

The Three Blind Mice of Manchester

Aka: Self awareness, inspection and improvement in Children's services

(any resemblance to actual mice, living or dead, is purely co-incidental)

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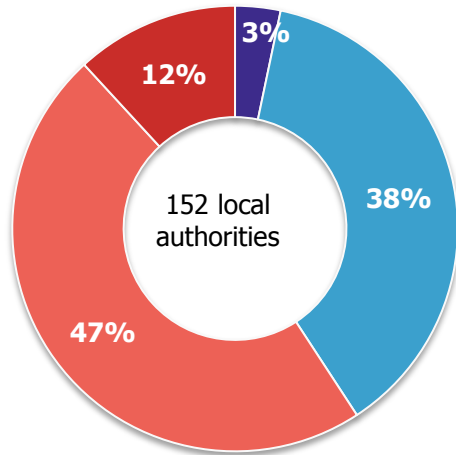
Overview

Going to cover:

- The scenarios of the three mice: around performance management and quality assurance
- An overview of a current improvement model
- Time for questions

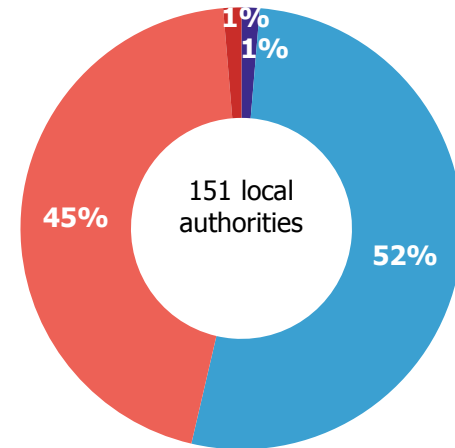
Outcome judgements 2009-12

Overall effectiveness of safeguarding inspections



■ Outstanding ■ Good ■ Adequate ■ Inadequate

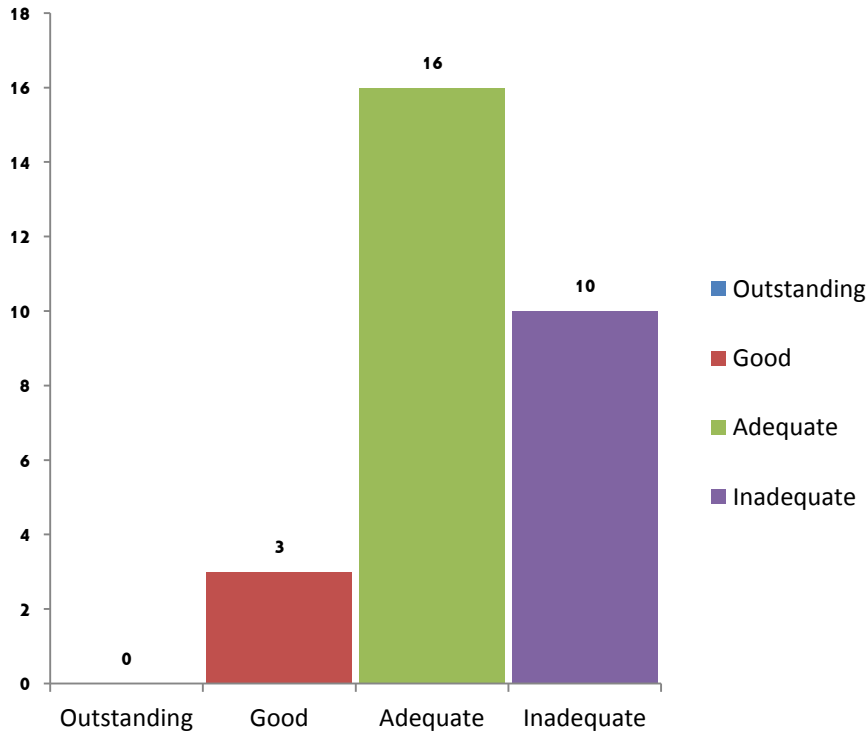
Overall effectiveness of looked after children inspections



