

Report to:	AUDIT COMMITTEE
Relevant Officers:	Moya Foster, Head of Early Help
Date of Meeting	13 June 2019

ADOLESCENT HUB AUDIT FOLLOW-UP

1.0 Purpose of the report:

- 1.1 To consider a progress report on the recommendations made in the internal audit report of the Adolescent Hub issued on the 28 March 2017.

2.0 Recommendation(s):

- 2.1 To consider the actions being implemented to address the audit recommendations relating to the Adolescent Hub report.

3.0 Reasons for recommendation(s):

- 3.1 To enable Audit Committee to consider an update and progress report on the audit recommendations.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

- 3.3 Other alternative options to be considered:

N/a

4.0 Council Priority:

- 4.1 The relevant Council priority is organisational resilience.

5.0 Background Information

- 5.1 At its meeting in June 2018, the Audit Committee agreed to invite Heads of Service to the meeting to provide an update in relation to internal audit recommendation implementation.

The report being considered at this meeting relates to the transition from children's to adult services with the scope and assurance statement as follows:

Scope

The scope of the audit was to review:

- Governance arrangements;
- The approach to the management of Adolescent Hub risks;

- The systems and processes being established for the Adolescent Hub; and
- The processes for data collection and management.

Overall Opinion and Assurance Statement

The delivery of the Vulnerable Adolescent Hub is a key initiative which is currently in the process of implementation. At this current stage of Vulnerable Adolescent Hub development there are a number of material risks which are still to be addressed. Therefore it is considered that the current controls in place are inadequate. Key areas that require further development include post-implementation governance arrangements, agreement of a finalised service strategy and definition of how the Hub fits in to an overarching strategic framework.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 3a: Internal Audit Recommendations and Agreed Actions.

6.0 Legal considerations:

6.1 Risks need to be effectively managed in order to comply with relevant legislation.

7.0 Human Resources considerations:

7.1 The controls being implemented will be undertaken by current employees.

8.0 Equalities considerations:

8.1 N/a

9.0 Financial considerations:

9.1 The controls being implemented will be done so within current budget constraints.

10.0 Risk management considerations:

10.1 To enable the Audit Committee to gain assurance that risks are being effectively managed.

11.0 Internal/ External Consultation undertaken:

11.1 The progress report has been prepared in conjunction with the relevant Heads of Service and Chief Officers.

12.0 Background papers:

12.1 None.

Appendix 3a - Agreed Action Plan and Progress Update

Progress Update

Background

- Internal Audit provided a report on the 28 March 2017 in respect of the then developing Vulnerable Adolescent Hub.
- In October 2018 Her Majesty's Inspectorate of Probation (HMIP) inspected Blackpool Youth Offending Service which was an integrated part of the then Vulnerable Adolescent Hub. The inspection deemed the YOT to be inadequate.
- In November 2018 Ofsted arrived in Blackpool to inspect Children's Services. This was also deemed inadequate.
- Both inspection judgements generated an improvement plan as actions to be taken from recommendations therefore the updates to the internal audit recommendations are different and outlined below based upon current work and structures.

Progress

- The governance in Children's Services is very robust, we have established a YOT Executive Board chaired by independent senior member of YJB. There is also an independently chaired Children's Services Improvement Board.
- Both have terms of reference and clear roles and responsibilities. The Vulnerable Adolescent Hub is still made up of the same services but is now called Blackpool Young People's Service.
- There is an ongoing piece of work to develop an overarching strategy for Children's Services and we are in a period of remodelling and developing our work already commenced around the journey of the child through the system. Also a Care Leave strategy is due to be signed off at a Corporate Parenting Panel in June 2019 co-produced with children and young people.
- Due to the inadequate judgement currently a commissioner is in place to consider our ability to improve. We are working with colleagues in Essex local authority children's services to support us with this.
- We have developed a performance dashboard for both of the boards to manage pace of change and impact and we have a new Head of Service over data analysis who provides focus and enables us to use data effectively to improve outcomes and focus resources.
- All of the developments and improvements to the service and practice are being co-produced with young people. We are currently consulting on Health Passports for care leavers and access to health services.
- All reporting lines into the governance structure are completed. We have appointed a new service manager for the YOT service to focus on the agreed improvements.
- In addition we have reviewed all care leaver services and increased the number of Personal Advisors to 14 to reduce caseloads to 20.
- The accommodation for Blackpool Young People's Service is at Market Street at the old Connexions office which is well attended by all young people. However there is also a

dedicated Looked After Children and Care Leaver space round the corner called The Core and also groups and activities are delivered across a range of other venues that meet the needs of young people.

- A complete skills audit has been undertaken for all staff across the service and relevant training has been sourced where necessary.
- In addition and as part of the wider children's services improvement plan a workforce strategy is in place to include Blackpool Young People's Service.
- There are currently clear pathways between partners and also a specific induction for the YOT Board executive partners and memorandums of understanding between all statutory partners.
- The data collection and management is now more robust and the Information Officer allocated for the YOT has moved to be sited in the Business Intelligence team for the wider children's services to increase the capacity to the service.

