

**Children and Families Overview and Scrutiny Committee**

**Thursday 13 July 2017 at 10.00 am**

**Cabinet Suite - Shire Hall, Gloucester**



**AGENDA**

<b>5</b>	<p><b>Ofsted Inspection of Services for children in need of help and protection, children looked after and care leavers (Pages 1 - 8)</b></p> <p>The committee to debate the report and consider how it wishes to engage in the improvement work.</p> <p>To support the debate reports focusing on safeguarding performance for Quarter 4 2016/17, and the revenue outturn report 2016/17 are attached to the agenda.</p> <p>The performance report can be found at pp 49 to 68</p> <p>The revenue outturn report can be found at 69 to 76</p>	Alison Williams
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**Membership** – *Cllr Chris Coleman, Cllr Stephen Davies, Cllr Joe Harris, Cllr Andrew Miller, Cllr Loraine Patrick, Cllr Alan Preest, Cllr Brian Robinson (Chairman), Cllr Jack Williams and Cllr Lesley Williams MBE*

**Added Members** - *Dr Richard Castle (Primary Sector Parent Governor Representative)*

**Co-Opted Member** - *Charlotte Blanch and Ambassador for Vulnerable Children and Young People*

- (a) **DECLARATIONS OF INTEREST** – Please declare any disclosable pecuniary interests or personal interests that you may have relating to specific matters which may be discussed at this meeting, by signing the form that will be available in the Cabinet Suite. Completing this list is acceptable as a declaration, but does not, of course, prevent members from declaring an interest orally in relation to individual agenda items. The list will be available for public inspection.

Members requiring advice or clarification about whether to make a declaration of interest are invited to contact the Monitoring Officer (Jane Burns Tel: 01452 328472 /fax: 01452



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425149 e-mail: [jane.burns@gloucestershire.gov.uk](mailto:jane.burns@gloucestershire.gov.uk)) prior to the start of the meeting.

- (b) **INSPECTION OF PAPERS AND GENERAL QUERIES** - If you wish to inspect Minutes or Reports relating to any item on this agenda or have any other general queries about the meeting, please contact:

Andrea Clarke, Senior Democratic Services Adviser

☎:01452 324203/e-mail: [andrea.clarke@gloucestershire.gov.uk](mailto:andrea.clarke@gloucestershire.gov.uk)

- (c) **GENERAL ARRANGEMENTS**

- 1 Will Members please sign the attendance list.
- 2 Please note that substitution arrangements are in place for Scrutiny (see p88 of the Constitution).

**EVACUATION PROCEDURE** - in the event of the fire alarms sounding during the meeting please leave as directed in a calm and orderly manner and go to the assembly point which is **outside the main entrance to Shire Hall in Westgate Street**. Please remain there and await further instructions.



# Gloucestershire County Council

## Children & Families Overview & Scrutiny Committee

Claire Burgess

LGA Children's Improvement Adviser

13<sup>th</sup> July 2017

# Aims

- Share the outcomes of the ISOS research – what drives continued, sustainable improvement in children’s services
- Framing the focus for scrutiny – Ofsted Improvement Plan – the children’s system
- The LGA’s offer of support
- Questions?



# Three key steps when embarking on an improvement journey

	What?	Why?	How?
1	Establishing a baseline	To know for yourself the capacity, competence and quality of practice within the organisation	Get into the performance data and “granularity of practice” to form judgements about current performance & practice
2	Stabilising the organisation	You need allies within the organisation to scaffold and model effective frontline practice	Give clarity and confidence by providing visible leadership, engaging widely with staff, using this to develop a vision & strategy
3	Getting partners on board	Truly effective children’s services improvement will require all partners working to the same agenda	Engage key partners personally and use effective governance to foster joint responsibility and mutual accountability

# Defining characteristics at each stage of the improvement journey

## The three phases

## Defining characteristics

**Poor-to-fair**

1. Getting the basics right – driven by leadership
2. Building the ethos and culture – & engaging the workforce

**Fair-to-good**

1. Capacity for robust self-assessment, vigilance
2. Locus of leadership shifts and becomes more broad
3. From “mission-critical” aspects to whole-service view

**Good-to-great**

1. Improvement no longer a discrete project – it is the norm
2. Disciplined innovation embedded within delivery
3. Openness to others – challenge & system leadership role

**Two years** from the frank recognition and acceptance of the service's weaknesses to running a safe, effective core service

**Three years** to develop a safe, effective core service into a consistently high-quality, innovative service

Poor-to-fair

Fair-to-good

Good-to-great

4-6 months

thorough process to diagnose extent of weakness & develop robust plan

6 months

strengthen core systems, clear backlogs, secure thresholds, "stabilise" the service



1 year focus on iterative implementation, quality assurance & problem-solving

Pursuit of quality in practice

Normalising improvement routines

Disciplined innovation

System leadership

All the while engaging the workforce and working with partners

# Key questions

- Quality and stability of leadership & workforce
  - Line of sight to front line practice
  - Managing demand – are the right C&YP in the right part of the children's services system
  - Caseloads – quality of practice
  - Timeliness
  - Statutory compliance
  - Building the culture and climate for improvement
  - Core data and intelligence
  - The voice of C&YP and workers – what is their experience
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# The LGA offer

- Support to the improvement process
  - LGA External diagnostics
  - Bespoke funded support to operational delivery
  - Support to senior strategic leaders
  - Support to political leaders in key roles
  - Support to Scrutiny
  - Support to the Corporate Parenting Board
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# Useful references

Safeguarding children: A practical guide for overview and scrutiny councillors - <http://www.cfps.org.uk/wp-content/uploads/Safeguarding-Children-1.pdf>

10 Questions to ask if you are scrutinising services for LAC - <http://www.cfps.org.uk/wp-content/uploads/10-questions.pdf>

LGA 'Must Knows' for children's services - <https://www.local.gov.uk/our-support/our-improvement-offer/childrens-services-improvement/must-knows-lead-members-childrens>

LGA/ISOS Research <http://www.isospartnership.com/action-research-into-the-enablers-of-improvement-in-children-s-services.html>