

# Children, Sports and Leisure Policy and Scrutiny Committee

<b>Date:</b>	9 <sup>th</sup> May 2016
<b>Classification:</b>	General Release
<b>Title:</b>	Inspection Performance Report : Ofsted Inspection of Children's Services and Probation Inspectorate Inspection of Youth Offending
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<b>Cabinet Member Portfolio</b>	Councillor Danny Chalkley, Cabinet Member for Children and Young People
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	City for Choice / Heritage / Aspiration
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## 1. Executive Summary

- 1.1 The purpose of this report is to inform the Policy and Scrutiny Committee of the outcome of the Ofsted Single Inspection Framework of Children's Services that took place in January 2016, and the outcome of the Youth Offending Inspection that took place in December 2015. These inspections covered services for Youth Offending, Early Help, Children in Need and in Need of Protection, Children in Care and Care Leavers, Adoption and Fostering, Leadership, Management and Governance.
- 1.2 Westminster achieved a highly effective rating for its youth offending work and this report outlines a summary of findings and next steps from the Short Quality Screening Inspection of the West London Youth Offending Service conducted by Her Majesty's Inspectorate of Probation in December 2015.
- 1.3 In February 2016, Westminster received an overall single judgement of 'Outstanding' for its Children's services, making us the first Council in the country to achieve this rating under the single inspection framework (alongside

Kensington and Chelsea). To date there have been approximately 89 Councils inspected under this framework, with over 50% so far receiving an overall judgement of 'Requiring improvement'.

## **2. Key Matters for the Committee's Consideration**

- 2.1 Children's Services in Westminster were subject to an inspection under the Ofsted Single Inspection Framework between 11 January and 4 February 2016. A simultaneous inspection took place in Hammersmith and Fulham and Kensington and Chelsea, and services shared between the three boroughs were also inspected. Inspectors relayed their draft findings on 4 February and a final report was published by Ofsted on 29 March 2016 (Appendix 1).
- 2.2 Westminster was rated Outstanding for Looked after children, Adoption, and Leadership and governance, leading to an overall rating of Outstanding.
- 2.3 Her Majesty's Inspectorate of Probation conducted a Short Quality Screening (SQS) of youth offending work in the three boroughs of Westminster, Hammersmith and Fulham, and Kensington and Chelsea in December 2015. The inspectorate examined 34 cases of children and young people who had recently offended and were supervised by the Youth Offending Service (YOS). We received a final report in December 2015 (Appendix 2).
- 2.4 In summary, the Inspectorate found "*...that the YOS was performing very well. Staff were enthusiastic, committed, and their knowledge of cases was impressive. The quality of work was good enough across all areas of practice in the vast majority of cases. Engagement with children and young people was excellent. There were no areas of significant weakness although some improvements could be made to reviews, some aspects of planning and management oversight.*"

## **3. Background**

- 3.1 Of the 89 inspection reports that have been published by Ofsted so far, only those for Kensington and Chelsea and Westminster (a total of 2%) have resulted in overall judgements of Outstanding and 24% resulted in "Good". When sub-judgements are taken into account, the three boroughs all appear in the top three highest performing local authorities under the current inspection framework. The LSCB's judgement was also confirmed as being Good. 30% of the LSCBs reviewed so far received this judgement (no LSCB has yet been judged to be Outstanding).
- 3.2 Ofsted found Westminster Children's Services to be Outstanding. This is the highest possible judgement under their Single Inspection Framework. Hammersmith & Fulham received a Good rating overall as part of the same inspection.
- 3.3 Ofsted made a number of sub-judgements as follows:

Children who need help and protection:	Good
Children looked after and achieving permanence:	Outstanding
Adoption performance:	Outstanding
Experiences and progress of care leavers:	Good
Leadership, management and governance:	Outstanding