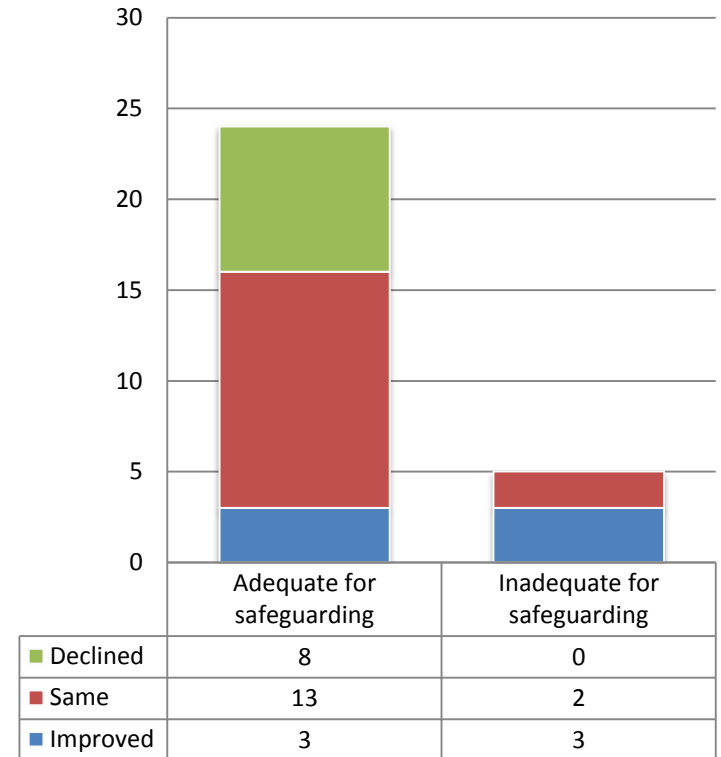
■ Outstanding ■ Good ■ Adequate ■ Inadequate

CPI outcomes 2012-13

Overall Effectiveness for LA arrangements for the protection of children (number)



Overall effectiveness of child protection arrangements vs safeguarding



The inadequate mouse

- Numerous process and output indicators presented, no coherent QA framework;
- Not prioritised, understood or acted on;
- Lack of senior and front line engagement;
- Not moved with the times;
- Blind to service and CYP needs.

The inadequate mouse

Some evidence from Ofsted's inspections:

- Some poor performance monitoring & lack of embedded reporting mechanisms
- Performance information not used effectively to inform learning and development of the service
- Where evidence of monitoring, mainly quantitative
- Not always the senior managerial capacity for effective oversight and qualitative analysis of performance
- Leaders are aware of some of their weaknesses

The adequate mouse

- Shared a self assessment with peers
- Compared and constructive challenge
- Peer review of LGA, inc. Casefiles
- Quantifiable QA system developed
- Action plan for improvement and senior engagement
- Well sighted on the past and some dim future vision

The adequate mouse

Some evidence from Ofsted inspections :

- Managers access a range of performance information which is used effectively
- Improvements made in data accuracy and reliability of management information to support performance.
- Focus tends to be on national performance indicators
- Audits embedded and regular, focussing on the right things & being used to drive improvement
- Commitment to intelligent use of information to embed a culture of continuous improvement, but not yet full impact on practice

The good mouse

- Measures: Traditional, staffing, quantified QA, Munro-compliant multi-agency and the voice of the child.
- LSCB questions, challenges, further info and actions agreed and implemented.
- Quarterly regional benchmarking and expectations re poverty examined
- Collective peer challenge, individual LA peer reviews

The good mouse (2)

- Wide engagement in programme of audits – in individual agencies and on multi-agency basis,
- Audit summary report, actions and progress to LSCB
- Self assessment robust, with plans and progress on last time
- 20/20 vision backwards and anticipates future needs
- Joined the RAF

The good mouse

Some evidence from Ofsted inspections:

- Managers have good knowledge of local communities
- Robust analysis that has impact on child protection practice
- Managers (all levels) access suite of p.i.'s to enable monitoring of team performance
- Leaders have good understanding of the strengths and weakness of their services
- Leaders open to external challenge and shared vision of continuous improvement-
- Swift action taken to implement inspection and peer review findings

