




**Haringey Council**

<b>Report for:</b>	<b>Cabinet 16 December 2014</b>	<b>Item Number:</b>	
<b>Title:</b>	Ofsted Getting to Good Plan		
<b>Report Authorised by:</b>	 <b>Jon Abbey Interim Director, Children's Services</b>		
<b>Lead Officer:</b>	<b>Sam Philips Head of Projects and Executive Support</b>		
<b>Ward(s) affected: All</b>	<b>Report for Non Key Decision:</b>		

**1. Describe the issue under consideration**

The Ofsted Action plan and briefing provides members with the detailed plan, which was recently ratified by Ofsted alongside a briefing to update members about progress to date and planned activity

**2. Cabinet Member introduction**

Staff have worked very hard to prepare an Action Plan in response to the Ofsted Inspection and then to have completed a number of the actions in such a short time. It is very reassuring that Ofsted have approved the plan without further comment.

However I am not complacent and the task now is to ensure that the changes and new ways of working are fully embedded so that the service can be assessed as Good and then sustain that level of working. To this end I am very pleased that we have engaged an independent evaluator who will work with staff to assess progress and the implementation of all the recommendations across the service. I commend the report and the way that the service is implementing the recommendations to the Cabinet.



### **3. Recommendations**

NA

### **4. Alternative options considered**

NA

### **5. Background information**

5.1 On 20 May 2014 Haringey Children's Services and the Local Safeguarding Children Board were made subject to an unannounced Ofsted Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers.

5.2 The inspection concluded on 11 June 2014 and Haringey were judged to be a robust 'Requires Improvement' grade.

5.3 Following the inspection there were seventeen direct recommendations within the report for Haringey Children's Services, all of which were accepted by the local authority and addressed through the development and implementation of the Haringey Getting to Good Action Plan (attached as an appendix to this briefing).

5.4 The plan was submitted to Ofsted on 21 October 2014 and on 5 November the local authority was notified that Ofsted confirmed that the plan 'satisfactorily reflects the recommendations and priorities of the inspection report'.

#### **5.5 Haringey Getting to Good Action Plan**

##### **Governance**

Haringey Children's Services established a Getting to Good Board in July 2014 in order to develop a robust response to the Ofsted recommendations which followed the inspection of the service, through the production and implementation of an improvement plan.

5.6 This improvement work has been aligned within the governance of the wider Haringey 54,000 transformation programme, with the Assistant Director of Children's Services appointed as the project sponsor. The Getting to Good Board reports progress to the Haringey 54,000 programme via monthly highlight reports.

5.7 The action plan is also regularly reviewed within the Directors management meetings, Divisional Management groups and in the established one to one



arrangements between the Director of Children's Services (DCS) and the Lead Member for Children and Families.

### **Headline Improvements**

5.8 A significant number of improvements have been achieved since the inspection and these continue at pace across all of the services in the context of our improvement journey. These include:

- Early help **organisational structure** established
- Draft **early help strategy**
- Early Help **Performance Framework**
- **Improved processes** to ensure strategy discussions include all relevant agencies.
- A **Child in Need Practice Framework** has been developed
- The **performance scorecard has been refreshed** in line with the recommendations and the needs of the service.
- **Refreshed Supervision policy** and guidance
- **Revised legal letters** within the PLO process
- Implement **private fostering action plan**
- Introduce **weekly resource panel**
- Produce **Care Leavers handbook**
- Progressed the **commissioning of Life Story work** (and developed good practice guide)
- **Strengthened role of Independent Reviewing Officer** though refreshed review processes and dispute resolution procedure
- **Revised audit programme** in line with recommendations.

### 5.9 **Delivery Plans**

The implementation of the Getting to Good plan will be achieved through the development of service delivery plans. These plans will be developed with each service in the context of the Ofsted plan, the emerging corporate plan refresh and the day to day business planning necessary for each service.

5.10 In effect, they will form bespoke delivery plans for each service, tailored to their needs in the context of the Ofsted requirements, corporate requirements and specific children's service area requirements.

5.11 These delivery plans will be progressed and implemented through service meetings and divisional management groups across children's services and monitored through the Getting to Good Board.



## 5.12 **Communications Strategy**

The outcome of the inspection has been well communicated to all children's services staff through specific Ofsted briefings, as well as regular discussion in the CYPS Face to Face briefings, the CYPS Bulletin / Schools Bulletin and also across all service and team meetings.

5.13 A succinct briefing has been developed for managers in the service to talk through with their staff, all the service developments and improvements, what that means for staff and importantly, what staff need to do as a consequence of these improvements.

5.14 In addition, an event 'CYPS Launch – Improvements in Policy, Process and Practice' has been scheduled for 16 January 2015. This will be a marketplace event, bringing together all the recent improvements across the service in one place and will offer practitioners and our partners a chance to consider the improvements we have made, talk with the authors and leads of the improvement work and understand how they all fit within a wider transformation and improvement journey in Haringey.

## 5.15 **Planned Evaluation work**

As part of ensuring that the improvements are robust, effective and sustainable (including the wider transformation work), the service has agreed to implement an Independent Evaluation Strategy.

5.16 An independent evaluator has been appointed, who will lead on a quarterly basis, an evaluation of the service and report on the status to the Haringey 54,000 programme.

5.17 In effect, this will provide a health check and robust self evaluation of the service on a regular basis and enable improvement plans to be developed and reviewed regularly to address areas of improvement and challenge for each service. This will enable improvements to be embedded and sustained throughout the service and ensure that we get to 'Good'.

## 5.18 **Next Steps**

The evaluation strategy will commence this month and provide the first report to the Haringey 54,000 Board in December 2014



**6. Comments of the Chief Finance Officer and financial implications**

The work outlined in this report is being carried out within the existing Children's Services budget including the short term funding provided for the Haringey 54,000 transformation programme. There are no additional financial implications arising directly out of this report.

**7. Comments of the Assistant Director of Corporate Governance and legal implications**

The Assistant Director Corporate Governance has been consulted in the preparation of this report. There are no legal implications arising from the recommendations.

**8. Equalities and Community Cohesion Comments**

The Haringey action plan will address the needs of the most vulnerable in the borough, by ensuring that our service meets those most at need, these are often those in the protected groups as outlined in the Equalities Act. The action plan will enable the service to provide more effective and timely responses to those that need it and therefore it is not thought that the plan will impact negatively upon any of the protected groups as outlined in the act, however through our performance monitoring framework, we will review the impact of any changes and mitigate against any negative impact wherever possible

**9. Head of Procurement Comments**  
**NA**

**10. Policy Implication**  
**NA**

**11. Reasons for Decision**  
**NA**

**12. Use of Appendices**  
Ofsted Getting to Good Plan



**Haringey Council**

**13. Local Government (Access to Information) Act 1985**

Ofsted: Framework and Evaluation Schedule for Inspections of Services for Children in need of help and Protection, Children Looked After and Care Leavers. Reviews of Local Safeguarding Children Boards:

<http://www.ofsted.gov.uk/sites/default/files/documents/inspection--forms-and-guides/f/Framework%20and%20evaluation%20schedule%20-%20children%20in%20need%20of%20help%20and%20protection%20CLA%20and%20care%20leavers%20-%20lscbs.pdf>