

# Ofsted Inspection June 2017



## Recommendations

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### **Priority: IMPACT AND EFFECTIVENESS OF THE BOARD:**

The Board is collectively owned across partners and makes a positive difference to the outcomes for children and young people

### **OBJECTIVES:**

- Develop and refine multi-agency dataset
- Deliver a robust forward audit programme which facilitates scrutiny across the Board's key priorities.

### **OUTCOME TO ACHIEVE**

- There is evidence that Board members use the dashboard to gain assurance, identify risk and to influence future work, practice, policy and training development.
- Quality Assurance & Evaluation Sub Group drives the development and implementation of a robust Quality Assurance Framework
- There is robust annual programme of single and multi-agency data scrutiny and key issues from this are reported to the Board.
- There is clarity about how all partner agencies are involved in scrutiny and challenge where performance is not improving and is needed to secure better outcomes for children and young people.
- There is evidence that audit recommendations are monitored and are influencing forward work planning, policy, practice and training development.

**99. Ensure that a comprehensive dataset is developed in order for the board to monitor and challenge partners regarding safeguarding performance and to measure outcomes against its business priorities.**

What needs to happen	Why	Risks if no action taken	Actions to date:	By when	Lead person
<p><b>Multi-agency:</b> the focus is on agencies working together to identify and deliver:</p> <ul style="list-style-type: none"> <li>• Evidence to sit alongside NSSCB strategies and action plans</li> <li>• Reports against NSSCB priorities</li> <li>• Analysis of findings of audits and audit action plans</li> <li>• Reports against audit action plan priorities</li> <li>• Board priority challenge, scrutiny and support meetings with the Independent Chair</li> <li>• All partners to report their relevant safeguarding data to the Board quarterly.               <ul style="list-style-type: none"> <li>○ CSC</li> <li>○ IRO</li> <li>○ Complaints</li> </ul> </li> </ul>	<p>For the Board to be able to evidence a full understanding of and monitor and challenge front line practice.</p> <p>Building a good understanding of how safe children are in North Somerset and where we need to improve.</p> <p>NSSCB aims to provide the leadership and support required to enable children to feel safe and protected within their communities.</p> <p>A mechanism for assessing and understanding how partner agencies cooperate to safeguard and promote the welfare of children and young people.</p>	<p>A real or perceived lack of understanding will continue.</p> <p>Lack of understanding of the local safeguarding context.</p> <p>Ineffective safeguarding responsibilities.</p>	<p>Meeting arranged with statutory partners 28.11.17 to develop multi-agency dataset.</p> <p>Meeting postponed due to apologies from statutory partners. To be re-arranged and to include Probation/BGSW.</p> <p>Example of data dash Board template sourced from City of York.</p> <p>Data-sets were agreed as follows:            CCG to include:            AWP            Designated Nurse/Care Leavers            CSC to include:            IRO; Complaints;            safeguarding in education            Police (stand alone)</p>	<p>Jan '18</p>	<p>Independent Chair</p> <p>QA sub-group co-chairs to identify specific data request for all partners to report at December Board.</p> <p>Board representative from agency identified below:            J Mathers</p> <p>Emma Diakou</p> <p>Leanne Pook</p>

What needs to happen	Why	Risks if no action taken	Actions to date:	By when	Lead person
<ul style="list-style-type: none"> <li>○ CCG</li> <li>○ Police</li> <li>○ Probation</li> <li>○ CAFCASS</li> <li>○ AWP</li> <li>○ CDOP</li> <li>○ Safeguarding in Education</li> <li>○ Designated Nurse children looked after &amp; care leavers</li> </ul>	<p>Ensuring that there are common practices in place across the agencies and that all agencies are effective in their safeguarding responsibilities.</p> <p>To enable the board to use data effectively to inform our approaches, strategies and plans to improve performance and outcomes for children and their families.</p>		<p>Probation to link with CRC. CAFCASS within their annual report CDOP within their annual report</p> <p>Meeting took place on 6<sup>th</sup> February. An audit theme was agreed: Sexual Abuse of children on a Child Protection Plan.</p> <p>JM presented a wide range of data that could be made available to the Board. She will condense into a more board specific format and will liaise with TO, JB and LP.</p> <p>080518: JM provided health data to the LSCB Executive Group which will be provided to the Board at their next meeting.</p>		<p>Peter Brandt</p> <p>Victoria Penalligon Vicky Leach</p>

