
Children's Safeguarding Policy and Practice Advisory Committee

TUESDAY, 1ST APRIL, 2014 at 19:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON N22 8LE.

MEMBERS: Councillors Adamou, Browne, Hilary Corrick, Hare, Scott and Stewart (Chair)

AGENDA

1. APOLOGIES FOR ABSENCE

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 Items 8 & 12 below.

3. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and

(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

4. MINUTES (PAGES 1 - 8)

To consider the minutes of the meeting held on 23 January 2014.

5. MATTERS ARISING (PAGES 9 - 12)

To consider the agenda plan.

6. PERFORMANCE (PAGES 13 - 34)

This report sets out performance data and trends for an agreed set of measures relating to: Children and Families - Contacts, referrals, assessments and Child Protection - current performance to February 2014.

7. FOLLOW UP LADO REPORT

At the last meeting Members requested a follow up report by the LADO

- Answering broader questions on the interaction with the LADO.
- Identifying trends behind the data and reporting on this
- Providing an assessment of the awareness of the LADO by checking procedures for reporting into the LADO and how effective these are
- Providing some comparative data

There will be an update to the committee on the progress of this work.

8. UPDATE FROM THE OFFICER PERFORMANCE GROUP

At the meeting in January, the Committee agreed to have an update on the work of this officer performance group considering contacts, referrals and child protection plans. **Verbal Update**

9. ANY NEW ITEMS OF URGENT BUSINESS

To consider any new items of urgent business as per item 2.

10. OUTCOMES FOR CHILDREN SUBJECT TO CHILD PROTECTION PLANS (PAGES 35 - 38)

At the September 2013 meeting of the Children's Safeguarding Policy and Performance Advisory Committee members were concerned about outcomes for children subject to Child Protection Plans (CPP) and asked the Independent member to take forward a qualitative audit examining whether the intended outcomes of the plan have been achieved.

11. MOTION TO EXCLUDE THE PRESS AND PUBLIC

The press and public will be excluded from the meeting for consideration of the following items 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) paragraphs 1&2&3 namely information relating to an individual and information likely to reveal the identity of an individual.

**12. OUTCOMES FOR CHILDREN SUBJECT TO CHILD PROTECTION PLANS
(PAGES 39 - 52)**

To consider exempt information pertaining to agenda item 9.

13. NEW ITEMS OF EXEMPT BUSINESS

To consider new items of exempt urgent business as per item 2.

14. DATE OF THE NEXT MEETING

14th July 2014 7.30pm - tbc

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MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE**THURSDAY, 23 JANUARY 2014**

Councillors Browne, Corrick, Scott and Stewart (Chair)

Apologies Councillor Adamou

Also Present: Zina Etheridge, Lisa Redfern, Myra O'Farrell, Elaine Redding, Richard Hutton, Iain Low

MINUTE NO.	SUBJECT/DECISION	ACTION BY
TEX178.	APOLOGIES FOR ABSENCE Apologies for absence were received from Cllr Adamou.	Clerk
TEX179.	URGENT BUSINESS The Chair had agreed to accept the LADO report [Local Authority Designated Officer report as a late item of urgent business. This report provided Committee Members with information about the number of allegations of abuse or maltreatment of children by a professional person working with children, staff member, foster carer or volunteer in the borough for the period April to December 2013.	
TEX180.	DECLARATIONS OF INTEREST There were no declarations of interest put forward.	
TEX181.	MINUTES 17 SEPTEMBER 2013 The minutes of the meeting held on the 17 th September were agreed as an accurate record of the meeting.	Clerk
TEX182.	MATTERS ARISING The Independent Member would complete her audit on outcomes for the next meeting of the Committee on the 1 st of April 2014.	Clerk
TEX183.	PERFORMANCE REPORT The Committee received a summary of the report and noted the following: <ul style="list-style-type: none"> • The continued downward trend in the number of children subject to a child protection plan • The work to ensure that single assessments are completed in 45 days with the target for completing the first part of the assessment within 10 days at 95% with performance currently at 81% 	

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- Child Protection Plan lasting for 2 years or more was close to statistical neighbours.
- 10% of children that have become the subject of a child protection plan for a second or subsequent time stood at 10% against lower than statistical neighbours who were performing at 13%.
- 1000 fewer contacts than last year

The Chair queried the drop in contacts and downward trend in the number of children subject to a plan and sought an understanding of the monitoring around this. He felt, given the additional downward trends in the number of looked after children, the number of children on a plan should be higher. The Acting Director of the Children's service explained that there are monthly senior officer meetings to analyse performance indicators and this officer group are concentrating on contacts, referrals and number of child protection plans. There is a significant amount of focus on contracts with an examination of the key issues and facts coming through to the service together with an analysis of the issues that are being escalated to referrals. Agreed that there is an update to the April Committee meeting on the work of this officer performance group or sooner to the Committee if available.

**Dir CS
(Acting)**

There was a consensus, that comparing performance information to that of statistical neighbours was a useful bench mark but it was more vital to be aware of the information behind the performance figures and be able to judge what the trends were and how the council were tackling emerging issues quickly. For example, the analysis was currently showing an increase in referrals due to emotional abuse.

Members sought an understanding of the issues that may impact on the completion of assessments and were aware of the recent re-configuration of the Framework I system. The Committee were informed that the configuration was an ongoing process and modification of the system would improve the timeliness of recording and work management. The Director for Children's Services(Acting) felt it was essential to improve the performance of initial assessments to 10 days and managers were fully aware of their accountability for ensuring these targets were met .

The Committee referred to the previous audit completed by the Independent Member in the timeliness of initial assessments and the findings which had assured them that the children were not put at risk. The common theme around not completing the initial assessment, in the 10 days, had been the social worker and police not being able to get access to the child at the given address. The Committee accepted that there was a need to continually monitor the issues around meeting targets for assessments and look at the cases, individually, to ensure that blockages are not caused by management systems and processes and that follow up visits are timetabled as quickly as possible.

The monitoring and quick identification of performance issues was being greatly assisted by the CDU(Corporate Delivery Unit) efforts to embed

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	<p>children's social work data so that it is available for the manager to view in real time. Managers were now able to view weekly performance information, instead of on a monthly basis, and begin to address issues such as delayed visits or completion of initial assessments more quickly.</p> <p>The message being given out to staff and managers was the importance of keeping to targets for the benefit of children and meeting their needs quickly. The Acting Director of Children's services further outlined how she is held to account by the Senior officers, the CDU and there are several tiers of scrutiny in place to further hold the director to account.</p>	
<p>TEX184.</p>	<p>EXTERNAL REPORT FROM SKYLAKES</p> <p>Following the AB CD judgement in March 2013, the previous Director of Children's Services had commissioned an independent review of S47 Child Protections Investigations from Skylakes. This had been conducted between May 2011 and March 2013. The improvement areas identified by the audit were listed along with the actions being taken by the service to address them.</p> <p>The Director of Children's Service(Acting) apologised to the Committee for the delay in the report coming forward and assured Members that the improvement areas identified were being taken forward very seriously. It was further explained that the initial version of the report , supplied to the council, contained a number of grammatical errors and had presentation issues and assisted in the delay of the report coming forward.</p> <p>The Chair felt that the Committee had already investigated the council's conduct in section 47's in a thorough manner and were assured that improvements were being made in the following areas; getting permissions from parents before seeking information from agencies, social workers having a better understanding about when permission is not required, ,and understanding of the 'Working Together guidance' by First Response.</p> <p>Members were also assured that the improvements highlighted by Skylakes, were part of an improvement plan on section 47s being worked to which would feed into the overall strategic plan of the service and the partnership work with iMPower. These plans were assessed by the service on a monthly basis and all aspects of the actions attached to the plan were carefully scrutinised.</p> <p>The importance of having a good Quality Assurance Framework was outlined and having live issues on the quality assurance cycle with a suite of information behind them for the service to consistently understand the issues . For example, the service were now looking at how they were handling Domestic Violence cases, the quality and timeliness of single assessments. The lead auditor would also be working alongside managers and the quality assurance and auditing</p>	

