

Children and Education Policy and Accountability Committee

Agenda

Monday 9 November 2020 at 6.30 pm

This meeting will be held remotely – you can watch on YouTube:
youtu.be/hGQowy5r9K0

MEMBERSHIP

Administration	Opposition
Councillor Sharon Holder (Chair) Councillor Lucy Richardson Councillor Alexandra Sanderson Councillor Asif Siddique	Councillor Mark Loveday
Co-optees	
Eleanor Allen, London Diocesan Board for Schools Nandini Ganesh, Parentsactive Representative Nadia Taylor, Parent Governor Representative Matt Jenkins, Teacher Representative	

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Date Issued: 30 October 2020

Agenda – 9 November 2020

Item

Pages

1. APOLOGIES FOR ABSENCE

2. ROLL CALL AND DECLARATIONS OF INTEREST

The Chair will carry out a roll call to confirm attendance. Members will have an opportunity to declare any interests.

If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.

At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.

Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.

Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.

3. MINUTES AND MATTERS ARISING

4 - 12

To approve the minutes of the previous meeting as an accurate record and discuss any matters arising.

4. PUBLIC PARTICIPATION

This meeting is being held remotely. If you would like to ask a question about any of the items on the agenda, either via Microsoft Teams or in writing, please contact: david.abbott@lbhf.gov.uk

You can watch the meeting live on YouTube: youtu.be/hGQowy5r9K0

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|------------|--|---------|
| 5. | H&F TEACHING COMMISSION | 13 - 19 |
| | <p>This item introduces the new H&F Teaching Commission that will be looking at how to recruit and retain the best teachers and school staff for the borough.</p> | |
| 6. | FREE SCHOOL MEALS - OCTOBER HALF-TERM BRIEFING | 20 |
| | <p>Officers will provide a short briefing on free school meals in H&F over the October half term break.</p> | |
| 7. | OFSTED INSPECTION OF CHILDREN'S SERVICES | 21 - 46 |
| | <p>The report provides an overview of the Ofsted framework for inspecting Children Services, improvements from the last inspection of H&F Children Services and the feedback from the annual engagement meeting in September.</p> | |
| 8. | CHILDREN'S SERVICES INSPECTION FRAMEWORKS | 47 - 49 |
| | <p>This report provides an overview of the framework for inspecting of Children Services, including the interim arrangements put in place due to the COVID-19 pandemic.</p> | |
| 9. | EDUCATION SERVICE UPDATE REPORT 2020 | 50 - 58 |
| | <p>This is a short report to update on the OFSTED categorisations of schools prior to the pandemic and the 'Safe return to school' for the September / October half term. The report also highlights the priorities for school effectiveness in H&F that inform the work of officers in our education service.</p> | |
| 10. | DATE OF NEXT MEETING | |
| | <p>The next meeting is scheduled to be held on the 27th of January 2021 (a change from the previously agreed calendar to accommodate remote meetings).</p> | |

Agenda Item 3

London Borough of Hammersmith & Fulham

Children and Education Policy and Accountability Committee Minutes



Tuesday 22 September 2020

PRESENT

Committee members: Councillors Sharon Holder (Chair), Alexandra Sanderson, Asif Siddique and Mark Loveday

Co-opted members: Eleanor Allen (London Diocesan Board for Schools), Nandini Ganesh (Parentsactive Representative), Matt Jenkins (Teacher Representative) and Nadia Taylor (Parent Governor Representative)

Other councillors

Councillor Larry Culhane (Cabinet Member for Children and Education)

Officers

Jacqui McShannon (Director of Children's Services)
Tony Burton (Head of Finance, Children's Services)
Mandy Lawson (AD SEND)
Jan Parnell (AD Education)
Bev Sharpe (AD Family Services)
Dr Nicola Lang (Director of Public Health)
Matthew Hooper (Chief Officer, Safer Neighbourhoods & Regulatory Services)
Brenda Whinnett (Youth Voice Coordinator)
Gideon Springer (Strategic Lead for Safer Streets)
Ayesha Janju (Associate Director – Integration and Partnerships/Interim CCG Children's Commissioning Manager)
Helen Green (Interim Head of Local Offer)
Satwinder Saraon (Head of SEND Development)
David Abbott (Head of Governance)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Lucy Richardson.

2. DECLARATIONS OF INTEREST

The Chair carried out a roll call to confirm attendance. Attendance is listed above. There were no declarations of interest.

3. MINUTES

Matters Arising

The Chair noted that updates on actions from the previous meeting had been circulated to members. Tony Burton then gave an update on the financial impact of Covid-19 on Children's Services.

Accuracy

Nandini Ganesh requested the following amendment to the minutes for item 3 (addition underlined):

"Nandini Ganesh noted that Parentsactive in partnership with the Local Authority ran remote sessions via Zoom with around 130 parents."

RESOLVED

That the minutes of the meeting held on the 27th of July 2020 were approved as an accurate record.

4. PUBLIC PARTICIPATION

No public questions were received.

5. THE FORMATION OF THE GANGS, VIOLENCE & EXPLOITATION UNIT

Matthew Hooper introduced the report and noted that over the past 18 months the borough had seen an increase in serious youth violence, largely attributed to organised gang activity. In response to this, the Council made a decision in June 2020 to create a new gangs unit made up of gangs workers, anti-social behaviour coordinators, police officers, and analytical and research capacity.

Gideon Springer gave a presentation and the following key points were noted:

- The priorities for the unit were to keep people safe, prevent young people from being victimised and exploited by organised criminals, and tackle the fear of crime.
- H&F would fund Police Officers to work with specialist council staff to bring the full weight of criminal legislation to bear on gangs and gang leaders operating in the borough.
- The unit would deliver initiatives to engage with and divert vulnerable young people away from gangs, violence and exploitation.
- The unit consisted of 11 H&F employed officers and 6 Metropolitan Police Officers (17 FTEs). The total annual cost of the unit was £983,000.

Councillor Mark Loveday noted that the committee had held a meeting on serious youth violence in November 2018 and at that time members were told that the borough was ranked fairly low for serious youth violence in London. He asked if the picture had really changed so much in two years. Matthew Hooper explained that the killing of a young man in 2019 had led to a number of revenge attacks and killings between rival gangs.

Councillor Loveday asked what the 11 FTEs in the new gangs unit would be doing differently to what was being done before. Gideon Springer said it was more an issue of capacity. The Youth Offending team have had some challenges with the number of young people who are repeat offenders. The unit wanted to spend more time with them, work with them in a trauma informed way, and intervene earlier (at 11 or 12 years old).

Councillor Loveday asked officers to clarify if the gangs unit posts were entirely new posts or if they were posts transferred from the Youth Offending team. Matthew Hooper said the 11 new posts would be doing additional work over and above the statutory work of the Youth Offending team.

Councillor Loveday asked how the new posts were being funded. Matthew Hooper said funding for the team was from an aggregation of S106 funds allocated for community safety.

Councillor Loveday asked what the metrics for success were. Matthew Hooper said there were some metrics in 3.1 and 3.2 of the report. Councillor Loveday felt the targets were too broad and commented that without clear targets the Council couldn't effectively monitor the unit's performance.

Eleanor Allen asked how the Covid-19 pandemic had impacted the way they worked with young people. Gideon Springer said police statistics had shown that certain types of crimes had increased during the lockdown. Youth Offending Service and Children's Services colleagues had changed their operating model due to the pandemic.

Councillor Asif Siddique asked if it would be more cost effective to work across boroughs. Gideon Springer said he was keen to work with police colleagues across the Central West Basic Command Unit (BCU). The unit had links with other teams across borough boundaries. Matthew Hooper added that they would be working closely with Met Police. The Met had placed their gangs unit into a council office with a larger team of council officers to work productively with young people – 'a first for the borough' and a 'meaningful investment'.

Bev Sharpe said her team had worked closely with the unit too and she was positive about the impact it could have. The earlier we can intervene the better for their future. She added that while working during Covid-19 the Youth Offending service had maintained contact – with a mix of both in-person visits and remote check-ins.

Councillor Alexandra Sanderson said she was very pleased that the unit has been created – it was the Council's duty to protect young people. She asked if there was a way for communities and ward councillors to assist the unit. Gideon Springer said a

key part of their role was to work with communities and they intended to develop relationships to increase the offer for young people.

