

Report of: The Director of Children & Families

Report to Scrutiny Board (Children's Services)

Date: 7th September 2017

Subject: Ofsted – Areas for Improvement



Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The purpose of this report is to provide a second annual update on the progress against the areas for improvement identified by Ofsted and detailed in the March 2015 report.

Recommendations

2. Scrutiny Board are asked to note the progress made on the Ofsted areas for improvement.

1 Purpose of this report

2 The purpose of this report is to provide a second annual update on the progress against the areas for improvement identified by Ofsted and detailed in the March 2015 report.

2.1 There has been significant progress in all the areas for improvement, with some areas which are completed and some which have work still in progress.

3 Background information

3.1 Children's services in Leeds have been on a significant and wide-ranging journey of improvement over a number of years. In July 2009 Ofsted carried out an unannounced inspection of contact, referral and assessment arrangements and judged that Leeds' services did not adequately safeguard children. In March 2010 the Government placed an Improvement Notice on Leeds. An improvement Plan was developed and an Independently Chaired Improvement Board was established. In January 2011 Ofsted carried out an unannounced inspection of contact, referral and assessment arrangements and found 'remarkable and impressive improvement' in quality and safety.

3.2 Over the past six years Children's Services in Leeds has undertaken a programme of transformational change, both to services and in its approach to working with vulnerable children and families. The approach has been underpinned by the ambition to make Leeds a child friendly city.

3.3 The changes, which have been actively supported by partners in the Children and Families Trust Board and the Leeds Safeguarding Children Board, include a re-organisation of the service; a focus on 'doing the simple things better'; implementing restorative practices; having timely, quality conversations; and investment in workforce training and development. Children's Social Work has been a particular focus of this work with a conscious effort made to raise the profile of the service, strengthen practice, improve staff retention and reduce caseloads. The approach taken has been one of incremental change built on a strong, objective, evidence-based foundation, to ensure that improvements can be sustained and to create a more confident, secure and forward-thinking service.

3.4 The unannounced Ofsted inspection of services for children in need of help and protection, children looked after and care leavers; and the effectiveness of partnership working, including the Leeds Safeguarding Children Board, was therefore a key test of the progress that this work and investment has made. The inspection took place over four weeks and commenced on 20th January 2015 and concluded on 11th February 2015.

3.5 The outcome of the inspection is that Ofsted has rated services in Leeds as 'Good' overall. There are five key areas that contribute to this overall judgement and on four of these: children who need help and protection; children looked after and achieving permanence; adoption performance; and experience and progress of care leavers, Leeds is rated as 'good'. In the fifth area, 'leadership, management and governance' we are rated as 'outstanding'. Alongside this, the Leeds Safeguarding Children Board (LSCB) was also found to be 'good'.

3.6 In the inspection report Ofsted comment very positively on the Leeds journey of improvement, 'The local authority has taken a thoughtful and methodical approach to improvement and has followed the child's journey. Firm foundations underpin

the effectiveness of services. Leeds has placed a considerable emphasis on creating an environment where good quality social work can flourish.' Over the course of the four weeks, the inspectors recognised the clear strategic direction being taken across the city, the partnership approach that underpins this and the centrality of children's services to Leeds' wider ambitions.

3.7 Ofsted did not identified any priority or immediate actions for Leeds to respond to; however, as is the case for all authorities inspected, Ofsted requires Leeds to state how identified areas for improvement will be addressed. The areas for improvement identified by Ofsted are in line with Leeds' own awareness and our aspirations to take the service forward. The Leeds response to the areas for improvement is set out in the Main issues section of this report.

3.8 In July of 2017 Ofsted inspected Newcastle Children's Services. Newcastle was the last of the core cities to be inspected under the Single Inspection Framework. Leeds is the only one of the core cities to be assessed as 'Good'.

4 Main issues

The areas for improvement are categorised into specific areas of work and each *area of improvement* is numbered as it appears in the [Ofsted report](#).

4.1 Assessment and Care Planning

(1) - Extend the reach of the outcomes-based accountability approach, so that outcomes are clearly identified in all children's written plans to improve children's and families' lives and inform service development.