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	<p>process was built into the supervision process.</p> <p>There was discussion about whether there was a case for the Committee monitoring the use of Section 47's to ensure that the circumstances for taking one forward were being followed appropriately. It was explained that a section 47 can be started and as investigations progress, and the criteria is not met, the investigation stepped down.</p> <p>The Committee commented that the fundamental requirement was to ensure that Social Worker's recording was timely, accurate, and followed the required guidance for seeking permissions to investigate. If this was all correctly pursued then there should not be a reason to question the decisions that were being made. Added information on how the service's internal quality assurance exercise was analysing the use of section 47's could be made available in the next performance report to committee in April.</p> <p>The Committee commented on Skylakes findings concerning the little evidence of how the families are referred to a drop down service such as the CAF team. The Committee were assured that this was being addressed and there was better links between the First Response team and CAF team to ensure that families were passed quickly to universal support services .</p> <p>The report was noted.</p>	<p>AD QA</p>
<p>TEX185.</p>	<p>THE INDEPENDENT MEMBER'S QUALITATIVE AUDIT ON DECISIONS TO UNDERTAKE A SECTION 47 INVESTIGATION</p> <p>At the September Committee meeting, the Independent Member was asked to complete a qualitative audit of a sample of child protection investigations and focus on the rationale in each case for taking forward a section 47 investigation. The Committee were particularly keen to understand if investigations were undertaken too lightly or if there were occasions when a section 47 should have been followed but were not pursued.</p> <p>The report from the Independent Member provided a comparison of the percentage of section 47 investigations proceeding to a ICPC[Initial Child Protection Conference] in Haringey in comparison to statistical comparator boroughs in the year 2012/13 and Haringey were the fourth highest in this group but close to the comparator average. The Independent Member reported that for the first 6 months of the 2013/14 year the council's rate had fallen, putting it alongside Lambeth and Southwark.</p> <p>The Independent Member remarked that the Skylakes reports, together with the Committee's previous commissioned qualitative reports, reflected the mix in recording practices.</p> <p>The Committee went through 21 cases with the majority demonstrating good practice and all indicating that permission to share information had</p>	

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	<p>been sought. The Committee looked closely at 6 cases where there were concerns by the Independent Member about: the appropriateness of section 47 investigation ,a safeguarding issue not being pursued by the agency coming into contract with a young person who was under 18, recording , speed of follow up . Following discussion about two of the cases, the Independent Member accepted that the social worker would have needed the mandate provided by the section 47 to complete an investigation, given the initial circumstances they had been faced with.</p> <p>The Committee noted the availability of the LSCB conducting a section 11 investigation to understand how agencies were passing information about safeguarding concerns onto Children's services. The Children's service was focussing on quality assurance and ensuring the multi agency role around a family was also compliance tested.</p> <p>The independent Member, Committee and officers agreed the key learning from the well documented cases was using the mandate the section 47 investigation provided, when the circumstances of the case lead the social worker to understand that the child is suffering or is likely to suffer , significant harm, but stepping down the case when information is obtained that the child is not at risk.</p> <p>The Committee spoke about the importance of recording and asked how social workers can be further equipped and supported to ensure that they can record in a timely and efficient way. In response, it was noted that social workers are able to use their laptops on visits and it was about ensuring that recording notes from a meeting or visit is a discipline and not a habit. The Committee were advised that recording should not become an onerous task but be in a succinct fashion and set out the key issues.</p>	
<p>TEX186.</p>	<p>NEW ITEMS OF URGENT BUSINESS</p> <p><u>Local Authority Designated Officers Report April to December 2013</u></p> <p>The Committee considered a report by the LADO (Local Authority Designated Officer) which provided open information on the referrals of allegations against adults who work with children, including a profiling analysis of allegations made in the borough, comparative data and an update of the interventions and development work completed between April and December 2013. Having considered the details of the report the Committee questioned</p> <ul style="list-style-type: none"> • The thresholds in place • The presentation of the data as the number of allegations put forward to the LADO were small but when compiled into a percentage format could provide a misleading picture <p>The Committee felt that there was a need to understand the information behind the data with further analysis focussing on whether there were</p>	

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	<p>allegations against particular gender or particular age group ,and was there more than one allegation against a person?</p> <p>The total number of allegations made was 79 and the Committee questioned this number in comparison to other boroughs and also felt this number maybe too small given the total population in Haringey was over 250, 000.</p> <p>A question was asked by the Chair about young people’s understanding of the LADO process and how well they know who to go to as their first point of contact if they want to report abuse. The routes to the LADO were explained as well as the reminder given of the role of the LSCB which provides training to schools staff about how they take forward children’s and young people reported concerns . There is a named person at a school that children and young people can go to with concerns about abuse and maltreatment. The Chair continued to be concerned about the awareness among young people at school about whom they can go to especially if English is their second language.</p> <p>Agreed that there be a follow up report to Committee by the LADO</p> <ul style="list-style-type: none"> • Answering broader questions on the interaction with the LADO. • Identifying trends behind the data and reporting on this • Providing an assessment of the awareness of the LADO by checking procedures for reporting into the LADO and how effective these are • Provide some comparative data <p>To further inform this report back, agreed that referrals into the LADO are analysed and understanding reached on how an enquiry becomes an investigation and how it is decided that no further action is required by the LADO. It was further agreed that the 53 enquiries which did not meet the threshold for LADO investigation are also analysed and information provided to the Committee on why they did not meet the threshold for LADO investigation.</p> <p>The Committee also advised officers of the need to ensure the process was robust and detected false allegations as unproven claims could have a marked detrimental impact on the career and life of the person that was being investigated.</p> <p><u>Update on Children’s Services Staff Changes</u></p> <p>The Chair asked the Deputy Chief Executive to provide an update on the recent senior staff changes in the Children’s services and sought assurance that there was not an impact on the safeguarding services provided to children in the borough. The Deputy Chief Executive outlined the interim structure in place and the work being done to ensure that all staff in the service was fully aware of their reporting lines. This included ensuring communication about staff changes reached staff quickly and they were clear on who they needed to send information to and seek</p>	<p>AD QA</p> <p>AD QA</p>
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	<p>necessary agreements from .The Director of Children's Services(Acting) and Deputy Director for Schools and Learning were also visiting all Children's service teams on a daily basis. The CE and Deputy CE were also holding information sessions with all Children's staff to share information on changes quickly and in person.</p> <p>The Committee were advised that the delay in recruiting to a permanent Director of Children's services was unavoidable and it would take around 6 months to recruit to this post . The appointed director would then need to appoint their management team. In the meantime, the interim structure was focussing on the core business of the service and ensuring that the day to day core business of the Children's Service was meeting the needs of children. Although, there may be administrative changes in the names of managers, effort was being made to ensure that this did not impact on the daily activities of social workers and their line managers.</p> <p>It was further explained that Children's service staff were all located on the 1st Floor at River Park House with the Acting Director as well as all the AD's. They were visible, making both formal and informal contact with staff.</p>	
<p>TEX187.</p>	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>The Press and Public were excluded from the meeting for the following item.</p>	
<p>TEX188.</p>	<p>THE INDEPENDENT MEMBER'S QUALITATIVE AUDIT ON DECISIONS TO UNDERTAKE A SECTION 47 INVESTIGATION As per item 8</p>	
<p>TEX189.</p>	<p>NEW ITEMS OF EXEMPT URGENT BUSINESS</p> <p>None</p>	
<p>TEX190.</p>	<p>DATE OF THE NEXT MEETING</p> <p>Joint meeting with Corporate Parenting Committee on the 6th March 7.30pm.</p> <p>Next Children's Safeguarding Policy and Practice Committee on Tuesday 01st April 2014.</p>	

**MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY
COMMITTEE
THURSDAY, 23 JANUARY 2014**

Cllr James Stewart

Chair

Date of the meeting	Reports and background information	Officer / Member leading on the report
<p>1 April 2014 7.30pm</p>	<p>1.Performance</p> <p>2.Follow up LADO report [Agreed that there be a follow up report to Committee by the LADO</p> <ul style="list-style-type: none"> • Answering broader questions on the interaction with the LADO. • Identifying trends behind the data and reporting on this • Providing an assessment of the awareness of the LADO by checking procedures for reporting into the LADO and how effective these are • Provide some comparative data <p>To further inform this report back, agreed that referrals into the LADO are analysed and understanding reached on how an enquiry becomes an investigation and how it is decided that no further action is required by the LADO. It was further agreed that the 53 enquiries which did not meet the threshold for LADO investigation are also analysed and information provided to the Committee on why they did not meet the threshold for LADO investigation.</p> <p>3.Added information on how the service's internal quality assurance exercise was analysing the use of section 47's could be made available in the next performance report to committee in April.</p> <p>4. Agreed that there is an update to the April Committee meeting on the work of this officer performance group looking at contacts, referrals and Child protection plans.</p> <p>5.Report from Hilary Corrick on Outcomes</p> <p>Reports will be due with on 17th March 2014.</p> <p>Reports will be published on 24th March</p>	<p>Margaret Gallagher</p> <p>Myra O'Farrell</p> <p>Myra O'Farrell</p> <p>Lisa Redfern/Elaine Redding</p> <p>Hilary Corrick</p>

Children's Safeguarding Policy and Practice Agenda Planning 2014/15

Date of the meeting	Reports and background information	Officer / Member leading on the report
	2014	
14 July 2014 Tbc at Full council	Further Report back on the LADO Performance Reports will be published on the 04 th July 2014 - Draft Reports will be due on the 27 th June	
16th October 2014 – TBC at Full council	Performance Reports will be published on 8 th October Draft reports will be due on 01 st October	
27th October 2014 TBC at Full council	Joint meeting with Corporate Parenting Performance Reports will be published on 17 th October Draft reports will be due on the 10 th October	
26th January 2015 TBC at Full council	Performance Reports will be published on 16 th January Draft reports will be due on 9 th January	
30th March 2015 TBC at Full council	Performance Reports will be published on 20 th March Draft reports will be due on the 13 th March	
27th April TBC at Full council	Joint meeting with Corporate Parenting Performance Reports will be due on 17 th April Draft reports will be due for 10 th April	

Suggestions for committee members to get more of an understanding how different areas of safeguarding services work by visiting teams and watching them in action.