Councillor Larry Culhane (Cabinet Member for Children and Education) welcomed the creation of the Gangs, Violence & Exploitation and said the Council was committed to protecting the borough's young people. He thanked everyone involved for their efforts setting the unit up.

Councillor Sue Fennimore, Deputy Leader, addressed the committee and made the following points:

- The Council was proud to have Gideon Springer, who used to be Borough Commander, lead the unit.
- The fundamental challenge was to tackle organised drug gangs that subjected the borough's young people to coercion, grooming, and violence.
- The Council was committed to working closely with the police and was hugely grateful for their support.
- The primary goal was to make sure young people were kept safe – to do everything we can to divert them away from criminal activity and provide routes out of crime. The Council was also committed to going after the people who are responsible for the violence and exploitation.

Nandini Ganesh asked if the 'safe place' scheme was still in operation in the borough. Gideon Springer said he would speak to police colleagues and see if it was still in operation.

Summary

The Chair summarised the discussion and noted the following actions:

- Gideon Springer to circulate the presentation slides
- Gideon Springer to check whether the 'safe place' scheme was still in operation in the borough.
- The Chair to meet with the new team's leadership to discuss the recommendations and points raised at the public meeting in 2018.
- The Committee requested a progress update on the work of the unit and the impact they were having on serious youth violence in the borough (to be scheduled).

6. UPDATE ON THE SKIDS STUDY - COVID-19 IN SCHOOLS

Dr Nicola Lang, Director of Public Health, presented the report and the following points were noted:

- Five of the borough's primary schools took part in the study – selected because over three quarters of the pupils were BAME.
- Public Health England commended the borough on the speed that it signed up schools to the study.
- The testing consisted of a swab and blood test.
- At the time of reporting, all schools had negative tests.

Dr Lang informed the committee that taking part in the study contributed to the national evidence which informed the thinking of the National Medical Officer – specifically that schools were considered low risk settings. She added the caveat that schools mirrored community outcomes – so as cases rose in the community it followed that cases would rise in schools, but community outbreaks weren't driven by infections in schools.

Dr Lang noted that the borough had been offered places for secondary schools on 'sKIDS plus' with two schools already signed up.

Councillor Mark Loveday thanked Dr Lang for the excellent work that had been done over recent months. He asked if there had been any positive swabs since the study had concluded. Dr Lang said there had been a small number of positive tests which was to be expected as cases rose in the wider community. Schools reflected the national picture.

Councillor Larry Culhane (Cabinet Member for Children and Education) thanked Dr Lang and the Public Health team for being a 'huge friend to schools'. He noted that most schools in the borough had stayed open throughout the pandemic to educate the children of key workers and vulnerable children. The Public Health team had been a huge support to them and a credit to the borough.

Councillor Alexandra Sanderson said it was humbling to see how many people have worked so hard to make sure children could get their education. She asked if officers were anticipating a lag in testing in October. Dr Lang said there shouldn't be a lag as they had moved to a new digital system.

Matt Jenkins asked if the Council had any way to provide PPE to disadvantaged students given schools didn't have the budget for it. Dr Lang said there wasn't a need for children to wear PPE in schools, unless they had certain specific needs, due to the social distancing measures in place. She regularly met with headteachers and said they hadn't raised it as an issue.

Mandy Lawson noted that the SEND team had been working very closely with schools since the beginning of the pandemic. They have provided guidance to schools and worked with special schools on PPE requirements as they required an enhanced level of PPE. She added that the Council did have a mechanism to support schools with PPE through its supply chains if required.

Summary

The Chair thanked Dr Lang and the Public Health team for their hard work.

7. SUPPORTING YOUNG PEOPLE'S EMOTIONAL WELLBEING IN H&F DURING LOCKDOWN AND BEYOND

Mandy Lawson (AD SEND) presented the report with Ayesha Janju (CCG, Children's Commissioning) and Satwinder Saraon (SEND Development) and the following points were noted:

- National data from 'Young Minds' showed that the pandemic had a significant impact on young people's mental health.
- Hammersmith and Fulham had a multi-tiered set of services that catered to young people with a variety of needs. Some of these services were delivered through community grants, some were paid for by the Council, some were commissioned jointly, and some were delivered or commissioned by the NHS.
- Through the pandemic, mental health services had been prioritising higher priority urgent referrals – managing those young people deemed most at risk.
- The Youth Council had been producing youth focused communications on Covid-19.
- Services were now focused on normalising delivery as much as possible, using a mix of remote technology and in-person contacts.

Mandy Lawson noted that the Joint Strategic Needs Assessment (JSNA) taking place at the moment would provide a much richer set of data about the borough's mental health needs.

Nandini Ganesh asked if most of the services went up to 18. Mandy Lawson said most went to 18. There was a Mencap transition worker to resolve issues in transition from Children's Services to Adult Social Care.

Nandini Ganesh asked if the programmes highlighted, like Trailblazers, were time limited. Ayesha Janju said Trailblazers had only been running for a short while and the Covid-19 pandemic had delayed some of their plans to expand. But they wanted to improve access to these programmes – they were running seminars with GPs to increase awareness. A plan was in action to help them meet their targets.

Nandini Ganesh made the point that after the pandemic is over, support for mental health will be key. She asked if Family Support and H&F Mind had the requisite expertise in SEN. Ayesha Janju said, currently, the mental health support teams didn't have enough SEN experience. They have requested that NHS England put workers in place to tackle more specialisms though like neuro-divergent people and SEN. Mandy Lawson added that a complex behaviour support service was being developed for children with autism and learning disabilities.

Councillor Mark Loveday, noting some of the concerns around H&F Mind's performance, asked if officers had considered splitting contracts with other providers like OCD Action. Ayesha Janju said they weren't worried about Mind's performance - it was felt they were doing quite well given the circumstances. They faced significant recruitment challenges – but that was an issue for providers across the sector. Mind had a 'solid' plan to address these issues but they would be interested in linking up with other organisations like OCD Action.

Councillor Alexandra Sanderson requested an explainer of mental health provision aimed at councillors.

ACTION: Mandy Lawson / Satwinder Saraon

Councillor Sanderson asked if there were particular demographics that were harder to reach or promote services to. Mandy Lawson said that information wasn't currently being collated in one place – but the JSNA would provide that data. She added that if

officers thought a particular group was underrepresented then they would try to reach out and redress the balance.

Councillor Sanderson said it would be good to understand what happened to people after they were seen. She had received casework where people were discharged too early, or had needs that couldn't be addressed etc. Ayesha Janju said the providers would have that information.

Councillor Sanderson asked if support was in place for families where a parent was in crisis. Bev Sharpe said there were a number of agencies to refer on to in those cases and staff knew how to access that support.

Councillor Asif Siddique asked if these services were properly resourced and if the services could cope with an increase after the pandemic.

Mandy Lawson said it was recognised that young people had been affected by the pandemic. She felt there was a good amount of services in place but the way they worked together could be improved. The key going forward would be targeting support in the right places and the JSNA would help with that.

Eleanor Allen asked what arts and leisure activities were on offer and if they needed to be expanded. Mandy Lawson said there was a wide range of services but she would come back with the exact offer. The challenge through the pandemic was adapting services to work with the restrictions imposed.

ACTION: Mandy Lawson

The Chair asked if there were plans to promote the offer. Mandy Lawson said the offer was promoted through the local offer platform, the H&F website, and other venues – but it would be further developed and promoted using the data from the JSNA.

Summary

The Chair summarised the discussion and requested an update on the learning outcomes from the JSNA in the new year.

8. YOUTH COUNCIL ENGAGEMENT

Jan Parnell (AD Education), Brenda Whinnett (Youth Voice Coordinator), and Helen Green (Interim Head of Local Offer) gave a presentation and the following points were noted:

- At the start of the year there had been a major Youth Council recruitment drive and they were gearing up for elections when the pandemic hit.
- Despite the restrictions imposed by the pandemic the Youth Council have remained active. They have focused on getting information relevant to young people out in an accessible way and have made videos on impact of Covid-19 on young people and their mental health.
- They have also been working to make the Youth Council more inclusive and have a big event planned for next week involving the Youth Council, the

Children in Care Council, the Young H&F Foundation, Health Watch and other youth focused services.

Nandini Ganesh said she was pleased to see the SEND work the Youth Council had been doing – her son was taking part and very happy to be involved in the Council.