- 3.4 The report finds that Children's Services in Westminster are made up of *"well-trained and impressive social workers"* who are *"patient, tenacious and respectful"* and make a *"vast difference"* in keeping children safe from harm. The Council is a *"highly ambitious corporate parent"* and looked after children in Westminster see *"exceptionally good outcomes"*.
- 3.5 The report also highlights that significant and sustained improvements have been made since the last inspection in October 2011, when services were judged to be Good. The local authorities' leaders and managers demonstrate *"a strong track record of effective, high-quality service delivery...linked regularly and directly to the tri-borough Executive Director of Children's Services, who manages the complex arrangement exceptionally well, within a mature culture of appropriate challenge."* The Director of Family Services *"shows exceptionally strong leadership"*. Furthermore, *"Senior leaders and elected members demonstrate care and compassion, and a rigorous approach to achieving excellence at all levels."*
- 3.6 Ofsted found that our children in care had *"enduring relationships with committed, skilled and determined social workers"*, resulting in children and young people doing well in education and feeling stable and safe. Adoption services in particular were found to be Outstanding.
- 3.7 Overall, children's services *"benefit from outstanding, highly ambitious and confident operational and political leadership"* and consequently *"almost all vulnerable children and young people who come into contact with children's services receive good or outstanding support...Young people at risk of child sexual exploitation receive excellent support, which is delivered with great sensitivity and persistence by dedicated professionals."*
- 3.8 The LSCB overall was found to be Good with some areas for development. Westminster's Partnership Group *"ensures preventative work is undertaken in terms of its priorities...able to provide examples in planning and influencing services has made a difference to children and young people across the borough."*
- 3.9 We know that themes arise for Ofsted that are paid particular attention in inspection, currently CSE (Child Sexual Exploitation) and Missing Children. Future areas which we are anticipating and working on may include the interface between Prevent and safeguarding work, the impact of social media on forms of abuse and peer bullying, and the quality of life experience for children living with extended family instead of foster care. We are mindful of these areas and have incorporated them into our service plans.

3.10 Her Majesty's Inspectorate of Probation (HMIP) conducted a Short Quality Screening (SQS) of youth offending work in the three boroughs of Westminster, Hammersmith and Fulham and Kensington and Chelsea. The inspectorate examined 34 cases of children and young people who had recently offended and were supervised by the Youth Offending Service. The SQS inspection focuses upon the quality of the work at the start of the sentence from the court through to the point when an initial plan should be completed and be put in place post sentence. The reason for choosing this area to look at is because the quality of work completed at this stage is deemed to be the critical phase in achieving positive outcomes following sentence completion. The YOS received 2 weeks' notice of the inspection and during that time were required to submit evidence in advance related to our policies and procedures on:

- Public protection;
- Safeguarding;
- Compliance, engagement and enforcement;
- Quality assurance;
- Management oversight;
- Structure of the organisation.

There are 4 judgement areas:

- Reducing offending (assessment, planning and intervention);
- Public Protection – management of risk and partnership working;
- Protecting the child/young person – keeping young people safe;
- Ensuring that young people serve their sentence (engaging with young people and understanding of holistic health and well-being).

3.11 The grade descriptors used by HMIP are based on the 'sufficiency or insufficiency' of practice on the performance against each criterion. The Inspectorate use 'sufficient' or 'insufficient' as their language to describe 'good' or 'not good'. There is nothing in between. Our lead inspector wanted us to know that this language did not reflect the really good work that was seen on a number of cases. It is also worth noting that of the 34 cases examined the judgements scored by HMIP do not apply to every case and hence may not always equal 34.