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Report for:	Children's Safeguarding Policy and Practice Committee 1 April 2014	Item Number:	
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Title:	Performance Assessment – April to February 2013/14
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Report Authorised by:	Lisa Redfern, Director of Children's Services (Acting)
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Lead Officer:	Margaret Gallagher – Performance Manager
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Ward(s) affected: All	Non Key
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1. Introduction

1.1 This report sets out performance data and trends for an agreed set of measures relating to:

- Children and Families - Contacts, referrals, assessments and Child Protection - current performance to February 2014.

1.2 Appendix 1 provides further detail in the form of a monthly performance monitoring report with tables and graphs for each of the agreed measures, grouped by topic. The scorecard shows monthly and year to date performance against target, long term trends and benchmarking where applicable. It contains service analysis to explain why the data looks the way it does, what action is going to be taken, by when.

2. Performance Highlights/ Key Indicators

Corporate Plan indicators relating to:

Priority 2: Enable every child and young person to thrive and achieve their potential; and

Priority 4: Safeguard children and adults from abuse and neglect wherever possible, and deal with it appropriately and effectively where it does occur.

- In general, there has been a downward trend in the number of **children subject to a child protection plan**. Children on a plan have reduced by 30% since the end of March 2013, 80 fewer children. At the end of February there were 188 children subject to a plan, a **rate** of 33 per 10,000 population below the 2012/13 rate for our statistical neighbours (40), our 2012/13 rate of 47 and our target rate of 43 ([page 6](#)). The main issue to be concerned with here is ensuring our threshold is set at the right level.
- A **children and families single assessment** went live from 1 July and initial and core assessments were replaced with simple and complex assessments. 1091 of these assessments have been **completed** in the year so far, 77% **in 45 working days** against a target of 85% ([page 5](#)). New assessments are being undertaken in a timely manner due to tighter management and systems changes.
- 83% of **children assessed were seen within 10 days** in the year below the 95% target but more children have been seen in 10 days in recent months (87% in February) ([page 5](#)). This indicator has now improved due to system and practice changes and weekly management scrutiny of practice and I am now confident that the management and systems are in place to ensure this continues to improve as children deemed at risk must be seen in 10 days.
- 9.9% of **child protection plans** that ceased this year **lasted 2 years or more** close to our statistical neighbour position of 9%. Our target is 7%. ([page 6](#)).

Related safeguarding indicators

- 10% of children have become the **subject of a Child Protection Plan for a second or subsequent time** in line with our 10% target.
- There have been 5181 **Child contacts** recorded in the year. Current numbers suggest around 1,000 fewer contacts in 2013/14 compared with 2012/13 ([page 4](#)).
- **Referrals** are also reducing, 20% reduction forecast in addition to a 14% reduction on numbers in 2011/12. This is equivalent to a referral rate of 275 per 10,000 population (projection of 300 rate for 2013/14) and low compared to our SN rate of 545 for 2012/13 ([page 4](#)).
- The rate of **re-referrals within 12 months of the previous referral** at 14% is in line with our target (16%) and our statistical neighbours ([page 4](#)).
- 90% of **child protection cases have been reviewed within timescale** for the current cohort, below the 100% target and below levels achieved by our statistical neighbours ([page 8](#)).
- 96% of **child protection visits** completed in the month as at the end of February exceeding the 95% target ([page 8](#)).
- There has been a 3% reduction in the number of **children in care** since the end of March 2013. 523 children were in care on the last day of February or 91 per 10,000 population, which remains higher than the level in similar boroughs although a significant reduction on this point last year (rate 93).

For more detailed analysis and graphical illustrations, trends etc. see Appendix 1.

3. *Contacts, Referrals and Assessments and Child Protection*

3.1. Requires further analysis to understand what this is telling us.

The number of **child contacts** in the year to February is 5,181, an average of 470 per month and 80 fewer contacts per month compared with 2012/13. Contacts from both the Police and the Health service have reduced, these being the two largest sources of contacts. An average of 55 fewer contacts per month were received from the Police (from 224 to 169) and 11 fewer monthly contacts from health (from 96 to 85). The variation in referrals is less pronounced with an average 5.5 fewer referrals per month with the largest drop from the Health service. The conversion rate from contact to referral is highest amongst schools and education services at 63% although this relates to less than 500 contacts. 26% of contacts from the Police convert to referral up from 21% in 2012/13 and 34% from Health services.

3.2. Good

The **Multi-Agency Safeguarding Hub (MASH) and Screening** process continue to quality assure the information received and gather information proportionately in order to establish whether a referral for assessment is required.

3.3. Analysis of contacts that progressed to the Multi Agency Safeguarding Hub (MASH) in the year to February 2013 revealed that the main source of referral was the Police followed by voluntary organisations and then schools/education. A graph showing the source of contacts which progressed to MASH is attached at Appendix 3.

3.4. Referrals have decreased steadily over recent years linked to First Response Multi-Agency Team and MASH. There have been 1,583 referrals in the year to February 2014 and Haringey's projected **rate of referral per 10,000 population** of 300 remains significantly below that of our statistical neighbours (545 in 2012/13).

3.5. Good

Haringey's rate of **re-referrals within 12 months of the previous referral** at 14% is in line with our target (16%) and our statistical neighbours. In the year to February 2014 this relates to 219 re-referrals out of 1,583 referrals.

3.6. Performance has now improved.

The Child and Family Assessment has replaced the Initial Assessment with the target for the new National (SP11F) performance indicator being set at 95% for a **child being seen within ten days** of the assessment start date. In the period July to February 83% (815 out of 985) children were seen within 10 days of their assessment, below the target. However performance is improving in this area with 87% of children seen in 10 days in the month of February (103 of the 118

¹ Safeguarding Performance Information Framework

children), this is the highest achievement in the last seven months and since monitoring begun.

3.7. New management is in place – response rates and practice improved.

A new weekly performance scorecard has been launched with effect from 17 February and provides data down to team and individual level to aid performance management. Performance and quality meetings occur on a fortnightly basis where managers discuss assessment deadlines and any pressures occurring for the teams. The emphasis for this meeting is equally around focusing on practice expectations.

3.8. Requires improvement

Since the introduction of the new children and families single assessment in July 2013 a target to complete 85% of **assessments within 45 working days** was set. In the year to February 1091 assessments have been completed, 77% within the 45 day target. 27 of the 118 assessments completed in February were simple assessments and 91 were complex assessments. 11% of assessments have been completed in 10 days and 50% in 35 days, 27% between 36 and 45 days..

3.9. Good – requires improvement

The **rate of children subject to a child protection plan** is 33 per 10,000 population (188 children). Lower than the target rate in our Corporate Plan, Haringey's current rate is close to the average of 36.5 for our statistical near neighbours as at Quarter 3 2013/14 and similar to rates in Newham, Wandsworth and Kingston Upon Thames. Published data for 2012/13 puts Haringey's rate within the range of our statistical neighbours rated good or outstanding (between 26 and 66).

3.10. Practice improved – but – we always need to check that our thresholds are correct

234 children have **become subject to a plan** in the year to February and 317 children have **ceased to be subject to a plan**, a net decrease of 83.

3.11. Requires improvement – and closer management action

9.7% of **child protection plans last two years or more** (31 out of 314 children) close to our statistical neighbours (9%). A system to routinely scrutinise cases which have gone over 18 months is in place whereby the child protection advisor and Head of Service consider the need for an on-going plan on a case by case basis. Case file audits including the quality of CP plans and learning from cases that last more than 18 months specifically a drill down to examine progress are scheduled in the Quality Assurance programme.

3.12. Good practice

10% or 22 out of 230 children have become the **subject of a Child Protection Plan for a second or subsequent time** this year which is lower than the 13% reported by our statistical neighbours in 2012/13 and in line with our 10% target.

3.13. Requires improvement and intensive and rigorous management action

For the current cohort 90.4% of **child protection cases have been reviewed within timescale** this year (94 out of 104), below the 100% target.

3.14. Good performance

96.2% of **child protection visits were completed in the month** at the end of February, better than the 95% target. This relates to 177 visits made in the month out of 184. Systems are in place for managers in Safeguarding and Support teams to check occurrence of visits, the timely writing up of visits and the quality of both social work and recording.

3.15. Requires improvement – Management action in place to address this

91.3% of **Children in Need visits** were completed in line with the required frequency as at the end of February (210 out of 230).

4. Appendices

Appendix 1: February Performance Monitoring Report including analysis and benchmarking for Contact, Referrals & Assessments, Child Protection and Looked after Children

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Appendix 1

Summary of Performance as at end of February covering indicators reported to Corporate Parenting Committee

This will be supplemented with a demonstration of the new weekly performance scorecard with live data covering Looked After Children and Care leavers.