Councillor Larry Culhane (Cabinet Member for Children and Education) thanked Brenda Whinnett and Helen Green for their hard work – ensuring that a wide range of young people were playing an active role in shaping the borough. The Chair echoed the Cabinet Member's remarks and asked to continue to be involved in the Youth Council's work going forward.

9. RETURN TO SCHOOL UPDATE

Jan Parnell gave a short update on the return to school following the lockdown.

She highlighted the tremendous amount of work that took place ahead of schools going back – from teachers and school staff, the Council's education team, and volunteers from the civic response. The borough had provided a wide range of activities to over 3000 children and young people over the summer. The activities were targeted to the most vulnerable children to get them ready to come back to school in September. She reported that all schools in the borough were now fully open.

The Education team had been in regular communication with headteachers throughout the pandemic. They had supported them with guidance, interpreting the 292 separate documents schools had received from the Department for Education since March. Despite major challenge over the Summer, testing was now in place for teachers and young adults. The team had also worked with schools to put a recovery curriculum in place which focused on reading and helped schools adapt to a new world of blended learning – incorporating online and face-to-face teaching.

Jan Parnell reported that H&F remained a popular location for newly qualified teachers and the team had been hosting networking events for them.

Councillor Mark Loveday asked for more information on the recent outbreak at Queens Manor School. Jan Parnell said there had been some small outbreaks – a single positive case in a secondary school and now three primaries each had a single child testing positive. Schools had been very good at containing the spread of the virus.

Councillor Loveday asked how many cases would trigger the closing of a school. Jan Parnell said the goal was to keep all schools open. They were already working in bubbles as per the guidance from the DfE. The DfE had a helpline to give guidance to teachers and provide advice on who to send home etc. There was also support available from Public Health and an online system was in place to track cases.

Councillor Larry Culhane gave his thanks to Jan Parnell for her team's support to schools, to schools themselves for their 'Herculean' effort over recent months, and to parents and families who played a huge role in that success.

10. DATE OF NEXT MEETING

The next meeting was scheduled for the 9th of November 2020.

Meeting started: 6.30 pm
Meeting ended: 9.00 pm

Chair

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H&F Teaching Commission CEPAC 09/11/2020

Background

‘With rising pupil numbers, shortfalls in the number of trainee teachers and an increasing proportion of teachers leaving the profession, there is an urgent need to ensure there are enough teachers in our schools’.

‘The government is still failing to provide enough teachers for our growing school population. The recruitment pipeline is leaking at both ends, with insufficient numbers of newly qualified teachers coming into the system and too many experienced teachers leaving prematurely’.

‘Recent research says that secondary school pupils in the most disadvantaged schools are being hit hardest by maths teacher shortages in England’.

Schools Staff in H&F

- There are currently 3,144 school staff in H&F (excl. independent schools)
- 1,403 are teachers (1,193 classroom teachers), 832 teaching assistants, 544 support staff and 365 auxiliary staff
- 29% of all teachers in H&F are male (27% in London) and 13% of teaching assistants are male (11% in London)
- 38% are from BAME (Non-White British) group (40% in London) and 60% of teaching assistants are from BAME group (50% in London)
- 12% are teachers aged 50 and over (17% in London)
- 4% of all teaching assistants in H&F have a role of Higher Level Teaching Assistant (6% in London)
- The average gross salary of a teacher in H&F is 45,301pa compared to 44.5k for London as a whole

Schools Staff in H&F cont.

- The average number of days lost to teacher sickness absence stands at 5.6 compared to 6.3 days in London
- 55% of teachers in H&F had at least one period of sickness absence (57% in London)
- 6.6% of schools in H&F reported a vacancy in January 2019 (School Census Day) compared to 4.2% in London
- 15% of schools in H&F reported either a vacancy or a temporarily filled post (22% in London)
- In 2017-18, 128 school staff (119 Classroom Teachers and 9 Assistant / Deputy Heads) left maintained H&F schools – 21 Primary and 107 Secondary school
- Two thirds (86) of those were under the age of 40
- 34 gave a reasons for leaving: 18 (53%) moved to other LA, 6 (18%) change of contract, 4 (12%) moved to other H&F school, 4 (12%) moved to an independent school, 2 (6%) left the UK

The Commission

- Denise Fox (Chair), HT Fulham Cross Girls'
- Michelle Copeland, HOY Phoenix Academy
- Dave Collins, HT Brackenbury Primary
- Clare Wagner, HT West London Free
- Ben Kilgannon, St Peter's Primary
- Barbara Droth, Kingsbury High (Brent)
- Lord Jim Knight, Chief Education Advisor TES
- Dr Graeme Atherton, Director NEON
- Prof Lindsey Macmillan, UCL

Draft Terms of Reference

- Identify the scale and underlying reasons preventing Hammersmith & Fulham's schools and colleges recruiting and retaining teaching staff, using all available data and intelligence.
- Conduct a review of the available literature and good practice on teacher recruitment and retention, drawing on studies and commissions from elsewhere in London and the UK, and, where directly relevant, internationally.
- Call for written evidence from leading experts, policy makers and practitioners and explore this through a series of thematic oral hearings.
- Call for evidence from local schools and wider education sector, directly engaging a broad range of stakeholders, including teachers, governors, unions, parents / carers and students.
- Make recommendations to the Council and stakeholders in the education sector on how best to recruit and retain the best teachers and school staff in the borough.
- Propose interventions and potential service redesigns for implementation locally, or more widely, that will help realise the vision.

Draft Terms of Reference cont.

- The commission will run from November 2020 for approximately 12 months.
- The commission will report on progress to the Children & Education Policy and Accountability Committee and deliver its final report with recommendations for action to Cabinet.

Free School Meals – October Half Term

For many children a Free School Meal will be the only meal they receive, therefore holiday hunger puts a number of children at risk.

In Hammersmith and Fulham as of the January 2020 census circa 23% of children receive free school meals across the borough. Initial responses to the October census indicates a further increase of at least 2%. This is 8%-10% above the position across England in January 2019.

On Wednesday evening the government announced that they will not be providing FSM vouchers during October half term as they had done during the Easter and Summer holidays in response to the COVID19 pandemic.

In light of this, Hammersmith and Fulham Council have committed to purchase emergency vouchers to be issued to schools for distribution to students entitled to Free School Meals.

The vouchers are paid for entirely by community contributions won by the council taking a tough approach in negotiations with property developers.

Within 24 hours vouchers have been sent to 60 schools for distribution to circa 5,000 students eligible for Free School Meals ensuring no child goes hungry during half term in H&F.

We are now looking at how we can ensure families are supported over Christmas.

London Borough of Hammersmith & Fulham

Report to: Children and Education Policy & Accountability Committee

Date: 09/11/2020

Subject: Ofsted Inspection of Children's Services

Report of: Bev Sharpe, Director Children and Young Peoples Service

Responsible Director: Jacqui McShannon

Summary

The report provides an overview of the Ofsted framework for inspecting Children Services, improvements from the last inspection of H&F Children Services and the feedback from the annual engagement meeting on 30th September 2020

Recommendations

For the Committee to note and comment on the report.

