



**Haringey** Council

## **NOTICE OF MEETING**

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# **Corporate Parenting Advisory Committee**

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TUESDAY, 4TH SEPTEMBER, 2012 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Allison, Brabazon, Dogus, Reece, Solomon, Stennett and Waters (Chair)

### **AGENDA**

**1. APOLOGIES FOR ABSENCE (IF ANY)**

**2. URGENT BUSINESS**

The Chair will consider the admission of late items of urgent business. Late items will be considered under the agenda item they appear. New items will be dealt with at item 12 below.

**3. DECLARATIONS OF INTEREST**

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the consideration becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgement of the public interest.

**4. MINUTES (PAGES 1 - 8)**

To consider the minutes of the meeting held on 17 July 2012.

**5. MATTERS ARISING**

**6. PERFORMANCE MANAGEMENT: CHILDREN AND FAMILIES (PAGES 9 - 34)**

To consider performance data for looked after children as at the end of July 2012 including quarterly adoption scorecard.

**7. ANNUAL REPORT OF THE FOSTERING SERVICE (PAGES 35 - 46)**

To receive a report on performance of the service over the last 12 months and details of key service improvements in place.

**8. DRAFT PERMANENCY POLICY (PAGES 47 - 64)**

To consider a draft policy setting out the Council's approach to addressing the key issues that impact upon the achievement of permanent care arrangements for children.

**9. EXCLUSION OF THE PRESS AND PUBLIC**

That the press and public be excluded from the meeting for consideration of items 10 and 11 as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985): paras 1, 2 & 3 namely information relating to any individual, and information likely to reveal the identity of an individual or information relating to the financial or business affairs of any particular person (including the authority holding that information)

**10. FOSTERING MARKETING AND RECRUITMENT PLANS (PAGES 65 - 90)**

To consider the costs and outcomes of the fostering service marketing strategy and marketing plans for past and future years.

**11. VERBAL UPDATE ON CHILDREN'S HOMES INSPECTIONS**

**12. DATE OF THE NEXT MEETING**

8 October 2012, 6.30pm

David McNulty  
Head of Local Democracy and Member Services  
5<sup>th</sup> Floor  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Ayshe Simsek  
Principal Committee Coordinator  
Tel: 0208 489 2965  
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25 August 2012

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE  
TUESDAY, 17 JULY 2012**

Councillors Allison, Brabazon, Reece, Solomon and Waters (Chair)

Apologies Councillor Stennett

Also Present: Councillor Egan, Rachel Oakley, Chris Chalmers, Lesley Kettles, Shanti Jacob, Marion Wheeler

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>	<b>ACTON BY</b>
<b>CPAC1</b>	<b>APOLOGIES FOR ABSENCE (IF ANY)</b>  Apologies for absence were received from Cllr Stennett, Debbie Haith and Libby Blake.  Cllr Egan attended the meeting for Cllr Stennett.	
<b>CPAC2</b>	<b>URGENT BUSINESS</b>  There were no items of urgent business	
<b>CPAC3</b>	<b>DECLARATIONS OF INTEREST</b>  There were no declarations of interest put forward.	
<b>CPAC4</b>	<b>MINUTES</b>  The minutes of the meeting held on the 19 <sup>th</sup> March 2012 were agreed as an accurate record of the meeting.	
<b>CPAC5</b>	<b>MATTERS ARISING</b>  The committee were keen to see the follow up letter sent to schools in relation to the expenditure of the looked after children's element of the Pupil Premium grant. Committee Members, who were also school governors, commented that that had not yet seen any correspondence relating to expenditure on LAC and felt that this was a key issue to follow up on. Agreed that a copy of the correspondence be emailed to Committee Members  Agreed that the contact number for Kate Cairns be supplied to Cllr Brabazon.	Attracta Craig  Attracta Craig
<b>CPAC6</b>	<b>TERMS OF REFERENCE</b>  The committee were asked to note the terms of reference for this committee which were agreed by the Cabinet in June 2012. The committee were able to recommend any required changes to the Cabinet for consideration.	

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	<p>The report advised that the Cabinet were able to establish advisory committees and provided some background for the reasons behind the establishment of the Corporate Parenting Advisory Committee as well as providing an update on the recent governance review which had examined the role of the committee.</p> <p>In view of the governance delivery group's, previous intention to decommission the Corporate Parenting committee and given the Scrutiny Panel for Children's services had developed a work programme there was discussion about whether the Corporate Parenting Advisory Committee would be handing over to the Scrutiny Children's Panel or continuing to work separately to the Scrutiny Panel. The membership of the Children's Scrutiny Panel contained members of both Corporate Parenting and Children's Safeguarding Policy and Practice Committee indicating preparation towards this change in committee structure.</p> <p>The Chair clarified that the committee would not be working in "handover mode" as this was a Cabinet advisory committee and had distinct responsibilities from a Scrutiny Panel. The work plan of the Scrutiny panel could be looked at to ensure that there was not a duplication of work. In relation to the governance review recommendations, these did not indicate that the Corporate Parenting Advisory committee would automatically be decommissioned after one year as there would be a review. The Corporate Parenting Committee was responsible for monitoring children and young people in care and ensuring their life chances were maximised in terms of health, educational attainment and access to training and health and this would be considered as part of any review. The governance review recommendations were subject to change, as previously experienced, and therefore the committee should continue working as a Cabinet Advisory committee until further notice. To allow members of the committee to further discuss their concerns and suggestion for improved working of the committee, the chair agreed to have a separate informal discussion with them at the end of the meeting.</p>	
CPAC7	<p><b>PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES</b></p> <p>Members of the committee considered the headline performance data for looked after children as at the end of May 2012. There was a further breakdown enclosed of the performance where the indicator showed a performance lower than the target which had been set.</p> <p>Overall the committee were concerned about the format of the report as the figures in each row did not seem to add up and further explanation was required about the performance figure with some background information.</p> <p><b>OP148</b> (Care leavers in education, employment or training). It was noted that the figures in the report were not up to date and it was agreed that more accurate information advising the number of care leavers in</p>	

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education, employment and training would be sent to committee members by email separately. It was also noted that the recently obtained aggregate quarterly figure for this indicator was just above target at 77.6%.

Chris  
Chalmers

**OP147** (Care Leavers in suitable accommodation) The committee were advised that these figures should be interpreted with care as the percentages were based on small numbers. For example at the end of April, two young people were counted as not being in touch. Currently one was still termed missing and the other had been found suitable accommodation. The committee were interested in returning to the subject of transition to understand the potential impact of the welfare reforms on care leavers and also requested a further update on the support provided to care leavers to tackle isolation. The report should include information about the support in transition. As an initial response, the committee noted that the council was one of the few authorities providing supported accommodation with a live in volunteer.

Chris  
Chalmers

The committee agreed that a report come back to committee in September on Transition taking the above comments into account.

**OP391** – (Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption) The target was to complete three adoptions at the end of May and one had been completed. Although a small number this would still bring performance down. The performance in Adoption was due to be discussed at agenda item 9.

**OP386** - (Children in care cases which were reviewed within required timescales) The committee were informed that there were technical problems with capturing this data and the service were working to get an accurate figure. This discrepancy had been realised from manually checking the figures. The service was working with IT to resolve how the data is collected from Framework 1 correctly as this was key management data. The committee noted that if a case was not reviewed within the allocated days but considered 1 or 2 days later this would still show the target as not being met. The committee were reassured by the Head of Service for Safeguarding Quality Assurance & Practice Development that following the manual check on the figures she was confident that there was not a significant issue with the completion of these reviews. The technical issues were expected to be resolved by September and the committee requested an update on this at their next meeting.

Rachel  
Oakley

**HY34** – (Percentage of social work posts permanently filled - annual indicator) The service was meeting this target with only a very small number of agency staff. A question was asked about the graduate social work scheme and it was noted that the service was on its last intake of graduate trainees as this scheme would not continue, due to budget reductions, in the forthcoming year. However the service had a good established working relationship with Middlesex University and would notify their graduates of any work opportunities. There were also a

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE  
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	<p>more social workers available for posts compared to a few years ago also enabling the permanent filling of posts.</p> <p><b>OP409</b> – (Foster carer recruitment) The committee agreed that they wanted a wider update on Foster care recruitment and requested a report to committee in September which should include:</p> <ul style="list-style-type: none"> <li>➤ Progress on how the consortium is working</li> <li>➤ Drop out rates</li> <li>➤ Costs</li> <li>➤ Situation regarding the poaching of potential foster carers</li> <li>➤ Understanding how many foster carers live in the borough and who they work for</li> <li>➤ Any other relevant statistics.</li> </ul> <p>The performance figures should also distinguish between the number of kinship and stranger foster carers recruited as requested at the last meeting in March.</p> <p><b>OP389</b> (No of Children in care including unaccompanied asylum seeking children) the figure for May stood at <b>562</b> and previously in December 2011 this figure had been <b>608</b>. The Committee were keen to get the background on this significant reduction in number and understand the factors contributing to this. Also it would be useful to compare this trend in relation to last year to gain a further sense of the significance of the changes made and understand if there had been a shift in the management of risk. Agreed that an email be sent to members of the committee providing this requested information. <i>Since the meeting this matter was resolved and the change in the numbers understood from looking at previous performance reports. Therefore this query was withdrawn.</i></p> <p><b>OP419</b> (Number of children missing or absconded from care at any point of the month) There were two under 16 LAC children missing, one of which was an unauthorised absence and the other was missing. There was due to be a strategic discussion on the missing young person this week where an immediate course of action would be agreed following sightings. The committee noted that the Cabinet Member for Children would receive weekly updates on missing children and absconders from care.</p>	Chris Chalmers
CPAC8	<p><b>INTERIM INDEPENDENT REVIEW OFFICERS REPORT</b></p> <p>The committee received an interim report from the Independent Reviewing Officers service for looked after children. The report contained initial findings on the work of the service for the period up to March 31<sup>st</sup> 2012. A full report was expected to be produced in September 2012.</p>	

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The legal context within which the IRO (Independent Review Officers) operated was set out. Recent regulations had strengthened the role of the IRO and further enabled their independence to challenge and scrutinise children's cases to ensure that the child's interests were protected throughout the care planning process.

Currently there were seven IRO posts of which three positions were covered by agency staff and these were in the process of being permanently recruited to. In response to a question about the relationship between IRO's and social workers, it was noted that social workers valued the independence of the IRO as they understood that their advice and direction was in keeping with the best interests of the child/young person.

The IRO's had completed a number of audits throughout the year and were able to use the information collated to understand if there were any emerging themes about the care of looked after children and where improvements could be made. One of their successful recommendations was the Children's service agreeing to pay a foster care allowance when the LAC was still in education at 18. Also the service supported LAC seeking to obtain indefinite leave to remain in the country. The committee noted that the Children's service did not pay for naturalisation as this was a choice and it was more important for the young person to be helped to obtain indefinite leave to remain in the country. Members of the committee were interested in gaining a more detailed understanding of the process that the service adhered to in assisting LAC gain indefinite leave. Examining this process may help gain an understanding of where local councillors can help in dealings with the Home Office, on a political level, with more difficult cases.

Chris  
Chalmers

The IRO's facilitated Family Group conferences, a process led by the family members to plan and make decisions for vulnerable child/children who were at risk. This year, the IRO's were aiming to increase the profile of these meetings because they would help identify alternatives to foster placements and adoption outside the family.

In response to a question, the advocacy role of the IRO was explained as well as how their interaction with children/ young people on understanding their wishes and views at LAC reviews.

In terms of the timeliness of assessments, decision making and action, clarification was sought on whether forward planning had improved. It was noted that there had been service wide training on the effectiveness of early planning and the permanency policy to ensure there was an understanding of how each service area contributed and had a role in permanency planning for children in care.

The Chair and Committee thanked the IRO service for this useful and insightful report.