(4) - Ensure that assessments, plans and formal meetings consistently give attention to the individual characteristics of children and their families, for example, ethnicity, culture, faith, gender.

(10) - Improve the current care planning format to make it easier to understand the long-term goals for children and young people, and enhance their ability to understand what is happening to them.

(12) - Ensure that all post-adoption support plans are measurable and outcome based.

(14) – Improve Pathway Plans so that they contain the detail needed regarding specific targets and outcomes from young people.

Progress

- Regarding the reach of outcomed focused activity, a cross-service working group was established and included additional support received from expert external consultant (Mike Pinnock), leading researcher (Martin Calder) and wider professionals (e.g. Educational Psychologists). Initial work was carried out to look at research evidence, professional best practice;

- All key plans pro forma were reviewed and updated to ensure that they are outcome focused in direction, clarifying what is the outcome for all plans about children, young people and their families;
- Specific service development, training and development work carried out with the social work teams, Independent Reviewing Officers and Child Protection Chairs to embed culture change and learning;
- In July 2017, training provided across Children's Social Work Service on outcome focussed planning has led to the identification of 20 champions to lead on this work across the city;
- All cases that are audited now include the specific requirement within the Interactive Learning Audit to consider how the help provided has improved outcomes for the child or young person;
- Outcomes based plans will be further supported through the Innovation Programme. The 'Rethink' project aims to promote better shared assessment and plans with stronger emphasis on outcomes. The approach has been developed with families and front line professionals to ensure the language is accessible and inclusive;
- The review of assessments and plans included the format of adoption documentation. In addition training was undertaken with the team to look at outcome focused assessment plans. The introduction of the adoption support fund has further embedded an outcomes focused approach in all the work undertaken;
- Within One Adoption, there has been outcome focused planning training for managers;
- Considerable activity has also taken place to improve pathway plans:
 - UNICEF have provided training to the children looked after 13+ teams made up of Social Workers and Personal Advisors (PAs) in a children's rights based approach. A working group then reviewed the whole of the pathway planning process;
 - Young people approaching leaving care have taken part in Moving on Up sessions with older care leavers to find out about the role of the PA in supporting them and in how to get the most out of pathway planning;
 - The pathway plan documentation is being reviewed and is moving towards a plan on one page to highlight the three most important things to work on for each care leaver to help them transition into adulthood;
 - Leeds is part of a pilot with two other LAs to develop a Pathway Planning app. This will use a 'distance travelled' approach;
 - Tools for improved engagement are being developed.

What we still need to do

- For outcome focused work, culture change to be embedded by Feb 2018, for example through the Outcomes Champions;
- Progress on ensuring the individual characteristics of children is properly considered, recorded and acted upon has been slow. As such it is proposed that a 'Task and Finish' group, reporting to the Deputy Director, will be set up by September 2017 to ensure practice is improved in this area with activity to take place over the next year and conclude by Aug 2018;
- For pathway plans, the app development work will finalise by Aug 2018. The pathway plan documentation review will be completed and implemented by Feb 2018;
- The assessment framework is being reviewed by Feb 2018 as part of the successful bid to become a centre for excellence around adoption support services in the region and the focus of this will be on improving outcomes for children and families.

4.2 Understanding how to use Frameworki reports

(2) - Ensure that all frontline managers and staff fully understand the capability of the electronic recording system, in order that they can produce reports that help them to effectively understand their performance and further drive improvements in the quality of services offered to children and their families.

Progress

Reporting and analysis to support management and improvement in front line practice continues to develop strongly. Key developments include:

- regular new team and worker level analysis available for all teams and managers;
- improved monthly care leaver and data quality reports;
- newly developed reports to support and inform better supervision by providing summary information on all current cases for worker and manager;
- skills and experience in use of performance information is being strengthened by ongoing training and in addition clear links and regular meetings between performance staff and front line teams;
- a pre-supervision report has been introduced that can be run by the worker or the team manager about the worker's caseload. There has been positive feedback about these reports and their effectiveness in helping workers to prepare for case supervision;

Frameworki development continues, led by a cross-service working group including front line managers and workers. The timescale for the main MOSAIC update has been amended pending completion of key statistical returns.

