted to academy status. There were also 63 non-Havering Schools and settings based in 10 Local Authorities purchases one or more services and booked training course with the Havering service providers in 2015/16. It was however noted, that there were a number of challenges faced by the service including competition arising from schools to school trading support models, reductions in revenue resulting from Academisation, particularly when schools join medium or large chains of Multi Academy Trusts.

## **APPRENTICESHIPS 14-16 AND 16+**

The Sub-Committee received a presentation and considered apprenticeships available in Havering.

It was noted that apprenticeships had equivalent education levels which had led to a shift in what qualifications were taken.

Officers stated that apprenticeships were available in all sectors and industries throughout England, and there were more than 170 different types of

apprenticeships available offering over 1,500 job roles. The jobs available were from a range of industry sectors from engineering to boat building, veterinary nursing to accountancy.

The Sub-Committee noted that traineeships were also available which could last up to six months. Traineeships focused on giving young people the skills and experience that employers were looking for with work preparation, English and Maths at its core for those who needed it, and a high-quality work experience placement. In addition, the learner and the training provider could add flexible additional content to meet the needs of the business and the local labour market.

Officers informed the Sub-Committee that the Apprenticeship Levy would affect employers in all sectors. The levy would only apply to organisations that paid an annual paybill in excess of £3 million. The apprenticeship levy would be a levy on UK employers to fund new apprenticeships. Legislation would be introduced in Finance Bill 2016 which would provide for a levy to be charged on employer's paybills at a rate of 0.5%. The levy would be payable through Pay As You Earn (PAYE) and would be payable alongside income tax and National Insurance. Each employer would receive an annual allowance of £15,000 to offset against their levy payment.

The levy would help to deliver new apprenticeships and would support quality training by putting employers at the centre of the system; the control of apprenticeship funding would be in the hands of employers through the Digital Apprenticeship Service. It was noted that employers who were committed to training would be able to get back more than they put in by training sufficient numbers of apprentices.

The Sub-Committee was provided with an overview of the provisions available within Havering. It was noted that the Apprenticeship Provider Forum was working with its partners in promoting and supporting the development of Apprenticeship and Traineeship opportunities in Havering. The promotion was taking place across schools and colleges within the borough and was developing an awareness campaign that informed and supported employers who were thinking of employing an Apprentice or engaging with Traineeships. Work was also taking place with young people and adults developing them in preparation for these employment opportunities.

A list was tabled setting out the provider's details for apprenticeships and traineeships within Havering. These were across a number of sectors and industries. Prospects worked with providers to ensure that advice was given on all aspects.

The Sub-Committee was given details of the process and campaigns that had taken place to promote apprenticeships and traineeships. It was noted that to celebrate National Apprenticeship Week 2016, an event was hosted at Coopers' Company and Coborn School giving parents/ carers and learners a chance to understand exactly what an Apprenticeship involved together with the qualifications. Economic Development was working closely with officers to promote employment of Apprentices as part of contract procurement and s106 agreements together with working closely with local employers.

Members asked how the apprenticeship scheme worked with Children who had a Special Educational Need or Disabilities. Officers stated that there were very successful opportunities for learners at Quarles to undertake training in Customer Service Qualification, this could be extended to an Apprenticeship/ Traineeship where the build up of English and Math was needed.

Information on the take up of Apprenticeships in Havering was discussed. It was noted that Havering had a higher than national average of young people participating in Apprenticeships. The next steps would include working with local employers to get 100 pledges to take on apprenticeships in 100 days.

## **ENGLISH BACCLAUREATE**

The Sub-Committee received a briefing paper on The English Baccalaureate (EBacc). The EBacc was to address the fall in academic participation at Key Stage 4, in these “facilitating” subjects which would allow pupils better access to further education. In June 2015, it was announced that the DfE’s intention was all pupils who started in year 7 in September 2015 take the EBacc subjects when they reach their GCSE’s in 2020.

The EBacc was made up of the following subjects: English, Mathematics, History or Geography, The Sciences, a language.

