



Havering
LONDON BOROUGH

**CHILDREN AND LEARNING OVERVIEW AND SCRUTINY
COMMITTEE
26 NOVEMBER 2019**

Subject Heading:

OFSTED IMPROVEMENT UPDATE

SLT Lead:

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Policy context:

Ofsted Improvement and delivery of statutory social care.

Financial summary:

There are no direct financial implications arising from this update report.

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

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

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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

- 1) Notes the progress in compliance with the Ofsted recommendations
- 2) Should continue to receive updates on Ofsted improvement and monitor progress against key areas of performance.

REPORT DETAIL

1. The published Ofsted inspection report of July 2018 highlighted the impact and effectiveness of a range of services, with an overall grading for effectiveness.
2. Havering received an overall grade of 'Good', with the following breakdown of sub-categories;
 - The impact of leaders on social work practice with children and families is 'Good'.
 - The experiences and progress of children who need help and protection has a grading of 'Requires improvement'
 - The experiences and progress of children in care and care leavers is 'Good'
3. The ILACS Inspection framework was a new framework introduced by Ofsted in January 2018, which focused more on understanding casework and engaging directly with social workers, in comparison to the previous framework under which Havering were inspected in October 2016.
4. The inspection report highlighted seven thematic areas for improvement in order to raise standards further, with a key factor being to ensure greater consistency and quality assurance across the service, and compliance with case recording.
5. These themes are deliberately cross cutting, and designed to drive improvement across the service, rather than just in specific services. Each

area has a clearly defined project initiation document, and there is an overall programme plan, describing the delivery and timescales.

6. Progress against each project will be overseen by the Children's Services Improvement Board, with a rota focusing on two themes per meeting. Progress updates are provided to the LSCB and SLT, the Children and Learning Overview and Scrutiny Committee, and also the Executive.
7. The programme consists of an evaluation framework, to establish what is working and how we are progressing on our improvement. This includes;
 - Practice week and special Quality Assurance audits on key themes.
 - Feedback from staff.
 - Feedback from service users.
 - Peer Reviews (involving other Local Authorities).
 - Challenge from an experienced independent auditor.
 - A focused visit from Ofsted (prior to the next OFSTED inspection).

Themes and objectives

8. **Pathway Planning and Transitions to Adulthood.** The aim is to further improve the quality of care planning. This includes the development of a Health Passport and the integration of Personal Education Plans into the care plan. This will involve partners across health and education. There is also a focus on how we manage and make decisions around key transitions phases for children, who are in care or care experienced.
9. **Strategy and Meetings (Including risk assessments and support for children returning home from care).** This theme relates to the approach to planning and recording across Children in Need, Child Protection, Strategy Discussions and risk assessments. The aim is to set out a consistent approach to ensuring plans are SMART and recorded in a clear, concise and consistent manner.
10. **Supervision** The aim is to clarify what 'good' supervision looks like, and set out clear guidance and principles. This also involves looking at new ways of delivering case supervision including group and peer supervision models.
11. **Quality Assurance.** This theme will consider the auditing and other quality assurance activities across the services to ensure there is a robust framework to which supports us to achieve a more consistent quality of practice. The current auditing activity will be reviewed to respond to feedback from OFSTED. Specific attention will be given to the areas of activity covered by these improvement projects.
12. **Workforce and Practice development.** This theme will progress the work of the Social Care Academy and set out a route of professional development for all practitioners and managers within the service. This will include a review of career progression and fast-track options. The theme will consider the

preparation of social workers for the national accreditation system, and link the professional development plan with the PDR process. The theme will also consider recruitment, retention, induction and recognition.

13. Adolescent Safeguarding. The aim of this theme is to ensure there is a coherent approach to the range of risk issues that affect young people, including Serious Youth Violence, Child Sexual Exploitation, Missing, Criminal Exploitation, County Lines, and Radicalisation. A review of the governance structure, new strategy, model of practice, partnership working and intelligence will be developed as part of this work. The aim is to ensure we consider all contextual safeguarding issues together when reviewing risks and safety plans for young people.

14. Case recording and data quality Alongside the implementation of the new case management system, clear expectations of how practice should be recorded will be developed, and a rigorous quality assurance framework for data quality will be put in place. The aim is to ensure a more consistent approach to record keeping, whilst ensuring this is efficient and enables practitioners to spend significant time engaged in direct work with families.

Progress

<u>Pathway Planning and Transitions to Adulthood</u>	
Achievements So Far:	Next Steps:
<u>Education, Employment and Training:</u> 61% of our care leavers are in education, employment and training (as at March 2019) which is higher than the London and England average.	<u>Health Passports;</u> we want to ensure that all our care experienced young people are supported in understanding their health information and why it is important to have. We will also ensure that Liquid Logic enables us to make specific recordings regarding health passports.
<u>The Cocoon:</u> Has recently celebrated its second anniversary and goes from strength to strength as a community space for care experienced young people to access support and leisure activities.	<u>The Cocoon;</u> The introduction of a full time manager for The Cocoon will strengthen our offer from the community space.
<u>Transitions Panel:</u> The contribution from partner agencies has continued to grow and the remit has expanded to consider young people from other agencies, such as mental health.	<u>Leaving Care Local Offer;</u> Published by the end of the year <u>Plans;</u> Our Pathway Planning Champions group is exploring the option of integrating Personal Education Plans with Pathway Plans to create one holistic document.