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<p><b>CPAC9</b></p>	<p><b>ANNUAL REPORT OF THE ADOPTION SERVICE</b></p> <p>The committee received the annual report of the Adoption service which contained information about: how it functioned, was guided, regulated, the recruitment of adopters, preparation of applicants, assessments for adoption, adoption panel working, current figures relating to children waiting to be adopted, staffing and key issues going forward for the service.</p> <p>The committee had already been made aware of the government's action plan for adoption which included speeding up the process for adoption. To enable this there would be an introduction of performance thresholds and a performance scorecard to track and profile progress. The committee considered the current score card and were concerned about the direction of the performance figures for the Adoption service and whether reductions in the journey time to adoption could be achieved. They noted that a DFE diagnostic team had visited the council to complete an assessment of the current performance and its likely progress to understand whether the council's service would need to be put into special measures. Following intensive interviews and an initial draft report it was felt that the assessment had gone well.</p> <p>As the council had a higher number of LAC they would consequently have a higher number of children to place for adoption. This coupled with the national problem in recruiting adopters and the mix of children with differing needs would be acknowledged by the DFE in their diagnostic assessment. Neighbouring boroughs were also facing similar issues and would receive a visit from the DFE diagnostic team.</p> <p>The committee learned that since January 2012 the Adoption Team had been fully staffed as prior to this there had been staff on maternity and sick leave. There was now an increased emphasis on seeking special guardianships with two members of staff working on this. There would be a high level of management monitoring to ensure that the targeted number of adoptions occurred on a quarterly basis. There was an adoption working party examining recruitment methodology, and considering an enhanced role for the voluntary sector. The key focus was timeliness and ensuring that this was given as equal importance as the quality of the placement. This would be aided by the service having improved data available to better manage performance. The Head of Service for Children in Care was also examining past adoption cases to further understand the factors involved in long running cases to inform improving the timeliness of adoptions.</p> <p>Further to considering the current Adoption Scorecard the Committee were assured that Adoption was a key priority for the Director of the Children's Services. It was agreed that there be an update to committee about the outcome of the diagnostic team visit as part of the Adoption Action plan report.</p>	<p>Debbie Haith</p>
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<b>CPAC10</b>	<p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>The press and public were excluded from the meeting for consideration of the Following item as it contained exempt information as defined in Section 100a of the Local Government Act 1972(as amended by Section 12A of the local Government Act 1985):Paras1&amp;2:namely information relating to any individual, and information likely to reveal the identity of an individual.</p>	
<b>CPAC11</b>	<p><b>UPDATE ON THE CLOSURE OF COUNCIL CHILDREN'S HOMES</b></p> <p>The committee noted that all the young people previously residing at the council children's homes had been suitably accommodated according to their situation in required placements. Children's Services were in the process of handing over the buildings to Property Services.</p>	
<b>CPAC12</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>The next meeting would take place on the 04<sup>th</sup> September 2012.</p> <p>A member of the committee had received a complaint from a local children's centre who were claiming that they were unable to work efficiently with families with risks as they did not have access to Framework I system. This was disputed as the children centres connection with the safeguarding and support service had been strengthened. The children's centres further worked closely with the MASH (Multi Agency Safeguarding Hub) and were able to then further direct any issues to Children's Services.</p>	

Cllr Ann Waters

Chair

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**Haringey** Council

<b>Report for:</b>	<b>Corporate Parenting Advisory Committee 04 September 2012</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Corporate Parenting Performance Assessment</b>
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<b>Report Authorised by:</b>	<b>Eve Pelekanos/ Debbie Haith</b>
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<b>Lead Officer:</b>	<b>Margaret Gallagher / Ben Ward / Adele Cooper</b>
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<b>Ward(s) affected:</b>  All	<b>Report for Key/Non Key Decision:</b>  NA
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## 1. Introduction

This report sets out performance data and trends for an agreed set of measures relating to looked after children. Section 2 provides an overall assessment of performance in the service and performance highlights. Section 3 looks at the service implications of this data. Appendix 1 provides a series of tables and graphs for each of these measures, grouped by topic, showing monthly data, performance against target, long term trends and benchmarking where applicable. It also contains performance and service comments for each area to provide context.

## 2. Performance Highlights

- The number of children in care is reducing steadily, down to 551 from 574 at the end of March 2012.
- Of the children becoming looked after, a larger proportion than last year were previously subject to a CP plan (37% in the year to date compared to 23% last year). This demonstrates that more children and families had been receiving social work services before needing to be looked after and would indicate the appropriate use of care.
- The proportion of children placed in Haringey provision has declined since April 2012 and is at 32.1% for July, below the 38% target. The percentage will fluctuate in line with the numbers of children in care but foster care (in house) placements are showing



**Haringey Council**

a reducing trend (from 187 in April to 168 in July). This issue is being addressed in the Fostering Report being presented to CPAC.

- The percentage of up to date children in care visits continues to exceed the 95% target.
- Indicators around stability of placements are in line with statistical neighbours.
- Performance on care leavers in suitable accommodation and in education, training and employment are below targets set but monthly numbers are small and should be interpreted with care.
- There have been 8 adoptions in the year to July and 14 special guardianship orders (SGO) compared with 4 adoptions and 4 SGO's at this time last year.
- The adoption scorecard tracks progress on those children that have been adopted. The average days from becoming looked after to being placed for adoption was 678 for the period April- June 2012. This is an improvement on the 2011/12 figure of 715 days but above the 639 day target (rolling 3 years) which is based on national threshold levels for 2010/2013.
- The number of care proceedings that have been issued to date is 60% down on the same point in 11/12. However, the number issued in July 2012 matches the number issued in July 2011, this is being monitored in the monthly meetings with Legal Services.

**3. Appendices**

- Appendix 1: Performance Analysis and Benchmarking
- Appendix 2: Adoption Scorecard - Quarterly Update

## Appendix 1. Performance Analysis and Benchmarking

### Contents

<b>Looked After Children - Volumes and Activity</b>	
OP389	Children in care including unaccompanied asylum seeking children
OP389a	The rate of Children in care per 10,000 pop
Op415	Children becoming looked after
Op416	Children ceasing to be looked after
OP457	Number of LAC who ceased to be looked after who had been looked after for less than a month
OP414	Percentage of Children becoming looked after previously subject to CP plan
OP458	Total No. days children have been in care (Excluding placed at home)
HY32	Percentage of children placed in Haringey Provision
Op382	Children in Care visits
Op417	Care Proceedings Initiated- (No. of children)
Op 419	Number of children missing/absconded from care at any point in the month
OP386 (NI)	Children in care cases which were reviewed within required timescales

### Looked After Children - Stability of Placements

HY62	Stability of placements of looked after children: number of moves
Op63	Stability of placements of looked after children: length of placement

### Care Leavers

Op147	Care leavers in suitable accommodation
Op148	Care leavers in education, employment or training

### Adoption and Special Guardianship Orders

Op 418	Number of adoptions/special guardianship orders
Op 418a	Number of adoptions
Op 418b	Number of special guardianship orders
Op391 (NI)	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption
HY483	Average days from becoming looked after to being placed for adoption for children adopted in period
Op486	Placed for adoption within 21 months of becoming looked after

**For further long term trend data, benchmarking, contextual data and performance against national thresholds, please refer to Appendix B, the Adoption Scorecard quarterly update. Please note that this is only updated quarterly.**

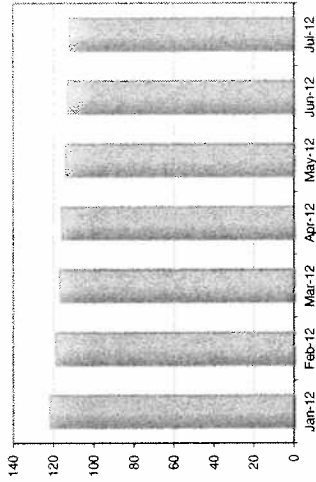
Where available, benchmarking is provided for England, London and/or Haringey's Statistical Neighbours. Haringey's Statistical Neighbours group is defined by Ofsted based on socio-demographic information relating specifically to Children's Services and comprises Croydon, Greenwich, Hackney, Hammersmith and Fulham, Islington, Lambeth, Lewisham, Southwark, Waltham Forest and Wandsworth. The averages provided for benchmarking in this report are simple means.

Looked After Children - Volumes and Activity

This section contains a series of measures which help to provide a picture of the current children in care cohort and the service provided to them, covering the following areas: the numbers of children in care (Op389, Op389a); the movement of children in and out of care and their circumstances (Op415, Op416, Op457, Op414); service activity (Op458, HY32, Op382, Op417, Op419, Op386).

**OP389 Children in care including unaccompanied asylum seeking children**  
**OP389a The rate of Children in care per 10,000 pop**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey Number of CiC		600	584	574	568	558	555	551	Data Only
Haringey Rate per 10,000 pop		122	119	117	116	114	113	112	Data Only



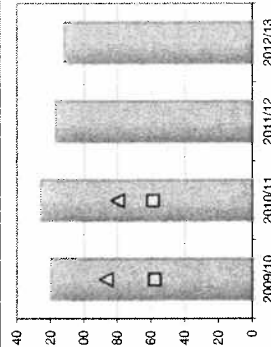
**Performance Comment**

- There were 551 children in care on the last day of July (524 excluding unaccompanied minors). 627 children were in care this time last year.
- This equates to a rate of children in care per 10,000 population of 112, a significant reduction compared to this time last year (128).
- The rate remains higher than the statistical neighbours average (80 as at March 2011), and significantly higher than the England average (59).

**Service Comment**

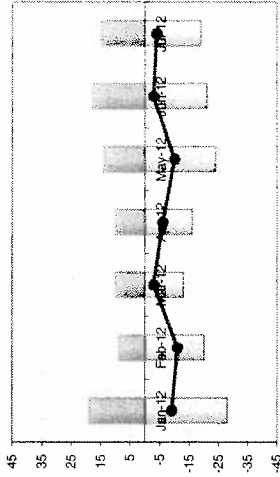
The numbers of looked after children have decreased as a result of timely community based support being put in place including the implementation of a wider range of support services. The numbers and rate of the reduction is being monitored carefully to ensure that care is used when children cannot be cared for within their own family.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey Number of CiC		-	427	492	591	618	574	551	Data Only
Haringey Rate per 10,000 pop		-	-	-	120	126	117	112	Data Only
Statistical Neighbours Rate per 10,000	Δ	96	91	88	87	80	-	-	
England Rate per 10,000	□	55	54	55	58	59	-	-	



Op415 Children becoming looked after and  
Op416 Children ceasing to be looked after

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey (becoming)		19	9	10	10	14	18	15	Data Only
Haringey (ceasing)		-28	-20	-13	-16	-24	-21	-19	
Haringey Net Increase / Decrease		-9	-11	-3	-6	-10	-3	-4	



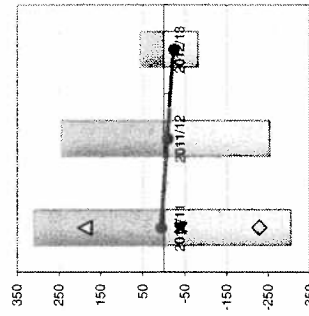
Performance Comment

- 15 children became looked after in July and 19 ceased to be looked after.
- 55 children have become looked after in the year to date and 78 have ceased to be looked after.
- The cohort has decreased by 23 children in the year to date

Service Comment

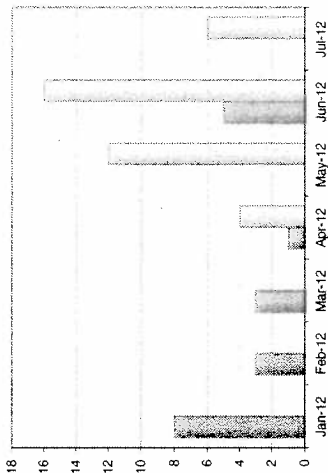
Stability in the long term social work teams has resulted in more timely management of care plans. Children are moving to more permanent care arrangements such as Special Guardianship and Adoption and were appropriate children are returning to live with family members.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey (becoming)		-	-	-	-	311	245	57	Data Only
Haringey (ceasing)		-	-	-	-	-304	-253	-81	
Haringey Net Increase / Decrease		-	-	-	-	7	-8	-24	
Stat. Neighbours (becoming)	△	208	192	193	216	189	-	-	
Stat. Neighbours (ceasing)	◇	-219	-212	-208	-219	-229	-	-	
Statistical Neighbours Net Increase	*	-11	-20	-15	-3	-40	-	-	



**OP457 Number of looked after children who ceased to be looked after who had been looked after for less than a month**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey		8	3	3	1	0	5	0	Data Only
Previous Year	Key								
Haringey (previous year)								6	



**Performance Comment**

- In the year to date, 6 children have been looked after for less than a month before ceasing to be looked after, compared to 38 for the same period last year.

**Service Comment**

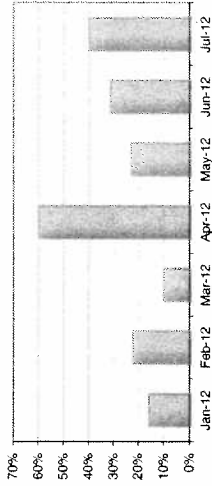
The service has focused on reducing the number of short term admissions to care were alternative safe arrangements could be made whilst assessments were being undertaken.