What we still need to do

There is no additional activity required to meet this area for improvement.

4.3 Continuous Professional Development

(3) - Further embed the culture of continuous professional development by ensuring that managers agree challenging learning goals with social workers as part of the appraisal cycle, and reinforce this through regular, reflective supervision.

Progress

- A cross service working group developed a new Supervision policy, procedure and practice guidance plus a range of appendices (forms, templates, and tools to aid reflective supervision etc.);
- The new policy and all supporting documents are available on the online procedures;
- These have been introduced to different layers of social work management through a supervision training programme. This has included holding nine training events for front line practitioners and managers on the new policy.
- Supervision training is embedded in the Training and Development calendar for social workers and induction for new social workers;
- All Children's Service Delivery Managers participated in a full day event in September 2016 which focused on supporting managers to improve reflective supervision;
- Training is available throughout the year aimed at new and experience social work managers on: 'Developing Supervision Skills' and 'Improving Performance through Effective Supervision';
- Making the most of supervision is embedded in the Assessed and Supported Year of Employment (ASYE - for newly qualified social workers) framework of Action Learning sets;
- The Interactive Learning Audit framework is predicated on the auditor and the worker sitting side by side to carry out the audit as part of the workers Continuous Professional Development offer. Learning from the audits informs supervision and appraisal goals and objectives.
- The audit framework is now embedded into the service, has been subject to review and there will be a further review in 2018. The audit has been adapted for other parts of Children's social Work Service.
- Leeds has been selected by the Department of Education to roll out the Assessment and Accreditation scheme for children's social workers.

What we still need to do

- There is no additional activity required to meet this area for improvement.

4.4 Agency attendance at Child Protection meetings

(5) - Improve agency attendance at all initial child protection meetings to improve the identification of risk, and plans to ensure children's safety; in particular, that of police, general practitioners and mainstream midwifery services.

Progress

Police Progress

- We have introduced a new approach with the police which involves advice provided by the front door police officers in relation to whether police attendance at a future ICPC is required, and which officer should attend. This advice is referred to when ICPC invitations are sent out, and invitations are also much clearer about the purpose of the ICPC.
- Training for the police: In addition to the new approach, the Integrated Safeguarding Unit has provided three awareness raising sessions for the police, in relation to: the child protection process; the strengthening families model; the importance of quality reports; and the importance of the police contribution. This training will continue to be offered as a rolling programme for new officers as required.
- Quarterly meetings: The Service Delivery Manager Child Protection (ISU) has established quarterly meetings with the police to address any issues with the new approach, including raising any issues re: non-attendance when police have been invited.
- This approach has been very effective. In the third quarter of 2014-15, the police attended 52% (9) of 17 ICPCs they were required to attend (as per ACPO guidelines). In the first quarter of 2015-16 (following introduction of the new approach) this had increased to 97.1% (66) of 68 ICPCs they were required to attend (as per ACPO guidelines). The Police now attend 100% of all conferences where attendance is requested by the Safeguarding Unit

What we still need to do

- The Safeguarding Unit is currently reviewing the criteria for the Police to be invited and putting in place a rolling programme of training for new officers. The review is expected to be completed within the next three months and the rolling programme within the next six months

GP Progress

- Considerable work has been undertaken with the GP service in Leeds in conjunction with the Deputy Designated Nurse Safeguarding children and adults and a comprehensive action plan is in place to try and improve the

quality of the reports that are submitted to conference, improve attendance and the overall understanding of the child protection process. The key aspects of this work are:

