


<p>London Borough of Hammersmith & Fulham</p> <p>CHILDREN AND EDUCATION POLICY & ACCOUNTABILITY COMMITTEE</p> <p>19 June 2019</p>		
CHILDREN'S SERVICES PRIORITY AREAS FOR 2019-20		
Report of the Cabinet Member for Children and Education – Councillor Larry Culhane		
Open Report		
Classification: PAC Briefing Key Decision: No		
Consultation: N/A		
Wards Affected: All		
Accountable Director: Steve Miley, Director of Children's Services		
Report Author: Steve Miley, Director of Children's Services		Contact Details: Steve.Miley@lbhf.gov.uk

Introduction

This summary report outlines the key areas where we are prioritising our development work in order to strengthen outcomes for children and their families.

The issues identified are areas we have identified where changes need to take place; as this is development work, this is a planning document outlining what we will be working and developing over the next year. There is some but limited progress in each of these areas.

1. **SERVICES FOR ADOLESCENTS that promotes inclusion, positive pathways and reduces risks of crime and violence**

Problem definition:

While majority of children in Hammersmith and Fulham achieve well and follow a pathway that leads to educational qualifications, and whose behaviour in society conforms to the law, and whose behaviour between each other is safe and

respectful, there is a small number of young people who in adolescence who don't see the education system as meeting their needs, who don't see a positive pathway for themselves through education and employment, and through inducements or threats get drawn into a lifestyle that puts themselves and others in danger - drug dealing, carrying knives etc.

The further away those young people become from the pathway we want for them the harder they are to help. So early identification and support to keep children within the mainstream is crucial.

Where they have deviated from that mainstream path, they need intensive support, relationship building and opportunities that are tailored to their own level of ability and their interests to draw them away from the patterns of behaviour they have established.

Planning

We need a graduated response that matches the level of need (deviation from the mainstream pathway): An intensive Level 3 response is needed for young people who have been drawn into high risk drug dealing who few years ago would have only needed a low level 1 input while still in mainstream school but with some signs of disruption. The help they need now is significantly different to that which would have helped them stay within the mainstream pathway.

Level 1 - Emerging needs/Emerging issues in mainstream

Need to develop:

- **Inclusion strategy**, school behaviour management – reduce exclusions
- **Strengthen Alternative provision** - undertaking an alternative provision review to create a more graduated offer for focuses more on supporting mainstream and re integration into mainstream
- **Transition support** - significant change for young people moving from a small nurturing primary school environment to a 4 to 6 form entry secondary school
- **Stronger Youth Offer** – ensuring that young people have positive activity outside school hours, Onside youth project
- **Employment and apprentice opportunities**

Level 2 - Clear support needs – on the edge of exclusion from mainstream

Need to develop

- **Targeted Early Help** that supports children in both school and home
- **Outreach** into schools at primary level
- Social Care/EH **staff based in schools**
- Extend vol sector support – **WLZ**

- Finalise and implement the recommendations from the **Alternative provision review**

Level 3 – Outside mainstream

Need to develop

- Finalise and implement the recommendations from the **Alternative provision review**
- More Intensive and sustained interventions individually tailored to young people's needs – through a **new adolescent social care service**
- Multi agency development group to review current service and propose new **intensive multi agency service** - Mixture of engagement, disruption, and support for new pathways
- Stronger monitoring of the **alternative provision contract** and outcomes
- Develop options for **peer mentoring**
- Develop stronger coordination of the **voluntary sector input**

2. MEETING HIGH LEVELS OF DEMAND MORE EFFECTIVELY

Problem definition:

There are two main areas where we experience high levels of demand and have consequential high expenditure where we need to review whether there are more effective services that could be provided that would achieve better outcomes for children and family and better value for money for the council.

These two areas are children with Special Educational Needs (SEN) and the demand for children's looked after placements.