There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible



OP414 Percentage of Children becoming looked after previously subject to Child Protection plan

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light	Data Only
Haringey		16%	22%	10%	60%	23%	31%	40%		



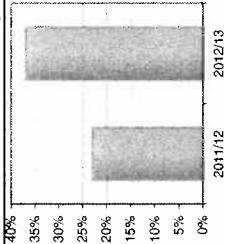
**Performance Comment**

- 40% of children who became looked after in July had previously been subject to a child protection plan (6 out of 15). The year to date figure is 37% (20 out of 54 children), up from 23% last year.

**Service Comment**

Caring for children away from their family home should be used when it is not possible for children to remain safely and securely at home. Child protection Plans are put in place where there are significant concerns about a child's welfare, it is therefore expected that a high proportion of children and their families should have supported whilst being subject to a Protection Plan before they come into care.

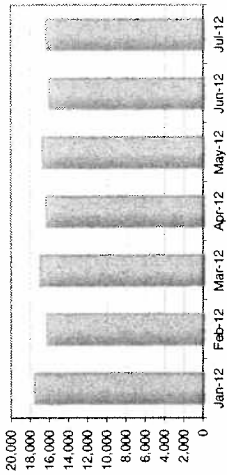
Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light	Data Only
Haringey		-	-	-	-	-	23%	37%		



There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

**OP458 Total No. days children have been in care (Excluding placed at home)**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey		17,548	16,268	16,990	16,332	16,750	16,013	16,309	Data Only



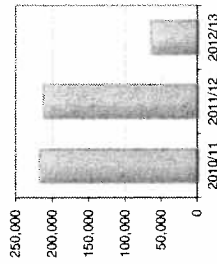
**Performance Comment**

- The total number of days in care in July was 16,309, up slightly from the previous month.  
 - However, the year to date figure of 65,404 is significantly lower than the same time last year (72,080)

**Service Comment**

This data demonstrates the reduction in the number of nights care provided which is also another method of monitoring the use of care over time.

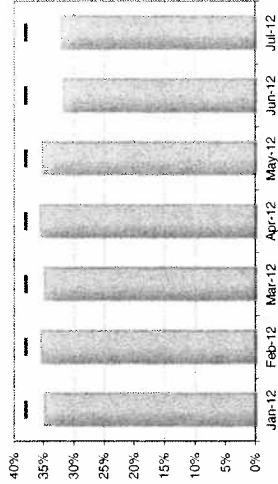
Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	-	-	217,488	212,812	65,404	Data Only



There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

**HY32 Percentage of children placed in Haringey Provision**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey		34.8%	35.4%	34.8%	35.6%	35.2%	31.8%	32.1%	Red
Haringey Target	!	38%	38%	38%	38%	38%	38%	38%	



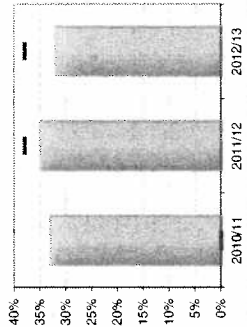
**Performance Comment**

- The percentage of children in Haringey Provision has declined since April and remains well below the 38% target.  
 - 177 out of 551 children were in Haringey provision in July, compared to 202 out of 568 in April. The reduction is largely due to a decline in the number of in house foster care placements (from 187 in April to 168 in July).

**Service Comment**

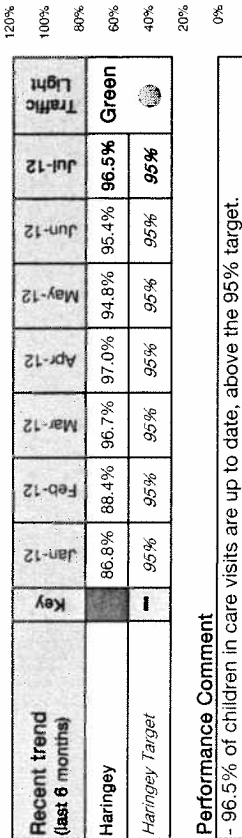
The proportion of children placed in Haringey provision has declined since April 2012. The use of Haringey foster care is showing a reducing trend. This is being investigated and action will be taken to manage in house resources more efficiently.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	-	-	33.0%	35.0%	32.1%	Red
Haringey Target	!	-	-	-	-	-	38%	38%	



There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

**Op382 Children in Care visits** (% of visits due which were completed within the 6 week timescale)



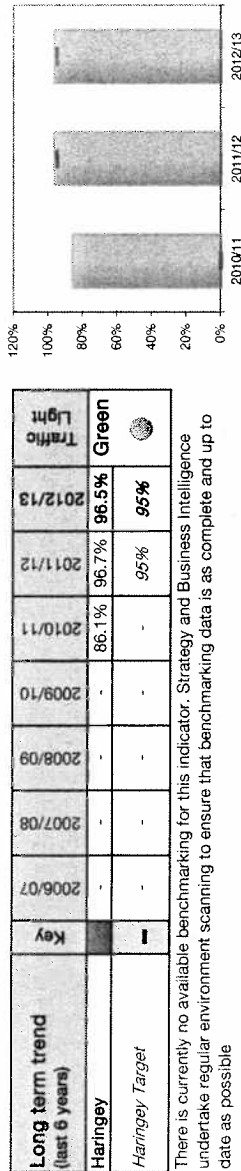
Recent trend (last 6 months)	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey	86.8%	88.4%	96.7%	97.0%	94.8%	95.4%	96.5%	Green
Haringey Target	95%	95%	95%	95%	95%	95%	95%	

**Performance Comment**

- 96.5% of children in care visits are up to date, above the 95% target.  
 - This is based on a 6 week timescale or, in exceptional cases, 3 monthly visits.

**Service Comment**

Performance continuous to be maintained.

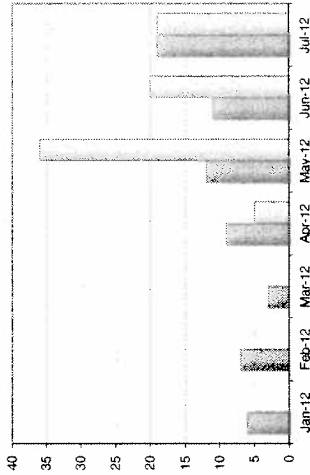


Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		86.1%	86.1%	86.1%	86.1%	86.1%	96.7%	96.5%	Green
Haringey Target	95%	95%	95%	95%	95%	95%	95%	95%	

There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

**Op417 Care Proceedings Initiated- (No. of children)**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey		6	7	3	9	12	11	19	Data Only
Haringey (previous year)					5	36	20	19	



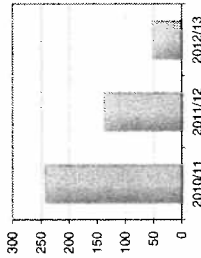
**Performance Comment**

- The number of children where care proceedings were initiated has increased steadily through the year so far, with 19 in July.  
 - However, the year to date figure is 51, lower than the 80 care proceedings initiated by this point last year.

**Service Comment**

The number of care proceedings that are initiated is lower compared to the same time last year, the service meets monthly with colleagues from legal services to monitor activity to ensure that the statutory legal framework is used in a timely way when working with families.

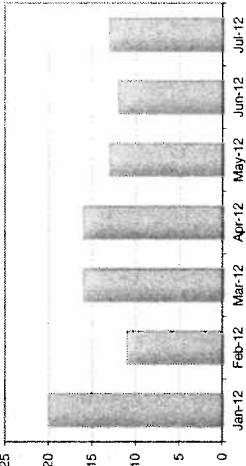
Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	-	-	243	137	51	Data Only



There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

**Op 419 Number of children missing/absconded from care at any point in the month**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey		20	11	16	16	13	12	13	Data Only



**Performance Comment**

- 13 children were missing from care during the month of July and 6 remained missing at the end of the month.
- The number of children missing is similar to the level seen this time last year, but down from the 20 recorded in January.

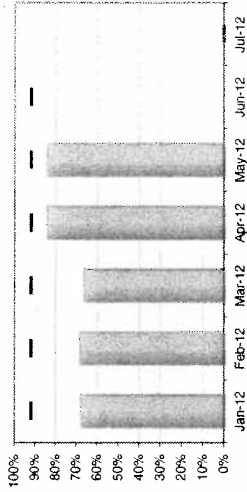
**Service Comment**

Weekly updates are provided to the Director and lead Member on children missing from care and the action that is being taken to return children to their care placements.

There is currently no available benchmarking for this indicator. Strategy and Business Intelligence undertake regular environment scanning to ensure that benchmarking data is as complete and up to date as possible

**OP386 (NI Children in care cases which were reviewed within required timescales**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey	■	67.8%	66.6%	84.1%	84.1%	84.1%	-	-	Red ●
Haringey Target		92%	92%	92%	92%	92%	92%		

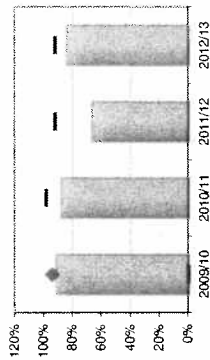


**Performance Comment**

The report that pulls the data for reviews from Framework-1 is not working properly. This has been reported to Corelogic and is under investigation. Until this is resolved it is not possible to accurately report on the cases that are due for review and whether reviews have happened within timescale.

Local systems based on Independent Reviewing Officer reporting indicates that allocated reviews are being conducted within required timescales which suggest that actual performance is closer to target. The service has now put in place a local system to monitor performance.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey	■	-	-	-	91.1%	87.8%	66.5%	84.1%	Red ●
Haringey Target		-	94%	-	-	98%	92%	92%	
London	◆	91%	93%	92%	94%	-	-	-	

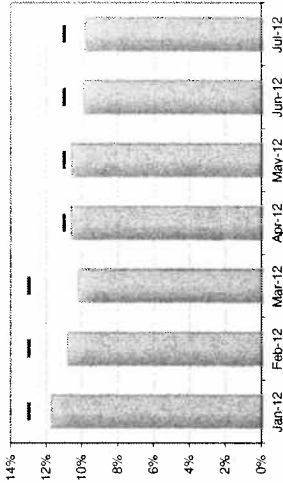


Looked After Children: Stability of Placements

These measures relate to the stability of placements of looked after children. The first (HY62) is based on the number of placements each child in the cohort has experienced. It gives the percentage of children who have had three or more placements during the last year (the figures shown are therefore for a rolling year e.g. June 2011 to July 2012). The second measure (Op63) is based on the length of placement; it gives the percentage of all children who have been in care for at least 2.5 years who have been in the same placement for at least 2 years.

**HY62 Stability of placements of looked after children: number of moves**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey		11.7%	10.8%	10.2%	10.6%	10.6%	9.9%	9.8%	Green
Haringey Target	1	13%	13%	13%	11%	11%	11%	11%	



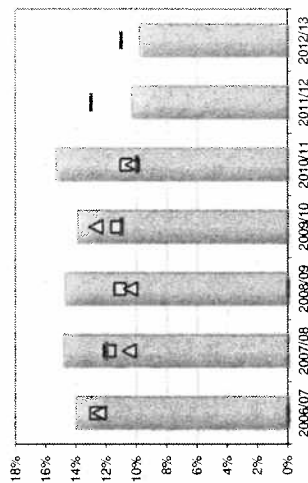
**Performance Comment**

- 54 out of 551 (9.8%) looked after children have had 3 or more placements in the last year.  
 - This is within target and slightly better than the statistical neighbours average for 2010/11 (10.3%).  
 - The number of children in care with two placements is also tracked and appears to be increasing (61 as at July, or 11%).

**Service Comment**

Investigations are underway by the service, assisted by reports from the performance team, to understand the children affected and the patterns of our placements. We are currently looking at all children with 2 placements. It is expected that in some cases children may move placements for positive reasons, for example a planned move from a short term placement to a long term more permanent placement. The service needs to ensure that the moves are not a result of lack of placement choice or poor care planning.

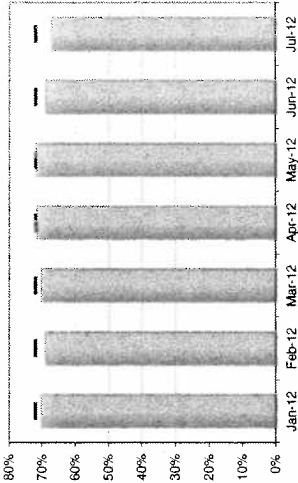
Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		14.0%	14.8%	14.7%	13.9%	15.3%	10.3%	9.8%	Green
Haringey Target	1	-	12%	-	11%	10%	13%	11%	
Statistical Neighbours	Δ	12.5%	10.5%	10.4%	12.7%	10.3%	-	-	
London	◆	12.1%	11.2%	11.1%	11.4%	-	-	-	
England	□	12.7%	11.8%	11.1%	11.3%	10.7%	-	-	





Op63 Stability of placements of looked after children: length of placement

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey	70.3%	69.1%	70.3%	71.6%	71.6%	71.8%	68.9%	67.2%	Red
Haringey Target	72%	72%	72%	72%	72%	72%	72%	72%	●



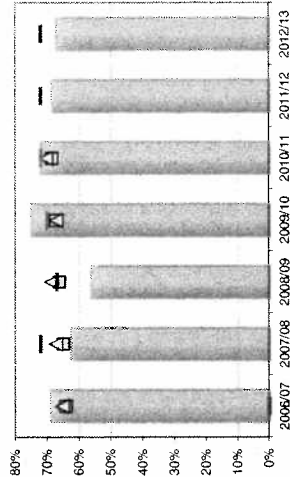
Performance Comment

- 67.2% of children under 16 (121 out of 180 cohort) who have been in care for 2.5 years have been in the same placement for at least 2 years.
- This is lower than the target of 72% and slightly worse than the statistical neighbours average.