Wards Affected: All

H&F Values

Please state how the subject of the report relates to our values – delete those values which are not appropriate

Our Values	Summary of how this report aligns to the H&F Priorities
<ul style="list-style-type: none">Building shared prosperity	Delivering strong practice and effective services that improve outcomes for children and young people, and are rated by Ofsted as good or outstanding
<ul style="list-style-type: none">Doing things with local residents, not to them	Involving children, young people and families in decision making and service development
<ul style="list-style-type: none">Being ruthlessly financially efficient	Evidence based, targeted and innovative services that improve outcomes and effectively manage demand

Contact Officer(s):

Name:

Position:

Telephone:

Email:

Background Papers Used in Preparing This Report

None

Inspections of Local Authority Children Services

1. Ofsted is the regulatory body that inspects services for children. Inspections focus on the strength of practice and the impact of practice on improving outcomes for children and young people.
2. A new framework for the Inspection of Local Authority Children Services (ILACS) was launched by Ofsted in 2017. Where all or part of a local authority's functions have been delegated to a third-party provider, these are included as part of the inspection of the local authority. For example, Family Support and shared services with Royal Borough of Kensington and Chelsea, and Westminster will be part of H&F inspections.
3. The scope of the inspection is broad and covers the local authority's functions regarding the help, care and protection of children and young people. Services are evaluated under three categories:
 - experiences and progress of children in need of help and protection
 - experiences and progress of children in care and care leavers
 - impact of leaders on social work practice with children and families
4. The framework has different inspection pathways for local authorities depending on how they performed in their last inspection. Local authorities are rated outstanding, good, requires improvement, or inadequate following an inspection. Good or outstanding local authorities receive a short inspection once every three years, up to two focussed visits in between inspections (a Joint Targeted Area Inspection will replace a focussed visit), and an annual conversation.
5. The framework asks local authorities to share their internal annual self-evaluation of their social work practice. The self-evaluation shows how well the local authority knows itself and assists Ofsted to see whether leaders and managers have a good grip on practice and are taking suitable action. The self-evaluation is guided by the following questions:
 - What do you know about the quality and impact of social work practice with children and families in your authority?
 - How do you know it?
 - How do you plan to maintain or improve practice?
6. The self-evaluation is discussed in detail at the annual conversation and then triangulated during the inspection process. Other available intelligence is drawn into the conversation, for example statutory data returns, serious incident notifications, serious case reviews, whistleblowing reports, press coverage, published minutes of meetings, etc. This exercise informs focused visits, and the timing of and key lines of enquiry for a full inspection. The Director of Children Services receives a letter following the meeting which sets out a factual summary

of the items discussed. The letter is not published, nor does it contain any judgments about practice.

Inspection of H&F Children Services

7. H&F Children's Services were inspected by Ofsted, from 9th September 2019 to 13th September 2019. This was a short inspection because the Council was rated Good at the previous inspection. The report can be accessed from Ofsted's website via <https://reports.ofsted.gov.uk/provider/44/80497>
8. Ofsted found that "the newly established senior leadership team, with good support from corporate and political leaders, has focused on sustaining and improving the quality of work with children and families. As a result, direct work with children is strong and the overall experiences of children and their families in receipt of services continue to be good".
9. The overall effectiveness of the Service was rated Good with good graded judgements in all the assessment categories: impact of leaders on social work practice with children and families; experiences and progress of children who need help and protection; experiences and progress of children in care and care leavers.
10. Whilst the overall effectiveness was rated Good, five areas were identified as needing improvements. The five areas and a summary of actions taken to improve them are outlined below

A. Availability of robust performance data.

There have been significant investment of resources enabling us to provide access to a wider range of reliable data and live tools, and to strengthen our performance framework.

Availability and access to performance reports are leading to a better understanding and responses from managers including improvements in the timeliness of visits, assessments and supervision

B. Capacity within the early help and contact and assessment services

Family Support has implemented new centralised allocations and workload management systems.

Timely and improved performance reporting is enabling managers to track allocations and capacity and allowing flexibility when needed. This has ensured that social workers have manageable caseloads and assessment timeliness has significantly improved.

C. Quality of planning for Children in Need (CIN)

There has been some increased oversight by team managers and improvement in the quality of CIN plans.

We have commissioned an external auditor to review CIN work and thresholds who will report in November 2020. This will further inform the improvement work.

D. Consistency of multi-agency information-sharing and participation at strategy discussions

We have worked with the Safeguarding Partnership to increase participation at strategy discussions. This work is reviewed quarterly at the Safeguarding Partnership Meetings and with CCG and Police leads.

Participation and attendance at strategy discussions/meetings by partners from Health and Police have significantly improved, enhanced by the switch to virtual meetings since COVID-19.

E. Case recording, including supervision records and robust recording of the management of allegations

Changes have been made to the case management system and regular training is offered to social workers and managers to strengthen practice and oversight by managers.

Performance information and audits show sustained improvements in practice, including timeliness of assessments, supervision, visits, case recording, updated chronologies, and management oversight.

11. A comprehensive learning and improvement plan, addressing the five identified areas, was developed and submitted to Ofsted in January 2020. The delivery of the learning and improvement plan is overseen by the performance management board and monitored and reviewed by the improvement board.

Annual Self-Evaluation – 2020

12. An annual self-evaluation was completed and submitted to Ofsted on 25th September 2020. Appendix 1 is the detailed self-evaluation report.
13. The self-evaluation was comprehensive and covered wide ranging areas including the strength of our practice, impact of our work with children and families, participation and engagement of children and young people, outcomes and achievements of children and young people, oversight of practice and the performance management framework, our response to emerging issues including the COVID-19 pandemic and our priority areas for improvement.
14. The key priorities identified for learning and improvement from the self-evaluation included adolescents on the edge of care, permanence planning and oversight,

preparation for independent living and transitions, disproportionality, and business intelligence. A learning and improvement plan has been developed to deliver these priorities.

Annual Engagement Meeting

15. The annual engagement meeting with Ofsted took place on 30th September 2020. The meeting discussed the self-evaluation, progress made on the last inspection's recommendations, the operating context of Children Services and the local authority's response to emerging issues including COVID-19.
16. Ofsted praised the comprehensiveness of the self-evaluation and reflected on the good progress made against the key areas for improvement identified at the last inspection in September 2019.
17. Ofsted commented that our self-evaluation was *"interesting and enjoyable to read, clear, well-evidenced and had strong ethos of innovation and ambition"*.
18. They were impressed with our focus and involvement on participation and outcomes and stated that *"The views, involvement and achievements of children were embedded in the self-assessment from the outset, putting them first and foremost in your understanding and planning. We enjoyed the visual images and videos, that reflected the participation and development work with and for children"*.
19. Overall, they confirmed the strong progress we have made *"your report reflected the strong momentum for continuous progression that you spoke of during the meeting"*

List of Exempt Appendices:

Appendix 1 – self-evaluation executive summary

Hammersmith & Fulham

Executive Summary of Ofsted Self-Evaluation – September 2020

Vision and Priorities

Our vision has six values:

Creating a compassionate council

Building shared prosperity

Doing things with residents, not to them

Taking pride in H&F

Being ruthlessly, financially efficient

Rising to the challenge of the
climate and ecological emergency

Children's Service Vision:

- ☐ to improve the lives and life chances of our children and young people
- ☐ intervene early to give them the best start in life and promote their wellbeing
- ☐ to ensure children and young people are protected from harm
- ☐ and ensure that all children have access to an excellent education that helps them achieve their potential
- ☐ all of this will be done whilst reducing costs and improving service effectiveness

Socio-demographic and factual data

- ❑ There are 36,898 children under the age of 18 (20% of the total H&F population)
- ❑ 32% of all children are of an ethnic minority
- ❑ The average deprivation levels (expressed as an IDACI score and percentage) of children living in H&F for 2019 was 18.6%. This is a decrease from 26.7% in 2015 and makes H&F the 14th most deprived borough in London.
- ❑ 945 children and young people had been identified as needing specialist support from the local authority, at 31 March 2020.
- ❑ 141 (39 per 10,000 children) children and young people were the subject of a child protection plan
- ❑ 252 (68 per 10,000) children and young people were looked after by the local authority, an increase from 245 (66 per 10,000 children) at 31 March 2019.
- ❑ Since the last inspection, two serious incident notifications have been submitted to Ofsted and two rapid reviews have been completed, and we are currently completing two serious case reviews (commissioned prior to new arrangements).
- ❑ 93% of state funded schools in the borough are rated as good or outstanding.

Hammersmith & Fulham Context

- ❑ Hammersmith and Fulham is an ambitious authority with the high level of support from the political leadership.
- ❑ Children's Services have a new DCS who joined in November 2019, and is leading an experienced management team.
- ❑ Children's services is innovative and ambitious and is continually striving to improve our service delivery.
- ❑ We are proud to lead stable and robust services , with a strong focus on recruiting and retaining staff with a high skill level to deliver excellent services.
- ❑ Our well embedded Systemic Practice model helps to build effective relationships and contributes to achieving positive and sustained changes for families.
- ❑ We take pride in our focus on supporting our children and young people to achieve improved outcomes.
- ❑ Hammersmith and Fulham continues to strengthen the voice of children and young people in our decision making and service development processes.
- ❑ In May we formed Vulnerable Children's Working Group in response to C19 to ensure that we worked closely with schools to track attendance and ensure robust oversight of all our vulnerable children during COVID-19.

