

TABLED PAPERS – 26th
February

This page is intentionally left blank

Inspection of Local authority children's services (ILACS) - Haringey's Outcome

12-16 January 2026 (report published 24 February 2026)

Outstanding



| Judgement | Grade |
|--|-------------|
| The impact of leaders on social work practice with children and families | Outstanding |
| The experiences and progress of children who need help and protection | Good |
| The experiences and progress of children in care | Good |
| The experience and progress of care leavers | Outstanding |
| Overall effectiveness | Outstanding |

Children are the  of all we do



Journey to Outstanding



Inspection dates: 29 October 2018 to 9 November 2018

Lead inspector: Anne Waterman
Her Majesty's Inspector

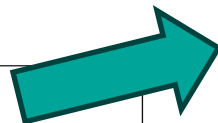
| Judgement | Grade |
|--|---------------------------------|
| The impact of leaders on social work practice with children and families | Requires improvement to be good |
| The experiences and progress of children who need help and protection | Requires improvement to be good |
| The experiences and progress of children in care and care leavers | Requires improvement to be good |
| Overall effectiveness | Requires improvement to be good |



Inspection dates: 13 to 24 February 2023

Lead inspector: Claire Beckingham, His Majesty's Inspector

| Judgement | Grade |
|--|---------------------------------|
| The impact of leaders on social work practice with children and families | Good |
| The experiences and progress of children who need help and protection | Good |
| The experiences and progress of children in care | Requires improvement to be good |
| The experiences and progress of care leavers | Good |
| Overall effectiveness | Good |



Good -2023

| Judgement | Grade |
|--|-------------|
| The impact of leaders on social work practice with children and families | Outstanding |
| The experiences and progress of children who need help and protection | Good |
| The experiences and progress of children in care | Good |
| The experience and progress of care leavers | Outstanding |
| Overall effectiveness | Outstanding |

Outstanding - 2026



Requires improvement -2018

Help & Protection – Good

- 'Early help provision is comprehensive and effective'
- 'Universal and targeted early help delivered through family hubs is well coordinated and contributes to reducing risk of harm across all age groups'
- 'MASH is highly effective with swift information-sharing...Staff in the MASH are knowledgeable and experienced.'
- 'Assessments are holistic, child-focused and skilled'
- 'Workers use creative direct work to understand lived experience'
- 'Staff show strong analytical skills and cultural sensitivity'
- 'Family-led interventions at the 'Rising Roots' ...empower families and create a hopeful, supportive environment for children in pre-proceedings...'



HARINGEY
family
HUBS



Help & Protection – Good

- 'The disabled children's team completes thorough, child-centred assessments. Direct work is creative, interpreters are used well, and children's wishes and feelings inform planning. Chronologies are up to date, but management oversight is not always clearly recorded, and for a small number of children, safety planning and partner communication is not always sufficiently timely when significant harm is suspected'.



What needs to improve

The timeliness of initial safety planning for a small number of disabled children when a risk of harm is suspected. (outcome 3, national framework)

Children in Care – Good

- '...fully addressed all the identified areas for improvement and practice for children in care has been strengthened significantly'
- 'Children enter care at the right time and benefit from child-centred, trauma-informed practice '
- ' Managers and practitioners are tenacious in securing culturally appropriate, well-matched placements, with many children living in stable, long-term foster homes or their own family network when safe and appropriate '
- ' Life-story work begins early and is creative and meaningful'
- 'Placement stability is a strength with nurturing carers'
- 'Social workers know children well, carry out skilled direct work with them and advocate effectively for their views to influence decisions'
- 'Workers demonstrate trauma-informed, child-centred practice'



Care Leavers – Outstanding

- 'Care leavers receive an exceptional service from highly skilled, experienced and committed practitioners'
- 'Practitioners build strong, trusted and sustained relationships ...Practitioners are consistently ambitious for young people and go the extra mile, acting with determination and persistence to help them succeed'
- 'Workers speak about young people with pride and genuine admiration, using terms of endearment that reflect the nurturing relationships they have built with them'
- 'PAs are alert to changes in young people's emotional wellbeing and demonstrate curiosity and responsiveness when a young person does not present as their 'usual self'. PAs are effective at identifying emerging vulnerabilities and they intervene before issues become more serious or acute
- 'The council's participation workers are highly valued. They proactively raise young people's awareness of their rights and entitlements through the local offer and facilitate access to enriching opportunities that young people may not otherwise experience, such as attending West End theatre productions'Young people feel seen, understood and cared for'



Language that Cares



Leadership – Outstanding

- 'Significant progress made since last ILACS'
- 'The voice and influence of children and young people are well developed'
- 'Political and corporate leaders have a clear understanding and grip of the main challenges faced across the borough in improving the lives of their most vulnerable children.'
- Political leaders are highly supportive and have prioritised children's social care despite significant financial pressures'
- 'Strong and stable leadership team'
- 'Senior leaders prioritise needs of children and young people'
- 'Strong evidence-informed learning culture'
- 'Skilled workforce benefits from high-quality supervision and oversight'
- 'Social workers and other practitioners are overwhelmingly positive about working for Haringey. Senior leaders have established a supportive and caring organisational culture. It is evident across the workforce that staff feel respected and valued by leaders, who listen to them and act on their feedback'.



Overall Effectiveness – Outstanding



Children are the  of all we do 

- 'Sustained transformation focused on early intervention and prevention and strong social work practice'
- 'Quality assurance is purposeful and transparent, providing leaders with clear oversight of practice quality and outcomes'
- 'Evidence-informed learning cultures support consistently strong practice'
- 'Workforce diversity reflects the community served'
- 'Staff demonstrate high skill, professionalism and relational practice'
- 'Overall effectiveness OUTSTANDING'



H - we are **HUMAN**, we bring our whole selves to work.



E - we act **EARLY** together with our partners to prevent needs becoming worse



A - we take **ACTION** based on evidence, using our knowledge and skill. We act with empathy and we do with not to! We have the courage to hold ourselves to account.



R - RELATIONSHIPS are the intervention and they make change possible. We see the whole child in their lives. We are compassionate, respectful and honest in our relationships with families. It is **NOT** about being the expert in people's lives; **NOT** all about processes, forms, targets.



T - we learn **TOGETHER** and support each other. We are reflective and we recognise that there is no one lever, solution or tool. People are complex, issues are complex and systems are complex.



S - we believe in **STRENGTHS BASED** approaches – we see the strengths in all children, families and communities and we work with families to build on their strengths and tackle issues

This page is intentionally left blank