Positive or improving performance

- Indicators around **stability of placements** for looked after children remain positive and in line with our statistical neighbours and targets. 9% of children had 3 or more placements compared with 12% amongst our statistical neighbours and better than our 10% target.
- 5 children **missing from care** in the month of February 2014, 2 whereabouts unknown and 3 whereabouts known. There were 7 children who absconded for less than 24 hours during February 2014.
- There have been 58 **adoptions (33) and special guardianship orders (25)** in the year to February 14, well exceeding the combined target of 45 for the year. A quarter of children who ceased to be looked after in the year so far have achieved a legal permanency arrangement (14% adopted) compared to 5% adopted in 2011/12 and 6% in 2012/13. This performance has closed the gap with the overall England position of 9.6% (2012/13) adopted.
- **Visits to children in care** are on target
- **Haringey Families First** programme is continuing to increase the number of families it is supporting. 576 families have been allocated a lead worker, an increase of 190 families since Quarter 2.

Areas for focus or further exploration

- There has been a 3% reduction in the number of **children in care** since the end of March 2013. 523 children were in care on the last day of February, an increase of 21 children since September. This equates to a rate of 91 per 10,000 population, which remains higher than the level in similar boroughs (72) although a significant reduction on this point last year (rate 93). The number of LAC is above the 479 end of year target (2013/14). Increasing numbers of children in care due to child protection issues, UASCs, remands into YDA, homeless 16 and 17 year olds are of concern. There is a joint approach to managing this throughout CYPS, making full use of edge of care services, tighter control of UASCs being received into care when they are age disputed by the Home Office. Plans are being made to strengthen the delivery of S17 support, under the Southwark, judgement to of 16 and 17 year olds.
- 18.7% of **Children are placed 20 miles or more from Haringey**, the number increased by 8 between January and February so the gap between performance and our 16% target has widened.
- Performance on **care leavers in suitable accommodation and in education, employment and training** is below target. 74% (42 out of 57) of 19 year olds were in suitable accommodation in the year to February against a 90% target. Young Adults Service Tenancy workshops to continue in supporting and preparing care leavers for their tenancy. Care leavers are accessing their permanent accommodation within an average timeframe of six months of their 18th birthday. 46% of care leavers are in education, employment or training at their 19th birthday. Service is increasing the number of young people in apprenticeship programmes:
 - We currently have 60 young people who are in employment and attending apprenticeships.
 - We have six young people in an apprenticeship programme with the Wilkommen Project at the Marriot Hotel. Three of these young people will be going for two weeks work experience at the Marriot in Germany.
 - We have monthly Employment workshops in partnership with Jobs for Haringey and are encouraging young people to attend.

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Children and Families Monthly Performance Monitoring Report

Highlighted PIs are in the Corporate plan

February 2014

Page

Contacts, Referrals and Assessments

	This Month		2013/14 YTD	Target	Traffic Light	
4	The number of contacts received	479	↓	5181	-	
4	The number of referrals to children's social care	149	↑	1583	-	
4	The rate of referrals to children's social care per 10,000 pop	26	↑	275	-	
4	Re-referrals within 12 months of the previous referral	10%	↓	14%	16%	Green
5	Percentage of referrals going on to assessment YTD	86%	↑	86%	-	
5	Percentage of referrals with outcome NFA	1%	↑	5%	-	
5	<i>Children and Families Assessments carried out within 45 working days</i>	74%	↓	77%	85%	Red
5	Children and Families Assessments completed	118	↓	999	-	
5	<i>Child seen in 10 days</i>	87%	↑	83%	95%	Red
5	Distribution of days for completing assessments					

Child Protection

6	Children subject to a child protection plan	188	↓	188		
6	<i>The rate of Children Subject to a child protection plan per 10,000 pop</i>	33	↓	33	43	Amber
6	Children Becoming Subject to a child protection plan in the period	29	↓	234	-	
6	Children Ceasing Subject to a child protection plan in the period	28	↑	317	-	
6	<i>Child Protection Plans ceasing after two years or more</i>	14%	↓	10%	7%	Red
6	CP Plans lasting over 2 years at period end	0%	↓	-		
6	Subject of Child Protection Plan for a second or subsequent time	3%	↓	10%	10%	Green
6	Children moving to Haringey on a child protection plan	2	↓	11	-	
6	Children moved out of Haringey on a child protection plan	5	↑	38	-	
8	Percentage of CP cases which were reviewed within required timescales	90%	↑	90%	100%	Red
8	Child Protection Visits	96%	↑	96%	95%	Green
8	Children in Need Visits	91%	↓	91%	95%	Amber

Looked after Children

9	Children in care including unaccompanied asylum seeking children	523	↑	523	485	Red
9	The rate of Children in care per 10,000 pop	91	↓	91	-	
9	Haringey (becoming)	11	↑	210	-	
9	Haringey (ceasing)	18	↓	229	-	
9	Haringey Net Increase / Decrease	-7	↑	-19	-61	
9	Percentage of Children becoming looked after previously subject to Child Protection plan	82%	↑	40%	-	
9	Number of young people becoming looked after on remand	0	↓	24	-	
		This Month		2013/14 YTD	Target	Traffic Light

LAC Reviews and Visits

10	Children in Care visits	95%	↓	95%	95%	Green
10	Children in care cases were reviewed within timescales	88%	↓	88%	92%	Amber

Missing and Stability

11	Number of children missing/ absconded from care at any point in the month	2Missing 3 Absent 7 Abscond				
11	<i>Stability of placements of looked after children: number of moves</i>	9%	↓	9%	10%	Green
11	Stability of placements of looked after children: length of placement	73%	↑	73%	72%	Green
11	<i>Percentage of children placed 20 miles or more</i>	19%	↓	19%	16%	Red

Care Leavers

12	Care leavers in education, employment or training:					
12	19th Birthday	100%	↑	46%	75%	Red
12	20th Birthday	80%	↑	52%	-	
12	21st Birthday	80%	↑	39%	-	
12	Care leavers in suitable accommodation:					
12	19th Birthday	100%	↑	74%	90%	Red
12	20th Birthday	100%	↑	73%	-	
12	21st Birthday	100%	↑	76%	-	

Adoption and Special Guardianship Orders

13	Number of adoptions/special guardianship orders	1	↓	58	45	Green
13	Number of adoptions	0	↑	33	20	Green
13	Number of special guardianship orders (SGOs)	1	↓	25	25	Green
13	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption. Percentage of adopted children placed within 12 months.	-	↑	59%	-	
13	<i>A1. Average number of days from becoming LAC to being placed for adoption</i>	-	↓	807	639	Red
13	A10. Average number of days Adjusted for Current Foster Carer adoptions	-	→	564	-	

		This Month		2013/14 YTD	Target	Traffic Light
Organisational Effectiveness						
14	Days sick per FTE. CY (excluding Schools)	-	➔	8.57	6.5	Red
14	Children's Statutory Complaints - average days to process	11.4	⬇	9.69	10	Unknown
14	Complaints - average days to process CYPS	5.7	⬆	10.7	15	Green
14	Members' Enquiries - average days to process CYPS	7.3	➔	7.8	10	Green
14	FOI's - average days to process CYPS	17.1	⬇	16.8	20	Green
		Q3 2013/14		YTD	Year end	Traffic Light
14	Children's Social Worker Vacancy Rate	17%	⬆	17%	10%	Red
14	Children's Social Worker Turnover Rate	21%	⬆	21%	15%	Red
14	Children's Social Worker Sickness Absence- average days	4.4	⬆	4.4	6.5	Red
14	Percentage of Children's Social worker posts filled by agency workers	12%	⬆	12%	10%	Red

Contact and Referrals

Highlighted PIs are in the Corporate plan

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	2013/14	YTD	Target	Traffic Light
The number of contacts received	6637	415	561	538	464	579	479	↘	5181	-	
The number of referrals to children's social care	2156	144	157	167	111	143	149	↖	1583	-	
The rate of referrals to children's social care per 10,000 pop	374	25	27	29	19	25	26	↖	275	-	
Re-referrals within 12 months of the previous referral	15%	21%	21%	14%	12%	11%	10%	↘	14%	16%	Green
Percentage of referrals going on to assessment YTD	-	77%	76%	78%	83%	84%	86%	↖	86%	-	
Percentage of referrals with outcome NFA	-	3%	13%	1%	2%	1%	1%	↖	5%	-	

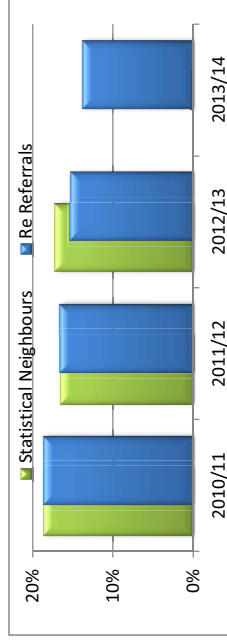
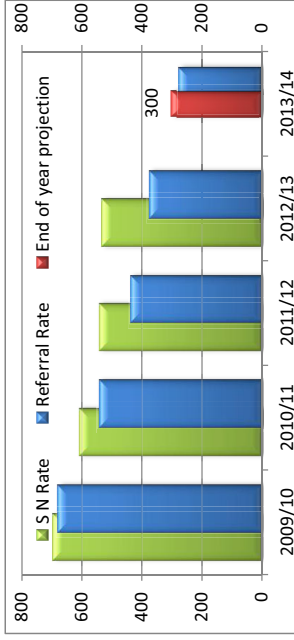
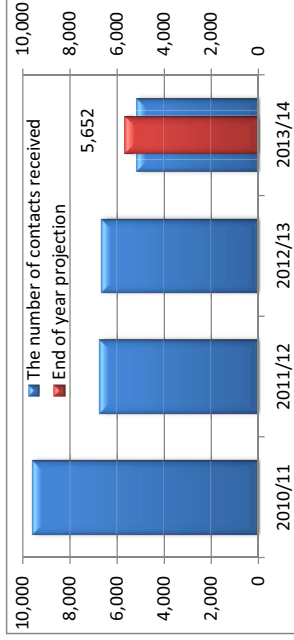
Service Analysis

Why does the data look the way it does?