Shared Services

Shared services with Bi-Borough

- ☐ LSCP
- ☐ MASH
- ☐ Fostering & Permanence
- ☐ Missing Coordinator
- ☐ GMACE
- ☐ Emergency Duty Team (EDT)
- ☐ Centre for Systemic Social Work
- ☐ Children's Placement Team

Shared Service with Ealing, Hounslow and Brent

- ☐ Adoption Service (since October 2019)

Focus on Practice – service developments

- ❑ **Trailblazer Mental Health Support Teams** - H&F is part of both the first and second mental health trailblazer programmes. The first wave started in September 2019 and the second wave will start later this year. The programme complements existing mental health services and targeted at meeting low-to-moderate levels of need in schools including alternative provisions.
- ❑ **Transition and Resilience service** – successful bid by Family Support, funded by the Youth Endowment Fund. Aims to tackle youth violence by reducing school exclusions. It will do this by providing intense support to children and young people during key moments of transition and brain development.
- ❑ **Specialist Behaviour Service** - new multi-disciplinary behaviour support service to support children and young people with learning disabilities and autism who are at risk of tier 4 hospital admission or residential placement.
- ❑ **Oversight of complex and high risk cases** - a panel, with membership at assistant director level, that offer strategic oversight and operational direction to managing complex and high-risk cases that the existing frameworks and processes are proving ineffective in safeguarding and supporting the children and young people.
- ❑ **NHSE Keyworker pilot** - successful bid for a NHSE keyworker pilot. This will bring a new model of co-ordination across the NHS and LA

Focus on Practice – service developments

- ❑ **Response to serious youth violence** - new Gangs Violence and Exploitation Unit became operational in August 2020. Joint Local Authority and Metropolitan Police initiative to focus on early intervention and diversion of young people who are at risk of involvement in serious youth violence.
- ❑ **Supporting Families Against Youth Crime (SFAYC)** - funded by MHCLG through successful bid. And commenced in October 2019. A Contextual Safeguarding Co-ordinator works with selected Voluntary and Community Sector partners to support children and young people at risk of or involved in offending and their families. As at 30/06/20, the project has worked with 55 children and young people, with reported significant reductions in involvement in crime. 78% reduction in reported crime among the engaged cohort in the first quarter.
- ❑ **Family Support Digital Service - COVID:**
 - Home learning activities and past virtual sessions
 - Alby TV and interactive Facebook sessions
 - Time to Connect and Overloaded toolbox for families
 - Building Resilience: Returning to School Programme: guidance and training to help prepare schools and staff post lockdown
 - Counselling and educational materials for home-schooling to support families no longer able to access Children's Centres

Corporate Parenting and Participation

☐ Development of Corporate Parenting Board and Steering Group

- Agenda led by young people
- Well supported by political senior leaders & other LA departments.
- You said we did informing practice changes

☐ Youth take over challenge day

- Biggest Youth Take Over Challenge – *With Me 4 Me* – event in November 2019.
- 120 children from diverse backgrounds including those in care, care leavers, children in need and those not involved with service

☐ **Children's Advocate** – advocates for looked after children and children subject to child protection plan.

☐ Participation officer

- Coordinates CiCC & Care Leavers Group; consultation activities; drop in/group sessions (health and wellbeing, cooking, quiz nights, trips to the zoo etc); achievement event.
- Gary Lineker event; care leaver apprenticeship at Otto's
- Activities continued virtually during COVID – lockdown survey
- Virtual achievement event in July – 78 awards for children & young people

☐ **Restoration lead** – consultation and engagement for children & young people involved with YOS

☐ **LSCP engagement officer** – recruiting young safeguarding scrutineers

Corporate Parenting and Participation

❑ Children looked after and care leavers virtual awards 2020

- The Corporate Parenting Board held a virtual version of our highly successful achievement and celebration event for children looked after and care leavers on 29th July 2020.
- Seventy-eight of our children and young people were nominated for their fabulous achievements across seven categories: significant contribution, young leader, education, young artist, making a difference, overcoming adversity, and achievement in sports.
- We had an incredible 98 people on the Microsoft Teams event with staff, carers and young people joining in. The evening included individual awards for 78 young people, videos from members of the Children in Care Council sharing their achievements, a beautiful song written and performed by one of our young people, and some of the amazing submissions from the creative challenge.

Focus on outcomes

Children needing help and protection

- Timeliness of assessments increased from 75.5% at the end of March 2020 to 94% YTD.
- Re-referrals YTD is 18% - this is lower than the SN and national average of 19.0% and 23.0% respectively.
- ICPCs timeliness of 86% - higher than the SN and inner London average at 74.0% and 76.0% respectively.
- There is good engagement between Family Support, statutory social care and partners agencies with 20% of cases jointly allocated with social care

Looked After Children:

- At the end of August 2020, 8.3% children and young people had three or more placements. This represents strong performance as London and national average stands at 10% and 10.4% respectively.
- 40% of our children looked after achieving grade 4 or above in English and Mathematics GCSE this year, with 25% achieving grade 5 and above (compared to 7.2 nationally in 2019).
- In 2019/2020 we had 3 adoptions, 22 SGOs and 4 CAOs.
- No permanent exclusions. Fixed term exclusions reduced from 21 to 11 children.

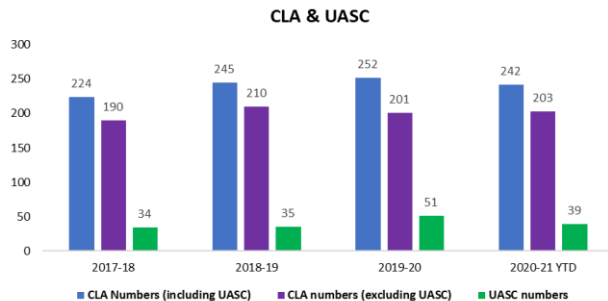
Care Leavers:

- Provision of high quality accommodation to support care leavers to live independently
- 60% are EET
- 94% are in suitable accommodation
- We are in touch with all care leavers except with those who are long term missing
- 32 are attending university

Operating context

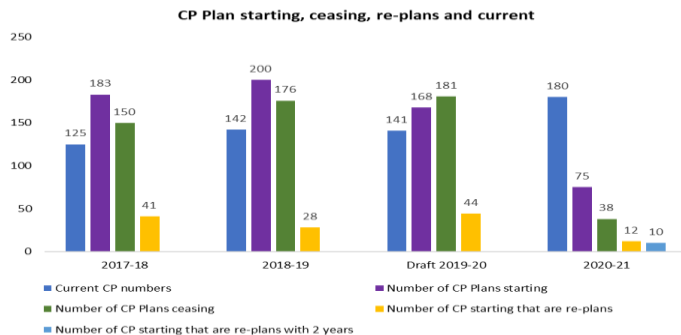
High CLA rate

Historically high rate of CLA. 242 (66 per 10,000) CLA as at 31/08/20. A decrease from 252 (68 per 10,000) in March 2020.



Increasing rate of CPP

180 children subject to a child protection plan as at 31/08/20. An increase of 27.7% since March 2020.



Key learning– areas of development

Adolescent and edge of care

- ☐ To provide timely and effective support to children at risk of coming into care and families finding it hard to manage adolescent behaviours
- ☐ A workstream has started and is pulling together all services for adolescents in order to design a more effective offer for adolescents

Permanence planning and oversight

- ☐ To improve timeliness and oversight of permanence planning
- ☐ The terms of reference for the Permanency Tracker Panel and Permanence Board have been updated to track, monitor and respond to likely delays earlier in the journey of the child

Independent living skills training and transitions

- ☐ To ensure that young people can move and live successful adult lives
- ☐ A workstream has been launched to review the existing offer and develop a more holistic independent living skills programme

Disproportionality

- ☐ We have high rates of children from Black, Asian and Minority Ethnic groups in our children looked after and youth offending cohorts
- ☐ We have started pulling together data and responses from services, including multiagency partners, to understand why this is so and agree a workable intervention plan

Business intelligence

- ☐ To ensure we have full suite of performance report for strategic and operational managers to understand and improve services for children and families
- ☐ A business intelligence activity plan and timetable has been implemented with operational oversight from the Mosaic Board and senior oversight from the steering group and Statutory Accountabilities Board

Ofsted recommendation 1

Availability of robust performance data

We have committed a significant investment of resources enabling us to provide access to a wider range of reliable data and live tools, and to strengthen our performance framework.