Officers explained that in 2014/15 Havering schools were not aware that they were not on the EBacc list, this had now changed. The EBacc was to prepare Year 7 students for academic qualifications. This was to increase the uptake in A –level qualifications in the case of Mathematics, Computer Science as well as Humanities and Languages. The Sub-Committee noted that students would enter into the full EBacc upon starting in Year 7 and there was a pressure for all schools to carry out this process. It was noted that what was best for the child and the school would be different. The Sub-Committee noted the progress of the EBacc against out statistical neighbours, London and the national figures.

In October 2013, the government announced that a new secondary accountability system would be implemented from 2016. This included two new measures of school performance, Progress 8 showed progress from the end of primary school to the end of secondary school in eight qualifications; and Attainment 8 showed attainment in the same 8 subjects. The government had announced that Progress 8 would replace 5 A\*-C including English and Mathematics. Progress 8 rewards schools for the good reaching of all their pupils. The incentive to focus on particular groups of pupils are reduced, particularly those around the C/D grade boundary.

## **RECENT REPORT ON SCHOOL PERFORMANCE AND SCHOOL PERFORMANCE DATA**

HMCI had published his Annual Report of education, early years and skills for 2015/16 on 1 December 2016. The report highlighted the outcomes of a range of Ofsted performance measures in primary and secondary schools across the country. Each Regional Director had published a report covering performance in their geographical patch. The report concentrated on the regional data.



The Ofsted report referred, inter alia, to three specific measures in the secondary sector:

- i. Progress 8 (a new measure);
- ii. Attainment 8 (a new measure); and
- iii. Percentage of pupils in good or outstanding schools.

The extracts below from the London regional information pack set out Havering's position on these measures.

- In both the new Progress 8 and Attainment 8 measures, London was the strongest region nationally in 2016. London's overall Progress 8 score was 0.16 (national -0.03) and the Attainment 8 score was 51.7 (national 49.9). Only three local authorities in London achieved Progress 8 scores below the national average: Bexley, Havering and Lewisham.
- Progress 8 scores in Havering and Lewisham were the lowest of all London boroughs and well below the national figure, both at - 0.14. The proportion of pupils achieving five GCSEs at grades A\* to C, including English and mathematics, had also fallen in these two boroughs, compared with the provisional 2015 figures. On 31 August 2016, only 54% of secondary pupils in Lewisham were in a school graded good or outstanding; in Havering, only 57% of secondary pupils attended schools judged good or better.

Officers advised that the key issues were in Maths, Sciences and Modern Languages. Data showed that the brightest children from the most deprived areas do badly.

With regard to the primary sector in London, there was no direct reference to Havering. In the regional information pack the percentage of pupils in good or outstanding schools showed Havering at 132 out of 152 authorities (the lowest performer in London).

Officers advised that the problems in Secondary Schools were more systemic with schools failing to maintain the progress pupils had demonstrated in primary schools.

Rank	LA	% of pupils in good or outstanding schools 2016	Change from 2015 (% points)	Change from 2012 (% points)	% of pupils in academies 2016
139	Havering	57	1	-9	84

Prior to the publication of the report officers had requested a discussion with the Regional Schools Commissioner for the area about the development of a joint improvement strategy for tackling under-performance in the secondary sector. As a result of this discussion an independently chaired Improvement Board had been established to oversee the agreed improvement strategy. Dame Joan McVittie had been appointed Chair and the first meeting had received good attendance from Head Teachers and Chairs of Governors across the secondary sector with all 18 secondary schools being represented.

A draft action had just been received and was yet to be considered by officers. The Council had a key role to play to use our influence and provide support. The Regional Commissioner had indicated that funds would be available to fund school improvement and when further details were available a bid would be submitted.

Officers were also working with the primary sector looking to develop a more robust approach towards leadership and governance. Officers had already issued a formal notice to improve on one school.

Ofsted expect to see progress from previous years therefore a good performing school can struggle if progress is not made. The Council need to work with Primary Schools encouraging them to join the right MAT to ensure progress.