- Although the number of contacts have gone down the screening team inform that they feel they have dealt with a higher number of enquires this month, screening are ensuring agencies refer rather than contact
- The number referrals has increased this month. The screening managers have been ensuring partner agencies complete a referral rather than a contact when the case is not a clear s47. It shows we need to look at our partner agencies to ensure they are making the correct decisions to refer a case rather than it be a contact. They appear still to rely on us to be making those decisions.
- The number of referral going to assessment has increased, this is in line with the two new team managers joining and confidence that we are getting thresholds right, this is in line with the two new team managers joining and confidence that we are getting thresholds right.
- Re-referral rate has decreased. Positive, this should be in line with correct assessment of case, not closing prematurely

What are you going to do about it?

- I will be contacting customer services to see if we can capture the data (enquires) to confirm the above and understand how much work we may be doing that isn't captured on framework i
- Discussion with project mgr (James Page)/ LSCB to look at ways we can reach out to partner agencies, training/educate etc to ensure they are aware of whether a case should be referred.
- Monitor to ensure thresholds are right in conjunction with HoS for FR
- Monitor

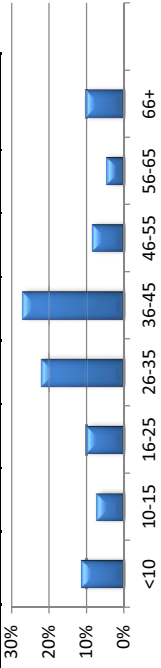


When are you going to do it by?

- Contact customer services by 28.03.14
- Meet with project mgr 24.03.14
- Ongoing
- Ongoing

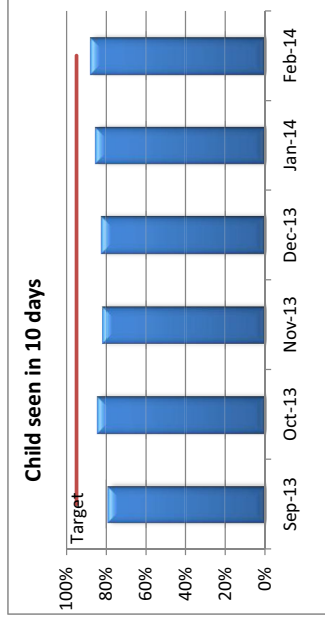
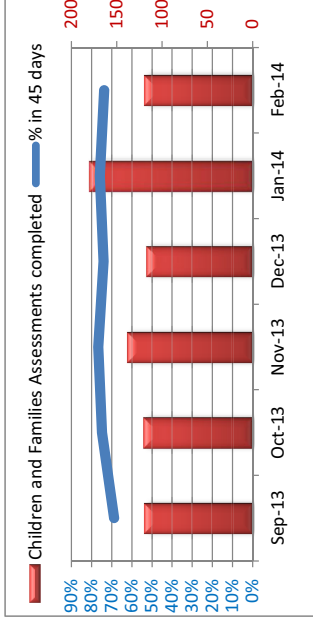
Assessments

	2013/14										YTD	Target	Traffic Light
	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Feb-14	Feb-14	Feb-14			
<i>Children and Families Assessments carried out within 45 working days</i>	-	69%	75%	77%	74%	76%	74%	74%	74%	77%	85%	Red	
Children and Families Assessments completed	-	118	119	137	116	179	118	118	999	999	-		
<i>Child seen in 10 days</i>	-	79%	84%	82%	82%	85%	87%	87%	83%	83%	95%	Red	
Distribution of days	<10	10-15	16-25	26-35	36-45	46-55	56-65	66+					
2013/14	11%	7%	10%	22%	27%	9%	5%	10%					



Service Analysis

Why does the data look the way it does?



When are you going to do it by?

What are you going to do about it?

Child protection

Highlighted PIs are in the Corporate plan

	2012/13						2013/14					
	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Target	Traffic Light			
Children subject to a child protection plan	164	171	177	168	184	188	188					
The rate of Children Subject to a child protection plan per 10,000 pop	47	30	31	29	32	33	33	43	Amber			
Children Becoming Subject to a child protection plan in the period	14	25	21	13	45	29	234	-				
Children Ceasing Subject to a child protection plan in the period	35	18	15	22	26	28	317	-				

Why does the data look the way it does?

The targets were set in line with the mid range for our Statistical neighbours rated Good or Outstanding by Ofsted on the assumption that this is what good performance looks like. All the arrows this month are pointing the right way (if our original assumptions are correct) in that we are reducing the numbers of children with plans overall. But we have to be confident that this is because we are offering a good early help and CIN service, given the level of need in Haringey. Team managers helpfully also suggested we should look at the numbers of sibling groups when looking at numbers on or off plans.

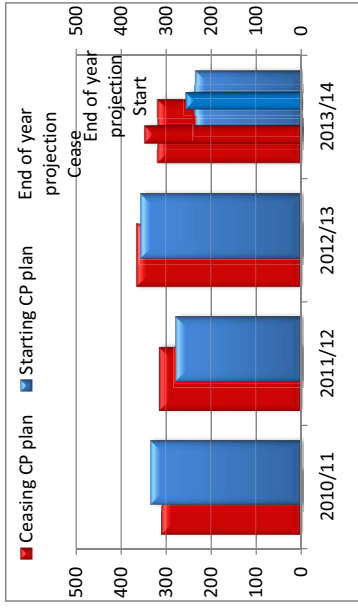
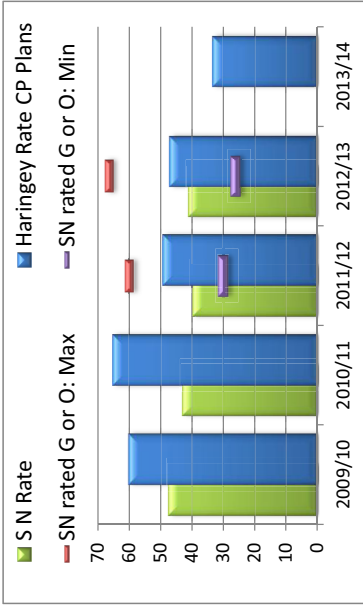
DCT: No children made subject to plan or ceased in February.

What are you going to do about it?

Initially we will be supporting the development of early help. ensure all cp decisions made within S and S are clearly in line with statute and best practice. work with FR on understanding family profile a bit better which will help us understand the specific factors which have contributed to this downward trend. Staff are suggesting that this trend was 'constructed' by a desire to reduce numbers of cp plans. As part of my SIP I am planning to create some clear workflow which identify gateways for families and best practice timescale. This will enhance our understanding of a individual child's journey against a best practice benchmark.

When are you going to do it by?

Workflows - June 2014
 Work with FR - started and progressing ;
 Early help- in line with agreed timescale.

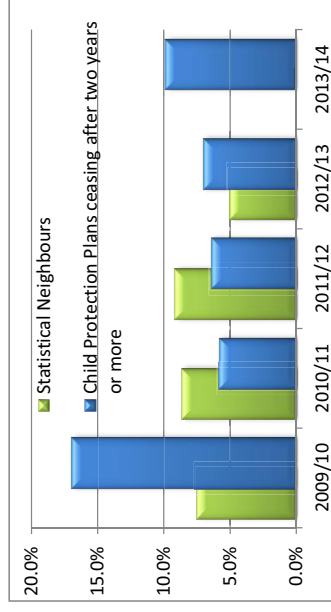


	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Target	Traffic Light
<i>Child Protection Plans ceasing after two years or more</i>	7%	20%	39%	7%	0	15%	14%	9.9%	7%	Red
CP Plans lasting over 2 years at period end	8%	8%	4%	4.5%	4.8%	2.2%	0.0%	-	-	-
Subject of Child Protection Plan for a second or subsequent time	5%	-	8%	5%	23%	7%	3%	10%	10%	Green
Children moving to Haringey on a child protection plan	25	0	4	0	0	0	2	11	-	
Children moved out of Haringey on a child protection plan	27	3	3	0	0	3	5	38	-	

Service Analysis

Why does the data look the way it does?