Service Comment

This indicator is linked to the previous indicator and is under investigation.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey	69.0%	62.7%	56.3%	75.0%	72.0%	68.6%	67.2%	67.2%	Red
Haringey Target	-	72%	67%	70%	72%	72%	72%	72%	●
Statistical Neighbours	65.3%	67.3%	68.7%	67.3%	70.4%	-	-	-	△
London	64.6%	66.8%	66.0%	66.6%	-	-	-	-	◇
England	64.3%	65.0%	66.2%	67.4%	68.6%	-	-	-	□

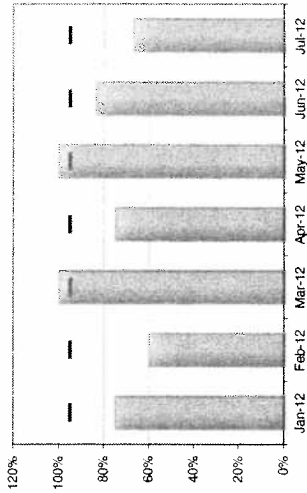


Care Leavers

These measures are based on young people who turn 19 in the month, 65 young people are due to turn 19 in 2012/13. Monthly percentages for this indicator are therefore based on small numbers and should be interpreted with care. The status of the young people concerned needs to be in established within four months of leaving care otherwise they cannot be counted as in EET or in suitable accommodation. Accommodation is deemed suitable if it provides safe, secure and affordable provision for young people.

Op147 Care leavers in suitable accommodation

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey		75%	60%	100%	75%	100%	83%	67%	Red
Haringey Target	■	95%	95%	95%	95%	95%	95%	95%	●



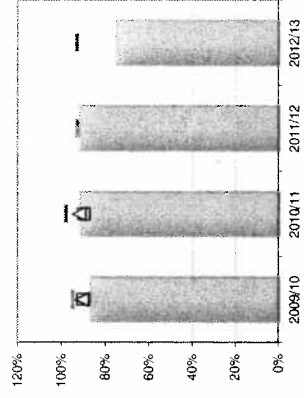
Performance Comment

- 75% (15 out of 20) of care leavers for the year to date were in suitable accommodation, against a 93% target.  
 - 6 out of 9 young people who left care in July were in suitable accommodation.

Service Comment

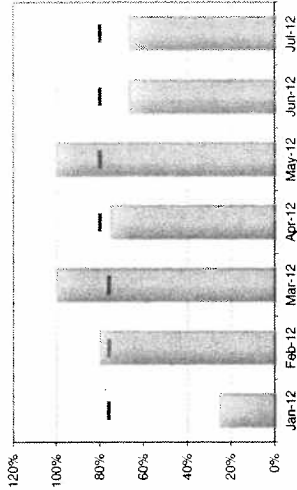
The young peoples service are mind full that suitable accommodation needs to be provided to care leavers to give them a good start to independent living . The service is working with Housing to ensure that young people can access their permanent accommodation more timely and reduce the need for short term accommodation. If young people have a custodial sentence this rightly impacts on this performance.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey		-	-	-	87%	92%	92%	75%	Red
Haringey Target	■	-	95%	95%	95%	98%	93%	93%	●
Statistical Neighbours	△	92%	92%	89%	91%	92%	-	-	
London	◆	89%	90%	88%	-	-	-	-	
England	□	87%	88%	90%	90%	90%	-	-	



**Op148 Care leavers in education, employment or training**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey	■	25%	80%	100%	75%	100%	67%	67%	Red
Haringey Target	■	76%	76%	80%	80%	80%	80%	80%	●



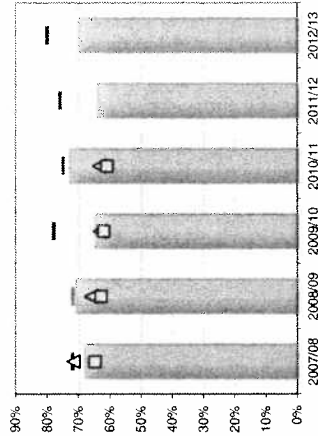
**Performance Comment**

- 6 out of 9 young people who left care in July were in education, employment or training (EET).  
 - As at the end of July 70% (14 out of 20) of care leavers for the year to date were in EET, below the 80% target. However, this figure compares favourably with statistical neighbours.  
 - In recent months, a number of children have been in prison and cannot therefore be counted as in suitable accommodation.

**Service Comment**

Care Leavers up to Adulthood are the subject of Looked After Child Reviews where education and training/personal development is discussed with the young person and strategies agreed. This is also addressed during each YP monthly LAC visit with their allocated social worker. The Virtual School has extended it's work to include young people 18 plus and has worked with the Tottenham Foundation and neighboring borough's to increase the range of alternative programmes which provide mentoring and support to young people.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey	■	68%	68%	71%	65%	73%	64%	70%	Red
Haringey Target	■	-	72%	72%	78%	75%	76%	80%	●
Statistical Neighbours	△	66%	72%	66%	63%	63%	-	-	
London	◆	66%	68%	65%	67%	-	-	-	
England	□	63%	65%	63%	62%	61%	-	-	

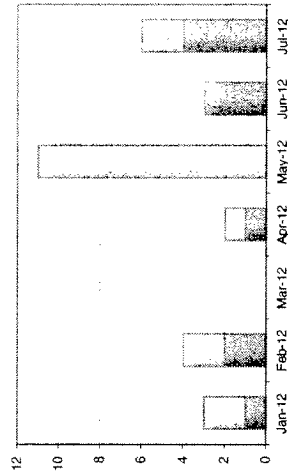


**Adoption and Special Guardianship Orders**

This section provides information on the volume of adoptions and special guardianship orders and the timeliness of placements of looked after children for adoption following an agency decision (% placed within 12 months). It also provides a monthly update on the three key adoption scorecard indicators A1, A2 and A3 relating to the timeliness of the adoption process. For further long term trend data, benchmarking, contextual data and performance against national adoption indicators, please refer to Appendix B, the Adoption Scorecard quarterly update. Please note that this is only updated quarterly due to the relatively small number of children involved - more regular updates may be misleading as small variations can skew the outcomes.

Op 418 Number of adoptions/special guardianship orders  
 Op 418a Number of adoptions  
 Op 418b Number of special guardianship orders (SGOs)

Recent trend (last 6 months)	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey (Adoptions and SGOs)	3	4	-	2	11	3	6	Data Only
Haringey- Adoptions	1	2	-	1	-	3	4	
Haringey- SGOs	2	2	-	1	11	-	2	



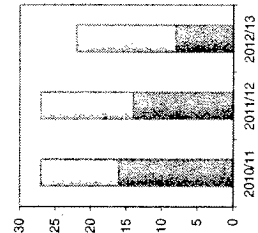
**Performance Comment**

- There have been 8 adoptions in the year, 4 of these in July. The target set for 2012/13 is 15. The statistical neighbours average for 2010/11 was 16.  
 - There have been 14 special guardianship orders in the year to date; this is more than there were in all of 2011/12.

**Service Comment**

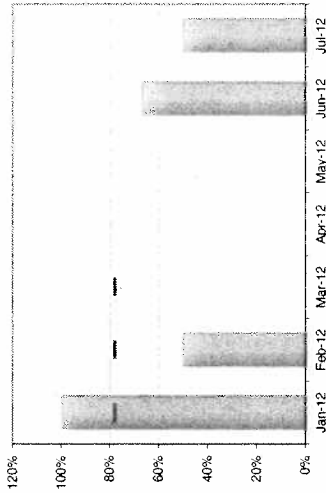
The Court Team liaise effectively with the Adoption and Permanency Team to progress plans for individual children. There are fortnightly update meetings and adoption tracking meeting once month with the express aim of tracking and progressing Adoptions and Special Guardianships. The Statutory Reviewing process also monitors plans for LAC and the Independent Reviewing Officer as a statutory role in ensuring the local authority care plan is meets the needs of children. From the tracking data it is expected that there will be 15 Adoption Orders which is on target. In regard to Special Guardianship Orders 14 achieved, with a further 4 anticipated by November 2012.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey (Adoptions and SGOs)		-	-	-	-	27	27	22	Data Only
Haringey- Adoptions		-	-	-	-	16	14	8	
Haringey- SGOs		-	-	-	-	11	13	14	
Stat. Neighbours (adoptions only)	▲	19	18	17	17	16	-	-	



**Op9391 (NI) Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption**

Recent trend (last 6 months)	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey	■	100%	50%	-	-	-	67%	50%	
Haringey Target	■	78%	78%	-	-	-	-	-	



**Performance Comment**

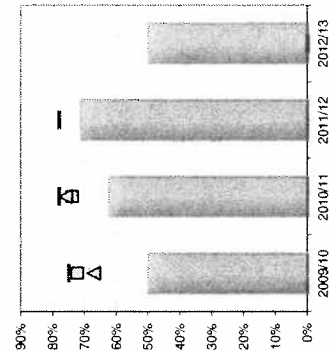
In the year to July 50% (4 out of 8) looked after children were placed for adoption within 12 months of the decision that they should be placed for adoption, and remained in that placement on adoption. This represents a decline in performance from 2011/12 (71%) and is below the latest benchmarking data for statistical neighbours (76% in 2010/11).

This indicator is included for information but is superseded by the new adoption scorecard indicators, listed below (no target has been set for this year)

**Service Comment**

It is acknowledged that there has been a lack of timeliness in relation to 4 children which took them out of time scale. The revised monitoring arrangements that have been put in place will provide a challenge to the service on timeliness in the future.

Long term trend (last 6 years)	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey	■	-	-	-	50%	63%	71%	50%	
Haringey Target	■	-	72%	-	75%	78%	78%	-	
Statistical Neighbours	△	68%	66%	79%	67%	76%	-	-	
London	◆	65%	71%	77%	74%	-	-	-	
England	□	75%	76%	75%	72%	74%	-	-	

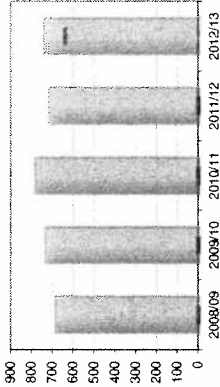
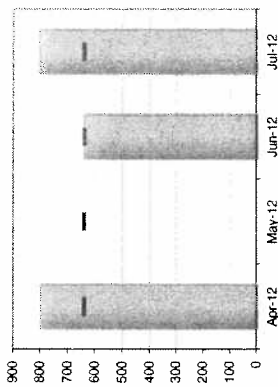


**HY483**

**Average days from becoming looked after to being placed for adoption for children adopted in period (Adoption Scorecard Indicator A1)\***

\* This figure relates to adopted children only (it excludes children placed for adoption)

Recent trend	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey	-	-	-	-	797	N/A	639	805	Red
Haringey Target	-	-	-	-	639	639	639	639	



**Performance Comment**

- The average days from becoming looked after to being placed for adoption was 741 for the period April- July 2012. This is above the 639 day target (rolling 3 years) which is based on national threshold levels for 2010-2013.
- The increase to 805 days in July is largely due to one child who was adopted after over 1200 days in the process.
- In the 3 year rolling average calculation 2010-13 the 2009/10 average will drop off leaving the 2012/13 average to be added to the average days for 2010/11 (784) and 2011/12 (715).
- The 2012/13 average will therefore need to reduce significantly if Haringey is to achieve the national threshold of 639 days. Assuming equal numbers of adoptions each year, an average of 418 days would be required for 2012/13 in order to meet the national threshold.

**Service Comment**

The reasons for this is largely attributed to delays in family finding at a time when the Adoption Team was the subject of high staff turn over. The situation has improved in terms of team stability and this has led to an increase in the early identification of children where Adoptive Placements may be needed. However, as many of the children have been subject to an plan for Adoption for some considerable time this will impact negatively in terms of timeliness on future data.