❖ SEN needs

- Engagement with Parents and getting their feedback
- Project group established to examine the system for meeting needs
- Aim to support more inclusion (based on feedback from parents) and reduced special school/independent provision except where specialist needs of children require such a service
- Aim to meet speech and language support through whole school skill development
- Reduce the time that children need one to one tuition and are out of a mainstream school
- Impower consultants being used for analytics, benchmarking and advice
- London Directors have SEND working group – aim to use best practice and incorporate/merge locally

❖ Children's Looked After placements

- Review options for care leavers progress through the system into permanent housing
- Review of the recent entry to care cohort and implications for targeting prevention
- Development of permanency work to ensure children are able to leave care through adoption and special guardianship, where possible
- Strengthen prevention through relationship interventions in the Contact and Assessment service and the Family Support and Child Protection service using systemic practice – review options for no handover/change in social worker by merging the services.
- Review use of case conferences and better engagement of family strengths
- Benchmarking and learning from others through Impower consultancy
- Develop enhanced fostering to meet the high level of need and reduce residential use

3. EARLY INTERVENTION

Problem definition

We need to maximize our ability to identify children who need additional services at an early stage before the problems become worse and to ensure that the interventions reduce later demand.

We have a range of services designed to provide early support to children, but they are fragmented and need more coordination and coherence

- ❖ Maximise the impact and focus of Family Support. Develop effective links and joint working with the external service.
- ❖ Review all forms of Early Intervention to avoid duplication and ensure shared and focussed delivery in both schools and home settings.
- ❖ Work with Family Support to strengthen partnership with schools and targeting children with emerging needs
- ❖ Review the opportunities for stronger collaboration and coordination in the Youth sector
- ❖ Finalise the Child Care strategy – maximise the child care options for parents and promote resilience into the sector to support our most vulnerable children.

4. INDUSTRIAL STRATEGY

Problem definition

Children need to be prepared for the new jobs that will be available for them in 10 to 20 years' time; we have a range of expertise in our academic, arts and business community in Hammersmith and Fulham and we need to maximize the advantage this should give us. Our aim is to develop and maximize links between these areas

of expertise and our schools and our children.

Links between Imperial, LAMDA, businesses and the whole school community to shape and prepare children for future work

- Follow up drive and oversight from a new Commission or Board
- Bringing Imperial to next Heads meetings at both secondary and primary
- Fulham College Boys developing an exemplar for other schools – links with Imperial and with local primary schools.
- Infrastructure needed to develop further proposals

5. MOVING ON – adjustment to areas where the initial post tri borough arrangements need strengthening

Problem definition

The first year as a sovereign borough has been successful in setting up a new and functioning sovereign borough service; there are a few residual pockets where the initial staffing structure doesn't quite fit and adjustments are needed to build the firm foundation for the Department going forward.

In addition we now need to use the foundation that this provides to go further in making our services the best they can possibly be and ensuring that every child has the opportunity to maximise their potential – through the best possible parenting and family life and an education service that meets their wide-ranging needs.

Plans

- Finalise options for bringing children's commissioning into children's services (assistant director commissioning to fall under children's services)
- BI analytics – develop the data reporting and analytics into a new lens that allows us to be more agile and targeted in getting help to the right people at the earliest possible stage.
- Finalise the Children's Services leadership team arrangements through the Director of Children's Services recruitment
- Strengthen the staffing in Education for child care and alternative provision

ADDITIONAL ISSUES TO WORK ON

1. Inspection preparation – Social care and YOS

As well as the main social care inspection covering all aspects of children's social work which should take place within the next 6 months, we are also expecting two other inspections: a youth offending service (YOS) inspection and a multi-agency area inspection on a specific theme (the theme from September will be children's mental health).

As well as using our own internal audit system, we have prepared for the social care and youth offending inspections by bringing in external auditors with specialist knowledge these two areas to review practice and individual cases. The feedback from these inspections was generally good with areas for development identified which are being worked on.