The good news is that the two families that were in the January data were now off the plans. 2 other families are now making up this number. Family 1 has one child and has been kept on a cp plan because of parent's refusal to engage including allowing social workers access. An ICO was refused last Nov and we are due to return to court with completed assessments with a view to removal in April. The decision to maintain cp plans is in this context and should be seen in the child's best interest. The second family have three children and work was progressing to the extent that we were confident of plans ceasing. However there was a reoccurrence of DV which changed our prognosis. We have referred to DVIP but this is a long treatment programme post assessment. CP plan seems a rational response in this context for these children



What are you going to do about it?

Need to reflect on the second family as the DV pathway will be about 35/40 weeks, decision to remove from plan will depend on progress of DVIP work. Will review families with children approaching the 2 year mark

When are you going to do it by?

CP Reviews and Visits

	2013/14						Traffic Light		
	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Target
Percentage of CP cases which were reviewed within required timescales	95%	92%	91%	90%	90%	90%	90%	90%	100%
Child Protection Visits	94%	96%	95%	95%	92%	94%	96%	96%	95%
Children in Need Visits	85%	90%	97%	95%	95%	93%	91%	91%	95%

Service Analysis

Why does the data look the way it does?
 Why does the data look the way it does?-

In terms of CP reviews, this is within the remit of the CPAA/QA service as it is their timetable. As a service we have good compliance on review conference times.

The CIN visits data is of concern as we have not seen all the children we should have this month. As a management team we have examined every case. The general themes from this analysis are:

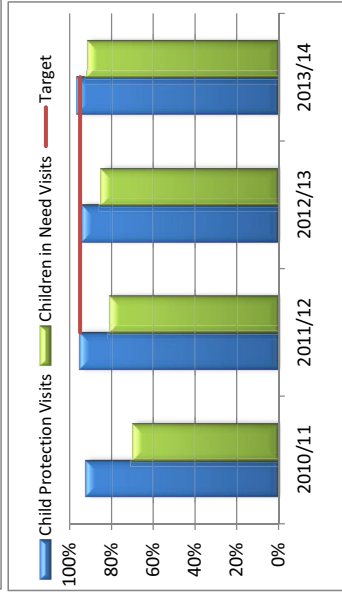
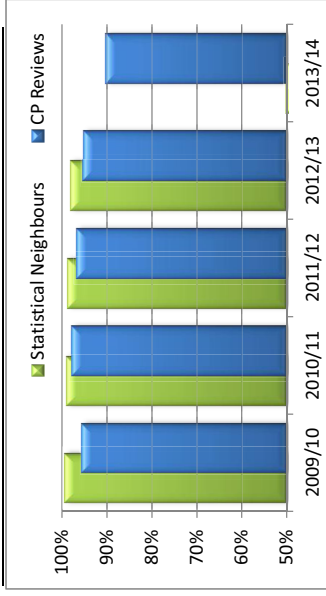
- **Some delay in write ups post visits.**
- **Some drift in closure.**
- **Recording done but framework-i not updated appropriately.**
- **Visits not done in timescales (this is the smaller number)**

Detailed breakdown in CIN analysis is available

DCT: CP visits 100% completed within timescale. CIN workflow for DCT is being worked on in OSS Project

What are you going to do about it?

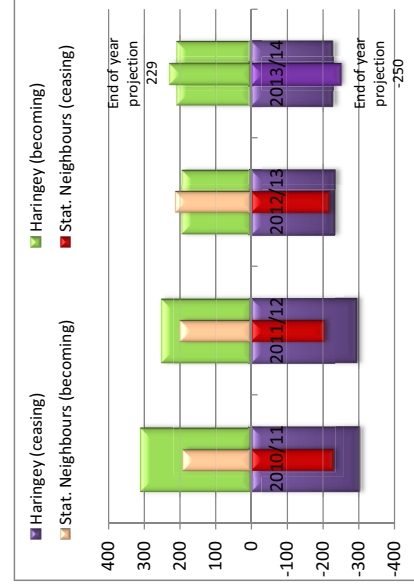
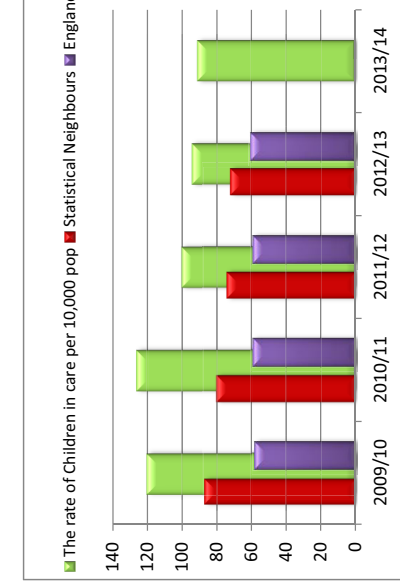
The above are being addressed individually and I will reinforce in general messaging and through case monitoring/. We expect this to improve next month.



When are you going to do it by?
 It has started. The prep for this commentary is evidence of a level of close examination and discussion.

Looked after Children

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Year end target	Traffic Light
Children in care including unaccompanied asylum seeking children	540	502	510	519	525	530	523	523	485	Red
<i>Haringey Target</i>		510	505	500	495	490	485			
The rate of Children in care per 10,000 pop	94	87	89	90	91	92	91	91	-	
Haringey (becoming)	195	13	32	22	27	29	11	210	-	
Haringey (ceasing)	235	16	24	13	21	24	18	229	-	
Haringey Net Increase / Decrease	-40	-3	8	9	6	5	-7	-19	-61	
Percentage of Children becoming looked after previously subject to Child Protection plan	39%	22%	44%	33%	38%	30%	82%	40%	-	
Number of young people becoming looked after on remand	19	0	6	3	4	2	0	24	-	



Service Analysis

Why does the data look the way it does?

Continued pressure on referrals for asylum seeking young people, Southwark S20 requests and relatively high numbers of accommodations of older young people, ie teenagers.

What are you going to do about it?

There are changes being made to First Response management and it is essential that LAC teams make strong links with incoming managers to look at a joint approach to tackling the demands to accommodate rather than to support in the community. The developing plans around early help will also be a means of dealing more effectively with this and members of LC services attended the recent early help event at the Cypriot Centre in order to ensure that our particular areas of need are represented in the building of this new delivery model.

When are you going to do it by?

An initial meeting is to take place, by April 7th, to start to address more effective ways of working in terms of creative approaches around support and also regarding the need to meet needs of asylum seeking young people differently where possible.

LAC Reviews and Visits

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	2013/14		Traffic
								YTD	Target	
Children in Care visits	99%	96%	96%	94%	94%	96%	95%	95%	95%	Green
Children in care cases were reviewed within timescales	82%	95%	94%	91%	91%	90%	88%	88%	92%	Amber

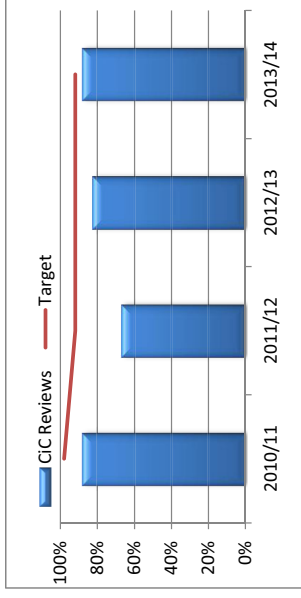
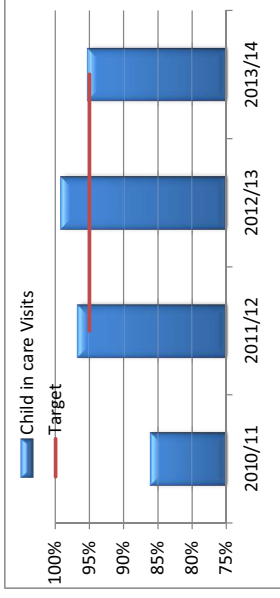
Service Analysis

Why does the data look the way it does?

DCT missed one CIC visit in Feb - the carer was unable to meet with the SW.

CC - Why does the data look the way it does?

Children in Care visits are within target.



What are you going to do about it?

CC - We are striving to increase the number of visits. The 95% that have taken place are written up within the standard template which makes the current assessment of each young person's progress in their placement easy to see at a glance. This format was picked up in the diagnostic as being a very effective way of demonstrating the monitoring of young people's experiences whilst LAC and also ensuring that issues for follow through were raised and actioned efficiently.

When are you going to do it by?

CC - Additional vigilance is still needed with regard to covering visits whilst allocated social workers are on sick leave and team managers are now planning more carefully for this.

