



Haringey Council

NOTICE OF MEETING

Corporate Parenting Advisory Committee

THURSDAY, 31ST JULY, 2014 at 19.10HRS or on the rise of the informal meeting with Aspire - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Berryman, Gunes, Hare, Morris, Stennett, Waters (Chair) and Weston

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 11 or 13 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. ACTIONS ARISING FROM THE INFORMAL MEETING WITH ASPIRE

To agree the main actions arising from the meeting with Aspire.

5. TERMS OF REFERENCE (PAGES 1 - 4)

6. MINUTES (PAGES 5 - 12)

To consider the minutes of the meeting held on 6th March 2014 and Joint Committee meeting on the 6th March.

7. MATTERS ARISING (PAGES 13 - 14)

To consider the agenda plan.

8. TRAINING ON CORPORATE PARENTING

To receive a presentation from the Interim Assistant Director for Children's Services.

9. UPDATE ON OFSTED INSPECTION (PAGES 15 - 48)

There will be a presentation from the Interim Assistant Director of the Children's Service on the recent OFSTED inspection report into services for children in need of help and protection, children looked after, care leavers and review of the effectiveness of the LSCB.

10. PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES (PAGES 49 - 56)

This report provides an analysis of the performance data and trends for an agreed set of measures relating to looked after children on behalf of the Corporate Parenting Advisory Committee.

11. NEW ITEMS OF URGENT BUSINESS

As per item 2.

12. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for consideration of items 12 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: namely information relating to any individual, and information likely to reveal the identity of an individual.

13. TO CONSIDER ANY URGENT EXEMPT ITEMS

As per item 2.

14. ANY OTHER BUSINESS

Date of next meeting Monday 22 September 6.30pm

Bernie Ryan
Assistant Director – Corporate Governance and
Monitoring Officer
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Haringey Council

Report for:	Corporate Parenting Advisory Committee	Item Number:	
Title:	Terms of reference		
Report Authorised by:			
Lead Officer:	Ayshe Simsek		
Ward(s) affected:	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration

To ratify the terms of reference agreed by Cabinet on 25th June 2014

2. Cabinet Member introduction

N/A

3. Recommendations

To ratify the terms of reference

4. Other options considered

N/A

5. Background information

Provision exists in the Council Constitution for the Cabinet to establish advisory or consultative bodies the membership of which is not limited to Cabinet Members. The Joint Area Review report into Haringey's Children Services in 2009 identified the need to improve governance of safeguarding arrangements for children. The



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Corporate Parenting Advisory Committee was established in July 2009 in response to this and has continued to be re-established by the Cabinet, on an annual basis, since this date.

Most local authorities have a Corporate Parenting Committee as they provide an overview of the Council's role as corporate parent for children and young people who are in care. It is responsible for ensuring that the life chances of children in care are maximized in terms of health, educational attainment and access to training and employment, in order to aid the transition to a secure and fulfilling adulthood.

Corporate Parenting Advisory Committee Membership

Councillors: Waters (Chair)
 Stennett
 Gunes
 Weston
 Berryman
 Morris
 Hare

Quorum

The quorum will be two members.

The terms of reference are set out below:

- i. To be responsible for the Council's role as Corporate parent for those children and young people who are in care;
- ii. To ensure the views of children in care are heard;
- iii. To seek to ensure that the life chances of children in care are maximized in terms of health, educational attainment and access to training and employment to aid the transition to a secure and fulfilling adulthood.
- iv. To ensure that the voice and needs of disabled children are identified and provided for;



Haringey Council

- v. To provide an advocacy function within the Children's Trust and the Council on behalf of children in care;
- vi. To monitor the quality of care provided by the Council to Children in Care;
- vii. To ensure that children leaving care have sustainable arrangements for their future wellbeing.

6. Local Government (Access to Information) Act 1985

Background Papers

The following background papers were used in the preparation of this report;

Report to the Cabinet on 24 February 2009 entitled Action Plan in Response to the Joint Area Review of Safeguarding in Haringey.

Report to the Cabinet on 21 July 2009 entitled Appointment of Cabinet Advisory Committees.

Report to Cabinet on 15 July 2010 entitled Appointment of Cabinet Committees.

Report to Cabinet on 07 June 2011 entitled Appointment of Cabinet Committees

Report to Cabinet on 12 June 2012 entitled Appointment of Cabinet Advisory Committees.

Report to Cabinet on 18 June 2013 entitled Appointment of Cabinet Advisory Committees.

The background paper is located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect it or to discuss this report further, please contact Ayshe Simsek on 020 8489 2929.

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**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
THURSDAY, 6 MARCH 2014**

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

Apologies Lisa Redfern

Also Present: Tracy Hutchings, Chris Chalmers, Paul McCarthy

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TEX285.	APOLOGIES FOR ABSENCE (IF ANY) Apologies for absence were received from Lisa Redfern.	
TEX286.	URGENT BUSINESS There were no items of urgent business.	
TEX287.	DECLARATIONS OF INTEREST There were no declarations of interest put forward.	
TEX288.	MINUTES The minutes of the meeting held on the 19 th December were agreed as an accurate record of the meeting.	Clerk
TEX289.	MATTERS ARISING An information report on the use of the looked after children element of the Pupil Premium Grant had been distributed to Committee Members, prior to the meeting. The Adults Safeguarding protocol had been distributed to Committee Members in early February for consideration. Comments had been sought on what aspects of the protocol could be applied in the council's responsibility for the standard of accommodation for young people in care and care leavers. The Chair advised the Committee that the usual performance report with information on the progress of key performance indicators for looked after children and care leavers had not been available for consideration at this meeting as the process for gathering data, in Children's Service, had changed from a monthly exercise to a weekly event. The next performance report to the committee in June, would have added lines of enquiry concerning staffing and resources of the service. However there would be a brief performance report with some key headlines included in a report to the joint meeting at 7.30pm concerning children missing from care and stability of placements.	
TEX290.	ANNUAL REPORT FROM THE HEAD OF THE VIRTUAL SCHOOL	

