

CYPS Scrutiny Panel:
8 March 2018

Joint Targeted Area Inspection (JTAI)

Published Letter of Findings
30th January 2018

What is a JTAI? (1/3)

Joint

- Multi agency inspectors:
 - Police
 - Health
 - Probation
 - Education
 - Social Care
- Each looking from their own perspective to reach a consolidated multi agency view of the local safeguarding response.

What is a JTAI? (2/3)

Targeted

- Government sets themes to be the topic for a JTAI - our theme was “abuse and neglect”.
- Deep dive case sampling evaluated the effectiveness of multi-agency interventions for children between 7 and 15 years old who have experienced neglect.

Area

- Haringey! What impact is the partnership having here?

What is a JTAI? (3/3)

- Strengths based approach
- Constructive multi agency partnership based critique
- Will feed into the next Ofsted inspection “ILACS” later this year
- A positive platform for improving multi agency impact

JTAI - Process

	Stage	Timeline
1.	JTAI notification to DCS	21 st Nov 17
2.	JTAI commenced	21 st Nov – 8 th Dec 17 (4 th - 8 th Dec on site)
3.	Inspectors send letter to partners for a accuracy check	3 rd Jan 18
4.	Submission of accuracy corrections by DCS on behalf of the partnership	16 th Jan 18
5.	Pre-publication letter sent to DCS	26 th Jan 18
6.	Letter published online (Ofsted website)	30 th Jan 18
7.	Deadline for DCS to submit action plan on behalf of the partnership	11 th May 18

Work now underway with partners to develop action plan

Summary

- A Joint Targeted Area Inspection (JTAI) assesses multi-agency ability to safeguard children in relation to a theme.
- In December 2017, services operating in Haringey were inspected under the theme of neglect. This included the Local Authority, Health, Police and Probation. The process involved:
 - Submission of data sets around all of our cohort – CIN, CP, LAC.
 - Submission of key information around the organisation/ governance, strategies and policies and plans for improvement.
 - Identification of 30 cases meeting a strict criteria specified by the inspectors.
 - Joint partnership auditing of 7 cases identified by the inspectors.
 - On site inspection lasting 5 days. This required accommodating 14 inspectors requests for meetings and/or information.
- Feedback was provided from inspectors in KIT (Keeping In Touch) meetings, and through a final feedback meeting. The inspectors have collated their findings into a letter of strengths and areas for improvement, which was published on 30th January 2018.
- The DCS will need to submit an action plan based on the findings to Ofsted, on behalf of the partnership on 11th May 2018.

JTAI Letter - Strengths (1/2)



- Multi-agency representation in the MASH
- Engagement with parents
- Voice of the child in MERLIN reports by the Police
- Partnership working between CSC and Police
- Relationship, engagement and support of schools
- Schools monitoring the wellbeing of children with neglect
- Probation and CRC assessments considering impact of parent's offending on child
- GPs – good professional curiosity and support from Named GPs
- Safeguarding training on neglect across agencies – Police and Health

JTAI Letter - Strengths (2/2)



- Availability of daily performance data to enable management oversight
- Use of audits to develop a good understanding of areas for improvement
- Families spoken to positive about social worker communication and engagement
- Partnership working between CSC and Police
- Positive use of interpreters
- Safeguarding training on neglect across agencies – Police and Health
- “Signs of Safety” – clear model of practice
- Safeguarding practice in community dental service

**Areas in red specific to Local Authority*

JTAI Letter – Improvements (1/3)



- Joint partnership decision making in the MASH
- Understanding and application of thresholds
- Practice at front door
- Consideration of families' historical context
- Voice of the child
- Engagement with parents
- Identification of neglect
- Planning and monitoring
- Cultural competency
- Systems for information sharing
- Performing safeguarding checks at key points of assessment
- Understanding of Early Help across partnership

JTAI Letter – Improvements (2/3)