Missing and Stability

Highlighted PIs are in the Corporate plan

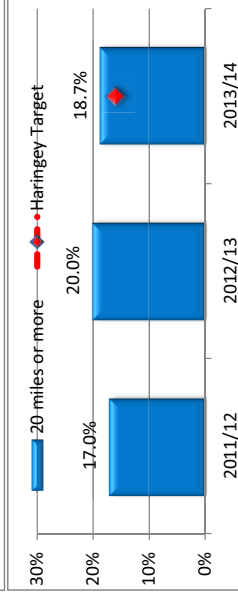
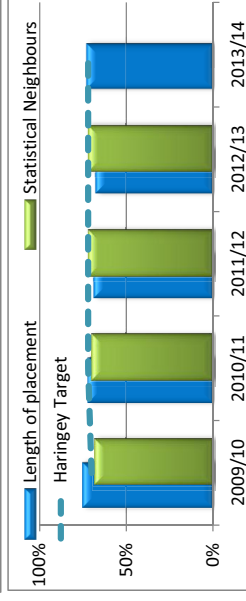
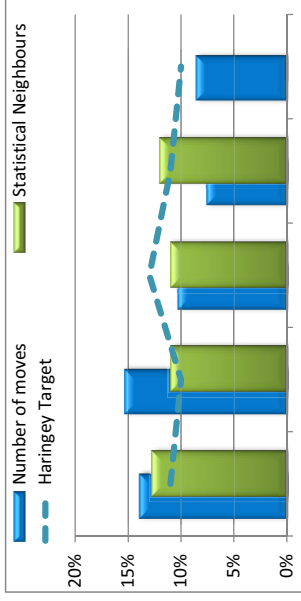
	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	2013/14	YTD	Year end target	Traffic Light
Number of children missing/absconded from care at any point in the month	68	15	12	7	8	3 Missing 3 Absent 1 Abscond	2 Missing 3 Absent 7 Abscond	-	-	-	
Stability of placements of looked after children: number of moves	7.6%	8.8%	8.8%	8.1%	8.4%	7.8%	8.6%	8.6%	8.6%	10%	Green
Stability of placements of looked after children: length of placement	68%	73%	74%	72%	72%	73%	73%	72.7%	72.7%	72%	Green
Percentage of children placed 20 miles or more	20.0%	18.4%	19.5%	18.4%	17.2%	16.8%	18.7%	18.7%	18.7%	16%	Red

Service Analysis

Why does the data look the way it does?

Numbers of missing from care remain at a reduced level although the actual figure needs inclusion in the data. There has been a slight rise (less than a % point) in 3 moves or more. We are still well within our target % and, in relation to benchmarking across London, in a strong position. Stability of longer term placements remains at the improved figure of 73%, again a very good position for the service. 20 miles or more is of some concern as this has risen more sharply. This figure correlates with the need for some placement types that are hard to find within the 20 mile radius. The 20 mile distance figure presents a greater challenge, to this end all residential placements are currently being reviewed in order to try to establish placement choice nearer home. The new commissioning arrangements coming into force should have a helpful impact upon this too.

What are you going to do about it?



When are you going to do it by?

A renewed drive on the 20 mile distance is currently in place. There is a strong theme of prevention here too, with a need to make earlier stage placements fit for purpose so that a young person's needs do not escalate to the extent that they have to be placed far from Haringey. New commissioning arrangements commence from April 1st and these will underpin a smarter approach.

Care Leavers

Care leavers in education, employment or training	2012/13	2013/14						YTD	Year end target	Traffic Light
		Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14			
19th Birthday	63%	50%	50%	100%	63%	13%	100%	46%	75%	Red
20th Birthday		63%	33%	33%	100%	29%	80%	52%	-	
21st Birthday		-	33%	46%	40%	13%	80%	39%	-	

Care leavers in suitable accommodation	2012/13	2013/14						YTD	Year end target	Traffic Light
		Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14			
19th Birthday	79%	83%	50%	100%	75%	63%	100%	74%	90%	Red
20th Birthday		100%	33%	100%	100%	50%	100%	73%	-	
21st Birthday		75%	33%	100%	20%	88%	100%	76%	-	

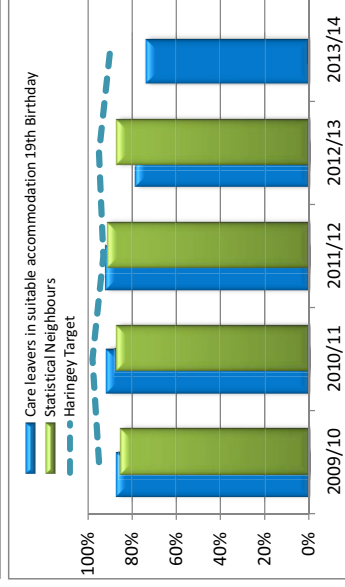
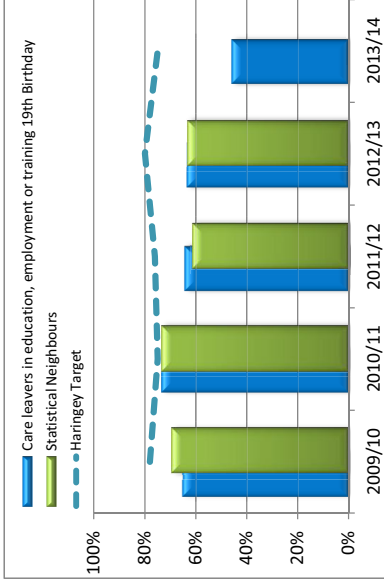
Service Analysis

Why does the data look the way it does?

This month's cohort of young people are far more effectively engaged in employment, training and education. Whilst this set of figures is strong the year average is below target.

What are you going to do about it?

Housing progress is generally more positive and new initiatives are being developed to strengthen our approach to those care leavers who are particularly vulnerable at age 21. In order to improve our approach to ETE the Young Adults Service have tracked all current service users (330 young people) and logged their ETE status. We are now using this information to better develop our approach in this area. We have established that we have 105 young people who are NEET and, whilst some are still in the very early stages of young parenthood or too unwell to work, there is a significant cohort who we could focus on to make sure that they have a chance to gain better outcomes.



When are you going to do it by?

The recent Council wide event on 16+ ETE was very informative, both the HoS and DHoS for Young Adults Service attended. We will be taking forward ideas generated in this forum and adapting these to maximise opportunities for those young people who are care leavers.

Adoption and Special Guardianship Orders

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	2013/14	Year end target	Traffic Light
Number of adoptions/special guardianship orders	45	3	2	3	7	5	1	58	45	Green
Number of adoptions	14	1	2	1	4	3	0	33	20	Green
Number of special guardianship orders (SGOs)	31	2	0	2	3	2	1	25	25	Green
Timeliness of placements of looked after children for adoption following an agency decision that	71%	-	50%	100%	75%	100%	-	59%	-	
A7. Average number of days from becoming LAC to being placed for adoption	661	566	960	292	793	453	-	807	639	Red
A10. Average number of days Adjusted for Current Foster Carer adoptions	435	566	575	292	-	-	-	564	-	

Service Analysis

Why does the data look the way it does?

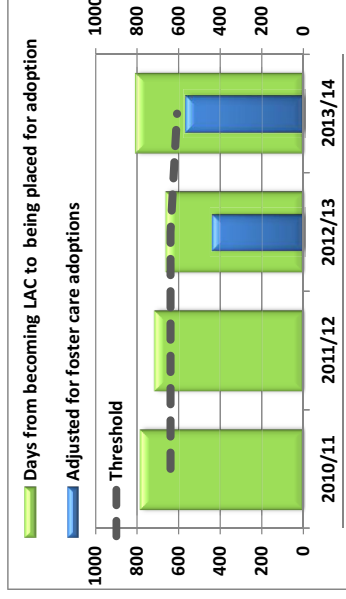
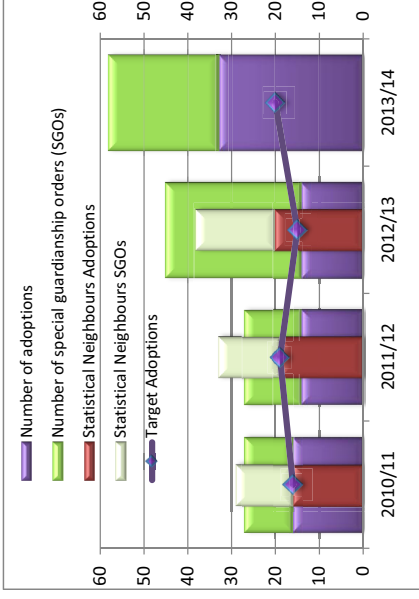
10 of the children adopted in this year were placed for adoption at significantly over the 639 threshold, and one child was placed at over 4,000 days. This reflects the historical lack of focus on permanency planning in general and adoption specifically. In addition several children were challenging to place as a result of complex needs and background factors. Some of the children currently placed for adoption come into this category and some have been subject to protracted care proceedings. This is a factor which will affect future scorecard position. However this will be mitigated against by very young children and babies being placed in number of days below the 639 threshold and foster carers adopting children in their care. DCT - no SGOs in February.