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
THURSDAY, 6 MARCH 2014**

	<p>The Virtual Head's Annual Report was the final update of the Interim Virtual Head report presented to the Corporate Parenting Advisory Committee in October. The report provided information on the education of children who are looked after by Haringey Local Authority in regards to attainment, attendance and exclusions.</p> <p>Since the publication of this report last week, the DfE had published the attainment of looked after children in England and Haringey looked after children have again achieved above the national average in most areas, with Haringey rated in the top 15 local authorities in 6 out of the 7 attainment criteria.</p> <p>Haringey children in care have also reduced the gap between their attainment and all children in Haringey this year.</p> <p>The Committee considered the data in relation to achievements of children in care at early years foundation level, Key stage 1, Key stage 2, year 6, post 16 and further acknowledged the range of practices and processes being used by the Virtual school to support and facilitate successful outcomes for children in care and care leavers.</p> <p>In responses to questions from the Committee the following information was provided:</p> <ul style="list-style-type: none"> • In terms of GCSE results, including attainment of Maths and English, Haringey were third in the country. • Key stage 2 results were above the national average. • The attainment at key stage one also depended on the needs of the cohort. In this current cohort there were 5 children with SEN, in the previous year there had been none. • Noted that the data collected by the Virtual School was from a September to September basis and this was different to the time period of national data collection. Agreed that the collection and presentation of data by the Virtual school be synchronised to be compatible with national data period collation to enable easier comparisons to be made. • Agreed that the early year's data, at page 15 of the agenda pack, is updated. <p>The Chair and Committee thanked the Virtual School for their significant work and achievements for looked after children and care leavers. Their continued emphasis on finding activities, specialised support, and good projects for children and young people in care to participate in; reflected their commitment to helping them achieve good academic results and maintaining a high level of aspiration for their future.</p>	TH
TEX291.	UPDATE ON THE WORK TO RECRUIT AN EXTERNAL PROVIDER TO RECRUIT AND INCREASE THE NUMBER OF INTERNAL FOSTER	

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
THURSDAY, 6 MARCH 2014**

CARERS, ALONG WITH INFORMATION FOR NOTING ABOUT THE LAC SUFFICIENCY STRATEGY

The Committee considered the progress on recruiting an external provider to recruit and increase the number of internal foster carers in the borough and also received information about the work on the council's operational sufficiency strategy.

The following was noted.

- A contract with NRS Limited was in the process of being finalised and they should begin work on recruiting foster carers in the borough in early April. They had a high target of recruiting 45 carers by March 2015 in order to cover the number of foster carers retiring and increasing the existing cohort of local foster carers. The payment to NRS would be on a results basis
- There were already 18 prospective foster carers, in the process, of being recruited by the council and they would be transfer to NRS Limited.
- Existing staff working on foster care recruitment would be transferred to work with supporting and developing existing foster carers in the borough. There will be an improved set of quality standards put in place for how the council looks after foster carers

In response to Committee comments and questions, the following was noted:

- Positive changes that will contribute to stability of young people in placements were the implementation of the 'staying put policy'.
- There will be a proactive approach to foster care recruitment, including: tapping into existing networks associated with Children's services for potential carers, holding weekend and evening foster care events, and increasing the reach to all areas of Tottenham .
- Assurance was given that, following the recruitment of an external provider to recruit foster carers; there would not be a reduction in frontline staff dealing with foster care.
- There was discussion about cost of the contract including the separate cost of the work with iMPower on the fostering review, and assurance provided that the contract will save the council money in terms of the cost of the foster carers assessment and the cost of marketing which the Committee noted was a set reasonable amount.
- Assurance was given that the retention rate for Haringey Foster carers was good and there was commitment seen from existing foster carers of wanting to continue to work in the borough and not being attracted to private fostering agencies or working with other boroughs for a higher rate.

The Committee thanked Paul McCarthy for his continued work in helping to improve fostering services and noted that he would be staying on for a further year to manage the first year of the contract with NRS Limited.

A vote of thanks was given to Cllr Rachel Allison for her continued commitment to the Corporate Parenting Advisory Committee over the last 5 years.

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE
THURSDAY, 6 MARCH 2014**

TEX292.	<p>CHILDREN'S SERVICES BUDGET 2013/14 AND 2014/15</p> <p>The Committee considered an update on the Children's Services budget for 2013/14(including progress on making saving) and noted the update on Financial Planning for 2014/15. The savings for 2015/16 linked to the Haringey 54000 programme and involved the shift in spend on high end services to prevention and early years.</p> <p>Following questions from councillors it was noted that:</p> <ul style="list-style-type: none"> • The Children's Service would need to make £4.7m in savings in 2014/15 • The funding for iMPower, the strategic partner of the Children's service, was funded from the council's transformation reserves. • The increase cost of accommodating homeless families had risen this year as well as the cost of supporting families with no recourse to public funds. The Director for Children's Services (Acting) and Interim Assistant Director for Children's Services would hold meetings with Housing to work out how both services will work together with these families to provide a sustainable solution. • The £150k savings connected to the review of the Early Years service would be met by reducing staffing costs and not through closure of children's centres. 	
TEX293.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of urgent business</p>	
TEX294.	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>Not required</p>	
TEX295.	<p>ANY OTHER BUSINESS</p> <p>None</p>	
TEX296.	<p>NEW ITEMS OF EXEMPT URGENT BUSINESS</p> <p>None</p>	