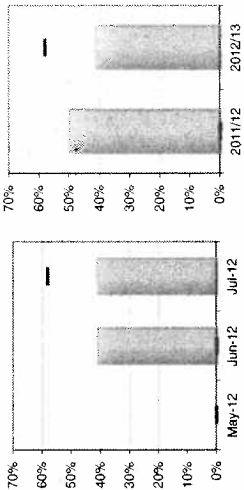
Long term trend	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey	-	-	-	686	736	784	715	741	Red
Haringey Target	-	-	-	-	-	-	-	639	

Three year average	2008-11	2009-12
Haringey	739	747
Statistical Neighbours	717	
England	625	

**Op486 Placed for adoption within 21 months of becoming looked after (Adoption Scorecard Indicator A3)\***

\* This figure relates to adopted children and children placed for adoption. Figures shown are year to date figures as at the end of the month indicated.

Recent trend	Key	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Traffic Light
Haringey		-	-	-	-	-	41%	41%	Red
Haringey Target	■	-	-	-	58%	58%	58%	58%	●



**Performance Comment**

- As at July 41% (7 out of 17) children were placed for adoption within 21 months of becoming looked after. This is below the provisional target (which is based on the national average).

**Service Comment**

3 of the children placed for adoption in the time period had been looked after for some considerable time. The increased volume of placements made includes children who have been looked after for some time which distorts this figure. There are a number of very young children, and 3 relinquished babies, for whom placements have been identified, which will impact positively on the this performance target. Also, the increased management scrutiny through permanency tracking and adoption linking meetings will assist in achieving the target of adoption within 21 months.

Long term trend	Key	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	Traffic Light
Haringey							50%	41%	Red
Haringey Target	■							58%	●

Three year average	2008-11	2009-12
Haringey	41%	41%
Statistical Neighbours	54%	
England	58%	

**Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)**

(Adoption Scorecard Indicator A2)

**Performance Comment**

- Haringey's 3 year average (2008-11) is 239 days from the local authority receiving court authority to place a child and matching with an adoptive family.
- The national threshold for 2010-2013 is 213 days, so based on 2008-11 levels Haringey is 26 days short of the threshold.
- **Measuring progress on this indicator is reliant on CAF/CASS releasing data at local authority level.**

<b>Three year average</b>	2008-11
Haringey	239
<i>Statistical Neighbours</i>	172
<i>England</i>	132

**Service Comment**

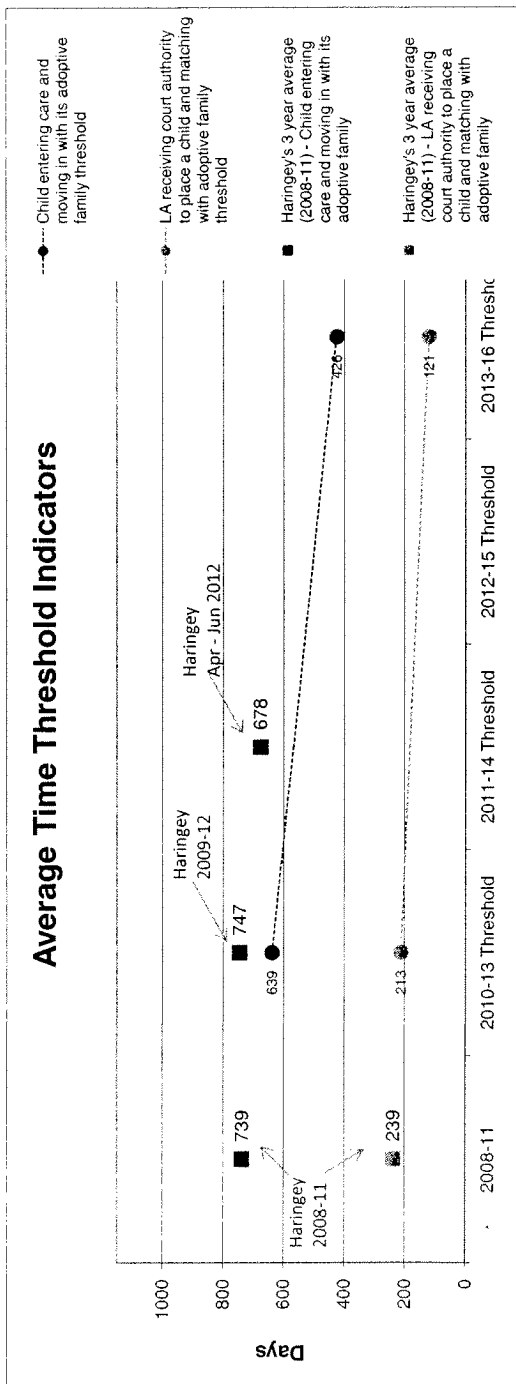
There are a number of processes in place to reduce the number of days from court authority place a child for adoption to the placement. The linking meeting is one such process as are the Adoption Tracking Meetings. The aim is to identify placements for children prior to achieving court authority to reduce the time they have to wait for placement. To this end the adoption service is recruiting a pool of adopters and there are 15 prospective adopters in assessment currently with a target date of September - January for approval. There have been 3 relinquished babies thus far this year.



## Haringey Adoption Scorecard 2012

	England	Statistical Neighbours	Haringey	Haringey					Notes
				Latest 3 yr ave 2009-12	2009/10	2010/11	2011/12	Quarterly Update - YTD June 2012/13	
<b>Children</b>									
A1	625	717	739	747	736	784	715	678	The average days from becoming looked after to being placed for adoption was 678 for the period April - June 2012.  In the 3 year rolling average calculation 2010-13 the 2009/10 average will drop off leaving the 2012/13 average to be added to the average days for 2010/11 (784) and 2011/12 (715). The 2012/13 average will therefore need to reduce significantly if Haringey is to achieve the national threshold of 639 days. Assuming equal numbers of adoptions each year, an average of 418 days would
A2	171	132	239				***		Measuring recent progress on this indicator at a local level is reliant on the release of data by CAF/CASS.
A3	58%	54%	41% (35)	41% (47)	33% (4)*	31% (5)*	50% (7)**	41% (7/17)**	All figures are based on adopted children and those current placed, with the exception of the annual figures for Haringey*, which are based on adopted children only. In the year to June 2012/13, 17 children moved in with their adopted family (i.e. were either adopted or placed), of whom 7 did so within 21 months of entering care. This includes 4 children who were adopted within the period, of whom 1 moved in with their adopted family within 21 months of entering care.
<b>Prospective Adopters</b>									
	-	-	-	-	-	-	417		
	-	-	-	-	-	-	319		
	-	-	-	-	-	-			
<b>Related Information</b>									
A4/C1	12%	8%	5%	5%	5%	5%	5%	6%	
A5/C6	7%	8%					6 children		
A6/C3	7%	6%	4%	4%	4%	2%	4%	3%	
A7/C5	5%	3%		0%	0%	0%	1%	0%	
A8	52	54	56				***		Measuring recent progress on this indicator at a local level is reliant on the release of data by CAF/CASS.
A9	4,290	18	35			36			
D1	65520		566	595	591	618	575	556	
D2	59		115	121	120	126	117	113	
D3	10%		5%	5%	5%	5%	6%	24%	Of the 63 children who have left care in the year to June 2012/13, 12 left via special guardianship orders and 3 left via residence orders, giving 24%. The increase over the previous year is largely due to the increase in special guardianship orders (12 in the first quarter, compared to 13 in the whole of 2011/12).
D4	16960 (22%)		80 (10%)	89 (10%)	26	30	33	19	In the year to June 2012/13, there have been 4 adoptions, 12 special guardianship orders and 3 residence orders
D5	11%		15%	13%	15%	14%	10%	10%	The percentage of children in care who had three or more placements in the last year.
D6	67%		65%	72%	55%	71%	70%	69%	The percentage of children in care for more than 2.5 years who had been in the same placement for over two years.

\* Adopted children only  
 \*\* adopted children and those currently placed  
 \*\*\* Data to be released by CAF/CASS



Average time between a child entering care and moving in with its adoptive family for children who have been adopted (days)		2009	2010	2011	Data for 2012 will be available from Autumn 2012		http://www.education.gov.uk/rsgateway/DB/SFR/s001026/in dex.shtml The number of children who were adopted can be found in table LAE1	
<b>Indicator A1</b>	2011	2009	2010	2011	<p>1. This indicator includes all children adopted in the period 1 April 2008 to 31 March 2011 that were placed for adoption immediately prior to their adoption.</p> <p>2. Time is calculated between a child starting to be looked after and their placement for adoption. Only children with valid data are included.</p> <p>3. Figures are rounded to the nearest day.</p>			
<b>Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)</b>								
<b>Indicator A2</b>	2011	2009	2010	2011	Data for 2012 will be available from Autumn 2012		Underlying figures are not currently published	
<b>The number and percentage of children who wait less than 21 months between entering care and moving in with their adoptive family</b>								
<b>Indicator A3</b>	2011	2009	2010	2011	Data for 2012 will be available from Autumn 2012		Underlying figures are not currently published	
<b>Adoptions from care (number adopted and percentage leaving care who are adopted)</b>								
<b>Indicator A4</b>	2011	2009	2010	2011	Data for 2012 will be available from Autumn 2012		<p>1. Only the last occasion on which a child ceased to be looked after in the year has been counted.</p> <p>2. Figures exclude children looked after under an agreed series of short term placements.</p>	
<b>The percentage of children who wait less than 21 months between entering care and moving in with their adoptive family</b>								
<b>Indicator A5</b>	2011	2009	2010	2011	Data for 2012 will be available from Autumn 2012		<p>1. The denominator includes all children with an adoption decision in the period 1 April 2008 to 31 March 2011. The numerator includes all children with an adoption decision in the period 1 April 2008 to 31 March 2011 that had the decision reversed in the period 1 April 2008 to 31 March 2011.</p>	
<b>The percentage of black and minority ethnic children leaving care who are adopted</b>								
<b>Indicator A6</b>	2011	2009	2010	2011	Data for 2012 will be available from Autumn 2012		National figures can be found in table E4	
<b>Adoption Scorecard</b>								
<b>Indicator A6</b>								
1. Only the last occasion on which a child ceased to be looked after in the year has been counted.								

	2011	2010	2009	2011	2010	2011	
							<p>will be available from Autumn 2012</p> <p><a href="http://www.education.gov.uk/childrenandyoungpeople/families/adoption/b0076Z13/datapack">http://www.education.gov.uk/childrenandyoungpeople/families/adoption/b0076Z13/datapack</a></p>
<p>The percentage of children aged 0-16 in care who are adopted</p>							
<b>Indicator A7</b>							<p>Data for 2012 will be available from Autumn 2012</p> <p>2010 data: <a href="http://www.education.gov.uk/childrenandyoungpeople/families/adoption/b0076Z13/datapack">http://www.education.gov.uk/childrenandyoungpeople/families/adoption/b0076Z13/datapack</a></p>
<p>1. Figures exclude children looked after under an agreed series of short term placements.                  2. 'Black and minority ethnic' refers to all non-White children with a known ethnicity. Figures exclude all children where ethnicity was refused or not obtained.                  3. Percentages show the proportion of all black and minority ethnic children leaving care who are adopted. Therefore if a local authority has a low proportion of black and minority ethnic children in their care population then the denominator will reflect this low number.</p>							
<b>Indicator A8</b>							<p>Data for 2012 will be available from June 2012</p> <p>Figures are currently not publicly available</p>
<p>1. Figures are provided from the Cafcass national Case Management System (CMS).                  2. The unit of measurement is a care application. An application can involve multiple children. CMS is a live system and any late entries will be accounted for at the time of release of subsequent updates to this data.                  3. Average care duration is calculated from date of care application to the court to date application completed on CMS in the selected time period. Averages are based on care applications completed in the period.                  4. The average length of care proceedings locally includes all care proceedings which the local authority has initiated, including care proceedings which take place in courts outside of the local authority area.</p>							
<p>Children awaiting adoption</p>							
<b>Indicator A9</b>							<p>Data for 2012 will be available from Autumn 2012</p> <p>Underlying figures are not currently published</p>
<p>1. This indicator includes all children with an adoption plan in year ending 31 March 2011 that were still looked after at 31 March 2011 and who had not been placed for adoption at 31 March 2011. When adoption is the preferred option for permanence this is referred to as the adoption plan.</p>							



**Haringey Council**

<b>Report for:</b>	Corporate Parenting Advisory Committee	<b>Item number</b>	3
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<b>Title:</b>	Annual Report of the Fostering Service
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<b>Report authorised by :</b>	Debbie Haith
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<b>Lead Officer:</b>	Janice Darling
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<b>Ward(s) affected:</b>	<b>Report for Key/Non Key Decision:</b>
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### 1. Describe the issue under consideration

This report provides a description of the structure, aims and duties of the fostering service and details the performance of the service over the last 12 months in addition to outlining key service improvements.

