

Ofsted Inspection of Hampshire Children's Services 2014

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Deputy Chief Executive &
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Hampshire
County Council

Steve Crocker and...

Stuart Ashley, Lin Ferguson, Cathi Hadley, Deborah Harkin, Amanda Meadows, James Atkins, Derra Ward, Jo Faithfull, CSDMT and countless others

All staff notably proud of their work and of Hampshire

Summary

- Background to the Single Inspection Framework (SIF) in Hampshire
- Process
- Outcomes
- Subsequent Thematic Review
- Next steps and reflections
- What's broken?

Ofsted – Single Inspection Framework (SIF)

- Sooner than we expected – ‘because we’re good’
- 2011 – Good with Outstanding features
- Ofsted explicit about “raising the bar”
- A deficit model with a three point scale
- Tough, relentless, forensic process
- Over 200 cases thoroughly dissected
- Key lines of inquiry included Stanbridge Earls and Isle of Wight

- Phone call Tuesday morning

Phase 1

- Wednesday – Friday ‘unannounced’
- Ostensibly front door services
- 90 cases
- CRT/MASH and R&A
- But the inspectors went into CIN, CWD, Children in Care teams
- Intensive demands on staff and managers
- Punch and counter-punch throughout

Phase 2

- Inspectors off-site for week 2
- Audit 18 cases
- Use existing audit tool
- Balance between self-criticism and confident practice
- Need to use the week well

Phase 3

- Inspectors track cases (another 120 or so)
- Some observation of practice
- Children and families
- Leader, Lead Member, cross party group, Chief Executive
- Key lines of inquiry
- Judgements are being found at early stages
- Feedback on final Wednesday

Phase 4

- There is no phase 4, but...
- 'Fergie Time'
- Use every opportunity up to the last minute, it is definitely a marathon not a sprint

Ofsted Single Inspection Framework Judgements – HCC April 2014

- Early help and protection – Good
- Care Leavers – Good
- Adoption – Outstanding
- Children in Care – Good
- Leadership and Governance – Outstanding
- LSCB - Good
- **Overall Effectiveness - Good**

Some of the narrative

- 75% of all cases and work good or better
- Child protection works and children are safe in Hampshire
- The right children are in care
- “Caring, but no nonsense” social work
- Stanbridge Earls and Isle of Wight
- Issues include case loads, S17 visits, B & B
- And then...

Hampshire Ofsted Leadership Survey Feedback

Leadership & Management Arrangements

- All the staff that we met at all levels know and understand the vision for the service and support this. Social workers feel that the vision is rooted in securing good outcomes for children and that this is aligned with their own motivations. They feel that leaders are inspirational
- Managers have created the right environment for effective challenge to be part of routine practice
- Managers are highly motivated, ambitious for services and totally committed to striving for excellence in their work – this is a value shared by the workforce
- Opportunities for managers to meet with the workforce have been maximised through staff bulletins, briefings, workshops, walkabouts, attendance at team meetings, area meetings and involvement at individual case level so that leaders are well known to front line workers and in turn leaders have a good picture of these workers' needs, wants and aspirations

Hampshire Ofsted Leadership Survey Feedback

Leadership Style

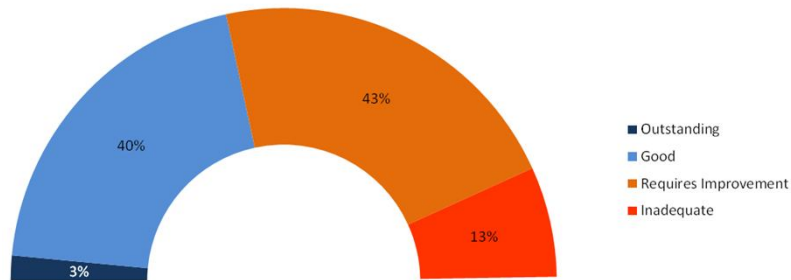
- There is a democratic participative style of leadership which encourages and harnesses the skills of all staff to provide the best possible service for children and families
- Leaders are tenacious and have a focus on detail down to individual case level, working with issues until resolution is arrived at
- Leaders model the behaviour they expect – this is clear and based on principles of mutual respect for the contribution that everyone has to make, which will be listened to and will help shape services
- The stability of the workforce has led to an ‘institutional memory’ of lessons learnt, providing a solid basis and underpinning good social work practice
- There are rigorous, robust systems in place to ensure that front line practice is closely monitored at individual, team, area and county level
- Where rapid change is required, managers actively seek the views of staff through informal mechanisms to help inform their decisions, which is highly valued by staff
- The environment created by the leadership is inspirational

Next Steps

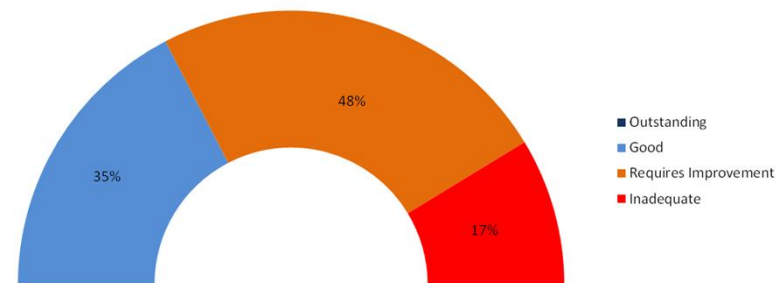
- Action plan includes:
 - Caseloads
 - Achievement of children in care
 - Some corporate governance
 - Accommodation for Care Leavers
 - Demand management
- Isle of Wight as we speak
- Innovation bid
- Our duty to celebrate good practice
- What's broken – the system or the bar?

Ofsted's view on the overall effectiveness of schools and local authority children's services – a raising bar?

Overall effectiveness of latest local authority safeguarding or child protection inspection as at 31 August 2013



Overall effectiveness of local authority inspections of services for children in need of help and protection, children looked after and care leavers as at 10 July 2014



Overall effectiveness of open maintained schools at their most recent inspection as at 31 August 2013