- 3.12 The results from the inspection indicate that the YOS is performing at a very high level. In summary, the inspectorate found “...that the YOS was performing very well. Staff were enthusiastic, committed, and their knowledge of cases was impressive. The quality of work was good enough across all areas of practice in the vast majority of cases. Engagement with children and young people was excellent. There were no areas of significant weakness although some improvements could be made to reviews and some aspects of planning and management oversight.”
- 3.13 Out of 29 separate judgements, only one was below 80% sufficient (at 78%); 9 judgements achieved 100%; a further 9 over 90%; and 25 out of 29 (86%) judgements were in at over 85%, which is a significant achievement (see Appendix 3). In comparison with the England averages of youth offending team inspections, the tri-borough YOS was higher than the national averages on each of the 4 judgements. The inspectorate further identified a number of key strengths and cited some good examples of practice to illustrate the findings:
- Case managers had a strong understanding of the needs of and risks presented by the children and young people they supervised. HMIP commented, “...the case manager had a strong sense of what the priority concerns were and sequenced the delivery of interventions in line with identified needs and risks... Young person’s learning styles and diversity needs ...were well evidenced in records.”
  - Assessments and plans were completed consistently well. In 32/34 cases, planning to address offending were good and some excellent practice identified. HMIP highlighted this in one case cited as “A very good piece of work.”
  - Pre-Sentence Reports and panel reports were of a good standard. HMIP examined 17 reports prepared for court and found all of them to be of a high quality.
  - Workers effectively engaged with children, young people and their parents and carers. Good engagement with young people was also commented on by the Inspectorate.
  - The YOS worked well with other agencies and there was good evidence of effective liaison, information sharing and joint working with children’s services, Police and the Integrated Gangs Unit. HMIP commented on the strong partnership working between the YOS, wider Children’s Services, and Police in their work to jointly safeguard children and young people. The inspection identified especially good practice through the partnership between the Youth Offending Team and the Integrated Gangs Unit, specific to Westminster. The inspection also commented positively on the approach taken to child sexual exploitation, identifying and managing risk, and reducing harm to young people.
  - Diversity issues and barriers to engagement were identified and addressed well. An excellent example of practice in this area was cited by HMIP, “The

*attention to barriers to learning and complying in this case was extremely good...This case was well managed and attention to individual needs and barriers was of a very good standard.”*

- The inspectors interviewed case managers and met with the Head of Service and the Director of Family Services responsible for the YOS. Staff commented on the quality of the support they receive from managers and how this has helped them in improving their practice. HMIP commented that management oversight that was evidenced throughout the work and that the management team had the necessary skills and knowledge to assist staff to improve their practice.

#### **4. Next Steps**

4.1 Plans are already in place to address the areas for improvement identified in both inspections towards continuous improvement and excellent practice. Committee is asked to note that both of these inspection results mean that Westminster (and Kensington) are the highest performing children's services in the country, but one of our identified strengths is our ability to undertake rigorous self-assessment leading to continuous improvements without complacency. We would also like to thank the Committee and Chair for their oversight and scrutiny of services, and our Cabinet Member and Deputies for their support, rigorous holding of officers to account and ambition for outstanding services. Inspectors noted the quality of senior leadership at member level, describing the approach as compassionate and robust.

4.2 We are required to send Ofsted an Action Plan addressing the four recommendations that were made, by July 2016. The recommended action regarding our Out of Hours service is being addressed through a review, and recommendations will be made to the Tri-Borough Senior Leadership Team. The Out of Hours service delivery is hosted and managed by Kensington on behalf of the Tri-Borough.

In Westminster we have set up a Working Group to review and change our work with Children in Need, and are similarly engaged with care leavers in custody through the Service Development Group for Children in Care and Corporate Parenting Board.

Missing Children are being progressed through an Action Plan governed by the Safeguarding Sub-group on Missing Children, CSE and the MASH (Multi-agency Safeguarding hub).

4.3 The recommendations of the YOT inspection are being implemented through service development planning and specific actions to strengthen management oversight, review and planning for vulnerable young people. This is evaluated through regular audit including external auditors to rigorously assess improvement. This is overseen by the Tri-Borough Reducing Reoffending Board.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Report Author x2253 [mcaslake@westminster.gov.uk](mailto:mcaslake@westminster.gov.uk)**

### **APPENDIX 1:**

Ofsted: Single inspection of LA children's services and review of the LSCB



Appendix 1.pdf

### **APPENDIX 2:**

HM Inspectorate of Probation Report of Short Quality Screening (SQS) of youth offending work in West London - Tri-Borough Youth Offending Service (YOS)



Appendix 2.pdf

### **APPENDIX 3:**



Appendix 3.pdf