- LSCB pace of improvement to quicken
- LSCB/ partnership – insufficient strategic leadership or prioritisation
- LSCB monitoring of action plans addressing partners and accountability
- LSCB challenge to partners to ensure timely action
- Reducing over reliance on Children's Social Care
- Potential of MASH (Multi Agency Safeguarding Hub) must be realised
- Partners to be included in decision making
- Ensuring Early Help support to meet the needs of families
- Promoting Health input to safeguarding

JTAI Letter – Improvements (3/3)

- Assessments and use of neglect toolkit
- Outcome focused plans
- Effective supervision retention and recruitment of social workers
- Ensuring children seen in a timely way
- Practice is too variable
- Quality assurance has to be systematic
- Commissioning has to fit need (coherence)
- Parenting programmes have to be sufficient
- Early Help has to be prioritised (currently underdeveloped)
- Families need the right help at the right time (Think Family)

**Areas in red specific to Local Authority*

Next Steps



	Description	Deadline	Owner
1.	JTAI letter published by Ofsted	30 th Jan 18	Ofsted
2.	Action plan template sent to partners to complete response	2 nd Feb 18	DCS
3.	Agree governance arrangements for sign off of action plan	9 th Feb 18	Partnership
4.	Deadline for partners to submit their action plans (need to be quality assured by their agencies prior to this)	March 18	Owner identified in each partner agency
5.	Collate action plans into draft submission	March 18	DCS
6.	Discussion of draft submission	March 18	TBC when governance arrangements agreed
7.	Amendments to submission as required	April 18	TBC when governance arrangements agreed
8.	Final plan approved by partnership	April 18	TBC when governance arrangements agreed
9.	Plan signed off by Lead Member and CE	April 18	DCS
10.	DCS submits JTAI action plan to Ofsted on behalf of the partnership	11 th May 18	DCS

Children and Social Work Act 2017



The Act enshrines in law a series of changes to the social work profession:

- New arrangements for safeguarding across the partnership, abolition of LSCB and replacement with local arrangements
- New powers for the education secretary to set 'improvement standards' for social workers, and introduce assessments for practitioners
- Requirement to provide personal advisors for Care Leavers up to the age of 25 (currently this is 21 and only extends to 25 if in education, employment or training)

LSCB New Arrangement



- Requires LA, CCG and police (referred to as “safeguarding partners”) to make local arrangements for safeguarding and promoting the welfare of children
- Safeguarding partners are jointly responsible
- Greater flexibility and autonomy for partners, including opportunities to join with other boroughs
- Arrangement must be published
- Similar requirements, in different guises, for serious case reviews, child death reviews and independent chairs

ILACS New Framework

- A Local Authority's current Ofsted grade will determine the kind of inspection it has next time, and the contact and support it receives in-between visits:
- JTAI replaces the need for focused visits to identify best practice and areas of support required – this will be the starting point for the ILACS
- Good or better than previous inspection will get a one week short inspection every three years
- Requires improvement to be good will get a two week standard inspection every three years
- Both standard and short inspections will result in judgements on the established four point scale (outstanding, good, requires improvement, inadequate)
- There will be an annual conversation between Ofsted and Local Authorities including requirement to submit self evaluation

Future Model (1/2)

“A clear vision to enable children to access help at an earlier stage and to use resources more effectively”

