

<p style="text-align: center;">London Borough of Hammersmith & Fulham</p> <p style="text-align: center;">CHILDREN AND EDUCATION POLICY & ACCOUNTABILITY COMMITTEE</p> <p style="text-align: center;">13 June 2016</p>	
<p>EXECUTIVE DIRECTOR'S UPDATE</p>	
<p>Report of the Executive Director of Children's Services</p>	
<p>Open Report</p>	
<p>Classification - For Information Key Decision: No</p>	
<p>Wards Affected: All</p>	
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1. EXECUTIVE SUMMARY

- 1.1. This report provides a brief overview of recent developments of relevance to the Children's Services department for members of the Policy and Accountability Committee to consider.

2. RECOMMENDATIONS

- 2.1. The Committee is asked to review and comment upon the contents of this report.

3. APPOINTMENT OF EXECUTIVE DIRECTOR OF CHILDREN'S SERVICES

- 3.1. Andrew Christie provided an update at the last CEPAC regarding arrangements being made to appoint his successor. On 6 May I was appointed as Executive Director for Children's Services, initially for one year.
- 3.2. To support me in my role, Ian Heggs will take on additional responsibilities as Director of Education, leading on all education matters including those relating to schools standards, children with special educational needs and disabilities and vulnerable children and school place planning.

4. EDUCATION

Ofsted judgements on local schools

- 4.1. There have been fewer Ofsted inspections this academic year. Five schools have been inspected so far: Holy Cross Primary, All Saints Primary, Sir John Lillie Primary, Ark Swift Primary Academy and Phoenix High School. Reports from these inspections have now been published, apart from Phoenix.
- 4.2. Overall trends in outcomes have been very positive. In August 2014 84% of children went to good/outstanding schools, the current figure is 91%. This compares very favourably against the national average (84%) and the London average (88%). From the reports published so far, two of the five schools moved from requiring improvement at their last inspection to good at their most recent inspection (Holy Cross and Sir John Lillie), and one school (Ark Swift) moved from inadequate at the last inspection to good. This is a real credit to the high quality of leadership in these schools. There has also been recognition by Ofsted, in their feedback, of the targeted support and challenge provided by Local Authority services.

School	Previous Inspection Outcome	New Inspection Outcome
All Saints Primary	Good (July 2011)	Good (April 2016)
Ark Swift Primary Academy	Inadequate (October 2012)*	Good (May 2016)
Holy Cross Primary	Requires Improvement (October 2013)	Good (November 2015)
Phoenix High School	Requires Improvement (December 2013)	tbc
Sir John Lille	Requires Improvement (November 2013)	Good (May 2016)

* As Canberra Primary School

Academy conversions for September 2016

- 4.3. Fulham, Queen's Manor and Sullivan Primary Schools are to be established as a multi-academy trust (MAT) with the three schools converting to academy status from September 2016. Although the MAT will be supported by the London Diocesan Board (LDBS) for Schools, each school will retain its community school ethos. A number of intended benefits have been identified from this arrangement including extended learning opportunities and activities for pupils; increased mutual support between head teachers and governors; sharing excellent practice in teaching and learning with enhanced professional development for staff; and the securing of cost and resource efficiencies through joint commissioning of services for the schools.

5. SAFEGUARDING AND CORPORATE PARENTING

- 5.1. Hammersmith & Fulham is one of 12 "Partners in Practice" authorities working with the Department for Education (DfE) to develop models of effective practice which will contribute to overall improvement in children's social care. We have submitted our proposed programme of work, with delivery costs to the DfE and presented these to their Expert Steering Group on 16 May 2016. We await their feedback.
- 5.2. The proposal includes outlines of plans as follows:

Development of the practice system

The plan is to develop the existing *Focus on Practice* programme, ensuring increased access to clinical staff and other multi-disciplinary input by social work teams, while developing dual qualified expert staff to lead practice in the longer term. We also intend to make increased use of predictive modelling to provide intensive services at the earliest stage for children who are likely to need them.

Sector Improvement

We have proposed setting up a Centre for Social Work across three authorities to support improvement in the wider sector. Local expertise will be used to develop and offer courses regarding applying systemic approaches to social work practice, along with coaching and opportunities to spend time in local services where systemic approaches are being employed.

Deregulation

We plan to continue to explore and challenge system conditions which determine the culture and practice within our services including where there might be unnecessary bureaucracy; ensuring a proportionate balance between assessment and providing services; enabling social workers and other to work intensively with families; and developing professional

accountability for our work in a way which allows the front line workforce to be more creative and confident in their interventions with families.

Year end summary of Family Services data

- 5.3. A summary of social care activity in the borough for 2015/16 has been added to this report as an appendix. The aim of this is to provide CEPAC with key social care data to scrutinise. It also includes details of performance for the previous three years as well as comparative measures at London and national levels for 2014/15.
- 5.4. General themes to be noted from this data include:
- an ongoing reduction of referrals received year on year. However this has not led to a similar reduction in the number of Section 47 child protection investigations carried out.
 - Stabilised and reduced numbers of children with child protection plans. This is the result of a new child protection case conference model and different ways of working with families through the Focus on Practice programme.
 - A slight increase in numbers of looked after children numbers. This was partly due to an increase in unaccompanied asylum seeking children (5 young people) as well as a reduction in the number of children leaving care on permanency orders (including through adoption or with Special Guardianship Orders) as a result of a change in court decisions.