Cllr Ann Waters

Chair

**MINUTES OF THE JOINT MEETING OF CORPORATE PARENTING ADVISORY COMMITTEE & CHILDREN'S SAFEGUARDING POLICY AND PRACTICE COMMITTEE
THURSDAY, 6 MARCH 2014**

Councillors Adamou, Allison, Brabazon, Hare, Reece, Scott, Solomon, Stennett, Stewart and Waters

Apologies Councillor Browne

Also Present: Chris Chalmers, Paul McCarthy, Myra O'Farrell, Elaine Redding,

MINUTE NO.	SUBJECT/DECISION	ACTON BY
TEX58.	APPOINTMENT OF THE CHAIR Cllr Stewart was elected to chair the meeting.	Clerk
TEX59.	APOLOGIES[IF ANY] Apologies for absence were received from Lisa Redfern and Cllr Browne.	Clerk
TEX60.	ITEMS OF URGENT BUSINESS No items of urgent business were put forward.	
TEX61.	DECLARATIONS OF INTEREST There were no declarations of interest put forward.	
TEX62.	PERFORMANCE The Committee noted that a new performance data set was in the process of being compiled and launched and in the meantime a shorter report with some performance data headlines concerning both safeguarding and looked after children was included for Member consideration . The service had recently started producing performance data on a weekly basis to assist managers deal with pressing performance issues such as completing initial assessments in 10 days and making visits to children on a child protection plan in the required timescale. Monthly information from the new data set would be available for the next meeting of the Children's Safeguarding Policy and Practice Committee on the 1 st April. Noted that there was no change in the key performance indicators being reported on and there would now be additional information on timeliness of assessments, social workers workloads and sickness levels. Following comments from councillors, the following information was	

**MINUTES OF THE JOINT MEETING OF CORPORATE PARENTING ADVISORY COMMITTEE & CHILDREN'S SAFEGUARDING POLICY AND PRACTICE COMMITTEE
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	<p>noted:</p> <ul style="list-style-type: none"> • Suggested that the year end performance figures concerning looked after children, and care leavers could be included in the performance report to the Children's Safeguarding Policy and Practice meeting on the 1st April 2014 and distributed to Corporate Parenting Advisory Committee. Members of CPAC were also invited, by the Chair, to attend the Children's Safeguarding Policy and Practice Committee for this performance item. • Agreed that staffing issues should be included in the performance report. • The narrative to the score card would continue to highlight performance issues and the actions being completed to address them. A call over meeting to discuss performance is held on a monthly basis. Therefore, issue arising from the analysis of performance is data taken forward at close hand with managers. • The perceived high target for reducing the number of children in care did also include the number of young people expected to be leaving care. • No children were currently missing from care. In the last month a family with 5 children had become subject to child protection plan process and had left the Haringey area. The families whereabouts was being investigated by the council to provide the new local authority, which they are now residing in, with details of their case and to allow the children to continue to be subject to safeguarding measures. 	<p>Clerk/ AD CS</p> <p>MG</p> <p>MG</p>
<p>TEX63.</p>	<p>QUALITY ASSURANCE UPDATE</p> <p>The Committee were provided with the highlights of the previous audit exercise and advised that the examination of domestic violence work had led to an action plan being developed and taken forward as a tool by the DV co-ordinator to hold services, working on domestic violence cases, to account on . In response to councillor questions, the following was noted:</p> <ul style="list-style-type: none"> • The Quality Assurance Framework was in the process of being developed and final details will be presented to the Children's Safeguarding Policy and Practice Committee in July . • The new weekly performance scorecard will allow the Quality Board to consider where there are consistent issues emerging that require further investigation and analysis .For example, the 	<p>Clerk</p>

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	<p>recent increase in the number of children subject to plan required evaluation to ensure that the required standards, for Child Protection Plans ,were being kept to.</p> <ul style="list-style-type: none"> Ensuring that actions plans, developed as a result of audit findings are 'smart' and there will also be a focus on ensuring outcomes from audits are also understood. 	
<p>TEX64.</p>	<p>NORTH LONDON CARE PROCEEDINGS PROJECT - QUARTERLY UPDATE</p> <p>The Committee were reminded that Barnet, Enfield and Haringey boroughs have agreed to work together as the North London Care Proceedings Project (NLCPP) to reduce avoidable delay and to improve decision making for children subject to care proceedings.</p> <p>The Committee considered quarter 2 figures for the number of applications going forward to care proceedings and overall there was an improvement at this quarter and in currently in quarter 3 [figures were currently being collated for this] in reducing delays in care proceedings .</p> <p>However, the Committee were concerned that a majority of cases were unlikely to be completed within the 26 week timetable and raised concern about the attendance of the presiding judge for Haringey cases and irregular attendance of key parties at the project steering group meetings.</p> <p>In response to questions the following was noted:</p> <ul style="list-style-type: none"> Appropriate representations had been made by the council, regarding the attendance of the judge at hearings. Data for the latest quarter still demonstrated a significant drop in the number of care proceeding lasting longer than 26 weeks. In the audit into the quality of social workers reports to court, members noted that cases can proceed to court proceeding from First Response, for section 47 investigations, through child protection plans. Suggested that the next report to Committee include the starting point of cases to provide members with some understanding of their source. All the necessary steps in the legal adoption process were followed and the council gave significant consideration to the family circumstances when looking for adoptive parents. The 	<p>EF/CC</p>