- *Improving consistency of recording reports received from GP for CP conference.* This has been supported with a new report template and a specific programme of training;
- *Improve quality of GP reports submitted to CP conference.* Specific training has been available over the past 12 months to look at what is needed in the report for a conference. This has been supported with GP's having some template examples of reports to help them understand what a good report looks like. If this is received positively these may form part of a toolkit, alongside a self-assessment tool. Report quality has been evaluated with an audit of reports that have been submitted to conference – the last of which took place in April 2017. More specific targeted work has taken place with a group of practices in Leeds 9, part of this work looks at the quality of reports. This approach will be replicated across other areas with higher levels of Child Protection Cases;
- *Improving GP attendance at CP conference.* As part of the screening process GP's are invited to conferences where it is felt that a specific GP contribution would assist the understanding of risk and the planning. The ISU has also offered the opportunity to GP's to shadow ICPCs. This offer has been communicated in training and via safeguarding leads;
- It is important that, given the pressures on GPs that their attendance at Child Protection Conferences is proportionate, and the focus of work has been on improving the quality of reports to conference. GP reports provide useful information and comment. However, the quality and scope of the analysis in the reports is not yet consistent.

Midwives Progress

- The Midwifery services are committed to coming to all Initial Child Protection Conference and this is generally happening. The contribution and quality of the reports that are submitted are good.
- Through the ongoing work with the midwifery service we are looking to establish a commitment to attend the subsequent review conference where a contribution from the Midwifery service would be help to understand the ongoing risks and the progress of the plan.

What we still need to do

- We will continue to work in partnership with health colleagues to consider how to improve GP attendance;
- We will focus on the quality and scope of analysis in reports and anticipate this work to be achieved by Feb 2018;

- We will take forward work with other agencies through established links with Probation, Adult Mental Health, Forward Leeds and Leeds Advocacy Service by Aug 2018.

4.5 Access to emotional support

(6) - Improve access and waiting times for CAMHS for children in need of help and protection.

Progress

- Leeds has a unified strategy and plan in response to the national Future in Mind publication and requirements to respond to the Social Emotional and Mental health component of the SEND agenda. This joint strategy Future In Mind: Leeds and the underpinning refreshed Local Transformation Plan (LTP) has been approved by the Health and Wellbeing Board and is published on the CCG and council websites.
- The CCG allocations continue to be locally ring-fenced to support deliver of the LTP. This year the CCGs and local authority are contributing to the cluster model across the city, alongside schools. Significant capital investment has been made by the local authority in the development of specialist schools for pupils with SEMH needs.
- Significant work has been done to reduce waiting times; the average wait for specialist CAMHS service is now down to 5 weeks, which is on par with national best practice. The establishment of the SPA has facilitated quicker access for children and young people to the right service, the first time a referral is made. Significant investment has been made in developing digital resources such as the MindMate website and in developing resources to support schools, such as the MindMate Champions Programme and the MindMate Lessons (PHSE curriculum).

What we still need to do

- The implementation of the Local Transformation Plan 2016 - 2020 is managed through a multi-agency board with strong links to both the Health and Wellbeing and Children and Families Trust Boards. The Strategy and LTP run through until 2020. An annual update and refresh goes to the HWB (this is a NHS England requirement). It next goes in September 2017;
- The plan's implementation is managed through a multi-agency board with strong links to both the Health and Wellbeing and Children and Families Trust Boards;
- The programme Board continues to meet and is chaired by Cllr Lisa Mulherin. A key focus this year is to improve our response to children and young people in crisis. The result from our review will be at the end of 2017. The final commissioned service will be determined and implemented in 2018 (this is in part due to a successful bid by the West Yorkshire 7 Harrogate STP and new income that comes with it);

- In addition we are working on reducing autism assessment waiting times, to be in line with national best practice. The service has modelled delivery by the end of 2017.

4.6 Children Missing and Child Sexual Exploitation

(7) - Ensure that findings from return home interviews are collated and analysed at a strategic level in order to understand the reasons why young people go missing, and any emerging trends and themes that can inform future service planning.

(8) - Ensure that all foster carers have access to training in child sexual exploitation.

