

Committee:	Date:
Safeguarding Sub Committee	30 June 2014
Subject: Update on Ofsted inspection and improvement planning, Children and Families Service	Public
Report of: Director of Community and Children's Services	For Information
<p style="text-align: center;">Summary</p> <p>This report updates members on the progress being made to prepare for the Ofsted inspection and to ensure that the services provided to children in need of help and protection, children looked after and care leavers are continuously improving in line with the new Ofsted single inspection framework.</p> <p>The report provides members with information on the work of the Inspection and Improvement Planning Group, which oversees planning across several work streams including:</p> <ul style="list-style-type: none"> • oversight of the quality assurance process being employed to prepare for the inspection • the updating and maintenance of key performance data that will need to be submitted to Ofsted (Annex A) • the role of the Local Safeguarding Children Board • the communications planning. <p>Recommendation</p> <p>Members are asked to note the report.</p>	

Main report

Background

1. Ofsted's single inspection framework was published in October 2013 and came into effect in November 2013 on a universal three-year cycle. The inspections are conducted under section 136 of the Education and Inspections Act 2006.
2. The inspection will focus on the effectiveness of local authority (LA) services and arrangements to help and protect children, and the experiences and progress of children looked after, including adoption, fostering, the use of residential care, and children who return home. The framework focuses on the arrangements for

permanence for children who are looked after and the experiences and progress of care leavers. The leadership, management and governance judgement addresses the effectiveness of leaders and managers and the impact they have on the lives of children and young people and the quality of professional practice locally.

3. Alongside the single inspection, there will also be a review of the work of the Local Safeguarding Children Board (LSCB).
4. To date, the single inspection framework has assessed 11 LAs under the framework since 20 November 2013 (Derbyshire, Hartlepool, Slough, Sheffield, Hillingdon, Bolton, East Sussex, Essex, Hounslow, Staffordshire and Coventry).

Current position

Inspection and Improvement Planning Group

5. An Inspection and Improvement Planning Group (IIPG) has been established and meets monthly, bringing together key service leads and partner agencies including the police, schools, health and the LSCB. The Head of Policy, Programmes and Projects is providing programme management support to the group.
6. The work plan of the IIPG is set out in Appendix 1. Leads have been identified for key work streams including the following:

Number	Work stream	Lead
1	Improvement action plan	Pat Dixon
2	Gap analysis against grade descriptors	Simon Cribbens
3	Self-assessment narrative	Simon Cribbens
4	Annex A (lead), Evidence bank/SharePoint site and logistics plan	Sharon McLaughlin
5	Annex A – child-level data	Elizabeth Malton
6	Communications plan	Kaimi Ithia
7	Audit plan and timetable	Janet Bailey
8	LSCB inspection and improvement action plan	Rory McCallum
9	Overarching inspection work plan and programme management support	Nicole Vincent

Quality assurance and service improvement

7. Due to the low numbers of cases held in the Children and Families Team, it is expected that Ofsted will track all cases held in the service.
8. Within the first four days of receiving the inspection phone call from Ofsted, we will be required to undertake an audit of 18 cases, selected by Ofsted, covering the experience and journey of the child, family, carer and the effectiveness of help and protection. This presents a significant challenge to the service, as a full deep dive audit can take up to one working day to complete. In order to plan ahead for this, additional capacity has been brought into the service to support the department with:
 - a thorough baseline audit and scoring of all open cases to the Children and Families Team
 - observations of practice
 - reviewing the effectiveness of the Early Intervention offer through case-based examples and outcomes
 - reviewing the quality assurance framework and working with the Service Manager for Children and Families to recommend an ongoing quality assurance framework and action plan, including how best to evidence what has changed following audit
 - coaching and guidance to the managers and service managers
 - contributing to the IIPG and to logistics, communications, self-assessment and Annex A
 - providing advice and guidance from recent experience in another LA that has gone through the inspection
 - devising a forward plan to review the baseline audits.
9. A service improvement action plan is in place and is the key tool to drive forward service improvements, supporting the service to move from 'good' to 'outstanding' under the Ofsted grade descriptors.
10. The action plan is a live document, updated on a monthly basis. It comprises key recommendations and findings from the 'Strengths-based Learning Review' undertaken in January 2013 and recent case audits. The Children and Families Team has added to the action plan directly, following a service improvement workshop held on 12 May 2014. The plan is reviewed within IIPG meetings and the Children and Family Team meetings.
11. A thorough gaps analysis is being undertaken against the Ofsted grade descriptors. We are critically evaluating everything we do and asking the questions "What difference has this made?" and "What is our evidence?".

