


<p>London Borough of Hammersmith & Fulham</p> <p>CHILDREN AND EDUCATION POLICY & ACCOUNTABILITY COMMITTEE</p> <p>30 January 2017</p>	
<p>EXECUTIVE DIRECTOR'S UPDATE</p>	
<p>Report of the Executive Director of Children's Services – Clare Chamberlain</p>	
<p>Open Report</p>	
<p>Classification: For Information Key Decision: No</p>	
<p>Wards Affected: All</p>	
<p>Accountable Director: Clare Chamberlain - Executive Director of Children's Services</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 note the report.

3. EDUCATION

School building developments

- 3.1. Holy Cross/ Bilingual Programme- The third and final phase of building works at the Clancarty Road site is planned to be completed in the summer of 2017 and the major remodelling works at Holy Cross, which began in May of 2016 and include new classrooms and a new hall and dining facility, are also on programme for a summer 2017 completion. The classrooms themselves are complete, the steel structure of the hall is in place and landscaping will begin at Easter 2017.
- 3.2. Tri-Borough Alternative Provision (TBAP) The planned 16-19 Academic Free School operated by TBAP opened on time with 18 students in its temporary home at the refurbished Greswell Centre and is reported to be operating well. Designs for

the permanent building and for the remodelling of the current Bridge 11-16 buildings were the subject of a further community consultation in December and opening of the two facilities is anticipated in 2018. Some decanting during the works will be required, and this is currently being negotiated.

The Annual NEET Scorecard

- 3.3. In October 2016, the Department of Education published the annual NEET Scorecard. This provides an overview of how well local authorities have performed in terms of identifying and reducing the number of 16 and 17 year olds who are not in education, employment, or training (NEET). In Hammersmith and Fulham 1.3% of 16 and 17 year olds are NEET compared to a national average of 2.7%. It places the local authority in the top 20% of councils nationally for the lowest percentage of young people who are NEET and effective tracking.
- 3.4. Hammersmith and Fulham is also within the top 20% for:
- 19 year olds achieving Level 3 qualifications. 65% in the borough against a national average of 57%
 - 16 and 17 year olds participating in education and training. 95.6% in the borough compared to a national average of 91.5%
 - 16 and 17 year olds made an offer of an education place under the September Guarantee. 98.5% compared to a national average of 94.6%.
- 3.5. Areas for improvement identified by the scorecard are:
- The percentage of 16-17 year olds NEET re-engaging in EET. 2.3% of young people in Hammersmith and Fulham re-engage compared to a national average of 7.9%
 - The percentage of 19 year olds achieving GCSE A*-C English and maths (or equivalent) between ages 16 and 19, for those who had not achieved this level by 16. 20.6% of young people in Hammersmith and Fulham compared to a national average of 22.3%.
- 3.6. Over the next 12 months we will continue to:
- reduce the risk of young people becoming NEET by working with partners to ensure there are sufficient and suitable opportunities to progress to vocational study, an apprenticeship, or a traineeship
 - improve the way we identify young people who do not participate and how we refer these NEET young people to services that offer support to reengage. Support, includes Early Help, the NEET Panel that links young people to opportunities, and the European Social Fund Youth Programme.

4. Family Services

National Evaluation of the first Troubled Families Programme and local impact

- 4.1. In January 2013, Ecorys was commissioned by The Department of Communities and Local Government to lead a consortium providing an independent evaluation of phase one of the troubled families programme. The evaluation included several strands of work, and seven reports for the final evaluation, including a synthesis report. The reports were published in October 2016.
- 4.2. The evaluation found evidence of some achievements in the programme, for example in local services and systems transformation as well as boosting local capacity for family intervention. However, the evaluation found no evidence that the programme had any significant or systematic impact on key outcomes. This does not mean that there were no changes in the relevant outcomes for families; but it does mean that any changes (positive or negative) cannot be attributed to participation in the programme.
- 4.3. It is noted that timing could have been an issue given that data collection and analysis came at a relatively early stage in the intervention timeline. The survey was conducted at an interval of around nine months after families officially started on the programme, when the intervention was still ongoing for around 70 per cent of the survey respondents.