Delivery Milestone

- ☐ A specialist children's social care BI lead and data analyst have brought in sector expertise to enhance the pace of development of a full suite of high-quality performance reports
- ☐ We have invested in the roles of Assistant Director for Performance and Improvement and Head of Performance and Improvement to enhance the pace and commitment, and to embed a stronger performance culture
- ☐ We have developed a much stronger collaboration with the BI and Mosaic teams to jointly own the improvement work which is overseen by a steering group of senior officers
- ☐ A new performance management framework has been in place since December 2020
- ☐ Data now available includes weekly performance summaries, a monthly performance report, a Covid-19 and vulnerable children dataset and a developing suite of live dashboards
- ☐ Managers are supported to use the new tools and held to account for their team's performance at monthly practice boards
- ☐ An ambitious timeline has been agreed for completion of the full performance suite by April 21– Appendix 4. The work is supported by the Mosaic Board and overseen by the Performance Management Board, chaired by the DCS

Impact

- ☐ Availability and access to performance reports are leading to a better understanding and responses from managers including improvements in the timeliness of visits, assessments and supervision
- ☐ Live performance dashboards accessible to team managers
- ☐ Improved intelligence is supporting better understanding and strategic planning

Ofsted recommendation 2

Case recording, including supervision records and robust recording of the management of allegations

Delivery Milestone

- ☐ Weekly Mosaic training and surgeries are being delivered to social workers and a Mosaic Change Board involving heads of service and the Mosaic team is taking place
- ☐ Changes have been made to Mosaic steps and quick reference practice guides produced on specific areas of work
- ☐ A new manual recording system and an action plan for the management of allegations has been implemented. A plan to develop a case management system on Mosaic is underway
- ☐ Oversight has been strengthened by Independent Reviewing Officers (IROs) through mid-point reviews, IRO conflict resolution/escalation protocol and a Mosaic recording step

Impact

- ☐ Performance reports show sustained improvements in timeliness of assessments, supervision and visits
- ☐ Practice week audit in February 2020 showed improvements in case recording, updated chronologies, the timeliness of supervision and management oversight.
- ☐ Supervision audits reported improvements in the timeliness of supervision and management oversight

Ofsted recommendation 3

Capacity within the early help and contact and assessment services

- ☐ Family Support (early help) capacity was reviewed in January 2020 and capacity increased by 17%. We are currently reviewing the Family Support offer because of budgetary constraints. This will impact on staffing levels but ensure better interface with social care and a focus on vulnerable families
- ☐ New centralised allocations and workload management systems in Family Support commenced in March 2020
- ☐ An external audit of Family Support was completed in February 2020. The review highlighted positive practices and recommended areas for improvement. An action plan is in place
- ☐ A Social Care caseload benchmarking and workload management system is currently in development
- ☐ Family Support has recruited a senior Business Intelligence lead to help the service better understand the families they are working with and to target the right families. This work will improve the interface between the Family Support and Family Services and help us to better understand the impact of our early help service

Impact

- ☐ Timely responses to families with many cases resolved without needing allocation
- ☐ New centralised allocation system leading to effective and coordinated responses
- ☐ Workload management ensures timely and proportionate allocation of cases.
- ☐ Timely and improved performance reporting is enabling managers to track allocations and capacity and allowing flexibility when needed. This has ensured that social workers have manageable caseloads and assessment timeliness significantly improved

Consistency of multi-agency information sharing and participation at strategy discussions

Delivery Milestone

- ☐ Work has taken place at Safeguarding Partnership meetings to increase participation at strategy discussions
- ☐ Participation is discussed quarterly at Safeguarding Partnership Meetings and with CCG and Police leads
- ☐ A thematic audit of strategy discussion and section 47s has been completed and learning shared. The September 2020 Practice Week will dip sample strategy discussions and section 47s to assess their quality
- ☐ A one-minute guide on section 47s has been developed

Impact

- ☐ Participation/attendance at strategy discussions/meetings by health & Police has significantly improved, enhanced by the switch to virtual meetings since COVID-19
- ☐ Virtual strategy discussions/meetings are being established as part of our practice model

Delivery Milestone

- ☐ This is an area where we still have insufficient data and, as a result, our oversight of practice is not as strong as we would want. We have therefore commissioned an external auditor to review CIN work and thresholds. This work started in September 2020, after a delay due to the COVID-19 lockdown
- ☐ The BI team is developing reporting capability for CIN plans and reviews.
- ☐ Good quality examples of CIN plans are shared with social workers
- ☐ Team managers are routinely checking quality, outcomes and duration of CIN at supervision
- ☐ The Vulnerable Children's working group, in response to COVID-19, RAG rated all cases, including children in need. The RAG ratings are subject to regular reviews

Impact

- ☐ Increased oversight by team managers
- ☐ Improved CIN plans

Learning and Improvement Framework. How we know about our performance?

❑ Performance Management Framework

- Performance Management Board - It scrutinises high level business and performance reports and identifies key lines of enquiries for further interrogation and reporting
- Improvement Board – It brings challenge and rigour to the improvement process and provides assurance and monitoring of improvement activities.
- Practice Forum – focuses on in-depth interrogation of performance by service area.
- Performance and Quality Forum brings together all managers including Independent Reviewing Officers (IROs) and Child Protection Advisers (CPAs) to review key performance, themes from audits and to share learning
- Learning and Improvement Workshops bring together social workers and managers to consider key performance, themes from audits and reviews, and the resultant learning
- External audits and reviews – CIN reviews, high risk cases review, family support audit.

- ❑ **Engagement of children and families** – Practice Week, Customer Care month, FS Trustpilot
- ❑ **Complaints and compliments** – delay in annual reporting
- ❑ **External audits/reviews** – Family Support, Complex & high risk cases (September 2020).
- ❑ **Serious case/child safeguarding reviews**
- ❑ **Governance and accountability arrangements** - Cabinet Member Briefings, Statutory Accountability Board, Local Children Safeguarding Partnership, Corporate Parenting Board, Bi-monthly Children and Education Policy and Accountability Committee (CEPAC)

Learning and Improvement Framework. How we know about our performance?

Audit Framework

➤ Practice Week

It had shown that social workers and practitioners know their cases well, appropriately assessing need and risk. The voice of the child and their lived experience were evident in 85% of cases Good management guidance was reported in 95% of cases

➤ Mental Health Audit

Social workers have good knowledge of children' need and advocated on their behalf, Good care arrangements and input from carers advocated, evidence of effective multi agency work

➤ Supervision Audit

showed improvements in case recording, updated chronologies, the timeliness of supervision and management oversight

➤ COVID Audit Framework

A range of audit activities were carried out from April 2020 to provide assurance that safeguarding practice was robust during the COVID lockdown

➤ Effectiveness of Child Protection Plans

Thresholds were found to be appropriately applied during this period in respect of ICPCs. Risk assessments were completed, and RAG rating updated following each visit. The Quality Assurance function had been strengthened with Child Protection Advisors conducting mid-point monitoring on child protection plans

Learning and Improvement Framework. How we know about our performance?

➤ **Child Protection Visits**

Visits audited during lockdown were of good quality and those that were conducted virtually were found to be insightful and addressed risks. There was positive engagement with the families. Social workers engaged with children and families in a range of innovative ways such as a fitness session and a video CV writing session with a hard to reach young person/ Good co-working and joint visits were undertaken with partner agencies including the Violence Intervention Project (VIP) and with CaMHS

➤ **Repeat Child Protection Plans**

In all the cases a repeat CPP decision was appropriate at the time however in some cases more could have done either before or after step down of the preceding CPP; responses could have been sharper when concerns started to re-emerge after step-down/closure; or other planning frameworks could have been considered

➤ **Missing Children**

There was a co-ordinated response based on the local COVID missing list and the MASH list compiled by the Missing Child Co-ordinator. The Missing Child Co-ordinator reported an improvement in the recording of missing episodes in terms of accuracy and stronger management oversight, especially in the Looked After Children service. Cross- borough work was facilitated by the Missing Child Co-ordinator and there was strong examples of cross borough strategy meetings and mapping work. There was evidence of good quality Return Home Interviews.