'Annex A' evidence

12. Under the inspection framework we will be asked to prepare and provide a large range of information to inspectors within the first two weeks, classified as 'Annex

A'. Test runs for 'Annex A' child-level data are performed and reviewed monthly. This involves three key strands of data:

- details of planned multi-agency meetings
 - child-level data for the case sample and case tracking
 - performance information required to support the inspection.
13. The data requirements span social care and education, as well as early help assessments, common assessment frameworks (CAFs) and targeted intervention over a six-month period, and cover children in and out of borough.
 14. The Commissioning and Performance Officer has undertaken a full risk assessment on the new data requirements in order to identify key problems and solutions to any data supply issues, and work is in progress to address the risks identified. A wider risk assessment for the full inspection planning is in place and updated monthly.
 15. An evidence bank has been established with key documents that will be required for the inspection. Over the next month, work will be focused on reviewing the evidence bank and all policies and procedures, to identify gaps and begin to address these.

Review of Local Safeguarding Children Boards

16. The Local Safeguarding Children Boards (Review) Regulations 2013 were published on the same day as Ofsted published the new single inspection framework. These regulations enable the Chief Inspector to conduct a review of the performance by an LSCB, opening the way for Ofsted to review and report on the effectiveness of the LSCB at the same time as reporting on the inspection of the local authority.
17. The LSCB review will usually take place in parallel with the single inspection of the local authority. However, as we have a joint board with London Borough of Hackney, there is a chance that the board will be inspected as part of the inspection process.
18. The judgement of the LSCB will be derived from an assessment of its compliance with statutory responsibilities in accordance with the Children Act 2004 and the Local Safeguarding Children Boards Regulations 2006. Inspectors will evaluate: the LSCB's understanding of the strengths and weaknesses of multi-agency practice; the effectiveness of their monitoring and evaluation; and how well they have identified areas for improvement.
19. We will be required to provide a range of information as part of the LSCB review, and inspectors will interview a range of stakeholders including the LSCB chair, the LSCB business manager, the Director Children and Community Services, the Town Clerk and at least two other statutory LSCB partners. They will also, wherever possible, interview the lay members.
20. The City and Hackney LSCB Strategic Advisor is a core member of the IIPG contributing to the planning process, and separate meetings are being held with

him to review the LSCB against the Ofsted grade descriptors and to identify and address any gaps.

Communications and logistics

21. A partnership event is being planned for 20 June 2014 to involve up to 50 key partners including members, senior managers, front-line staff, key partners from health, police, schools and the voluntary sector, commissioned providers and LSCB partners. The event will provide a detailed overview of the single inspection framework and requirements of partners. It will include a workshop session to map good news stories and to identify any partnership gaps and/or challenges.
22. A logistics plan is being drafted, to ensure that the department is ready to be up and running when Ofsted announce their inspection. A lead officer has been identified, and a team of people are in place to support the process. The logistics plan will set out the detail of key officers and lead responsibilities before, during and after the inspection and will be shared with key partners.

Corporate and strategic implications

23. There are no financial, legal or strategic implications associated with this report.

Conclusion

24. The inspection and improvement planning programme has progressed and is on track to support the department in its aspirations to achieve 'outstanding' services.

Appendices

- Appendix 1 – Inspection and Improvement Planning Group Work Plan, May 2014

Background papers

- Ofsted single inspection framework and reviews of LSCBs
- Ofsted inspection handbook

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Appendix 1 – Inspection and Improvement Planning Group work plan, May 2014

This plan is monitored by the Programme Manager on a monthly basis and updates are reported to the IIPG Working Group, Children's Executive Board and Departmental Leadership Team (DLT).