<u>Strategy Meetings and Planning</u>	
Achievements So Far:	Next Steps:
<u>Exemplars;</u> Good practice examples of strategy meetings and plans have been	<u>Practice Toolkit;</u> This is being developed to support managers and includes practice

collated and will be shared with staff as part of the training and development offer	guidance, templates and exemplars. This will also be shared with partner agencies.
<u>Meetings Protocol</u> ; Standards have been agreed regarding holding strategy meetings and attendance by partner agencies is being tracked via the case management system	<u>Training Video</u> : A video example of a good strategy meeting is due to be developed from the end of November
<u>Obsessions Workshops</u> ; Within the programme, workshops are scheduled which will support skills development regarding meetings and planning.	

Supervision	
Achievements So Far:	Next Steps:
<u>Template</u> : A revised supervision template was rolled out across the service in October 2019, following consultation with staff across the service. The new template has been created in line with systemic principles and is designed to enable reflective and purposeful practice.	<u>Support</u> ; Continue to offer guidance and support regarding the use of the new template
<u>Obsessions Workshops</u> ; A workshop on supervision was held on 17/10/19 and a focus on supervision will be retained when developing the rest of the programme.	<u>Quality assurance</u> ; Monitoring of performance data and audit activity to understand the impact of the new template. Ensure that supervision observations are undertaken regularly by Group Managers.

Quality Assurance	
Achievements So Far:	Next Steps:
<u>Framework</u> ; New Quality Assurance Framework and supporting tools are in place	<u>Multi-Agency/Cross Borough Audits</u> ; Discussion has taken place with Barking and Dagenham and further conversations are scheduled.
<u>Liquid Logic</u> ; The Deep Dive audit Tool and monthly case file audits have been developed in Liquid Logic	<u>SEND QA Framework</u> ; to be developed and implemented
<u>Training</u> ; 'What Good Looks Like' workshops were held in June 2019 which were attended by 31 managers/supervisors	

Workforce Development	
Achievements So Far:	Next Steps:
<u>Permanent Workforce</u> ; 82% of our social workers are now permanent	<u>Career Progression Scheme</u> ; Due to be relaunched in December 2019
<u>Recruitment Open Evening</u> ; Event held in	<u>HSCA Good Practice Awards</u> ; Following the

March 2018 with 80 potential new recruits attending. A second event is scheduled for November 2018 and will be held at The Cocoon.	success of the 2019 event, this is scheduled again for February 2020
<u>Social Media:</u> We have improved our use of social media to raise the profile of Havering and advertise roles.	

<u>Adolescent Safeguarding</u>	
Achievements So Far:	Next Steps:
<u>Multi-agency input:</u> Agreement to a multi-disciplinary safeguarding arrangement, involving all main partners	<u>Launch:</u> The service will be officially launched in early 2020.
<u>Resources:</u> These have been secured and agreed via funding from the Local Authority and Health partners	
<u>Investment:</u> Some programmes/projects are already underway, including a £400k investment from the Home Office via the Mayor's Office for Policing and Crime (MOPAC)	

<u>Case Recording and Data Quality</u>	
Achievements So Far:	Next Steps:
<u>Liquid Logic Implementation:</u> New case management system went live in March 2019, and focus has been on data cleansing, data migration and training.	<u>Liquid Logic Oversight:</u> Continue to provide oversight of the progress with regards to liquid logic and any changes required
<u>Case Recording Principles:</u> we have worked with the youth management team to develop our case recording principles and these will be launched in November.	<u>Performance Reporting:</u> Our performance reporting processes will be reviewed to ensure that all service areas have their requirements met and we are gathering data that is informative and purposeful.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications associated with this report.

Legal implications and risks:

There are no apparent legal implications in noting the progress with implementation of the Ofsted recommendations.

Human Resources implications and risks:

There are no direct HR implications arising from the recommendations in this report.

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

It is both Council policy and recently renewed SLT direction/expectation that EqHIAs (Equality and Health Impact Assessments) are carried out when appropriate and in sufficient time to enable informed decision-making. As a basic rule, one should be undertaken whenever staff, service users, or the wider public are impacted by decisions or the intended or planned activity. The relevant template with guidance is available from diversity@haverling.gov.uk and the intranet and its purpose is to ensure a systematic approach to the task and to evidence that due regard is paid to any adverse impact on affected parties with

protected characteristics. In addition to the nine protected characteristics, the assessment also looks at matters pertaining to health and socio-economics, respectively.

Another accepted way to demonstrate due regard is to produce minutes of meetings which clearly show equality implications of the intended activity were fully discussed and understood by decision-makers. The status of EqHIAs can be 'completed' or 'under development', with a view to completion before any final decisions are reached. Where legal challenges occur, completed EqHIAs can often become items of evidence in related proceedings. Finally, if an EqHIA is not to be carried out authors should state the reason in the equality section of their report. Do consult the corporate diversity advisor if clarification or support is needed.

Consultation

Consultation with affected parties is essential to good practice. In terms of administrative law this has a specific meaning, and if done should be proportionate, fair, and inclusive. Sufficient time and information should be afforded to allow consultees to comment meaningfully on the matter in hand and the responses taken conscientiously into account by the decision maker.