The Sub-Committee requested that the Improvement Plan and Outcomes be submitted to the next meeting together with details of progress in meeting the targets. An invitation should be extended to the Regional Schools Commissioner to attend a future meeting of the Sub-Committee prior to which a pre-meeting should be held to decide what questions to ask.

The Council would look to some MAT's applying for Improvement Funding on behalf of all schools.

The Sub-Committee were advised that the funding formula was changing and the Council would need to look for ways to lever in additional funding. Officers advised that Traded Services had made a small profit which had been reinvested in the service.

## **REPORT FROM OFSTED INSPECTION**

Officers had submitted a report detailing the recommendations contained in the Children's Social Care and LSCB – Ofsted SIF report and the Council's engagement on the action plan. Ofsted had awarded the Council an overall 'Requires Improvement to be good' grading to the Children's Social Care and LSCB services.

The 'Experiences and progress of care leavers' strand had received an 'inadequate' grading, as a result of which Ofsted would make a return visit towards the end of March 2017, to check progress on this area and scrutinise the action plan to improve this area of the service.

Ofsted had made 13 recommendations to the Council. These were:

1. Ensure that managers at all levels use management information effectively to oversee the work of their teams, and that performance reports include analysis, evaluation and commentary.
2. Ensure that partners understand thresholds, that they are applied consistently and that children referred to the MASH, or who require help out of hours, receive a timely and proportionate response.
3. Ensure that all assessments of children and care leavers consider all areas of need and risk, including equality and diversity issues and health needs.

4. Improve pathway plans, reviews of pathway plans and visits to care leavers to ensure that they meet statutory requirements. Ensure that all plans for children are specific, measurable and child focused and that copies are provided to parents and carers in a timely way.
5. Ensure that all care leavers are fully aware of their entitlements.
6. Ensure that all children and young people who go missing from home or care are offered prompt return home interviews and that the information obtained is used to support their safety plans.
7. Improve the sufficiency and availability of placements for care leavers, children looked after and children with a plan of adoption so that they are well matched according to their needs.
8. Insure robust tracking and decision making for children who are subject to pre-proceedings and permanence planning, to avoid drift and delay, and that independent reviewing officers and child protection chairs provide sufficient challenge to these plans.
9. Take steps to ensure sufficient independent visitors for all children looked after who would benefit from this.
10. Ensure that the support needs of children subject to adoption and special guardianship are comprehensively assessed and result in a plan that addresses children's individual needs.
11. Improve the regularity and scrutiny of management oversight and the quality of staff supervision at all levels, ensuring that staff are properly held to account for their practice in providing appropriate help and support for children and reducing drift.
12. Increase the influence of the corporate parenting board, ensuring that the direct involvement of children is central to the board's work and that the membership and workplan target priorities effectively. Properly celebrate the achievements of children and young people.
13. Expedite the development or re-commissioning of the electronic system to ensure that it is fit for purpose, that it adequately supports the planning and recording requirements of the care leavers' service, the provision of management information and enables proper storage of adopters' records.

The Sub-Committee agreed that officers should report back to the next meeting with the agreed Action Plan.

### **SPECIAL EDUCATIONAL NEEDS AND DISABILITY UPDATE - AVELON @ CORBETS TEY**

Officers explained that the unit had started in September 2016 with nine students and supported young people aged 16-19 who had learning disabilities or special needs. Learners worked on programmes to develop skills and learn as they progressed towards adulthood. It was planned that there would be 27 students enrolled from September 2017, showing the demand for this type of service.

The Committee was also joined by several young people who attended the unit and their families. They reported that they liked the facility, particularly enjoying areas such as maths, music, cooking and learning to travel and shop independently. Students' families added that, since attending the centre, the young people had acquired skills such as cooking breakfast and swimming. The families felt that, since

attending the centre, they had noticed a significant difference in their children who were now able to interact much better with groups of people, including attending this meeting.

Officers believed that the Avelon @ Corbets Tey provision had been a success. It provided an alternative and was cost effective as it reduced the need for students to be placed outside of Havering. This also reduced travelling time for children.