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	<p>council were also subject to the scrutiny of CAFCASS.</p> <ul style="list-style-type: none"> • The borough was on course to appoint 23 special guardians this year and the Committee were assured that family members were frequently considered for this role. • The analysis of court reports from social workers showed that a minority had more of a focus on parental capacity when there was a need to articulate the issues for the child in the report. This would be taken forward in the new templates. • Although, the training provided to social workers by the Court manager was not mandatory, the work required by a social worker to take forward care proceedings were a compulsory part of their role. There were case meetings with Legal involving the social worker before the court hearing. Therefore, a social worker would have a good understanding of what is needed to prepare for the case . • Agreed that the use of acronyms should be avoided in reports. 	EF/CC
TEX65.	ITEMS OF URGENT BUSINESS	
	NONE	
TEX66.	EXCLUSION OF THE PRESS AND PUBLIC	
	NOT REQUIRED	
TEX67.	NEW ITEMS OF EXEMPT URGENT BUSINESS	
	NONE	

Cllr James Stewart
Chair

Corporate Parenting Agenda Planning 2014/15

Corporate Parenting meeting Date	Agenda Items	Lead Officer
31st July 2014	<ol style="list-style-type: none"> 1. Performance 2. Corporate Parenting Training – slides by Lisa 3. Update on Ofsted inspection <p>Meeting with Aspire at 6.30pm</p> <ol style="list-style-type: none"> 1. Report on entitlements 2. Feedback from Aspire about their work on the Pledge - verbal item from Aspire 3. CPAC and Aspire notes with update on actions <p>Reports would be due with Lisa Redfern on the 15 July and published on the 22 July</p>	<p>Margaret Gallagher Elaine Redding Elaine Redding</p> <p>Chris Chalmers</p>
22 nd September 2014	<ol style="list-style-type: none"> 1. Performance 2. There are 55 (16-17) year olds not living with a family in separate accommodation. In December it was agreed that a report is compiled which is focused on this group of young people and sets out the council's support and how this compares to other local authorities, working with this similar cohort. <p>Meeting with Aspire at 6.30pm</p> <ol style="list-style-type: none"> 1.Haringey Pledge 2.CPAC and Aspire notes with update on actions <p>Draft Reports will be due with Lisa Redfern on 5th September and published on the 11th September</p>	<p>Chris Chalmers</p>
8 th December 2014	<ol style="list-style-type: none"> 1. Performance 2. CPAC and Aspire notes with update on actions <p>Draft Reports will be due with Lisa Redfern on 21st November and due</p>	<p>Margaret Gallagher Chris Chalmers</p>

Corporate Parenting Agenda Planning 2014/15

	for publication on 27th November	
16th March 2014	<ol style="list-style-type: none">1. Performance2. CPAC and Aspire notes with update on actions <p>Draft Reports will be due with Lisa Redfern on 2nd March and due for publication on 7th March</p>	Margaret Gallagher Chris Chalmers

Items to be added

London Borough of Haringey

Inspection of services for children in need of help and protection, children looked after and care leavers

and

Review of the effectiveness of the Local Safeguarding Children Board¹

Inspection date: 20 May 2014 – 11 June 2014

Report published: 18 July 2014

The overall judgement is **requires improvement**

There are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. However, the authority is not yet delivering good protection and help and care for children, young people and families.

It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

1. Children who need help and protection		Requires improvement
2. Children looked after and achieving permanence		Requires improvement
	2.1 Adoption performance	Requires improvement
	2.2 Experiences and progress of care leavers	Requires improvement
3. Leadership, management and governance		Requires improvement

The effectiveness of the Local Safeguarding Children Board (LSCB) is **requires improvement**

The LSCB is not yet demonstrating the characteristics of good.

¹ Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

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Section 1: the local authority

Summary of key findings

This local authority requires improvement and is not yet good because

1. Haringey does not yet have a comprehensive and co-ordinated early help offer that meets the needs of children, young people and their families. The number of families receiving early help via the common assessment framework has remained low for the last three years.
2. Strategy discussions within the First Response team do not routinely involve agencies other than children's social care services and the police.
3. Although children's social care services have significantly improved the number of initial child protection conferences held within 15 working days of the decision to undertake a child protection investigation, performance is below expectations, resulting in some children not receiving co-ordinated help and support via a child protection plan as quickly as they should.
4. Some children who are referred to children's social care services where concerns relate to chronic neglect may not always receive timely or thorough assessments; this leads to delays in receiving a service and in fully exploring risks and needs.
5. The sufficiency and quality of the in-house fostering service provision are under-developed. Foster carers are not adequately supported through training and by their supervising social workers, so they do not have the necessary skills to deal with the challenging behaviours and complex needs of some looked after children and young people.
6. There is insufficient understanding of the impact of risky behaviour in assessments and plans for older looked after children. Their vulnerability and susceptibility to involvement in gangs, child sexual exploitation (CSE) and offending behaviour, and the subsequent impact on their life chances, are not always fully explored.
7. Although timescales for placing children for adoption have improved, the authority currently takes an average of 39 weeks to match a child to an adoptive family, following the making of a Placement Order. This is outside the 26 week statutory timescale.
8. Long term planning arrangements for some children are under-developed. This means that some children will experience more placements, because opportunities are missed to place them early with the foster families that will go on to adopt them. For others, suitable contingency plans are not in place, so they could experience delay or an unnecessary additional move.