The 4th mouse

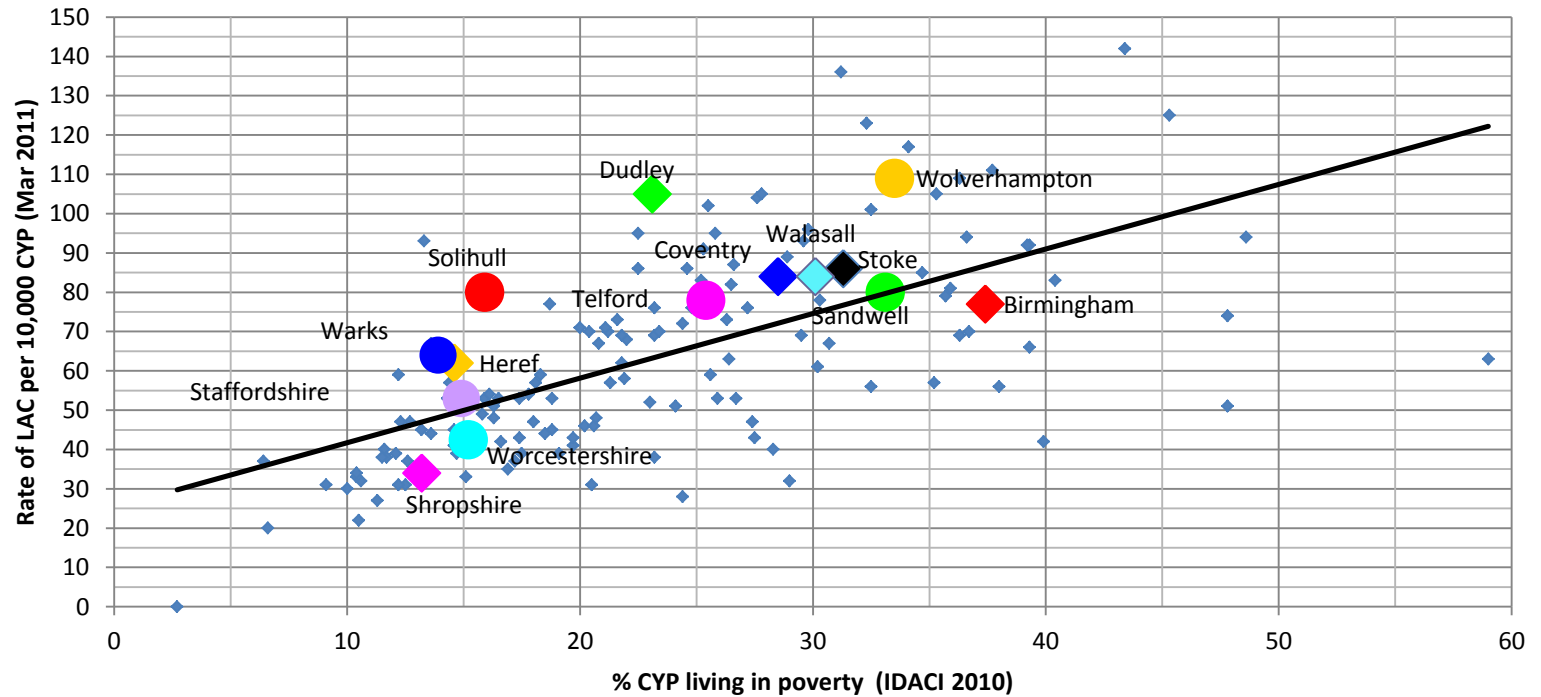
- Mythical.
- Some old reports of outstanding mouse ghosts in Durham, Lambeth, Lewisham, Lincolnshire and Northumberland but no new ones sighted for a long time.

Tools (1)