What needs to happen	Why	Risks if no action taken	Actions to date:	By when	Lead person
			<p>Data from 3 key partners provided at Board meeting on 110618. Some ongoing refinement of Health data still required as currently, it is not tailored for the principle needs of the Board.</p> <p>090718. TO met with MD &amp; LM [CCG ] re better tailored health data. Now work in progress by CCG.</p>		

**100. Ensure that the board requests and receives annual reports from a range of partners in order to scrutinise practice and hold partners to account.**

<b>What needs to happen</b>	<b>Why</b>	<b>Risks if no action taken</b>	<b>Actions to date:</b>	<b>By when</b>	<b>Lead person</b>
All Board partners to present their annual reports as pre-reads prior to the December [or subject to individual report calendars before] Board meeting each year.	Enable Board partners to assure themselves of the quality of safeguarding within other partner organisations.  Ensuring that children and young people's views are reflected within the partnership.	Risk of a lack of assurance and measurable understanding of partner safeguarding processes and progress.	<b>Action closed.</b> LSCB Executive will review partner organisation's annual reports and report any safeguarding concerns quarterly to Board. This is now a "standing agenda item" on both the Executive and the Board.	Dec '17  COMPLETE	Independent Chair  Board multi-agency representatives.

**101. Ensure that the business manager is sufficiently resourced to meet the needs of the board.**

<b>What needs to happen</b>	<b>Why</b>	<b>Risks if no action taken</b>	<b>Actions to date:</b>	<b>By when</b>	<b>Lead person</b>
Recruit a Board manager to work with the Board Co-ordinator.  This does not need to be a qualified social worker	The current Service Leader for Safeguarding does not have the capacity to build local safeguarding in line with developing best practice.	A continuing lack of time to develop best safeguarding practices in North Somerset to the detriment of our most vulnerable Children and Young People.	<b>11.10.17:</b> Letter sent to police, CCG and NSC. <b>12.10.17:</b> A/k received from police and health. <b>25.10.17:</b> Response from police 25 <sup>th</sup> declining additional funding.  Verbal response from both DCS and representative	March '18	Independent Chair

			<p>from BNSSG CCG confirming there is no funding available.</p> <p><b>22.11.17:</b> Follow-up letter forwarded requesting a written reply.</p> <p>Confirmation to Board that all statutory partners are unable to provide additional funding.</p> <p>Proposals for “smarter” working in progress.</p> <p>This has been flagged on the Board’s risk log.</p> <p>At December Board in the absence of specific Board manager funding it was proposed that the police and CCG identified a professional advisor to support the independent chair specifically around their statutory safeguarding requirements</p> <p>The administration functions of the Board and the Executive meetings be</p>		
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			<p>equally shared between the local authority, the Police and CCG. Board representatives from these partners were asked to identify named individuals and to consider providing administrative support.</p> <p>LA has agreed that JB and LT would continue in their supporting roles.</p> <p>09.01.18: Reminder email sent to police and CCG requesting details of nominated individuals as above.</p> <p>120118. Email received in response from LP [police]. She needs to seek authority to act as such.</p> <p>Observations from CCG with reference to the Wood Report and subsequent legislation in email attached.</p>		
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Response from CCG re V3.msg

LA, CCG and Police are re-considering this post. TO to put forward a business case to each statutory partner.

Update: Following the children's Executive meeting on 12.02.18 LPook verbally indicated that the police would now part fund a board manager post.

27.02.18 email received from LP stating that the police were no longer in a position to part fund the proposed post.

06.03.18: TO met with MJ CEO, NSC to discuss the local authority's position. Outcome is that he will discuss the overall situation with Ian Wylie police.