Local impacts of the programme

- 4.4. The delivery of phase 1 of the local programme in Hammersmith and Fulham consisted of three tiers of service and built on a number of existing services. Tier 1 was through business as usual with the support of the Family and Community Employment Services (FACES). Tier 2 for more complex cases involved delivery through Family Coaches. Tier 3 was through Family Recovery and Multi-Systemic Therapy and was for the most complex cases. The success rates across all three tiers were consistently and considerably better in Hammersmith and Fulham than that of other neighbouring boroughs. The table below indicates the breakdown.

Tier	% Success rate at level worked with (Total cohort size 540)
Tier 1 "Business as usual" services plus 2014/15 FACES Employment Service	86%
Tier 2 Family Coaches	80%
Tier 3 Family Recovery Programme (FRP) and Multi-Systemic Therapy	77%

- 4.5. The Ecorys evaluation found significant evidence that the confidence and attitudes of families participating in the programme had improved. These themes are echoed in the evaluation that was undertaken for phase 1 of the local programme for Hammersmith and Fulham.
- 4.6. In September 2016, the Troubled Families Team reviewed the progress of the 540 Hammersmith and Fulham cases that were part of phase 1 of the programme to measure the impact of phase 1 of the programme. 72% of cases maintained their

“turned around” status against the criteria for phase 1 whilst 58% showed evidence of significant and sustained progress against the more challenging phase 2 criteria. This would indicate that there has been a longer lasting positive impact on families in Hammersmith and Fulham who were part of phase 1 of the local programme.

- 4.7 Delivery of phase 2 of the Troubled Families programme in Hammersmith and Fulham is mainly through informing the practice of business as usual and working closely with strategic partners to encourage whole family working. There is a focus on a more joined up approach and eliminating duplication of services through a transparent whole family plan with an assigned lead practitioner who coordinates the support provided to the family. Worklessness and risk of financial exclusion affects 69% of the Hammersmith and Fulham Troubled Families cohort for phase 2. The focus of the local programme is to encourage practitioners and partners to refer families experiencing multiple and complex needs to ‘OnePlace’. There is also an opportunity to map and develop a broader coordinated employment support offer with partners in Economic regeneration, Adult Education, Housing, Children Services, Commissioned Services, and the Voluntary Sector to support families back to work.

5. Safeguarding

An update on the LSCB work with local football clubs (QPR, Chelsea and Fulham) as part of the wider football abuse inquiry

- 5.1. In November 2016 the Local Safeguarding Children Board (LSCB) wrote to all professional football clubs based in the borough (Chelsea, Fulham, and Queens Park Rangers) following the news stories featuring former professional players disclosing historical abuse. The LSCB letter highlighted the role of the Local Authority and Safeguarding Services in assisting and supporting organisations in managing allegations against adults working, or volunteering, with children and young people. The clubs were reminded that all organisations working with children and young people have a statutory duty to inform the Local Authority Designated Officers (LADO) of such matters.
- 5.2. Following press announcements that the club was due to commission an external review following historical concerns and allegations there have been subsequent communications between the Independent Chair of the LSCB and Chelsea FC. These communications were in relation to the terms of reference of the enquiry and a request to review the report when completed.
- 5.3. In December 2016, the Chairman of Chelsea FC wrote to the LSCB and confirmed their contact with the Hammersmith and Fulham LADO and the Director of Family Services. The letter confirmed that the club would disclose any allegations to the LADO and that it was working with the Football Association, the Premier League and the Metropolitan Police.
- 5.4. The LADO and Safeguarding Service are working closely with Chelsea FC to ensure that current safeguarding practices are effective, robust and promote the well being of all the children and young people they provide activities and services to. The Club is also seeking to commission an independent review of their current

safeguarding practice, policies, procedures and guidance, and the Safeguarding Service are providing support and advice on this matter. Chelsea FC have been explicit in their wish to working alongside Children's Services to improve their safeguarding practice.