9. Insufficient priority is given to life story work to support children who are subject to adoption. Some children have important gaps in their knowledge about their past, leading to difficulties in developing their sense of identity and in their emotional and behavioural development.
10. Some care leavers are not aware of their entitlements to financial support, or how to access the leaving care grant. Care leavers have very limited choice of supplier when making use of their grant to set up home. All care leavers have a pathway plan, but the quality of these is variable. The plans are not specific, measurable, achievable, relevant and time limited (SMART), and are not used effectively to take account of young people's aspirations or to shape and map out their future.
11. Some aspects of previously good performance have not been sustained. For example, the proportion of care leavers in education, training and employment has deteriorated from 63% in March 2013 to 47% in March 2014.

The local authority has the following strengths

12. Haringey is making progress in the delivery of its children's social care services. The senior leadership team has a good understanding of the strengths and weaknesses of the service and is clear about its priorities.
13. Referral rates have steadily reduced over the last four years, from a very high rate in 2009–10. The rates of children subject to a child protection plan and the number of children entering the looked after care system have stabilised and numbers are now beginning to reduce safely. The majority of casework seen by inspectors was of good quality.
14. The timeliness and quality of assessments are improving and this is leading to earlier and more effective interventions and to improving outcomes for children, young people and families.
15. The voice of the child is clearly evident in the majority of case recording and assessments. This is supported by the structure of a single assessment report which is enabling social workers to focus more sharply on the presenting needs of children and to shape plans and interventions to safely reduce risk.
16. Swift action is taken when child protection concerns are identified. The screening team and Multi-Agency Safeguarding Hub (MASH) arrangements promote good information sharing to inform effective investigations and ensure that the most vulnerable children who need protection are safeguarded in a timely way. In most cases seen by inspectors, parental consent was obtained prior to information sharing if appropriate.

17. Good quality pre-proceedings work and the effective use of the Public Law Outline are ensuring that children remain with their families whenever possible and that they do not enter the care system unnecessarily.
18. Most looked after children have sustained and meaningful relationships with their social workers, who know them well; this is leading to improvements in the quality of recent assessments and plans.
19. Ensuring good educational outcomes for looked after children is a strong feature of the looked after children service. Children who are looked after do well in their education at all key stages. A good proportion remain in education post-16 and good support is provided for young people who aspire to higher education.
20. Adoption performance is improving from a low base. The capacity of the service has been increased, and better targeting and matching are leading to more children achieving permanence and leaving care through this route.
21. Overall, permanence arrangements for children are improving; this includes good use of Special Guardianship Orders and long term foster care.
22. Social workers provide good support for prospective adopters throughout the adoption process, from the initial enquiry to post-adoption support.
23. Aspirations and support for care leavers into higher education are strong features of the service. Currently 65 care leavers are at university and 106 are in further education. Young people are encouraged to take up places at college and university, and they are supported effectively while they are there.
24. All care leavers have a named personal adviser who offers them support on housing, education, independent living skills and employment to guide them into adulthood.
25. Although performance on the rate of young people living in suitable accommodation has declined this year from 79% in March 2013 to 74% in March 2014, there is a good and increasing range of housing options available. This is underpinned by strong partnership work to ensure that care leavers know and understand the importance of maintaining their tenancy. No young person is currently placed in bed and breakfast accommodation.

What does the local authority need to improve?

Areas for improvement

26. Accelerate plans to provide a comprehensive and well coordinated multi-agency early help offer which builds on the principles of integrated working. This should include shared commissioning arrangements which maximise resources, so that the needs of children and young people across the borough are met.
27. Ensure that strategy discussions include all relevant agencies.
28. Ensure that all children in need receive a timely assessment, and the support that they need at an early stage to safely reduce risk.
29. Improve the quality of assessments for children who are referred to children's social care where concerns relate to chronic neglect, so that they fully consider historical concerns, particularly where these include concerns relating to domestic violence, drug or alcohol abuse and adult mental ill health.
30. Ensure that adequate steps are taken to promote awareness of privately fostered children in the borough, and that children who are privately fostered receive a timely, high quality assessment and the support that they need.
31. Consolidate recent improvements made in the number of timely completions of initial child protection conferences held within 15 working days, so that children do not experience delay in receiving co-ordinated support to address risk and needs through the use of a child protection plan.
32. Ensure that all agencies know and understand the role of the Local Authority Designated Officer, and know what to do if they have any concerns.
33. Ensure that sufficient in-house and local foster carers are recruited, so that more looked after children and young people can live nearer to their communities, if appropriate.
34. Ensure that all looked after young people have a pathway plan which is produced jointly with them, so that they know and understand their plan and recognise its relevance in supporting their progression into independence and adulthood.
35. Ensure that life story work is completed at the first opportunity, so that looked after children understand their life journey in the care system.