			<p>Update to above: MJ has spoken to IW who indicated that the Police Consortium will bring forward the new / proposed administrative and Board Manager arrangements which will cover the gap.</p> <p>190318: At the LSCB Board meeting TO again highlighted the risks of not having a Board manager – see Board minutes.</p> <p>030518: TO attended the Police Consortium meeting. There are no plans in the short to medium terms to do as above.</p> <p>090518: TO met with SS and MJ and provided an update as per the last entry. MJ stated that he would again speak to IW.</p> <p>Update sought from MJ 260618.</p>		
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			<p>270618. Reply from MJ – no change.</p> <p>170718. At the request of the Chair for Children &amp; Young People Services Policy &amp; Scrutiny Panel leads for CCG, police, LA plus independent chair provided scrutiny panel with an update as to progress around the Ofsted action plan. Details provided as above.</p> <p>010818. Independent Chair 1to1 with new LA CEO where he provided progress report as above.</p>		
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**102. Ensure that a full training needs analysis is completed and that the quality, availability and take-up of single-agency training are monitored. Ensure that methods are developed to evaluate all training courses over time.**

What needs to happen	Why	Risks if no action taken	Actions to date:	By when	Lead person
<p>Build on the learning and development framework to include a training needs analysis for all partners.</p> <p>Develop greater joint training between partners.</p> <p>Training with impact and testing if learning is embedded.</p> <p>Reviewing safeguarding training to ensure that it is well co-ordinated across the partnership and has an impact on practitioners in the safeguarding system</p>	<p>To ensure that practice improvements are made and embedded into the delivery of front line services.</p> <p>Offers opportunities to reduce duplication of training including reduction in costs of training events.</p> <p>Testing how well learning is embedded in front line practice across North Somerset.</p> <p>Testing how well learning from case reviews is embedded in to practice across North Somerset.</p> <p>Testing how well learning from audit is embedded in frontline practice in North Somerset.</p>	<p>Delivery of unnecessary, inappropriate, non-targeted, non-priority focussed training.</p> <p>Lack of understanding of impact of training on front line practice delivery.</p>	<p>Co-Chair of Learning and Development Sub-Group is completing Training Needs Analysis. The report will be presented to March '18 Board.</p> <p>CH presented the newly developed proposed TNA forms which were welcomed by the Board. Members were asked to take the back to their organisations and complete them. Completed questionnaires' will go to the Executive Group who will task the L&amp;D subgroup accordingly.</p> <p>The aim is to present a final report to the Board in December 18.</p>	<p>Interim progress report to the Dec '17 Board with full embedded practice reported to March '18 Board.</p>	<p>Service Leader, Learning and Development and Co-chair, Training and Development sub group.</p>

**103. Develop a system to report on single-agency audits and ensure that recommendations from all audits are tracked to ensure partners' compliance and improved practice.**

What needs to happen	Why	Risks if no action taken	Actions to date:	By when	Lead person
<p>Auditing, scrutinising and challenging.</p> <p>Single agency: the focus is on agencies to identify which data the Board should have sight of, and provide appropriate analysis.</p> <p>Scrutinising how well partner agencies' safeguarding arrangements demonstrate improved processes and cultural change.</p> <p>Greater evidenced focus on action on audit recommendations.</p> <p>Improved evidencing of the "Voice of the Child" and parents and carers.</p>	<p>To demonstrate the Board is aware of, listens to, acts upon and checks audit recommendations.</p> <p>Strengthening accountability across partners</p> <p>Ensuring that the NSSCB's responsibility for strategic oversight of child protection arrangements is shared and understood by local agencies, across local partnerships and within North Somerset's communities.</p> <p>Provides evidence of the quality and impact of our work on the outcomes of children, young people</p>	<p>A real or perceived belief that the Board is remote in its understanding of the delivery of front line services and the effects on C&amp;YP in North Somerset.</p>	<p>Chair has requested partner organisations to send information on single agency audits over past 12 months and what they are planning for next 12 months.</p> <p>Interim progress report is on track for December Board.</p> <p>Board agreed single agency audits will be presented to the QA and Evaluation sub-group and reported to Board by exception.</p> <p>COMPLETE</p>	<p>Interim progress report by Dec '17 with full implementation by March '18</p>	<p>Chair, Quality assurance sub-group and Jos Grimwood</p>