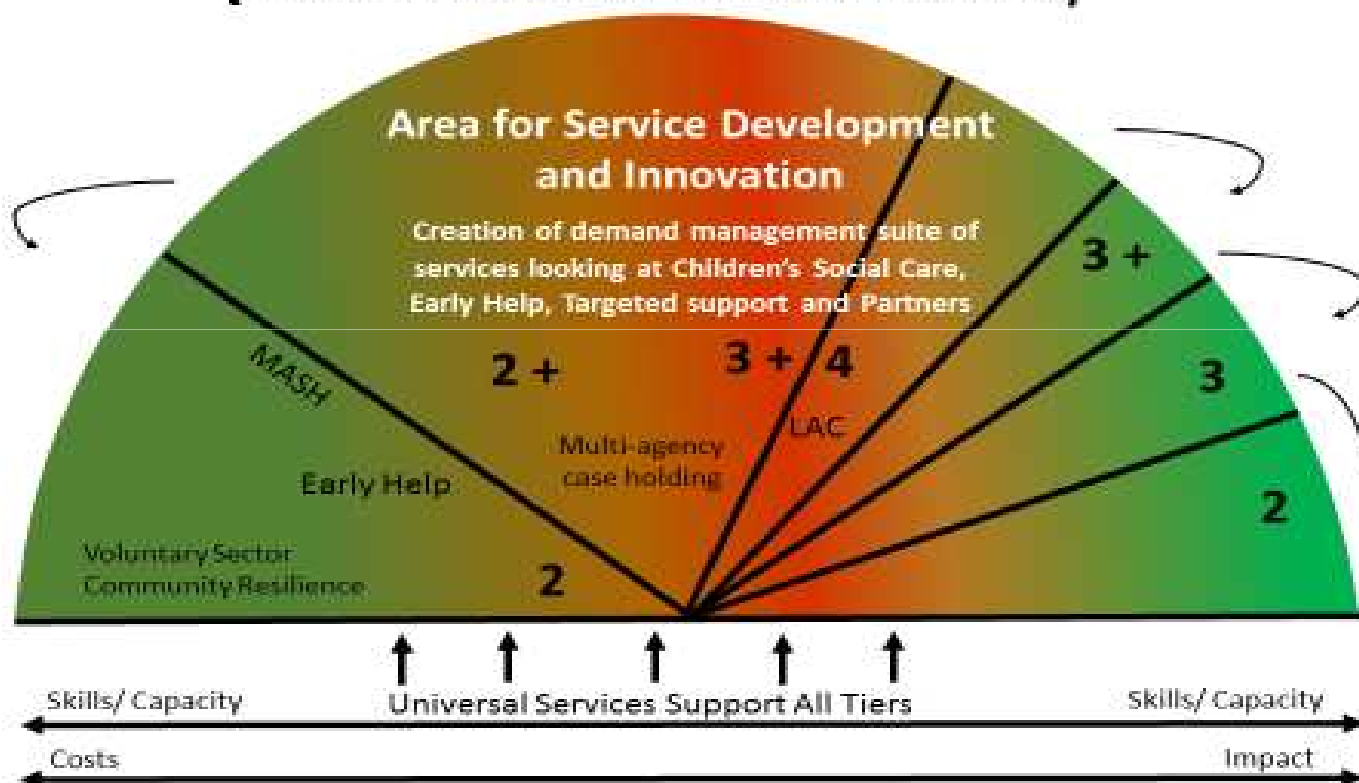
- Revised model designed to ensure children receive the right support at the right time
- This needs to be owned by the whole partnership, to avoid over reliance on children's social care
- Tier 2 (represented by the green area) is Early Help Services
- MASH (Multi Agency Safeguarding Hub) assesses referrals into statutory social care currently separates out Early Help from Child in Need.

Future Model (2/2)

- The amber zone represents Tiers 2+ to 3+ (children in need including child protection). This is the area which is key to the model and where there is a need for service development and innovation – looking at demand management across the whole safeguarding partnership
- Tier 4 (represented by red area) is looked after children
- Support should be targeted in the amber zone to ensure families are supported and enabled to step down into Tier 2 services
- All service activity should to be governed by the principle of minimum intervention with an overriding priority to ensure safety of children and young people at all times
- Universal services support all areas

Safeguarding is everybody's business (Working Together 2015)

(Multi-agency partners, communities and organisations)



Glossary

- JTAI – Joint Targeted Area Inspection
- CIN – Child in Need
- CP – Child Protection
- LAC – Looked after Child
- KIT – Keeping in Touch
- DCS – Director of Children’s Services
- MASH – Multi-Agency Safeguarding Hub
- CSC – Children’s Social Care
- LSCB – Local Safeguarding Children’s Board
- LA – Local Authority
- CCG – Clinical Commissioning Group
- ILACS – Inspection of Local Authorities