No.	Key milestones	Lead person	Timescale
1. ANNEX A			
1.1	Set up forward plan of regular Annex A meetings to progress reviewing and updating of this	Sharon McLaughlin	31.05.14
1.2	Review the evidence base and agree the core documents for Annex A	Sharon McLaughlin	30.06.14
1.3	Continue monthly test runs of child-level data	Elizabeth Malton	2nd week of each month
1.4	Child-level data issues log and action plan to be updated monthly from Annex A	Elizabeth Malton	2nd week of each month
1.5	Identify back-up performance officer/manager to run child-level data report and ensure that they are trained to the level required to perform this task	Sarah Greenwood	31.05.14
1.6	Set up meeting to agree urgent changes to Framework-I system to improve performance reporting and practice issues as raised by audits	Matt Phipps	31.05.14
1.7	Review pre-CAF process, to ensure that procedures are being followed by staff	Pat Dixon and Shaista Afzal	31.05.14
1.8	Build good news stories and case studies into the evidence bank, and ensure that these are recorded at fortnightly team meetings	Shaista Afzal	Once a month
1.9	Children and Families Team to review accuracy of child-level data at team meetings monthly	Shaista Afzal	Once a month
1.10	Create a definitive list of all policies and procedures, review existing policies to ensure that they are fit for purpose and localised, and address any gaps	Simon Cribbens	30.06.14
1.11	Schedule a date for a full test run of Annex A to include all strands	Chris Pelham	Test run by 31.09.14
2. SELF-ASSESSMENT AND GRADE DESCRIPTORS			
2.1	Complete gaps analysis against grade descriptors	Simon Cribbens	30.06.14
2.2	Redraft self-assessment version 2 and present to DLT and Children's Executive Board	Simon Cribbens	31.07.14

3. QUALITY ASSURANCE AND CASE AUDITS			
3.1	Undertake audits of all open cases to the Children and Families Team, using an agreed audit template that can be used as part of the inspection framework.	Janet Bailey	31.07.14
3.2	Provides a 20-day update report to DLT and IIPG members on progress and thematic findings regarding casework and inspection readiness.	Janet Bailey	31.07.14
3.3	Implement the audits alongside the practitioners, providing additional support and challenge for the practitioners by using a mentoring approach to the audit process. All audits and recommendations to be signed off by the social work practitioner and Team Manager.	Janet Bailey	31.07.14
3.4	Review the cases open to each member of the team including Early Intervention and Children's Social Care. The cases that will require a completed audit will be: <ul style="list-style-type: none"> • care leavers • looked-after children • children with Child Protection Plans • children in need • cases open to Early Intervention including CAFs. 	Janet Bailey	31.07.14
3.5	Review cases that have closed in the previous 12 months – since the last inspection – using an agreed tool that provides an opportunity to consider if any immediate action is needed or any learning has come from the case.	Janet Bailey	31.07.14
3.6	Carry out observations of practice – accompanying practitioners on home visits, to multi-agency meetings, on office visits, etc. This is to be part of the audit process and also to support the practitioners, to build up their experience of being observed.	Janet Bailey	31.07.14
3.7	Review the effectiveness of the Early Intervention/Early Help offer through case-based examples and outcomes. This review to include oversight of the recommendations of the strengths based learning review and discussions with key partners as required, including Sir John Cass, and to provide recommendations to the department.	Janet Bailey	31.07.14
3.8	Undertake a review of the quality assurance (QA) strategy.	Janet Bailey	31.07.14
3.9	Update the QA framework, to set out a clear audit programme including a plan for managing the audits during an Ofsted inspection. Plan to include how to best show evidence of what has changed following audit.	Janet Bailey	31.07.14
3.10	Coaching and guidance to be provided to the managers and service managers to use the	Janet Bailey	31.07.14

	new audit tool effectively.		
3.12	All themes and practice issues picked up from audits to be reported to the Service Manager and to be included in the department's improvement action plan.	Janet Bailey and Pat Dixon	31.07.14
4. COMMUNICATIONS AND LOGISTICS			
4.1	Draft version 1 of a communications plan for the full inspection programme	Kaimi Ithia	12.06.14
4.2	Draft version 1 of a logistics plan to be completed for IIPG meeting	Sharon McLaughlin	12.06.14
4.3	Organise a full partnership event to brief and prepare partners for the inspection and improvement journey	Nicole Vincent, Kaimi Ithia and Sharon McLaughlin	20.06.14
5. LSCB INSPECTION PLANNING			
5.1	Agree a way forward with the LSCB strategic advisor	Chris Pelham	15.05.14
5.2	Undertake a review and gaps analysis of the LSCB against the Ofsted grade descriptors and include recommendations from the SBLR	Rory McCallum	30.06.14
5.3	Draft version 1 of a self-assessment of the LSCB	Rory McCallum	31.07.14
5.4	Invite LSCB partners to the partnership briefing event	Sharon McLaughlin	20.05.14