Governance and accountability arrangements

The council maintains a high support, high challenge and high expectations culture that combines being compassionate and financially ruthless. This culture runs through the council's leadership, governance and oversight arrangements, including:

- ❑ Cabinet Member Briefing, where the Lead Member for children and education meets with the Director of Children Services and Assistant Directors fortnightly to discuss strategic issues and interrogate performance
- ❑ Statutory Accountability Board, where directors and chief officers have sight of key reports and performance to interrogate and understand performance in relation to children and families and recommend next steps
- ❑ Local Children Safeguarding Partnership. This remains a Tri-borough partnership arrangement. An independent review, which includes consideration of a move to a sovereign arrangement, is taking place with a report due imminently
- ❑ Corporate Parenting Board quarterly forum where the Lead Member, councillors, senior leaders and children in care council meet to question and review practice and outcomes for children looked after and care leavers and agree areas for further development. The Board has met virtually during the COVID-19 lockdown
- ❑ Bi-monthly Children and Education Policy and Accountability Committee (CEPAC) where councillors and residents scrutinise performance and hold senior managers to account and develop policy recommendations to improve our services

London Borough of Hammersmith & Fulham

Report to: Children and Education Policy & Accountability Committee

Date: 09/11/2020

Subject: Children's Services Inspection Frameworks

Report of: Jo Pymont, Assistant Director Performance and Improvement

Responsible Director: Jacqui McShannon

Summary

The report provides an overview of the framework for inspecting of Children Services, including the interim arrangements put in place due to the COVID-19 pandemic.

Recommendations

For the Committee to note and comment on the report.

Wards Affected: All

H&F Values

Please state how the subject of the report relates to our values – delete those values which are not appropriate

Our Values	Summary of how this report aligns to the H&F Priorities
<ul style="list-style-type: none">Building shared prosperity	Delivering strong practice and effective services that improve outcomes for children and young people, and are rated by Ofsted as good or outstanding
<ul style="list-style-type: none">Doing things with local residents, not to them	Involving children, young people and families in decision making and service development
<ul style="list-style-type: none">Being ruthlessly financially efficient	Evidence based, targeted and innovative services that improve outcomes and effectively manage demand

Contact Officer(s):

Name: Jo Pymont

Position: Assistant Director Performance and Improvement

Email: jo.pymont@lbhf.gov.uk

Background Papers Used in Preparing This Report

None.

Interim Arrangements for Children Services

Full inspections have been suspended because of the COVID-19 pandemic and inspectorates have put in place interim arrangements.

Children's Social Care

1. The Annual Engagement Meeting (AEM) with Ofsted, which is part of the routine framework for inspection of local authority children's services (ILACS), is continuing to take place alongside the interim arrangements. The Annual Engagement Meeting explores the authority's internal self-evaluation of its practice and outcomes for children and young people and considers what actions have been taken in response to previous inspections. Further details of this meeting are found in the accompanying Ofsted Inspection of Children's Services report.

Ofsted commenced a series of interim Focused Visits in September 2020 which will extend until December 2020/March 2021. The scope is broader than a standard focused visit covering all areas of children's social care and the interface with education and other multiagency partners placing an emphasis on the quality and impact of decision making during the pandemic. Ofsted is prioritising local authorities that they have concerns about as well as a sample of those judged good/outstanding to identify and share good practice. H&F had an annual engagement meeting on 30th September. A Focused Visit could occur at any time.

Children's Homes

2. Routine inspections were suspended in March 2020 and assurance visits are being carried out (September – March 21). H&F has one children's home, the Haven, which was last inspected in December 2019 and rated as requiring improvement. Ofsted is prioritising visits based on the most recent inspection judgements, other information we hold about the provider, the amount of time since the last inspection and whether the provider is newly registered and therefore has not yet been inspected.

Special Education Needs and Disabilities (SEND)

3. Ofsted and the Care Quality Commission (CQC) have begun a series of interim visits to extend into the spring term of 2021. The visits are intended to provide insight into how well the SEND system is working and the readiness of local areas for routine inspections to restart. A limited number of areas with different characteristics (geographical make-up, population characteristics and previous inspection outcomes), will be invited to participate. Areas can decline to take part

in a visit. The invitation and the area's response will be kept confidential by Ofsted and CQC. The SEND service was last inspected in December 2018.

Youth Offending Service (YOS)

4. Her Majesty's Inspectorate of Probation (HMIP) has suspended their normal inspection activity. For the remainder of this year HMIP is using remote inspection techniques to conduct thematic inspections and inspect a number of small YOS' between August and October 2020. H&F YOS is not classified as a small YOS, however could become subject to a thematic inspection. The service was last inspected in January 2016.

Education Annual Engagement Meeting

5. Ofsted started a phased return to inspection in September 2020 in schools and intends to resume full inspections in January 2021. These visits will look at how leaders are managing the return to full education for their pupils, including considering remote learning and safeguarding in line with Department of Education guidance. Ofsted will visit all inadequate schools and a sample of schools across the other Ofsted grades (outstanding, good, requires improvement).

In common with children's services, the Education Annual Engagement Meeting is continuing to take place alongside the interim arrangements. H&F are expecting an engagement meeting later in the year.

Agenda Item 9

London Borough of Hammersmith & Fulham

Report to: Children and Education Policy & Accountability Committee

Date: 09/11/2020

Subject: Education Service Update Report 2020

Report of: Jan Parnell, Assistant Director of Education

Responsible Director: Jacqui McShannon, Director of Children's Services

Recommendations

For the Committee to note and comment on the report.

Wards Affected: None.

Background papers used in preparing this report

None.

1. EXECUTIVE SUMMARY

- 1.1. This is a short report to update on the OFSTED categorisations of schools prior to the pandemic and the 'Safe return to school' for the first half term September – October 2020. The priorities for school effectiveness in the London Borough of Hammersmith and Fulham that inform the work of officers in our education service are also highlighted. This report provides an evaluation for last year's priorities (Jan-July 2020) and reports on the safe return to schools (Sep 2020). Validated teacher assessment will be reported in Jan 2021.
- 1.2. The priorities for the merged Education Service (Sep 2020-July 2021) will be highlighted.
- 1.3. To further develop and enhance the learning partnership to include the development of an integrated service level agreement.

2. OFSTED INSPECTION OUTCOMES

- 2.1. OFSTED inspections were suspended as from March 2020. From September 2020 OFSTED have been conducting assurance visits, a fact-finding exercise on the safe return to school, these are ungraded. It is anticipated that full

inspections will resume from Jan 2021. However, the chart below highlights the current OFSTED inspection outcomes.

- 2.2. The percentage of schools in Hammersmith and Fulham which are rated outstanding or good by OFSTED inspectors to date stands at 95%, with 45% outstanding. This is above the national average (86% and 19% respectively). This ranks us as 6th in inner London.

2020 OFSTED Outcomes (All state-funded schools)	National (March 2020)	Hammersmith and Fulham (March 2020)
Outstanding/Good	86%	95% (57/60 schools)
Outstanding	19%	45% (27)
Good	67%	50% (30)
Requiring Improvement	10%	5% (3)
Inadequate	4%	N/A

A number of key objectives were established for SCHOOL EFFECTIVENESS 2019-2020 and the chart highlights some of the progress to date despite a global pandemic in April 2020.

3. SCHOOL IMPROVEMENT PRIORITIES 2019-2020

- 3.1. The School Improvement Service in the Education Department currently leads on providing the council support for school improvement in Hammersmith and Fulham. In line with the current local framework for school improvement this service is developing its self-improving school model through peer to peer reviews and the formation of the primary phase Hammersmith and Fulham Learning Partnership.
- 3.2. The school improvement team continues to allocate a lead adviser to each primary and nursery school to undertake core visits if there are key standards issues and areas to develop. If school performance data indicates that the school is highly effective, then the team offers an annual conversation if required. However, the new model encourages schools to be self-improving through peer to peer support. The regular head teacher forums are very well-attended; these include a termly thematic workshop that focuses on a key area of common interest. Currently the focus of meetings with headteachers is on the return to school and the recovery curriculum.