Progress

- The capacity of the CSE team has been expanded to become the Risk and Vulnerabilities Team - to work with children and young people who are vulnerable to various risks has been expanded. Capacity has come from within the Child Protection team due to the reduction in numbers of children subject to a CPP. The team has coordinators who focus on the particular needs of those young people at risk of a range of risk factors such as CSE, Missing, Trafficking, Radicalisation and Harmful Sexual Behaviour;
- The LSCB CSE Sub-group has now also expanded to become the Risk and Vulnerabilities Sub-group;
- The Return Interview service has been brought in house with the Youth Offer providing this to those young people who have been missing, but are not open to CSWS.
- Reports on the numbers of children who have been missing are provided to the monthly strategic Practice Improvement Meeting and to the Risk and Vulnerabilities Sub-group of the LSCB;
- Since the last report there has been some improvement in the quality of the reports produced by the Return Interview Service. Work is ongoing by way of undertaking monthly audits and providing feedback on the areas that still need to be developed and see practice improve. Reports highlight the reasons for children and young people going missing;
- There has been an improvement in the number and quality of return interviews carried out. The Performance Management sub group of the LSCB is reviewing this;
- We are now working on using the information about individual children and young people gained from return interviews carried out with them to develop prevention plans to keep them safe. This is a developing area of work;

- MISPER 7 reports are submitted by the police when available to inform the Return Interview.

What we still need to do

- Ensure that findings from all Return Interviews are collated and analysed, and shared with the Vulnerability and Risk subgroup, to inform strategic understanding of why children and young people say they run away, identify trends and patterns and inform service delivery. This will be achieved by Feb 2018;
- Improve reports so that they are concise, focused, and specific, and provide analysis of information provided by the young people. This will be achieved by Feb 2018;
- MISPER 7s need to improve so that they better identify emerging themes and trends. This will be achieved by Aug 2018;
- Improve the recording and data reporting of children missing from home or care to develop the strategic problem profile and enable this to be analysed against the child sexual exploitation problem profile to enhance strategic understanding and service delivery response. This will be achieved by Aug 2018;
- Map services which actively support missing children in Leeds, to identify partnership support to children and young people and gaps in service delivery. This will be achieved by Aug 2018;
- Review the current service provision for Return Interviews, to ensure that the partnership is confident that all children who have been recorded as missing from home or care in Leeds receive the offer of a suitable return interview. This review will conclude by Feb 2018.

4.7 Looked after children Education

(9) - Ensure that schools are held to account for their use of the pupil premium in optimising the attainment of children looked after.

(11) - Improve Personal Education Plans, ensuring that they contain SMART targets which can be used to drive sustained improvement in pupils' performance.

Progress

- Pupil Premium - an online portal has now been introduced to gather and analyse information from schools on the use of Pupil Premium. Since linking the release of Pupil Premium Plus funding to schools to the submission of progress information through the secure, online portal, rates of data return have improved from around 65-70% to well over 90%. The data collection now requires schools to identify the type of intervention/needs the grant is being used for and so data in 2017/18 should enable analysis not previously available.

- There have been at least three schools who have had their Pupil Premium Plus allocations withheld following a failure to submit progress data for two consecutive terms. Funding has been released following a support and challenge visit with the Designated Teacher;
- The review of PEP documentation and process is on-going. The Virtual School has secured some resource for 2017/18 to undertake some crucial Voice and Influence activity around how young people feel about their education, learning and the PEP process itself as the Have a Voice and Care Leavers Councils have told us that they don't feel engaged in the plan /process;
- Analysis of the mandatory PEP quality assurance workflow in Mosaic has shown differences in the performance of the social work teams in regards to numbers of first PEPs and first reviews being approved at first submission which has facilitated more targeted training and individual support/challenge to team managers and enabled good practice to be identified;
- As progress is such a key measure for our looked after learners, from September 2017 the Virtual School will attend all first PEPs. The purpose of this is to ensure that once children become looked after, there is a thorough understanding of their current learning and attainment so that progress can be accelerated by securing the appropriate interventions, services e.g. complex needs and robust planning about effective use of Pupil Premium Plus. Our ambition is for children to make better than expected progress once they are in our care;
- Ensuring that Designated Teachers have sufficient seniority in schools to make decisions and be held to account for Pupil Premium Plus remains a challenge, in part as a result of the pace of change in schools. Targeted training through the cluster champions has improved the number of governors accessing training about how they should hold the Designated Teacher to account and it is through governance that the Virtual School can influence the appropriate level of leadership commensurate with the role of Designated Teacher (N.B. the Department for Education guidance on the role of the Designated Teacher is currently being re-written which will support this goal).