36. Ensure that risks posed to looked after children and young people are comprehensively assessed, documented and reviewed, taking into account the changing age and stage of their lives, and that managers and social workers consider the life histories of children and relevant research when making medium- and long-term plans for children.
37. Ensure that the role of the Independent Reviewing Officer (IRO) is enhanced so that they properly challenge drift and delay in plans and escalate concerns about the quality of service provision, so that risks posed to specific groups of children and young people are known and understood and action is taken.
38. Review the way services to 'hard to engage' young people are delivered, including to those involved in the criminal justice system, so that risk can be better assessed and well-targeted services provided to support them to improve their life chances.
39. Consolidate performance in areas that were previously good, such as employment, education and training, suitable accommodation for care leavers and dental health checks for all looked after children so that the recent dip in performance is quickly rectified.
40. Ensure that all looked after children and care leavers know and understand their rights and entitlements and know how to make a complaint, to ensure that their needs are fully understood and acted on.
41. Ensure that care leavers are informed about their health histories and that they know and understand the arrangements to access their health records should they need to in later life.
42. Ensure performance management and data collection and retrieval systems are robust, and that quantitative data and qualitative data are used to better inform management decisions and drive improvement.

Information about this inspection

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people who it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the Local Safeguarding Children Board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of seven of Her Majesty's Inspectors (HMI) from Ofsted.

The inspection team

Lead inspector: Gary Lamb HMI

Team inspectors: Linda Steele HMI, Dominic Stevens HMI, Karen McKeown HMI, Susan Myers HMI, Jon Bowman HMI and Peter McEntee HMI.

Information about this local authority area²

Children living in this area

- Approximately 58,200 children and young people under the age of 18 years live in Haringey. This is 22.5% of the total population in the area.
- Approximately 31.9% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
 - in primary schools is 26.4% (the national average is 18.1%)
 - in secondary schools is 32.6% (the national average is 15.1%).
- Children and young people from minority ethnic groups account for 70% of all children living in the area, compared with 21.5% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are White Other 29.2%, White British 18.7%, Black African 16.6% and Black Caribbean 9.2%.
- The proportion of children and young people with English as an additional language:
 - in primary schools is 54.2% (the national average is 18.1%)
 - in secondary schools is 47.7% (the national average is 13.6%).
- Haringey's Children and Young People's Plan 2013–2015 shows that:
 - 87% of children eligible for free school meals live in the east of the borough
 - 7,388 households have dependent children and no adults in employment (14.8% in Northumberland Park compared to 1.6% in Crouch End) (2011 Census ONS)
 - 72.6% of children living in poverty live in lone parent households
 - 10.4% of households are lone parents, with most living in Northumberland Park
 - 723 children are known to provide unpaid care to family members
 - 5,000 children and young people under 18 years old live in temporary accommodation (July 2013)
 - there are 11,445 households with children living in accommodation classified as overcrowded (2011 Census ONS).

² The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

Child protection in this area

- At 31 March 2014, 2,469 children had been identified through assessment as being formally in need of a specialist children's service. This is a reduction from 3,074 at 31 March 2013.
- At 31 March 2014, 201 children and young people were the subject of a child protection plan. This is a reduction from 268 at 31 March 2013.
- At 31 March 2014, 13 children lived in a privately arranged fostering placement. This is an increase from 12 at 31 March 2013.

Children looked after in this area

- At 31 March 2014, 507 children were being looked after by the local authority (a rate of 88 per 10,000 children). This is a reduction from 540 (93.8 per 10,000 children) at 31 March 2013. Of this number:
 - 359 (or 74%) live outside the local authority area
 - 21 live in residential children's homes, of whom 90% live out of the authority area
 - 7 live in residential special schools³, of whom 100% live out of the authority area
 - 388 live with foster families, of whom 77% live out of the authority area
 - 4 live with parents, of whom 50% live out of the authority area
 - 35 are unaccompanied asylum-seeking children.
- In the last 12 months:
 - there have been 38 adoptions
 - 26 children became subjects of Special Guardianship Orders
 - 259 children have ceased to be looked after, of whom 5% subsequently returned to be looked after
 - 4 children and young people who have ceased to be looked after have moved on to independent living
 - 13 children and young people who have ceased to be looked after are now living in houses of multiple occupation.

³ These are residential special schools that look after children for fewer than 295 days.

Other Ofsted inspections

- The local authority operates one children's home. It was judged to be satisfactory at its most recent Ofsted full inspection.
- The previous inspection of Haringey's safeguarding arrangements for children was in February 2011. The local authority was judged to be adequate.
- The previous inspection of Haringey's services for looked after children was in February 2011. The local authority was judged to be adequate.

Other information about this area

- The Director of Children's Services has been in post since April 2014.
- The chair of the LSCB has been in post since May 2014.

Inspection judgements about the local authority

The experiences and progress of children who need help and protection require improvement

43. Haringey provides a range of good quality early help programmes but, for children whose needs are below the threshold for statutory social work intervention, services are not well co-ordinated. This means that some children in Haringey do not currently receive an appropriate range of co-ordinated early help services when they need them. The local authority is currently developing early help service delivery through the use of three pilots, focusing on different age groups. One pilot is located in a children's centre, one in a primary school and another in a high school; the pilots have helpfully targeted children across all age ranges to learn and help shape plans for future service delivery. The three early help pilot schemes do not include the full range of relevant agencies. The local authority is aware of the gap in early help services, and firm plans are in place with partner agencies to improve the scale and range of the early help service offer.
44. The number of families receiving early help via the common assessment framework (CAF) has remained low for the last three years, and agencies do not have a common approach to assessing need and co-ordinating help. Children do not always receive help early enough when complex or more serious needs are emerging; the help that is provided is not always built on a clear assessment or developed in response to their changing needs.
45. Although limited in the geographical area they cover and the range of agencies involved, the three early help pilots have had a positive impact on improving outcomes for some Haringey children, and inspectors saw examples of good early help to support children and families. Haringey's response to the government's Troubled Families programme, 'Haringey Families First' (April 2013 to March 2014), has resulted in some good joint agency working. Within its first seven months of operation, 390 families were targeted, and improved outcomes have already been achieved for children in 125 of those families.
46. Referral rates have steadily decreased from a high level over the last four years, and in 2012–13 were below similar authorities and England. Most contacts and referrals to children's social care services are dealt with in a timely manner by the local authority's screening team, the multi-agency safeguarding hub (MASH) and the out-of-hours emergency duty team. However, some contacts are held in the screening team for three days and occasionally longer, which leads to delays in seeing children and obtaining parents' consent to share information.