<b>What needs to happen</b>	<b>Why</b>	<b>Risks if no action taken</b>	<b>Actions to date:</b>	<b>By when</b>	<b>Lead person</b>
<p>Develop an “Audit tracker” action sheet?</p> <p>Reviewing NSSCB Quality Assurance processes to ensure that it is well co-ordinated across the partnership and has an impact on practitioners.</p>	<p>and their families in North Somerset.</p> <p>Reflecting on practice; listening, learning and leading on improvements.</p>				

**104. Develop reporting arrangements to the board following recommendations of section 11 audits and widen their reach to encompass community, leisure and faith groups.**

<b>What needs to happen</b>	<b>Why</b>	<b>Risks if no action taken</b>	<b>Actions to date:</b>	<b>By when</b>	<b>Lead person</b>
<p>Audits to be reported to the Board as completed.</p> <p>Completed Section 11 Audits will be subject to additional scrutiny. Assess the performance of partner agencies.</p> <p>Report to be provided to the LSCB on strategic themes and areas for actions.</p>	<p>Enable action plans to be developed to address weaknesses and to improve practice.</p> <p>Identify areas that require improvement and would benefit from LSCB support.</p>	<p>Loss of improvement and development opportunities around identified weaker areas of the delivery of safeguarding services.</p>	<p>Chair to re-establish contact with Voluntary Action North Somerset; liaise with Board’s lay member; meet with local authority’s commissioned services.</p> <p>Board agreed that the QA and Evaluation sub-group would run the audits.</p> <p>DOFA raising awareness at faith, community and leisure</p>	<p>Interim report to Board in Dec’ 17.</p> <p>Full process chart to be reported to March ‘18 Board.</p>	<p>Independent Chair</p>

What needs to happen	Why	Risks if no action taken	Actions to date:	By when	Lead person
<p>Quality Assurance and Evaluation Group will follow up any actions and recommendations.</p> <p>Where practicable, greater engagement with faith, community and leisure organisations.</p>			<p>organisations. (Executive minutes February).</p> <p>ARR (Co-chair) Joint Comms sub-group to make contact with G&amp;T representative. Arranged appointment which the other party failed to attend.</p> <p>April 18. Recruitment of member of the NSLGBT forum onto the Communications sub group.</p> <p>May 18. Volunteers sought for Section 11 walkabout. Positive feedback from local authority, health and the police.</p> <p>Walkabouts arranged for July / August 18.</p> <p>260618 Email sent to St John's Ambulance inviting participation of sub-groups</p>		

**P106. Governance arrangements are weakened by the fact that the DCS acts as the board's vice-chair, and this dilutes the level of independent challenge of performance and impact of practice on children.**

What needs to happen	Why	Risks if no action taken	Actions to date:	Complete by when	Lead person
Recognised Ofsted's concerns. Organise change of deputy chair role.			<p>11<sup>th</sup> September DCS formerly offered her resignation. Independent chair canvassed partners for deputy.</p> <p><b>October '17:</b> Liz Spencer, Head of National Probation Service LDU Somerset Cluster agreed to take up the role from April 2018.</p> <p><b>Action closed.</b> No deputy chair until Liz Spencer takes on the role in April.</p>	April '18	Independent Chair

Version 1	Updated in readiness to present to Council Executive Members 1.11.17
Version 2	Updated following LSCB Executive 6.11.17
Version 3	Updated following Board 4.12.17
Version 4	Updated following catch up meeting 100118 between TO,LT & JB including JMather's comments
Version 5	Updated following Executive 12.02.18
Version 6	Updated in readiness for CYP Scrutiny 12.03.18
Version 7	Updated by TO 04.06.18
Version 8	Updated by TO 26.06.18

Version 9	Updated by TO10.07.18.
Version 10	Updated by TO 28.08.18