What we still need to do

- Increase the number of governors who access Virtual School training. The aim is to achieve this by Aug 2018;
- Recognise that having a high quality of PEP is only as good as the child's latest progress report meaning some children need a review more frequently than the statutory minimum requirement which has implications for social work practice. The aim is to address this by Aug 2018;

4.8 Adoption

(13) - Ensure that 'later in life' letters are personal, and that the language used is easily understood.

Progress

- Guidance has been developed about how to make later in life letters personal to the child and about how to draft a quality letter. Best practice has informed the procedures;
- 'Difficult stories' guidance has also been produced looking at story subject matter such as neglect, DV, substance misuse, learning disability, adoption. Each difficult stories have each section drafted in language that is easily understood by children;
- The guidance is now published in the Children's Social Work Service online procedures and has been made known to all staff.

What we still need to do

- We need to upload the difficult stories guidance at the next refresh of the online procedures in December 2017.

4.9 Care leavers

(15) - Ensure that all young people have information in relation to their health history and about their entitlements.

Progress

- The Care Leaver Health Summary (CLHS) was developed with care leavers through the Care Leaver Council, and the New Belongings MALAP sub-group. Two CLA Specialist Nurses worked with care leavers to obtain their views on what should be included in a health summary, and the format in which it should be delivered. Care leavers told us that they would prefer a letter summarising their healthcare, rather than an app;
- The CLHS is shared with young people as their review Health Needs Assessment is completed at 16 years; this means that between the ages of 16 and 18 we can revisit the summary with young people, seek out any further personal or family health history they may want or need, and help them to think about any implications for their health and wellbeing as they enter adulthood;
- Care leaver entitlements are now available on the Youth Information Hub Care leaver entitlement web page;
- We have worked in partnership with care leavers to develop 'Clu'd up', a Facebook page and Twitter account, to communicate information about entitlements and other opportunities that might be of interest to care leavers.

Not only is this a useful resource for young people, it also makes it easier for people working with care leavers to communicate efficiently and effectively with them and can send information they would like to be distributed over to the 'Clu'd Up' team to be posted.

What we still need to do

- The next step is to develop a web-based solution to set out the local offer for entitlements for care leavers. The aim is to achieve this by Aug 2018.

5 Corporate Considerations

5.1 Consultation and Engagement

- 5.1.1 The Executive Member for Children's Services was consulted on this report on 16th August 2017.
- 5.1.2 The development of this report has benefited from staff involvement and Leeds Safeguarding Children Board and partner engagement in providing information for updates on the areas for improvement. Progress has and will continue to be reported to the Leeds Safeguarding Children Board and the Children and Families Trust Board.

5.2 Equality and Diversity / Cohesion and Integration

- 5.2.1 Equality and diversity will be supported and promoted through the work to improve care planning, by ensuring that work with the child and family fully considers the child and families' characteristics, e.g. gender, sexuality, ethnicity.

5.3 Council policies and the Best Council Plan

- 5.3.1 By making good progress and addressing the Ofsted areas for improvement, we are contributing to making Leeds a child friendly city.

5.4 Resources and value for money

- 5.4.1 n/a

5.5 Legal Implications, Access to Information and Call In

- 5.5.1 n/a

5.6 Risk Management

- 5.6.1 The risks involved would be concerned with non-progress against the Ofsted areas for improvement which would impact on Leeds' ambition and progress to become the best city in the UK for children, a child friendly city. However, this risk is not realised due to the progress made to date.

6 Conclusions

- 6.1 Throughout the report, Children's Services have demonstrated the extensive progress made in addressing each of the Ofsted areas for improvement. Where there is still work to do, this is planned for and in progress.

7 Recommendations

Scrutiny Board are asked to note the progress made on the Ofsted areas for improvement.

8 Background documents¹

8.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.