### 2. Introduction

The fostering service is located within commissioning and placements which provides a range of foster placements for children in care. The fostering team assess and support these task centred foster carers as well as Kinship foster carers where children and young people are placed by the local authority within their family network (family or friends). The fostering service also assesses and monitors Private fostering arrangements.

At present the service functions are provided by four teams, there are plans for a reorganisation of the service for efficiency, which will see the formation of just two teams with existing staff. One team will focus on recruitment and assessment and one team will provide intensive support to all of our foster carers. This new structure will be implemented by October 2012.



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The activities of the service are governed by the Fostering Regulations. National minimum standards 2011 and are regularly inspected by Ofsted. The last Ofsted inspection of the service in 2010 found the service to be satisfactory.

The fostering team works together with partners across the children and young people's service as well as with health and education partners to achieve best outcomes for children and young people in foster placements.

**Present Service Structure**

Head of Service

Senior Team Manager

Learning and Development manager ( P/T)

1x Team manager under 11s Team and 5 x SWs

1x Team Manager over 11s Team /Private Fostering and x 3 SWs

1x Team Manager Kinship and Long Term Team and 5 x SWs

Vacant Team Manager Recruitment and assessment Team (pilot scheme) 1x SW

**Structure for the new service**

Head of Service

Deputy Head of Service

Learning and Development Manager

Team managers (2)

Practice Managers (2)

Social workers (14)

Assistant social workers (2)

**3. Background information**

**Recruitment**

The fostering service is engaged in advertising in order to recruit foster cares in partnership with the marketing and communications team.

Our marketing strategy is developed based on a gap analysis (services we have not been able to provide at the levels required) analysis of the previous years performance data and cost effectiveness of the marketing activities.

Our target was to provide 48 new foster placements over 3 years. We have focused on recruitment of 20 new households to include white UK carers and provide placements for sibling groups.

The marketing strategy provides details of the recruitment activity which included stalls in the high street, talking to the public, leafleting public venues, open information sessions, articles and adverts in the press.



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We were supported in these activities by our foster cares.

The fostering website has been updated and we have produced an advert featuring our Foster carers and staff providing information about fostering for Haringey, which is now available on the Haringey website. We continue to develop and maintain our partnerships with the North London Fostering Consortium (NLFC) for advertising and pooling of resources. The NLFC website was launched providing joint advertising.

We have produced a teenage foster carer recruitment film for information and publicity as a joint venture with the consortium, without a collaborative approach this would not have been possible. The film has been recognised by Fostering Network, BAAF and DFE all of whom are interested in attending the launch.

Our ability to work collaboratively means we are able to host events and activities that would be too financially restrictive as a single borough.

We share the delivery of prospective foster carers training to reduce the waiting time for these courses; prospective carers are now able to attend any of the five boroughs preparation groups.

There was some initial concern that we might lose prospective applicants to other consortium boroughs in order to address this concern, we have an agreement within the consortium that where applicants seek to change from the authority where they have made their initial application, they will be required to wait for 12 months before their application will be taken up by the new authority. This approach has been successful, in that there have not been any applicant withdrawals following training. However there is some flexibility and Fostering managers may discuss taking over an application in certain circumstances i.e. A Jewish applicant encouraged by Barnet to transfer to Haringey as we had Jewish children to place.

#### Performance 1<sup>st</sup> April 2011 to 31<sup>st</sup> March 2012 Recruitment of task centred carers

The service received 318 fostering enquiries about fostering last year, from this number 17 households were approved providing 26 placements. Of the number approved three households were recruited from independent fostering agencies. A majority of the new fostering carers live in Haringey. We have also recruited carers who live in Enfield, Waltham Forest and Hackney ,

- Between the initial enquiry and information session – 41.85% drop out. This is usually due to the applicants gaining further information about what is expected and decide that fostering is not right for them.





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- Between the information session and the initial visit – 55.87% drop out  
At this stage the applicants have received more detailed information about fostering and have had an opportunity to hear from an existing foster carer and possibly an informal discussion with staff, providing further clarity about the fostering task and criteria that has to be fulfilled. The applicant may opt out at this stage or may have been advised by the social workers to delay their application, i.e. an applicant due to have a baby in 3 months would be advised to wait until baby is 9 to 12 months old before apply again. Or the realisation that they will not be able to work full time and foster.
- Between the initial visit and preparation training group – 62% drop out –  
In the main the fostering team will rule applicants out at this stage, having visited their home and gathered personal information that may indicate that they are unsuitable or it is not the right time for them to foster. There are a range of reasons for ruling applicants out, these may be related to their living conditions, the needs of their own children, or lack of initial understanding of the challenges fostering may present.  
The team are currently working on the development of a feedback tool, in order to collate qualitative data to capture the reasons being provided by applicants for withdrawing and reasons for social workers counselling applicants out. This is being progressed as part of the service efficiency review as outlined below.
- 17 applicants were ruled out or dropped out during the assessment stage; this is 54.84% of people that started the assessment process. Some applicants find the assessment process too intrusive or have a change of mind or personal circumstances during the assessment process. In addition on closer scrutiny the fostering service might consider applicants to be unsuitable due to their attitudes or understanding of children .

### **Processes**

- From the first phone call / contact to approval at the fostering panel should be no more than 6 months
- Information sessions are monthly
- Initial assessments are carried out within 2 weeks of information session ( or sooner)
- Preparation groups are available across the consortium monthly( 3 day course)
- The final assessment should take no longer than 3/4 months to complete, however, this is dependent on the complexity of the family and any issues of concern that may arise. The recruitment manager tracks and monitors the team performance monthly. The comprehensive assessment and





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approval of applicants over the last year were in the main completed within a 3- 9 month period .

- Two assessments were completed within 3 months, Three were completed within 4 months, two within 5 months and four within 6 months. There were a number of assessments that were outside of the 4 month assessment period due to the complexity of issues and panel availability. We have taken the step to increased the number of fostering panels each month from one to two to minimise further delays of approvals .
- Fostering panels are now held twice a month

We are currently benchmarking our service against members of the consortium, to develop and improve our performance. We are also gathering information about the fostering population in Haringey, identifying the numbers of Independent fostering agency foster carers and other local authority carers living in Haringey. This data will help with our recruitment marketing strategy .

Only approving 17 new task centred last year meant that we were unable to match our 2010/ 2011 performance (22 approved carers) The plans for the restructuring of the service will increase the capacity for recruitment during the coming year.

Key targets

- To provide additional foster placements to meet our target of 48 placements by 31<sup>st</sup> March 2014
- To reduce the number of applicant fall out at assessment stage.
- To continue to focus on recruitment for sibling groups, White UK carers, Jewish carers for short term and long term placements, carers for babies 0 – 2, teenagers and providing placements for more troubled (challenging) children/ young people.
- Set up a remand foster placement scheme and parent and child assessment placements (specialist carers) in partnership with NLFC.
- Progress plans for the **introduce a carer scheme** as we know that word of mouth is a successful recruitment strategy, our carers will receive a financial reward when one of the people they introduce is approved at the fostering panel.
- Through the NLFC to utilise technology to reach a larger audience for recruitment i.e. set up Facebook .

**Foster Placements as at 15/ 8/ 2012**

**Active short term task centred carers**



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Short term task centred foster carers care for children and young people on a short term basis, until permanent plans are made for them. Therefore children and young people could be in placement for a few days, a few months or 2 / 3 years depending on the circumstances of their individual situations. The recruitment of carers as outlined above is in the main to recruit foster carers to care for this group of children.

There are currently 82 fostering households on our register for children aged under 11 years, 58 are actively fostering providing 68 placements. There are 46 fostering households registered to care for young people aged 12 years and over, 26 fostering households are actively fostering providing 53 placements.

A total of 84 active fostering households providing 123 short term placements.

The above placement numbers ( 123) are not the maximum number of placements available, some fostering households are approved and registered for one child as they only have one bedroom. However on occasion if it is considered to be appropriate they are able to provide placements for two children from a sibling group, if it is appropriate for the children to share a bedroom. We would not allow children who are unrelated to share a bedroom.

There are 46 carers who are not active at the moment, 21 fostering households are to be de registered, reasons for de registration are varied, carers retiring, illness, family commitments, moved away, in some cases the fostering service do not feel that the carers are suitable to continue to foster.

There are 16 fostering households who are taking a break from fostering but remain registered. Reasons for this include, having a recovery period due to illness, moving house, travelling abroad, maternity period. Of this number there are 3 carers who have chosen to provide supported lodgings to the young people in their care in order that they are able to continue to live in the fostering household post 18. All of these carers will return to fostering at some stage.

There are 9 fostering households that are not active due to concerns about standards of care provided to children formerly in placement. This ranges from carers management of behaviour, health and safety in the fostering household, failure to comply with the requirements of the fostering regulations. The fostering team will work with these carers to improve their practice. Some of these carers will return to our active list and a number may be de registered.

The service strives to maintain the highest standards of care to children and will challenge poor child care practice This actions has an impact on the foster placement resources reducing the number of placements available for varying periods of time.



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Over the last year we have not been able to recruit the numbers of fostering households needed to offset the losses de to de registrations. However, with the changes planned for the service our capacity to recruit will address this deficit.

**Respite Foster carers**

There are 8 approved respite Foster carers providing 14 respite placements. These foster carers are those who show good potential as foster carers, but due to work commitments or family commitments they are unable to provide a full time fostering resource. They will only provide care to children or young people who need a temporary placement for a week end or a week during school holidays. A majority of our respite carers are teachers who work full time.

In addition respite carers may offer a regular break to our task centred carers who may have challenging placements in order that they can have a break.

The 11 placements they provide are only available for very short planned periods.

**Long Term Foster Carers**

There 18 Long term fostering households, some have been recruited as outlined above. Some were previously short term task centred carers.

These carers make a commitment to care for a particular child offering permanency until the child reaches the age of independence. These carers often choose to provide supported lodgings in order for young people to remain in the household post 18years. If young people do move on, long term carers are matched to another child or young person.

**Kinship Foster Carers Known as (Family and Friends Carers)**

Kinship foster carers are not recruited as above, they put themselves forward to care for children from within their family network. They are assessed by the service as to their suitability to provide a placement for a child in care; they account for 48 Fostering households providing 69 placements .Kinship care is also governed by the fostering regulations.

Over the last year we have seen major growth and activity in our Kinship placements when compared to the number of children being placed with stranger carers. Currently there are 16 kinship assessments underway, with the view to placing children if the carers are assessed to be suitable.

Kinship carers can present challenges for the service in that they do not always willingly comply with some of the fostering requirements i.e. training or keeping



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daily records of the children's activities. They see their role differently to that of our recruited carers, some of our Kinship carers are the grand-parents of the children placed. These aspects continue to be a challenge which is being addressed by providing clearer information at the point of placement about expectations and that they sign up to this at an earlier stage of the process.

**Key Improvements**

- We aim to increase the number of Kinship carers attending training and completing the training and development standards.

**Short Breaks (Family Link)**

Although short breaks are governed by the fostering regulations, the Family Link team is located within the Children with additional needs service.

There are 36 approved Family Link carers providing 57 overnight care arrangements for children and young people, and 26 day care arrangements.

The children referred for short breaks have a range of additional emotional and physical needs. Family Link carers are respite Foster carers and provide overnight stays for some children and young people usually one weekend each month or one overnight stay each week. Some carers take children into their homes for day care and do not provide overnight s. Whatever arrangements that will provide the support required by the child's family is considered.

The service is presently under review, there has not been any advertising for family link recently and only two short breaks carers were approved last year. While short breaks are valuable for some children and young people, the service provides a range of alternative supports for families, providing a choice of resources available to them.

**Key Improvement**

- To give further consideration to the integration of Family Link carers into the fostering service for recruitment assessment and support.

**Support provided to carers**

All Haringey foster carers have a named supervising social worker who visits them regularly, to monitor their care of children and young people and provide support. There is an active foster care association who provide emotional and practical support to their peers. Our focus is placement stability, reducing placement moves and improving outcomes for children. Foster carers have direct access to local partners in health and education who also provide them with advice and support.



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We have developed a more holistic approach to supporting foster care families recognising the role our foster carers children play in the fostering household and the emotional impact of fostering for them.

The Haringey Tavistock partnership has supported Foster carers as well as their children to manage the emotional impact of caring for some very traumatised children and young people. We are required to provide foster placements for children and young people who present challenges and or have a range of complex needs, we support our carers to meet these challenges, our behaviour management policy has been updated and behaviour management training for all carers is being delivered.

We provide advice and guidance outside of office hours. Within the new service structure the Assistant Social Workers will work more intensively with carers around behaviour management techniques and provide additional guidance as required.