Priorities	Progress
peer to peer reviews	✓ 15 engaged in phase 2 (suspended April 2020)
Showcasing Peer to peer review	✓ Good Practice Guides published
development of the Learning Partnership	✓ Teacher recruitment and retention ✓ Wellbeing ✓ Marketing Hammersmith & Fulham schools ✓ CPD
implement the Early Years strategy	✓ Draft developed (to be reviewed due to C19)
To continue to co-work with school leaders on school improvement and key issues & challenges in the education sector	✓ Established school improvement boards in two schools ✓ Interim executive board (IEB) in One primary school ✓ Appointed Interim Executive Head (IEH) as intervention measure
Work closely with the virtual school and Youth Offending Service	✓ Contributed to committee YOTH
Reduced Permanent Exclusions	✓ Managed moved protocol implemented
Secondary inclusion protocols	✓ Partially met as suspended (Apr 2020)
support all children identified with a special educational need and/or disability	✓ Continued regular meetings with SENCO's ✓ INSPIRE team supported 77 pupils through phased transfer ✓ INSPIRE supported settings/schools/colleges on 541 occasions ✓ EPS also provided 375 traded days of support to schools and additional 70 days free
Curriculum development in line with OFSTED requirements	✓ Curriculum conference (Feb 2020) ✓ Early reading deep dives ✓ New OFSTED framework briefings ✓ Recovery curriculum ✓ HMI support
Implement of the industrial strategy	✓ Founders4School, ✓ Career Leaders Network ✓ Arts development with Lyric Theatre and LAMDA ✓ Imperial College post graduate science in secondary schools ✓ Collaboration with Imperial College on C-19 communication to parents ✓ webinar for headteachers in relation to the Industrial Strategy

4. SAFE RETURN TO SCHOOL

- 4.1. The education service worked with commissioners & key partners to coordinate and monitor a range of holiday programmes ensuring they were Covid safe – a key aim was to re-engage childrens and families with more formal learning and mixing with peer groups prior to returning to school in September.
- 4.2. Summer schools 2020 - over 3,000 families engaged in a range of summer activities provided by the voluntary sector (sports, reading in parks, eco clubs) schools (transition schools and holiday clubs) art clubs.
- 4.3. Autumn half term activities were also coordinated by the education service with vulnerable children prioritised.

(If the table below is hard to read it is also attached in higher quality as an appendix)

Safe Return to School – September 2020

Autumn Term Sep-Oct 2020	<ul style="list-style-type: none"> Return to school- all settings open Recovery Curriculum Outbreak Planning 			
	Interpreting government guidance	Coproducing our response	Sharing best practice & shaping our education offer	Workforce care & continuity
Phased Return	<ul style="list-style-type: none"> Safe return to school guidance DFE triage C19 reporting COMM's on bubbles and reporting to DFE and PHE Tahirah Chaves- JD change to incorporate C19 role PHE funded Outbreak scenario workshops for PVI primary and secondary phase Catch up sessions in schools – funding distributed via LA Daily DFE returns (change of model October 14th) New local protocols for school outbreaks Extended opportunity for digital inclusion 	<ul style="list-style-type: none"> Recovery Curriculum co-produced with primary headteachers Negotiation on revised COMM's package for headteachers to include: <ul style="list-style-type: none"> -weekly- primary calls via Lilla Huset -Fortnightly after half term -thrice weekly newsletter cross phase via Lilla Huset -half termly primary partnership meeting -half termly secondary HT meeting -half termly C19 focused session secondary Extend youth council to include broader student voice (SEND & inclusive apprentices) 	<ul style="list-style-type: none"> Mental Health support via targeted government funds Climate Education Guide Outdoor Learning promoted through local open spaces and Forest school expertise 	<ul style="list-style-type: none"> Testing Tracing Pilots in 4 primary schools extended to include 2 secondary schools One to One coaching sessions for HT's LA Wellbeing programme promoted
Business Transformation / BAU	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of phase 1 of merged Education Service (link to structure chart) <input type="checkbox"/> School categorisation and support for schools at risk <input type="checkbox"/> Establish capital programme and asset management linked to Education Priorities including Outdoor Learning <input type="checkbox"/> Re-order Education priorities linked to Safe Return <input type="checkbox"/> Autumn conversation with schools <input type="checkbox"/> Strengthen governance by appointing strategic lead (November) 			

5. KEY SCHOOL IMPROVEMENT PRIORITIES FOR 2020- 2021

- 5.1. Based on progress against last year's priorities and in light of the current response to the pandemic the following key priorities have been set for the next academic year (20/21):
 - To coordinate and provide support to schools in managing their response to the COVID19 pandemic

- To support schools in ensuring the health and wellbeing of pupils and staff
- To further develop and enhance the learning partnership
- To promote climate change education and environmental studies including outdoor learning opportunities
- To enhance the training offer to school staff and governors
- To support the recovery curriculum and the development of a high-quality blended learning offer by schools
- To prepare and support all schools in achieving 'good' or 'outstanding' in an OFSTED inspection
- To support inclusion so schools are prepared and equipped to meet a wide range of needs
- To support the review of outreach services to ensure best practice and value
- To support secondary schools in establishing progression pathways and career opportunities for young people
- To oversee the efficient and effective administration of the key stage assessments
- Support early years practitioner in the delivery of new baseline assessment (2021)

6. **ELECTIVE HOME EDUCATION UPDATE**

There has been a significant increase in families electing to home educate (EHE) since schools reopened in September 2020. The implications of this need to be viewed in the wider context of existing EHE legislation and local policy and procedures

1) Legislation

- Parents/carers are responsible for ensuring all children of statutory school age are in receipt of suitable education, in school or otherwise (s7 Education Act 1996). Any/all parents have a legal right to EHE; there are no restrictions due to issues such as child or parent mental health or CP status
- Local Authorities (LA) have a legal obligation (s437 Education Act 1996) to ensure that all children who are of statutory school age, who reside in the area, are in receipt of a 'suitable education' but

how this should be done is not specified and there is no definition of a '*suitable education*' in law

2) DfE Guidance – (EHEGLA -2007 revised 2019)

- Each LA is therefore expected to draw up their own EHE policy and procedures, with due regard to legislation and guidance. In relation to the 'suitability' of provision, the DfE advice is that Local Authorities should consider the evidence available to conclude whether there is enough *convincing* evidence of the *suitability* of a child's education

3) The H&F EHE policy and procedures

- H&F policy and procedures set out the local arrangements in relation to how H&F will meet their statutory responsibilities; these are available online and are sent to all parents who EHE.
- Local policy and procedures are based on the view that a written or verbal description of provision *alone*, provided by a parent, cannot satisfy the LA that a child is receiving, or indeed benefiting from, the provision described. Therefore, in H&F, a Home Education Adviser (HEA) offers to meet with parents and the child, to discuss the provision in place and see examples of work, to form a professional view about the provision in place. This will allow the HEA to confirm that the child is receiving the provision described and more importantly, how the child is benefitting from it.
- If parents decline to meet with the HEA, the EHE policy allows the LA to consider an endorsement from an education professional involved in the delivery of a child's home education provision, who can confirm that the child is in receipt of, and benefitting from, the provision in place.
- The embedded local practice of direct contact with all EHE families has been impacted due to the pandemic.

4) EHE during Covid19

- The HEA has continued to make contact with existing and new EHE families, in line with timeframes set out in locally agreed policies and procedures. Since March 20th and until the end of the summer term, the HEA carried out 32 virtual meetings, to discuss the suitability of the education evidenced; families have been informed in writing of the outcome in all cases. This is in line with the number of visits carried out in the summer term 2019. Home visits and meetings with children are still considered best practice and have been resumed since September but only for families considered vulnerable, if the HEA has been unable to engage with them through virtual means.

- There has been a significant increase in parental notifications of intention to EHE - since August 2020 to date, there have been 97 new EHE referrals. In the entire autumn term (August to December) 2019, there were a total of 38 referrals to EHE.
- Numbers of EHE approved cases – this currently stands at 114 (an increase from the same period last year when the figure was 102). We anticipate this figure will continue to increase, in line with national trends pre-pandemic

5) Conclusion

It is not possible to predict the potential increase in families who may decide to EHE long term, as a result of the Covid19 pandemic. Local Authorities and schools need to ensure parents are clear on what EHE entails, including the minimal support the LA is expected to provide in law. This is a concern although a decision to EHE is the right of every parent, LA officers should continue to highlight the advantages of being able to utilise the provision available through on-going registration at a school. The LA will also need to plan for the impact on school place planning if there is a long-term increase in families electing to home educate.

Children's Services Covid 19. Responding together.

Jacqui McShannon
Director of Children's Services

Safe Return to School – September 2020

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