Officers explained that the phase 2 expansion of Avelon @ Corbets Tey was to have been covered by section 106 funding but this had not proved sufficient. Future budget plans would therefore be taken to the next available Cabinet meeting and a new procurement process would also have to take place. It was hoped, subject to Cabinet approval, to bring funding for the expansion project into this year's capital programme. The Council's asset management section was confident that the construction of phase 2 could still be achieved by September 2017 but it was accepted that a full timeline needed to be established.

A co-opted member stated she had been advised that phase 2 would not be completed by September and felt therefore that a contingency plan should be confirmed. Officers would discuss this with asset management and keep the school and the families of prospective students advised of the position. Members agreed that there needed to be good communication about the project. Planning for the new buildings had already been secured and officers would check on the decision making process that would be required.

All young people at the unit would be from Havering and aged 16-19 although it was planned to extend this to 25 years of age. There was a rising demand for the Avelon provision and some young people could move on to the Avelon adult centre.

Future plans included the use of roof space in the building to potentially increase capacity further although there would be a phased approach to any further expansion. Other boroughs had requested to purchase places at the facility but this would be kept for Havering young people. Not all pupils would be taught on the site at the same time in any case.

Staff at Avelon aspired for the young people to be more independent and employment was also a focus of the unit's work. The need for increased staffing would need to be addressed as part of any contingency planning.

## **SCHOOL EXPANSION PROGRAMME**

Officers advised that the higher birth rate in Havering was leading to increased demand for Early Years places. Provision for Early Years was therefore in the process of being increased in several wards such as Mawney, Harold Wood and Rainham & Wennington. Opportunities to meet this need were also being explored with the voluntary sector.

Expansion works were also in progress at a number of primary schools including Pyrgo, Mead and Hylands. A number of primary school expansions were also planned in the Rainham and South Hornchurch areas although it was possible these

could be deferred due to a delay in the Rainham Village development. A site for a 3 form entry school had been identified for this area. The school would be run by a Multi-Agency Trust and was currently expected to open in 2020.

Additional secondary school capacity had already been introduced and several schools' admission numbers had been rounded up which had allowed more first preferences to be offered. Nearly all secondary schools in the central area had been expanded and a new secondary school was also forecast to be needed by 2022. Site specifications for this would be included in the Local Plan.

As regards Special Needs, schools had been identified for three Primary Additionally Resourced Provisions (ARPs). In the longer term, a new 60 place Special School would also be needed and £5-6 million capital investment from central Government would be required for this. Targeted funding for existing Special Schools had also been announced with a focus on Special Educational Needs and Autistic Spectrum Disorders. Options for sponsors and a site for the new school had not been finalised as yet.

It was accepted that the Dycourts Special School building was currently in a poor condition. This school was now an Academy, operating under the Hornbeam Academy Trust. The Council could liaise with the School Commissioner over the condition of the building. The Sub-Committee agreed that it was unhappy with the quality and standard of provision at Dycourts School and the Director of Children's Services would report back on this after a planned visit to the school in June.

It was suggested that the National Autistic Society could be approached to be the sponsor of the new Special School which was likely to be a new build facility. The risk of any change in Government policy on funding of schools varied as some proposals were further forward than others. Capital funding for the next two years was however secured.

### **CORPORATE PARENTING PANEL**

The Corporate Parenting Panel had met on a monthly basis throughout the year, with a new model of working. Bi-monthly meetings are now 'Participation Meetings' with a variety of contributors, including Care leavers, Foster carers, Social workers, Police and Virtual head. The Panel considered a variety of topics, including policy, information, advice and support, service improvement, communication for the borough's children in care, those transitioning into adult services and leaving care. The bi-monthly 'Formal Meetings' focused on a number of areas including performance, outcomes, out of borough provision, improvement, CSE and missing, safeguarding, education, health, fostering and adoption, housing, leaving care, tracking of individual cases and statutory responsibilities.

### **SUB COMMITTEE'S VISIT TO CHILDREN'S SERVICES**

The Sub-Committee visited the Multi Agency Safeguarding Hub, speed-dating style around the unit hearing of the process of progress through the system from front door access, early help and care orders.

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