Metropolitan Police Service - National child protection inspection

- 5.5. An inspection report¹ by Her Majesty's Inspectorate of Constabulary (HMIC) published in November has identified fundamental deficiencies in the way that the Metropolitan Police Service (MPS) understands and responds to child abuse and sexual exploitation.
- 5.6. The HMIC inspectors considered 277 of 384 cases investigated to have been poorly handled. Of those, 38 were referred back to the MPS because inspectors believed the children involved may still be at risk.
- 5.7. The HMIC has made recommendations to the MPS, some of which should be implemented immediately and others over the next three to six months. HMIC will return to the MPS next year to determine whether improvements in the leadership, practice and training of officers and staff have resulted in better protection for children.
- 5.8. Locally the Council's working relationship with the Borough Police and the Child Abuse Investigation Team has been positive. Whilst there continues to be challenges in respect to the Police's capacity to meet demand, we are open to a solution focused approach to understanding priorities and promoting a flexibility to our joint responses to child protection matters. Our joint approach to children vulnerable to child sexual exploitation has been effective, and this was recognised by Ofsted in the 2016 Ofsted Inspection. Both Agencies are keen to nurture the positive working relationships, and work in partnership to ensure the children, families and communities of the Borough are protected and safeguarded. The LSCB will be considering the report's findings and recommendations at its meeting on 31st January 2017.

6. COMMISSIONING

The school meals contract

- 6.1 Following feedback at the previous CEPAC (November 2016), a meeting was arranged for Rachael Wright Turner accompanied by the School Meals Contract Team (SMCT) to attend the Avonmore school site to meet with the Deputy Head Teacher, Sonia Mallick, Senior Admin Officer, Kerry Wilson and the Parent Governor Nadia Taylor. Feedback on the current provider, Eden was given by the school representatives concerning quality, quantity, choice and flexibility of the

¹ <https://www.justiceinspectorates.gov.uk/hmic/publications/metropolitan-police-service-national-child-protection-inspection/>

menu. The School Meals Contract Team is working with both the school and provider to address these issues through a detailed action plan. The main areas of focus concern the training of staff on the sales mix and portion sizes, quality and quantity of portions available to ensure sufficient for the entire service and finally the flexibility of the menu choices through closer engagement with Norman Croft School (Avonmore's production kitchen.)

- 6.2 Aligned to the work undertaken in Avonmore, the SMCT continue to contract manage the providers (Eden and Caterlink) and have begun the development of a survey for schools, parents and children and young people to gain feedback on the offer provided through these contracts. Alongside this continued engagement with all schools is planned as outlined in the service level agreements.

Collaborative commissioning

- 6.3. Following Members' approval to test collaborative ways of working between Children's Services and Public Health Commissioning, a collaborative commissioning pilot commenced in September 2016. The pilot covers three projects: 5-19 school nursing mobilisation; Integrated Family Support Service in Hammersmith & Fulham, and development of a comprehensive 0-19 commissioning strategy including a review of Health Visiting in advance of contract end in October 2017.
- 6.4. The principal benefits of this collaborative commissioning approach are to make the best use of public health resources to ensure the best outcomes for children, young people, and their families.
- 6.5. Each project has a dedicated project team comprising of key officers from both departments alongside operational leads. These teams are accountable to an Oversight Group co-chaired by the Director of Children's Commissioning and the Director of Public Health.
- 6.6. Weekly mobilisation meetings for the school nursing service have commenced and officers from Public Health and the Children's Commissioning Team are working closely with Central London Community Healthcare NHS Trust (CLCH) and Central and North West London NHS Foundation Trust (CNWL) to mobilise for the contract to achieve a seamless and safe transfer of services and continuity of care, minimising impact on service users and staff. The contract is due to start in April 2017.
- 6.7. The 0-19 strategy will include a mapping of early years services in order to clearly identify interdependencies and pathways of care and establish strategic joint commissioning outcomes and design principles for an integrated service. A full business case will be completed by June 2017.
- 6.8. Review and shared learning during the collaborative commissioning pilot will be undertaken to support continuous development and improvement. Key issues will be:
 - What is and is not working;
 - The measurable service impact;

- Any unforeseen perverse incentives and system blockages; and
- Examples of good practice.

7. EQUALITY IMPLICATIONS

- 7.1. As this report is intended to provide an update on recent developments, there are no immediate equality implications. However, any equality 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, 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.

9. FINANCIAL 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.