47. Decisions about thresholds of need and risk are made by qualified and experienced workers. The range of agencies involved in the MASH, including health and the police child abuse investigation team, mean that it is a particularly effective arena for sharing information and taking multi-agency decisions about protecting children.
48. In most cases, thresholds for access to children's social care services are appropriately applied. Decisions are supported by a clear and detailed threshold document which includes the identification of children at risk of significant harm, children in need and guidance on when it is appropriate to step-down support to an early help level. In almost all cases seen by inspectors, children who are assessed as meeting the threshold of significant harm at the point of referral are swiftly passed to one of the local authority's First Response teams for intervention and further assessment.
49. There is a high level of deprivation in Haringey, and concerns about child neglect were seen in many cases examined by inspectors. In a few cases where there are concerns about chronic neglect, the risks arising from longstanding patterns of behaviour, including those relating to domestic violence, mental ill-health and drug and alcohol abuse, are not identified quickly enough. This leads to a failure to escalate some cases to a child protection investigation, or to provide relevant services in a timely way. The local authority has recognised this issue; it has appointed four additional staff and has begun a review of child in need work.
50. Child protection strategy meetings held in the MASH benefit from relevant attendance and information from partner agencies to inform effective decision making. Meetings are clearly recorded and authorised by a manager; responsibilities and timescales for action are agreed. Although appropriate decisions are being made based on the perceived risks posed to children, strategy discussions held within First Response teams do not always include all relevant agencies, resulting in decisions about risk and necessary actions being less well informed.
51. Almost all social workers are knowledgeable about the children they are working with. They see them regularly and see them alone. Inspectors saw good examples of effective and creative direct work to enhance workers' understanding of the child's world. This helps to build meaningful relationships with children. Social workers' case records are up to date and some demonstrate good analysis and a focus on the voice of the child. Although chronologies are being maintained in most of the cases seen, and some recent chronologies are of good quality, practice is not consistent.
52. Assessments are increasingly timely: 76% of assessments were completed within 45 working days between July 2013 and March 2014 and current performance is at 86%. Most assessments are comprehensive, consider

historical information, have a strong sense of the child's voice and contain clear analysis which helps shape appropriate plans. The quality of assessments has improved since the introduction of the new single assessment format in July 2013.

53. The number of initial child protection case conferences held in Haringey has reduced and is now in line with similar areas. The percentage held within the statutory 15 working day timescale has improved significantly, from 16% in March 2013 to 45% March 2014 and 68% for April to May 2014. However, this figure is still too low and, although no children were identified as being inadequately risk assessed or in immediate risk of significant harm, some children are not receiving co-ordinated help via a child protection plan as quickly as they should.
54. Decisions made at initial child protection conferences reflect the assessed level of risk, and children are not subjected to child protection plans unnecessarily. Almost all child protection and child in need plans are reviewed regularly by well-attended review conferences, core groups and child in need meetings. Most plans are clear about the outcomes needed for children and the actions necessary to achieve them. However, in a minority of plans this is not the case. This does not help families to understand what is expected of them or promote effective joint working.
55. In most situations, the risks posed to children from domestic abuse are well understood. Specialist support services are quickly identified and information about high risk cases is shared with the Multi-Agency Risk Assessment Conference (MARAC) so that safety plans can be put into place. Work to engage perpetrators of domestic violence has been strengthened recently through the commissioning of a 26-week programme which is now being offered to some perpetrators of domestic violence; the early analysis of impact and outcomes shows that social workers are increasingly confident in engaging perpetrators, determining where improvement has been made and making case work decisions where change has not occurred.
56. Children missing from home or care are identified, and return interviews are offered to them with a worker from the independent 'Miss-U' service. The Council recorded 120 instances of children going missing during the preceding year in its April 2012 scrutiny report. This figure is in line with other London Boroughs. However, information is not analysed regularly or in sufficient depth for trends or outcomes for children, and this makes it difficult to assess impact or identify possible service improvements. In May 2014, 146 Haringey children were missing from education. While in most cases children successfully re-engage in education, there is notable delay in more complex cases. Opportunities are being missed to tackle the presenting issues early to prevent a pattern of absence developing.