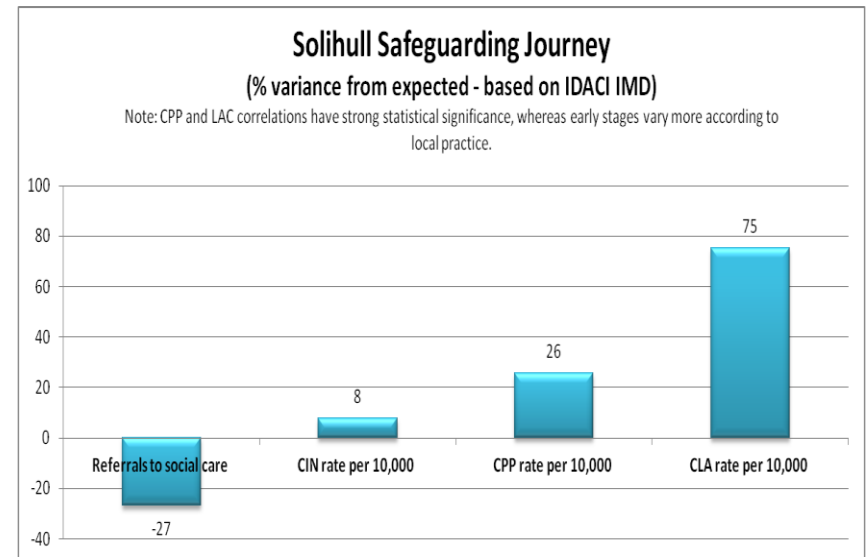
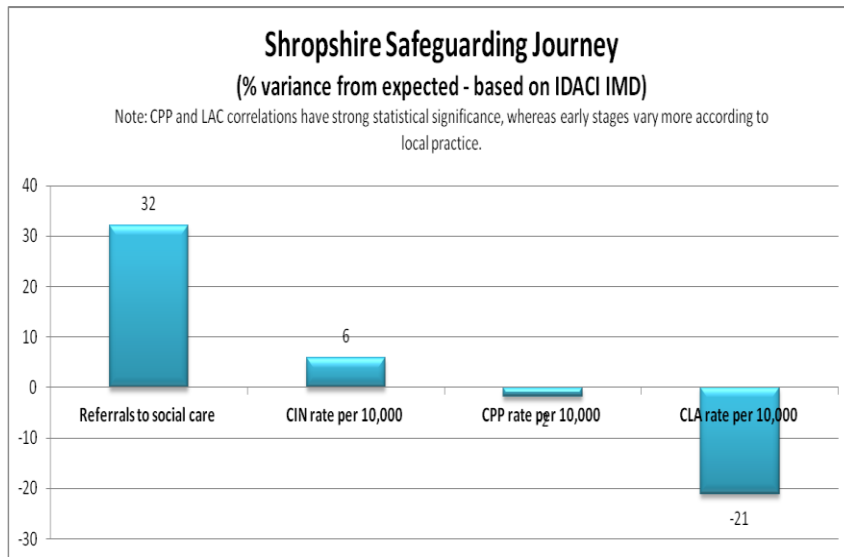
- LAIT (updated 26 Feb 2013):
<http://www.education.gov.uk/childrenandyoungpeople/strategy/research/lait/a0070240/lait>
- Ofsted Social Care Data Analysis tool (July 12):
<http://www.ofsted.gov.uk/resources/social-care-data-analysis-tool>
- LG Inform (being re-released in Apr 2013):
<http://www.local.gov.uk/about-lginform;jsessionid=740E2FD42718C3408C2F27648CFDABA7>

Tools (2)

Relationship between CYP in poverty and LAC rate per 10,000 CYP



Tools (3)



Regional performance management networks

- Networks being established / further supported
- Tools being shared
- Linked to sector led improvement work of CIB
- Contact your Regional Programme Manager (for contacts email julie.smith@local.gov.uk)

One improvement model (WM)

(Further detail on handout)

- (LA +) Regional pre-requisites agreement
- (LA Led) Self-Evaluation
- (LA+) Challenge of self-assessments & improvement priorities
- (LA Led) Improvement activity
- (LA+) Development & delivery of improvement support projects & programmes:
- (LA Led) Evaluation of impact & dissemination of Learning

Animal in the room that is *not* terrified of mice

Some ICT issues impacting on all LAs:

- There is a recognition by LAs that effective ICT is paramount to improving performance and helping children
- Multitude of systems across Social Care and other Departments, many of these do not talk to each other.
- Some systems are not user friendly and, therefore, Social Workers do not fully engage in the system and enter data either timely or correctly
- Systems can be tweaked to become more user friendly, but often at great expense
- Some departments or sections of departments create their own 'stand-alone' databases, often in Excel rather than have the additional parts build into main systems.
- Going forward, some LAs are fragmenting and the systems area is one that may be outsourced or separated from the LA in other ways.

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* No mice were hurt in the production of this presentation.