Original Internal Audit Action Plan (2017)

	<i>Recommendation</i>	<i>Priority</i>	<i>Agreed Action</i>	<i>Responsible officer</i>	<i>Target Date</i>
R1	Terms of reference and key roles and responsibilities should be formally identified and agreed for the Hub Programme Board and the Hub Implementation Group, clearly setting out respective responsibilities and reporting relationships in order to ensure that the Hub is effectively delivered.	3	Agreed. To be adopted for the Hub Implementation Group. To review the Hub Programme Board role in conjunction with the Youth Offending Team Board going forward.	VAH Manager / Director of Children's Services	31 st May 2017
R2	Governance and clear reporting arrangements for the Hub going forward should be considered and agreed with the Hub Programme Board.	2	Agreed. To review the Hub Programme Board role in conjunction with the Youth Offending Team Board going forward.	VAH Manager / Director of Children's Services	31 st May 2017

	<i>Recommendation</i>	<i>Priority</i>	<i>Agreed Action</i>	<i>Responsible officer</i>	<i>Target Date</i>
R3	The realism of planned Hub implementation dates should be reviewed and the implementation plan should regularly be updated and monitored to ensure that the revised planned deadlines are achieved.	1	Agreed. The full Hub offer to service users to be available by September 2017.	VAH Manager / Senior Service Manager Early Help	30 th April 2017
R4	A comprehensive Hub strategy should be finalised and agreed, providing clarity on the intended objectives and outcomes including contributing to increasing resilience, how relevant equalities and diversity considerations will be addressed and how the Hub objectives and outcomes will be delivered in practice.	1	Agreed.	Senior Manager, Early Help	30 th April 2017
R5	How the Hub fits in with wider prevention and early help initiatives and approaches including Headstart should be clearly defined within an overarching strategic framework.	2	Agreed. An Early Help Strategy is being developed. The Corporate Delivery Unit is carrying out a review of Children's Services. A resilience therapy model has been developed.	Director / Deputy Director of Children's Services	31 st May 2017
R6	An outcomes and performance framework set within the strategic and statutory framework for the Hub should be defined, agreed and implemented.	1	Agreed. A draft outcomes and performance framework is now available, this needs to be finalized.	VAH Manager	Hub Programme Board meeting, 12 th April 2017

	<i>Recommendation</i>	<i>Priority</i>	<i>Agreed Action</i>	<i>Responsible officer</i>	<i>Target Date</i>
R7	Mechanisms for the formal review and evaluation post implementation of Hub service delivery should be specified and any refinement of the Hub ways of working actioned based upon the evidence from the evaluation carried out.	2	Agreed. Options to be explored regarding external review.	Deputy Director of Children's Services / VAH Manager	31 st May 2017
R8	A Hub communication strategy should be developed, including clearly specifying communication processes with vulnerable young adolescents and relevant family members / guardians as appropriate as well as partners.	2	Agreed. Ongoing.	Senior Service Manager Early Help	30 th April 2017
R9	Mechanisms for the ongoing involvement of vulnerable young people in the development of Hub practice should be established, including continuing feedback mechanisms to inform future Hub development.	2	Agreed.	VAH Manager / Change Team	31 st May 2017
R10	The regulatory requirements for the services to be included within the Hub should be identified, sources of assurance for regulatory compliance mapped and mechanisms for reporting on regulatory assurance implemented.	2	Agreed. Reporting lines back to the Board on regulatory assurance to be established. Discussions have taken place with the Corporate Delivery Unit.	Corporate Delivery Unit / VAH Manager / Senior Service Manager Early Help	31 st May 2017

	<i>Recommendation</i>	<i>Priority</i>	<i>Agreed Action</i>	<i>Responsible officer</i>	<i>Target Date</i>
R11	As a matter of priority a full Hub risk register should be compiled, risks assessed and managed and the risk register regularly updated and reported. Relevant risks across the Hub services should be assessed and risk mitigation identified and implemented to effectively manage the risks concerned.	1	Agreed.	VAH Manager	30 th April 2017
R12	Hub line management, reporting and professional supervision arrangements should be identified and agreed.	2	Agreed. Professional supervision to be finalized.	VAH Manager / Senior Service Manager Early Help	30 th April 2017
R13	Any remaining Hub job descriptions should be finalised and job evaluation and review of staff terms and conditions carried out as necessary.	2	Agreed. Working with the HR Business partner.	Senior Service Manager Early Help	31 st May 2017
R14	The accommodation arrangements and associated facilities required for the Hub should be identified and finalised as a matter of urgency. Suitable Hub access arrangements should be identified and implemented including meeting the access requirements of a diverse range of vulnerable young service users through the central hub location, through spoke locations, through outreach work or through virtual access.	1	Agreed.	Director of Children's Services	30 th April 2017

	<i>Recommendation</i>	<i>Priority</i>	<i>Agreed Action</i>	<i>Responsible officer</i>	<i>Target Date</i>
R15	A workforce development strategy should be developed, including the development of an appropriate skills and competences framework for the Hub based upon the new integrated ways of working to be established.	2	Agreed. Has been discussed with the Corporate Delivery Unit. A workforce development task and finish group has been established. A skills audit has been completed, a key competency framework is required.	VAH Manager / Senior Service Manager Early Help / Organisation and Workforce Development	30 th June 2017
R16	Pathways and protocols for partners should be developed along with plans and a process for how internal partners and priority external partners will be brought within the scope of the Hub in later development phases.	2	Agreed.	VAH Manager / Senior Service Manager Early Help	1 st July 2017
R17	The data collection and management processes for the Hub should be defined and any necessary infrastructure development identified and implemented. Any required information sharing agreements relating to the services coming into the Hub or information sharing with internal or external partners should be developed and agreed.	1	Agreed.	VAH Manager / Senior Service Manager Early Help	31 st May 2017