CC- All the earlier planning for achievement of a wide range of adoptive and special guardianship placements has come to fruition with the outturn for this year.

What are you going to do about it?

1. Focused work on bringing care proceedings within 26 weeks threshold which will become statutory in April. The Adoption Reform Grant will be used in part to facilitate this work and will incorporate the use of family group conferences and the completion of parenting, viability, connected persons and special guardianship assessments pre-proceedings as far as possible.
2. Changes to the Permanency Tracking meetings to incorporate child's social worker and family finding social worker attendance to explain progress and to ensure that actions agreed are implemented in timescales proscribed.
3. Change to the tracking spreadsheet to incorporate numbers of weeks in care proceedings.
4. Introduction of personal scorecards for family finding social workers.
5. Delivery of workshops to children's social workers on legal issues and implications of recent case law.
6. Review of Permanency Policy to reflect legislative, regulatory and practice changes.

CC - Sustain good planning to ensure that we have success with achieving legal orders in 2014-15 for children to live permanently with substitute families.



When are you going to do it by?

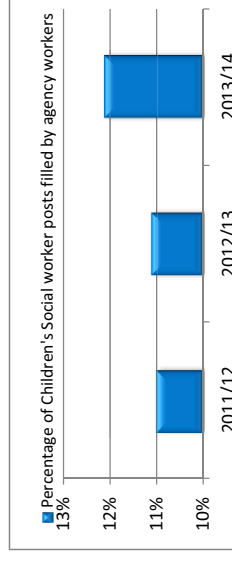
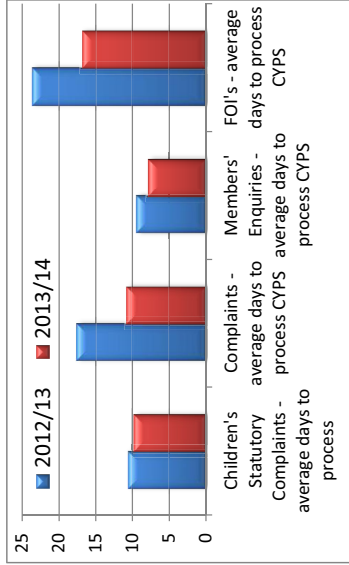
1. April, 2014.
2. April 2014.
3. April, 2014.
4. April 2014.
5. April - May, 2014.
6. April, 2014

CC - Planning is on going in the form of service objectives and the monthly permanence tracking meetings.

Organisational Effectiveness

2013/14

	2012/13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	YTD	Year end target	Traffic Light
Days sick per FTE. CY (excluding Schools)	7.54	7.6	8.2	8.3	8.6	-	-	8.6	6.5	Red
Children's Statutory Complaints - average days to process	10.52	7	11	10	7	10	11	10	10	Unknown
Complaints - average days to process CYPs	17.5	12	12	9	8	-	6	11	15	Green
Members' Enquiries - average days to process CYPs	9.3	9	8	9	8	7	7	8	10	Green
FOI's - average days to process CYPs	23.6	14.1	13	16.4	13.6	14.5	17.1	16.8	20	Green



	2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	YTD	Year end target	Traffic Light
Children's Social Worker Vacancy Rate	15%	16%	15%	22%	19%	16.5%	16.5%	10%	Red
Children's Social Worker Turnover Rate	19%	19%	19%	24%	24%	21%	21%	15%	Red
Children's Social Worker Sickness Absence - average days	6.6	6.4	6.6	7.9	5.1	4.4	4.4	6.5	Red
Percentage of Children's Social worker posts filled by agency workers	11%	14%	11%	16%	14%	12%	12%	10%	Red

Service Analysis

Why does the data look the way it does?

When are you going to do it by?

What are you going to do about it?



Haringey Council

Briefing for:	Children's Safeguarding Policy and Practice Advisory Committee
Title:	OUTCOMES FOR CHILDREN SUBJECT TO CHILD PROTECTION PLANS
Lead Officer:	Hilary Corrick, Independent Member
Date:	1 st April 2014

1. INTRODUCTION

At the September 2013 meeting of the Children's Safeguarding Policy and Performance Advisory Committee members were concerned about outcomes for children subject to Child Protection Plans (CPP). Statistical data presented to members at the January meeting showed that the rate per 10,000 children on a plan has fallen to its lowest since 2007, and that at the end of November 2013 there were 100 children fewer subject to a plan than at the end of March that year.

As we have discussed in the Committee on other occasions, there is no ideal rate, no right or wrong number of children on a plan. Nevertheless, it is always useful to consider what life is like when the plan ceases for children who have been subject to a plan, and whether those outcomes are what was intended. The Committee commissioned me to explore this issue on their behalf.

2. BACKGROUND

Ofsted considers that in most cases children should not be subject to a Child Protection Plan for more than 2 years: if a child is still not considered safe within its own family after a significant period of work, then perhaps the plan is not working and maybe the child should not be within the family, or maybe the child is safe enough and should no longer be subject to the high level of scrutiny involved in being subject to a plan. Ofsted is also concerned about children who have been on a plan, the plan ends, only for another plan to be required within a short period of time to keep the child safe – does this mean that the changes within the family were only cosmetic and nothing had really changed? In 2012/13 only 4.6% of CPP in Haringey related to a child who had been subject to



Haringey Council

a plan in the past, the third lowest figure in the country. This may demonstrate good performance, though Ofsted has historically been concerned about very low figures on this measure as possibly demonstrating high thresholds for CPP, or that children remain too long on a plan.

There is a further issue to consider when thinking about outcomes for children subject to a Child Protection Plan. If a child is removed from its family, then natural justice, and the Courts, would expect that before this happens the family has been given every opportunity to make the changes necessary to ensure the child's safety and wellbeing within the family. This should include an early help offer, and a robust Child Protection Plan. Only if these interventions have not achieved positive outcomes for the child should the local authority consider removing a child and placing the matter before the Court.

Some London boroughs are using the *Strengthening Families* model as part of their early intervention programme. This aims to foster a spirit of collaborative working between professionals and families. All local authorities, including Haringey with *Haringey 54000*, are aware that it is best for children – cost effective too - to help families at the earliest possible time, and prevent the need for more costly long term services.

When a child is made the subject of a Child Protection Plan, following an Initial Child Protection Conference (ICPC), the plan will specify the frequency of visits, both announced (by appointment) and unannounced. In Haringey, this will often be weekly in the first instance, and may fall to a lower frequency after the first review conference, but will never be less than 2 weekly.

For 2013/14 onwards, local authorities are required to report to the DfE whether each child subject to a Child Protection Plan was visited during the year within the timescales set out in the child's plan. These data will be submitted by Haringey following the end of the financial year, and will be published by the DfE with other authorities' data some time between September 2014 and January 2015. This will give an indication of how Haringey compares to other LAs on visit timescales.

At the end of 2012/13 Haringey's rate of children subject to CPP was 47 per 10,000. This compared to an average of 40 for Haringey's comparator



Haringey Council

group and 38 for England. Haringey's rate was higher than the group average, but within a range of 26 (Wandsworth) to 67 (Greenwich).

The rate of children ceasing to be subject to CPP in Haringey in 2012/13 was 64. This compared to an average of 45 for the group and 46 for England. Haringey's rate was much higher than the group average. The range was 34 (Waltham Forest) to 69 (Greenwich).

Given that the number of children subject to CPP had reduced by 100 by the end of November, the rate at that point is likely to have been about 29, very much lower than at the end of March. At the next inspection, Ofsted may want to see evidence both that children whose plans ceased in that period are safe, and that the low rate of children currently subject to CPP does not indicate that thresholds for planning are too high.

3. SAMPLE

I decided to take as our sample all the children who ceased to be the subject of a child protection plan in January 2014. This was 26 children in 17 families. I looked at what the situation was for the child at the point of the Initial Child Protection Conference (ICPC), the debate within that conference and what planned outcomes could be deduced from the initial child protection plan. I then looked at the child's situation at the end of the plan.

I thought Members would be interested to see the range of problems / issues faced by the families in the sample.

The following table shows the cases.[Included in the exempt appendix]



4. RECOMMENDATIONS

It is recommended that Members

1. Commission a further look at this cohort a year on (excluding those moved out of area) to see what the longer term outcomes are.
2. Review data following publication of 2013/14 CiN census data in Sept to January 2015, to pay particular attention to rate of current, starting and ceasing CPP, visit timescales, repeat CPP, proportion closed soon after ending CPP.
3. Ensure that there are strategies to consider the individual needs of children, especially where there is an age gap, within the child protection process.
4. Support the development of parenting courses for young, vulnerable parents in pregnancy and while their babies are under a year.
5. Ensure the availability of individual and group work for very vulnerable children over 5 to develop keep safe strategies, emotional capacity and resilience.

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

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