### **Key Improvement**

- The fostering service restructure will provide more intensive support to carers.
- To further develop work with the Haringey Tavistock partnership to address the support needs of our foster families and their development of understanding of the emotional impact of trauma for children and young people; aid children placement stability and the development of resilience for looked after children.

### **Foster carers Learning and Development**

The fostering service learning and development manager takes a lead on all learning and development for our carers. The learning and development strategy is based on the requirements of the fostering standards, analysis of learning evaluations and outcomes (carers practice). Training is very important in order for foster carers to manage the challenges being presented by children and young people. Carers usually complete all of the core/ mandatory training within 2 to 3 years of fostering (child protection first aid National minimum standards etc.)

We have recently considered a range of methods through which to support our carers learning. We are promoting a more individualised learning programme, which focuses on further development of their knowledge and experience in areas of their interest and areas specific to the needs of the child or young person in placement.

We recognise the diverse range of our carers learning styles and have encouraged a wide range of learning methods i.e. focused reading,



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observations, opportunities for on line learning and supporting carers to access training together with social worker s i.e. LSCB courses.

Sixty one of our carers have completed TSD's (training and development standards) so far.

**Key improvements**

- Further develop methods through which to measure the integration of learning in to our carers practice
- Supporting and development of carers literacy and IT skills to promote better educational outcomes for children and young people and to ensure they are safeguarded.

**Fostering Panel**

The Haringey fostering service has a fostering panel that consider and make recommendations to the agency decision maker about, the applications of all prospective foster carers and the re-approval of existing foster carers. The panel also have a quality assurance role. The work of the panel is governed by the Fostering Regulations 2011. In line with good practice, we have an independent chair, two departmental members and four independent panel members, two with fostering experience, one foster carer and one member who has been in foster care.

We are required to maintain a central list of people able to sit at panel when needed to ensure the panel is quorate and to provide professional advice as required. We have a central list that includes suitable independent members, as well as a Haringey councillor, legal and medical advisors.

Over the last year the Panel meetings have increased from one meeting each month to two meetings each month in order to meet the demands of the service.

The panel has two business meetings and two training events each year. Individual panel members are able to access the NLFC training as required. Each panel member is appraised each year by the panel chair and there are regular feedback meetings between the panel chair and agency decision maker.

**Complaints decision made**

There were no referrals to the Independent review mechanism the regulatory body which hears appeals from applicants and existing foster carers who were not recommended for approval by the panel and agency decision maker.



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### **Key target for Improvement**

- To support the work of the panel, we continue to recruit panel members for our central list from education and health.

### **Complaints ( Foster carers)**

There were 10 complaints / allegations which resulted in 2 de registrations. Eight carers are being reassessed as the allegations were related to standards of care. The behaviour management policy guidance and training and more support from the service will improve the standards of practice in our fostering households.

### **Complaints about the service**

There were 10 complaints these included the length of time it has taken to conclude investigations, (as above) delays related to payments, service changes i.e. De-commissioning of the computer services and complaints about social workers. In the main the complaints about social workers have been related to social workers challenging standards of practice. The service reviews complaints, learns from them and makes adjustments and improvements.

### **Private fostering (PF)**

Private Fostering is governed by the Private Fostering Regulations 2009. and the services to Private fostering arrangements regularly inspected by Ofsted. The responsibility for Private fostering is held within fostering service.

Where a child or young person is not related to their care givers, are under the age of 16 years and live in the household of their care giver for a period of 28 days or more, this is considered to be a private fostering arrangement. These children are considered to be “children in need”. The private foster carers and or the parents of the child have a responsibility to notify the local authority of this private fostering arrangement. Professionals also have a duty to inform the local authority ( Private fostering team) of any arrangement they may encounter in the course of their duties that they consider to be a private fostering arrangement.

The fostering service completes the child in need assessment and an assessment of the suitability of the private foster carer.

All private fostering arrangements have an allocated supervising social worker who visits to monitor the arrangement and provide advice and support to private foster carers. Private foster carers have access to our in house foster carers training i.e. Safe care and first aid behaviour management etc.

There are currently 18 private Fostering arrangements being assessed and supported by the fostering service.





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Under the private fostering regulations the fostering service is required to raise awareness about private fostering amongst the public and professional groups. The team has held briefing sessions for professionals (education, housing, and health partners) Held public information sessions and had stalls in the high street and at community events to raise awareness.

The service works closely with the marketing and communications team, who have produced publicity materials for raising awareness (which have been commended)

The information booklets for private foster carers and parents and booklet for professionals have been updated.

There is an improvement action plan for private fostering outlining key improvement targets

### **Service Efficiency Review**

As part of the preparation for restructuring of the service a major review of our service efficiency has been undertaken in order to ensure that the service is fit for purpose in the new structure i.e. Services delivered in a timely way, systems in place for collection of data to support performance management.

All staff have been consulted and involved in this review for ownership of improvements.

### **Key Service Improvements**

A service improvement plan is being constructed; a steering group has been set up with representations from across children's services which includes health and education partners to contribute to planning and improvements:

- Prepared for a short notice Ofsted inspection.
- Service is fit for purpose
- Increase the number of in house fostering resources
- Further develop joint initiatives through the NLFC
- Systems in place to encourage and support better outcomes for children
- Improve consultation methods and collection of qualitative data to be drawn from foster carers, children in care, foster carers own children, private foster carers, kinship carers and children in kinship placements to better evidence outcomes.
- Improve the collection of performance management data
- Restructure of the service to improve efficiency of fostercarer recruitment and support.





**Haringey Council**

<b>Report for:</b>	Corporate Parenting Advisory Committee	<b>Item number</b>	
<b>Title:</b>	Draft Permanency Policy		
<b>Report authorised by :</b>	Libby Blake Director of Children and Young People's Service		
<b>Lead Officer:</b>	Debbie Haith Deputy Director of Children and Families		
<b>Ward(s) affected: All</b>	<b>Report for Key/Non Key Decision:</b> N/A		

## 1. Describe the issue under consideration

- 1.1 The Children Act 1989 Guidance and Regulations sets out the clear expectation that Local Authorities should where necessary secure permanent care arrangements for the children in its care. This has been strengthened in the revised regulations 2010.

*“Permanence is the framework of emotional permanence (attachment), physical permanence (stability) and legal permanence (the carer has parental responsibility for the child) which gives a child a sense of security, continuity, commitment and identity. The objective of planning for permanence is therefore to ensure that children have a secure, stable and loving family to support them through childhood and beyond.*

*Permanence provides an underpinning framework for all social work with children and families from family support through to adoption. One of the key functions of the care plan is to ensure that each child has a plan for permanence by the time of the second review, as set out in the statutory guidance to the 2002 Act. Achieving permanence for a child will be a key consideration from the day the child becomes looked after.”*

- 1.3 The Children and Families Service has developed the basis for a policy document to support social work staff in their work to assist families and safeguard children effectively, providing the current guidance in the document



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attached as an appendix to this report. All major Council Strategies and Policies must be considered by the Cabinet, and so the work to date has been brought to the Cabinet Lead Member for Children for her early advice on the opportunity for local emphasis in the policy.

- 1.2 The Lead Member for Children wishes to review this document with the benefit of advice from the Corporate Parenting Advisory Committee to ensure that the Policy that underpins the work of the service contains a policy steer that is distinctively local to Haringey. The Committee is therefore asked to commit to dedicating some time over the course of this year researching and considering the issues with the support of officers to ensure that our policy direction fits our local area well and resonates with the ethos of the Council.
- 1.3 Areas that might be suitable for further consideration and a policy steer to the service are:
  - The priority to be given to inter-country adoption
  - The place that Special Guardianship should have in securing permanent placements for children.
  - The balance to be struck in securing permanency in extended family placements as opposed to the use of families with no prior link to the child .
  - Are there any characteristics of our local population to which additional attention must be paid when considering decision making for children requiring permanent alternative families.

**2. Recommendation**

- 2.1 That the Committee agrees to make this area a priority for further exploration in its meetings during the Autumn of 2012 with a view to informing the development of a clear policy statement on how best to secure permanent placements for children within the care system.

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**3. Use of Appendices**

Appendix 1 Draft Permanency Policy



**Appendix 1**

**DRAFT**

# **Permanency Policy**

**Children and Young People's Services**

August 2012

**DRAFT**



**Haringey Council**

## Document Control

<b>Version</b>	<b>Status</b> August 2012	<b>Author</b> Chris Chalmers, Head of Service, Children In Care; Children and Young People's Service
<b>Document Objectives:</b> This document describes our approach to ensure permanent placements for 'looked after' children or a child who may become 'looked after'.		
<b>Intended Recipients:</b> All Children and Families division staff		
<b>Monitoring Arrangements:</b> Regular case reviews through staff supervision and the Independent Reviewing Service.		
<b>Training/Resource Implications:</b> All staff in Children and Families Division will be made aware of their role and for implementing this policy. A series of training days are in place.		
<b>Approving Body and Date Approved</b>	Directorate Management Group Directorate Management Team Corporate Parenting Advisory Committee, Decision Taken by lead member xx	
<b>Date of Issue</b>	August 2012	
<b>Scheduled Review Date</b>	February 2013 (six month review) February 2014 (on an annual basis)	
<b>Lead Officer</b>	Chris Chalmers, Head of Service, Children In Care	
<b>Path and file name</b>		

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## **1. Introduction**

- 1.1 This policy sets out Haringey Council's commitment to ensuring that all children in our care are given the opportunity to live safely and securely in a family. It describes our approach to planning for permanent placements for 'looked after' children or a child who may become 'looked after' because the parents are unable to meet the child's long term needs.
- 1.2 We believe that the most appropriate place for most children to live is with their own birth families. To this end, Haringey provides a variety of services to support families including the provision of accommodation to children for short periods away from their families to relieve stress or help the family cope with a crisis, short breaks for disabled children, parenting support services delivered through children's centres and extended schools.
- 1.3 Where parents are unable to meet the needs of a child, Haringey will assist, wherever possible, in securing a placement within the child's wider family.
- 1.4 Where it is not possible for children to live with their families and they are looked after by the local authority, (or at risk of becoming looked after), the highest priority is to secure a permanent stable placement as speedily as possible which meet the child's needs.
- 1.5 This policy is linked to our Corporate Parenting Strategy.

## **2. Scope and Definition**

- 2.1 This policy covers all 'looked after children' living in Haringey.
- 2.2 Where children cannot return to their own family plans will be made for an alternative family placement, which may include adoption, or, for older children, a stable foster placement to prepare the young person for transition to adulthood. Consideration will first be given to securing permanency through adoption or special guardianship but where this is not considered to be the most appropriate plan for a child, a permanent placement with foster carers will be sought.
- 2.3 A permanent placement describes a specific family or care setting where a child is expected to live for the duration of his/her childhood. The intention is to provide a framework of emotional, physical and legal conditions that give a child a sense of security, continuity, commitment and identity.



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- 2.4 This may include an arrangement in which the local authority exercises Parental Responsibility under the terms of a court order. It will also include children who are looked after by agreement with their parents or any other person who holds parental responsibility.
- 2.5 The strategy encompasses all working practices that underpin the achievement of plans for permanence for children looked after by the London Borough of Haringey. The intention is to achieve consistency in this work area across all sections of the Children and Young People's Service. This policy will influence work by all professionals with children, their families, foster carers and adopters.

### **3. Aim**

- 3.1 The aim of this policy is:

#### **Aim**

**To provide high quality permanency plans for our looked after children, which ensure that if they cannot live with their own family they will have the best chance of an alternative permanent family home**

- 3.2 The policy sets out a set of principles and values which will prevent drift and delay in permanence planning for children, in order to effect permanent placement as early as possible for children who cannot remain at home.

### **4. Roles and responsibilities**

- 4.1 *The Lead Member:*, as a member of the Council Executive, has political responsibility for the leadership, strategy and effectiveness of local authority children's services. The LMCS is also democratically accountable to local communities and has a key role in defining the local vision and setting political priorities for children's services within the broader political context of the Council. (Ref: Statutory guidance on Roles and Responsibilities of DCS and LMCS)
- 4.2 *The Director:* The DCS has professional responsibility for the leadership, strategy and effectiveness of local authority children's services. The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers. (Ref: Statutory guidance on Roles and Responsibilities of DCS and LMCS)



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- 4.3 *Deputy Director, Children and Families:* is responsible for overseeing the implementation of this policy across the Children and Families Service and with relevant partners.
- 4.4 *Head of Service for Children in Care:* is responsible for monitoring and ensuring the effectiveness of permanency planning within the scope of the policy.
- 4.5 *Deputy Head of Service for Children in Care:* has responsibility for ensuring high standards of practice and timeliness in the implementation of this policy.
- 4.6 *Casework supervising managers:* have responsibility to lead on care planning for children taking into account relevant research and current best practice including ensuring timely permanency planning.
- 4.7 Social workers will obtain the views of the child and all relevant family members and take these into account in developing the care plan and undertaking the actions required to progress the permanency plan.
- 4.8 *The child's independent reviewing officer* has a key role to provide independent review, advice and challenge to the plan and advocacy for the child.