Social care workforce developments

- 5.5. There are currently 8 social workers in their Assessed and Supported Year in Employment (ASYE) in the Contact and Assessment Service, with 4 more ASYE social workers joining the service in the Autumn. The ASYE programme supports newly qualified social workers in their first year of employment to develop their skills, knowledge and professional confidence. This is in an employment market where it is difficult to recruit more experienced staff. Proposals are being developed to improve the retention of staff, however, in the meantime 3-4 additional posts at deputy team manager are being recruited to support the ASYE workers as well as freeing up team managers to focus more on the work of their teams. In addition, a close working relationship is being developed with child protection case conference chairs to promote and enhance consultations regarding thresholds for interventions and working with complex cases.

Children and Social Work Bill

- 5.6. The Committee is asked to note the implications from the Children and Social Work Bill announced in Parliament as part of the Queen's speech in May 2016. This includes developments for care leavers which include a "covenant" through which businesses and charities will be asked to support this cohort of young people. There will be a requirement to publish a "local offer" setting out services

care leavers are entitled to. They will also be entitled to support from a personal adviser until the age of 25.

- 5.7. There is an aim to “tip the balance” in favour of permanent adoption where this is most likely to ensure stability for children rather than pursuing placements with connected or kinship carers if there is uncertainty about the ability of such carers to look after children in the longer term. There are also measures to promote educational achievement for adopted children and those cared for through a Special Guardianship Order.
- 5.8. The Bill also includes a number of measures intended to improve the social work profession, including setting up a specialist regulator and the encouragement of testing different ways of working, for example through exemption for some local authorities from some social care legislation. A new, centralised system for Serious Case Reviews is to be introduced, overseen by an independent Child Safeguarding Practice Review Panel.

6. COMMISSIONING

School Meals

- 6.1. Following a successful mobilisation, the new school meals contract goes live on the 6th June 2016 and is expected to produce over 32,000 meals in the first week alone across 34 nursery, primary and special schools and 7 secondary schools. Eden have been awarded the contract to deliver school meals for Lot 1 (Nursery, Primary, and Special schools) and Caterlink have been awarded the contract for Lot 2 (secondary school establishments). The contract is for three years, with the option to extend for a further two years.
- 6.2. The new service will promote high quality, freshly prepared meals cooked that cater to cultural and dietary needs. Contractors are working closely with schools to ensure that there is a smooth transition to the new service and to meet school specific individual requirements. Social value remains a key priority under the new contract which will also secure a total of 22 apprenticeships across the service.

Travel Care and Support

- 6.3. Procurement of a new contract for the travel care and support routes to Jack Tizard has been undertaken and the contract awarded to CT Plus for three years. The procurement was reserved to social enterprises. Extensive preparatory work has been undertaken in respect of contract mobilisation with service delivery due to begin on 6 June 2016. There has been extensive communication with service users and the school regarding the new arrangements. Officers are confident that the service delivery from CT Plus will be of a consistently high quality.
- 6.4. Agreements have been secured with the existing provider to vary this contract to CT Plus, along with two other smaller routes to alternative providers.

- 6.5. Work has continued with all providers to improve standards of service delivery where required, and to ensure that these are then consistently maintained. The impact of this work has been to improve performance and increase customer satisfaction with a significant reduction in the number of complaints.
- 6.6. Successful permanent recruitment has been achieved to the key posts of Transport Commissioning Team Manager and the Team Leader. Both candidates are now in post and there is a phased transition from the interim postholders currently taking place. In addition, an experienced commissioning manager has begun work in respect of future Travel Care and Support arrangements for April 2017 onwards when the current contracts (with the exception of the newly let CT Plus contract) come to an end. This commissioning and procurement work will also include independent travel training arrangements.

7. EQUALITY IMPLICATIONS

- 7.1. As this report is intended to provide an update on recent developments, there are no immediate legal implications. However any legal issues will be highlighted in any subsequent substantive reports on any of the items which are requested by the Committee.

8. LEGAL IMPLICATIONS

- 8.1. As this report is intended to provide an update on recent developments, here are no immediate legal implications. However any legal issues will be highlighted in any subsequent substantive reports on any of the items which are requested by the Committee.

9. FINANCIAL AND RESOURCES IMPLICATIONS

- 9.1. As this report is intended to provide an update on recent developments, there are no immediate financial and resource implications. However any financial and resource issues will be highlighted in any subsequent substantive reports on any of the items which are requested by the Committee.

LOCAL GOVERNMENT ACT 2000 **LIST OF BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None.

LIST OF APPENDICES:

Appendix 1: LBHF Children's Social Care update April 2016