2. Community schools programme

Since the Building School for the Future programme was halted in 2010, capital for investment in the Community School estate has been minimal, with no significant central government investment to rebuild or refurbish Community Schools. This means that many of our children are being taught in buildings that are beyond their anticipated life span. In the absence of a national programme, the Council, in collaboration with headteachers and governing bodies across the borough has identified the potential to renew a number of the borough's primary schools. The funding to rebuild and provide modern and fit for purpose school buildings would be generated from a better utilisation of existing school sites, including, developing a mix of genuinely affordable housing and private housing.

3. Schools financial resilience – Schools have faced 8% per pupil funding cuts since 2010 – which is the main driver of their financial pressures. The Council will support schools with these pressures through Federation, cost sharing, financial workshops, and marketing.

4. School buildings- repairs and maintenance

The age of our community schools means they require attention and some refurbishment to ensure they are fit for the 21st century; as with any facilities there are ongoing maintenance issues to address such as leaking roofs, and boilers to replace etc. A school's conditions survey has been undertaken in this past year to ensure we have an up to date picture of the needs of schools and can establish the priority issues that need to be addressed.

5. Review of staffing to maximise a permanent and skilled workforce

The knowledge skills and experience of our staff are the key resources we have to deliver high quality services. We have good recruitment – staff are attracted to work here by the ambition of the Council and the environment where they can develop their practice skills. The cost of living in London, the time taken to travel to work, make it difficult to retain staff unless they already have a permanent home in the area.

6. Cross council working

Contribute to stronger cross council working and partnership develop to ensure that some of the underpinning social problems that generate demand such as domestic abuse, drug use, alcohol misuse, mental health issues, are tackled in a corporate way rather than as individual departments.

Strengthen Corporate Parenting as a whole Council responsibility and the role other Council department have in our looked after young people such as apprenticeships

ACHIEVEMENTS 2018 -19

SETTING UP THE DEPARTMENT

- Created a functioning department in all areas – Education, SEND, Social care, Finance
- Created a leadership team of experience and commitment – balanced range of skills
- Recruited a range of experienced professions who chose to return or come to Hammersmith and Fulham rather than the bi-borough
- Positive moral and commitment to Hammersmith and Fulham reflected in the staff survey

EDUCATION

- Brought together the Local Authority and the Education sector leaders and created a strong sense of partnership and ownership of the Education system
- Creating a shared leadership of the education system
- Using experienced former Ofsted inspectors, worked with schools that were below good and supported their improvement (every RI or Inadequate school have moved to good when inspected)
- Every primary school now good or outstanding – one of only 3 LAs in the country etc.
- Both secondary schools (Hurlingham and Phoenix) moved to good
- Started a project to support schools with spare places by understanding the drivers of parent choice.
- Reviewed and established better contract management
- Smooth running of the admission processes for primary and secondary schools.
- Excellent personal support to Heads
- Created a Community schools programme to make our schools fit for the 21st century

INSPECTION

- Excellent outcome of the SEND inspection where 70% of Local Authorities have been found wanting and had a letter of improvement and a follow up inspection
- Good outcome in the care leavers inspection

FINANCE

- Significant grip on education and schools finance that was not in place in the tri borough
- Support to schools through workshops has enhanced the understand schools have of finances – positive feedback from schools

SEND

- Revised the SEN case work service and reduced complaints
- Identified initial cost reductions of £2m in Phase 1 of the High Needs Block
- Set up project team for Phase 2 and development of the initial plan
- Opened the Stephen Wiltshire Centre extended the engagement of families supported at the centre

SOCIAL CARE

- Managed additional demand safely.
- Introduced and embedded ICAT – consultation to partners at the front door not just referral taking. Positive feedback from schools etc.
- Taken in additional refugee children to support the Dubs scheme
- Quarterly every case financial check introduced. Stronger and accurate financial projections as a result
- Quality assurance reviews in all services undertaken by external inspectors
- Practice – senior management engagement with casework and undertaking audits
- Created new Housing Board for care leavers accommodation to extend Housing opportunities for our care leavers and unblock the care leavers semi-independent pressures
- Good timescales met for children needing adoption – positive letter from the Minister