The statutory duties of the IRO are to:

1. monitor the performance by the local authority of their functions in relation to the child's case;
2. participate in any review of the child's case;
3. ensure that any ascertained wishes and feelings of the child concerning the case are given due consideration by the appropriate authority; and
4. Perform any other function which is prescribed in regulations.

The primary task of the IRO is to ensure that the care plan for the child fully reflects the child's current needs and that the actions set out in the plan are consistent with the local authority's legal responsibilities towards the child.





## 5. The legal context

- 5.1 Local authorities may only intervene in 'family life' in specific circumstances. Any intervention must be necessary and proportionate and in accordance with law.
- 5.2 In many cases, the local authority will work with parents by agreement to secure the welfare of a child. In some cases, it will be necessary to seek an order from a family court.
- 5.3 A child may become 'looked after' by a local authority:
- With the agreement of the parents/any person with parental responsibility (section 20 Children Act 1989)
  - Under an emergency protection order which lasts for a maximum of 15 days (section 44 Children Act 1989)
  - Under an interim care order which can be renewed (section 38 Children Act 1989)
  - Under a care order which lasts until the child is 18 unless discharged earlier or replaced by another order (section 31 Children Act 1989)
  - With the independently witnessed agreement of any parent with parental responsibility to placement for adoption (section 19 Adoption and Children Act 1989)
  - Under a placement order which permits the authority to place the child for adoption (section 21 Adoption and Children Act 2002)
- 5.4 In accordance with the Care Planning, Placement and Review Regulations 2010, there must be a care plan for every child who is looked after. By no later than the second statutory review, the care plan must include a plan for permanency. The second statutory review must take place within 4 months of the child becoming looked after.
- 5.5 Permanency plans may include:
- The return of the child to the care of both parents or one parent
  - The placement of the child with a relative or friend or other person connected to them
  - The placement of the child with adopters
  - The placement of the child with long term foster carers
- 5.6 The legislative and regulatory framework for the permanency policy is listed in Appendix A.



## **6. Principles**

6.1 The principles below are inherent to the full range of permanency options in situations where a child cannot remain at home.

### **Principles**

- All children have a right to a family life.
- Where possible, this should be within the child's birth family.
- Where it is not possible for children to live with their birth parents, alternatives within their wider birth family or family friends should be explored.
- Where children need to be looked after by the local authority they must be placed within a safe, stable and loving alternative family
- Decisions about the permanent placement of children will respect the child's ethnic origin, cultural background, religion and language. The needs of children with additional needs and disabilities will be taken in account as part of the planning and matching process. There must always be due regard to the need to avoid delay in striving to meet these needs.
- The wishes and feelings of every child must be respected. Every young person has a right, commensurate with their age and understanding, to participate in decision making about where they should live on a permanent basis and the degree of contact they should maintain with their birth family.
- The views of parents must be considered whenever possible.
- Every young person must have support services available to meet their assessed needs.
- Every young person must have readily available assistance in the event of difficulties or placement breakdown.
- Every young person must have information about how to make complaints or representations if required and how to access advocacy services.



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### **Living with relatives or friends**

6.2 All children who are believed to be at risk of significant harm will be the subject of a core assessment. If the core assessment concludes that the child cannot safely remain at home, every effort must be made to identify whether the child can be safely placement with relatives or family friends. This will be either as an interim measure to facilitate a return home or – if a return home is clearly not in the child’s best interests – as the preferred permanency option. Social workers will establish at an early stage which friends or relatives might be available to care for a child and will undertake an assessment of their ability to care for the child in conjunction with the Kinship Team. This will, avoid the kind of delays which can occur during court proceedings where this work has not been done. (See Kinship Care Policy under development)

### **Adoption**

- 6.3 Adoption remains the most appropriate and legally secure plan for a very young child who cannot remain with their birth parents
- 6.4 Adoption transfers parental responsibility for the child from the birth parents and others who had parental responsibility for the child, including the local authority, permanently and solely to the adopter(s). The adopters legally become the child’s parents. The order lasts for the whole of the child’s life. The child will cease to be looked after by the local authority.
- 6.5 Research strongly supports adoption as a primary consideration and as a main factor contributing to the stability of children, especially if under four years of age, where rehabilitation to family is not possible. Adoption is also be the right plan for older children in some circumstances.

### **Special Guardianship**

- 6.6 Special Guardianship addresses the needs of a significant group of children who need a sense of stability and security but where the absolute legal break with their birth family that is associated with adoption does not meet the child’s needs. It also provides an alternative for achieving permanence in families where adoption, for cultural or religious reasons, is not an option.
- 6.7 A special guardianship order gives parental responsibility to the special guardian. The parents do retain parental responsibility but their ability to exercise this is extremely limited. The intention of the order is that the special guardian will have sole responsibility for all the day-to-day decisions regarding the care of the young person. The order will last until the child is 18 unless discharged earlier. The child will cease to be looked after by the local authority.



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### **Residence Order**

- 6.8 A Residence Order may be used to increase the degree of legal permanence in a placement within the wider family network or with a foster carer (as, of course can Special Guardianship) where this would be in the child's best interests.
- 6.9 Residence orders give parental responsibility to the person named in the order. The parental responsibility is shared with the parents who must be consulted about key issues such as education. The order will last until the child is 18 unless discharged earlier. The child will cease to be looked after by the local authority.

### **Long term or permanent foster care**

- 6.10 Long term, or permanent, fostering may be the appropriate choice for a significant proportion of older children. It provides an appropriate family environment in which to meet the child's permanence needs. Where it is necessary that a child continues to be looked after by the local authority, permanent fostering may meet the child's needs for security, continuity, commitment and identity. Fostering has been proven to be particularly appropriate for older children who retain strong links to their birth family and do not want or need the formality of adoption.
- 6.11 It is important that the local authority formally agrees to the placement becoming a long term placement. For all children under the age of 13 years the formal decision is ratified by the Agency Decision Maker after consideration and recommendation made by the Adoption and Permanency Panel. The intention will be for the placement to continue until the child is 18. The child will continue to be looked after by the local authority.

### **Residential care**

- 6.12 It is recognised that residential care can provide a positive environment for some children for time limited periods, however children must only be placed in a residential establishment as an exception. Where such a placement is made it should usually be no more than one year in duration and it is not accepted that residential care will be a permanency option. In any situation where a young person's needs would be best met in residential care for longer than a year, agreement must be given by the relevant Head of Service.

### **Ceasing to be 'looked after'**

- 6.13 Where a child will cease to be looked after by the local authority, ie through adoption or special guardianship or residence order, the applicants need to have a clear understanding of the long term implications of this. They need to be aware of their increased responsibility for the child in their care



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and fully understand and accept that they are taking on the role of a parent.

6.14 For all above orders independent legal advice may be made available to the prospective carers as part of their preparation.



## 7. Planning for permanence

- 7.1 A set of procedures has been devised, further to guidance that is already available for staff, in order to inform the achievement of appropriate permanent outcomes for all children without undue delay.
- 7.2 Social workers who undertake assessments of a child's needs in relation to permanency plans must ensure that they are outcome focused. The first assessment to be undertaken will be the core assessment which will underpin early decision making for all children's permanency plans. They must include consideration of stability issues, including the child's and family's needs for long term support and the child's needs for links with birth family, including contact with his or her parents, siblings and wider family contact. Social workers must ensure that the child's permanency plan is clearly linked to previous and current assessments of the child's needs. This will include any assessments made by independent experts within court proceedings.
- 7.3 Before a decision can be made to permanently place a child outside his or her family careful assessment must be made of the feasibility of returning the child, either to the care of parents or family and friends. Such assessments take time. All steps have to be taken, without pre-judging the outcome of assessments, to put alternative plans in place to minimise delay. It is essential that a family group conference is arranged as part of this assessment.
- 7.4 There can be unintended consequences of sequential planning, elongating the process of securing a permanent family for a child. The prevention of delay is assisted by social workers making use of parallel planning. Where children are subject to care proceedings this type of planning will be required as part of the care plan. Parents, children and young people must be kept informed and involved at each stage of decision making in a way that is appropriate to their age and understanding.
- 7.5 Assessment of sibling groups must be undertaken to establish the extent and quality of relationships in a sibling group in order to assess whether or not they should be placed together. It is important to ascertain the perceptions and wishes of the child and their family, to assess the shared experience of siblings and each of the children's individual permanence needs. Siblings who are looked after should be placed together whenever possible although it is recognised that in some cases this will not be appropriate.



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- 7.6 Joint placement should therefore be strongly encouraged but not assumed as placement together is not the only way to maintain sibling relationships. Where brothers and sisters are not placed together arrangements should be made as part of each child or young person's care plan to enable the brothers and sister to live together providing this meets the assessed needs of each child. It is important to assess the extent and quality of relationships in a sibling group. Usually, and especially where there is a pre existing and meaningful relationship, it will be important to actively seek to maintain sibling relationships within any permanency plan.
- 7.7 Research with regard to sibling placements emphasises that the most enduring relationships people have are likely to be with their siblings. The impact on separated siblings of losing vital support, a shared history and continuity can be detrimental to children's continued stability in substitute family placements. More successful outcomes frequently occur for children who are placed with their siblings. Children should, therefore, be placed with their siblings unless there are exceptional circumstances, such as dysfunctional interaction that cannot be remedied, incompatible needs or where the lack of a suitable placement would lead to unacceptable delay.
- 7.8 Contact must primarily be for the benefit of the child rather than the parents and other significant adults. Appropriate contact plans can be integral to the success of any permanent placement. Contact, in whatever shape or form, can provide an opportunity for a young person to make sense of their history and their current placement. It can avoid myths building up about the birth family and strengthen a child's ability to make sense of their history. However research indicates that for some children contact can be traumatic and serve to reinforce abuse they have suffered. Very careful assessment, observation and regular review of contact is essential.

## **8. Equalities and diversity**

- 8.1 Recording of equalities data is mandatory under the Equality Act 2010. Ofsted requires equalities monitoring data on age, sex, race and disability.
- 8.2 In order to meet the needs of children and young people in Haringey, Framework-i also allows for the collection of data on religion. Hence the following information should be included in case records:
- Data relating to: age, sex, race, disability, religion
  - The communication and language needs of service users and carers should always be considered; for example where a child, young person or their carer may need interpreter, written material in an alternate format or a language other than English.



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- Arrangements should be made for advocates, interpreters, relatives or friends, to assist any child, young person or carer where necessary.
- The Commissioning and Placements Service must ensure, through recruitment and commissioning arrangements, that there are sufficient placements to meet the permanent placement needs of all looked after children.

## **9. Audit**

9.1 We will audit and monitor the implementation of the permanency policy to ensure that the care provided to individuals is achieving the aims and desired outcomes.

9.2 We will carry out quality assurance and audit checks through:

- Monitoring of all children's permanency plans through the monthly Permanency Tracking meetings
- Adoption and Permanence Panel
- Regular case reviews
- Supervision arrangements and audit processes across the Children and Families Division which underpin continuous service improvement.

## **10. Training**

10.1 All staff in Children and Families Division will be made aware of their role and for implementing this policy.

10.2 Workshops have taken place across the entire Children and Families Division to take place from May 2012 onwards. These will continue on a six monthly basis. Colleagues from legal services, virtual school and LAC health will assist in conveying the key principles and raising the profile of permanency planning.

## **11. Review**

11.1 An initial review of the new policy and procedures will be led by the Deputy Director, Children and Families, in February 2013.

11.2 Following that review, the policy will be reviewed annually (or sooner if new legislation, codes of practice or national standards are introduced) to ensure that the care provided to children and young people is still achieving the desired outcomes.





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## **12. Appendix A: Legislative and Regulatory Framework**

The legislative and regulatory framework for the permanency policy is listed below:

- [Children Act 1989](#)
- [Human Rights Act 1998](#)
- [Adoption and Children Act 2002](#)
- [Children Act 2004](#)
- [Special Guardianship Regulations 2005 and Guidance](#)
- [Children and Adoption Act 2006](#)
- [Care Planning, Placement and Case Review Regulations, 2010](#)
- [National Minimum Standards Fostering 2011](#)
- [Adoption National Standards 2011](#)
- [Adoption Guidance 2011](#)
- [Fostering Service Regulations 2011](#)
- [Family and Friends care – statutory guidance 2011](#)

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