57. Individual children and young people who are identified as at risk of sexual exploitation receive a tailored assessment and support. Ten cases have been referred in the six months prior to the inspection. However, this work is still in its early stages of development. Information is not used to develop an understanding of trends, or how perpetrators operate to abuse children. For example, information gathered from return interviews when children go missing is not analysed or used to link to intelligence and information on gangs or to map risks.
58. Despite recent additional resources, the number of known private fostering arrangements is low and efforts to raise awareness have been unsuccessful.
59. Partner agencies do not have sufficient awareness of the role of the Local Authority Designated Officer (LADO) in investigating allegations against professionals; in particular, there are low numbers of referrals from health agencies and early years settings. The most recent LADO annual report lacks clear analysis, so the local authority cannot be assured that all agencies know and understand their roles and responsibilities and what to do if they have a concern.
60. Disabled children in Haringey experience timely and effective interventions based on good assessments of their needs and risks to ensure that they are protected and their welfare enhanced. This work is underpinned by a detailed disabled children's threshold document covering a full range of work with disabled children and giving helpful guidance to workers. This is supporting good practice and improving responses to this vulnerable group of children.
61. Help provided by children's social care services takes account of the ethnicity, language and culture of children and their families; good use is made of interpreters and other resources, for example, a Romanian project worker. The local authority has a dedicated team providing specialist support to children and families who have no recourse to public funds. This team's work is enhanced by a worker sponsored by the Home Office, and has demonstrably improved the welfare of children through practical and specialist support with issues such as housing and determining immigration status.

The experiences and progress of children looked after and achieving permanence require improvement

62. The number of children becoming looked after is reducing as a result of a better application of the thresholds for care, supported by effective pre-proceedings work. A small number of children enter the system through emergency powers, so the vast majority of children and young people who become looked after do so in a properly assessed and planned way. Effective use of the Public Law Outline, improvements in the quality of court work and liaison with Children's Guardians have resulted in a significant reduction in the time spent by children in achieving permanence through the courts. This has reduced from 67 weeks in 2012–13 to 33 weeks at the end of 2013–14, which is now better than the national average. Inspectors saw some good examples of the use of family group conferences to establish potential carers early, but delays have occurred in making permanent arrangements, largely due to family members wishing to be assessed as carers late in proceedings. The quality of letters sent to parents or carers before proceedings is too variable. Some letters miss important details, for example the date of the letter, and others lack clarity in the detail of what is required from parents to address the concerns of the local authority.
63. Although the plans for the majority of children and young people who enter court proceedings are not to return to their birth families, where there is a plan for them to return home, a range of specialist interventions is used to support them. Multi-systemic therapy with 12 to 17 years olds is used successfully for families, both where care is being considered and for those children who are returning home. The Family Intervention Project is used well to provide intensive individual help and parenting support as part of assessment and rehabilitation plans. In cases seen by inspectors, sensitive work was undertaken to re-integrate children with their families, including increasing contact to meet the needs of the children and good links with community groups to support the family. In 2013–14, 104 looked after children returned home. During the same year, 27 children returned to care after being at home for less than 12 months.
64. The majority of social workers in the children in care service are experienced and many have worked for the local authority for a long time. As a result, many children and young people have longstanding relationships with workers who understand them well and have aspirations for their future. Almost all statutory visits are undertaken within timescales, despite a number of children being placed at a distance from the local authority area. On visits, children are routinely seen and seen on their own. Social workers talk to them about their lives and their views about their placements, and help them celebrate their successes. However, some children are visited within school settings and, in arranging these visits, there is insufficient thought about whether this is in the interests of the child or young person.

65. Case recording is largely up to date and reflects the progress of the case, and there is appropriate management oversight. Care plans reflect the immediate needs of the child or young person. However, there is insufficient consideration of life histories of children and young people, and of the use of research findings in making plans for their medium and long term future. Life story work is not prioritised for children where the plan for permanence is not for them to return home, meaning that some children do not have a clear view of their life history.
66. For some older children, their care plan and the services they receive do not sufficiently consider potential risks that they may be exposed to in their lives, for example that of sexual exploitation or the influence of gang culture. Where children are involved in the criminal justice system, communication occurs between the relevant youth offending teams and social workers, but there is insufficient co-ordination of work to ensure that these children and young people remain engaged and their needs are met. Children who go missing from care are offered an interview with a member of the participation team within the local authority, who will visit them at their placement. Where these interviews occur, children and young people are offered support to address any problems that they have highlighted. Most children live in long-term, stable foster placements. Processes to find suitable placements for children are sensitive to the individual needs of the child, including their cultural identity and their need for a long-term placement with families who can support them as they grow up. The authority's sufficiency strategy is clear that residential placements are not considered permanent placements for children. As a result, the vast majority of children benefit from a placement with a family, with just 21 children of the 507 looked after who are placed in children's homes.
67. The authority effectively prioritises the placing of children with their brothers and sisters, where this is in their best interests. Where this is not the case, arrangements for contact are well considered, and inspectors saw some good examples of work with foster carers so that siblings can share time positively together. Special Guardianship Orders are used well as a way to ensure permanence and where children have specific needs; carers continue to be well supported by the local authority. The local authority has a policy of placing children in provision judged good or better, and the vast majority of children are placed in good or better placements. Two children living in children's homes more than 20 miles from their home who were visited by inspectors for this inspection are making good progress. A review system is in place to consider the impact on the individual child of a placement judgement being reduced following an inspection. At the time of the inspection, two young people were placed in semi-independent settings that were judged as inadequate. The local authority has undertaken visits and is proactive in its efforts to ensure that the individual young people concerned are safe, and it is actively supporting progress to make improvements in these situations.

Effective and timely responses are made to meet the needs of homeless 16 and 17 year-olds and those remanded to the care of the local authority under the Legal Aid, Sentencing and Punishment of Offenders Act 2012.

68. The local authority does not have sufficient in-house foster carers with relevant skills and experience. This means that too many children and young people live more than 20 miles from the borough. The local authority has begun to take action to improve this. An external social work provider has been commissioned to recruit and train new foster carers and to improve the quality of in-house provision through a range of strategies, including ensuring better support and training for existing carers. However, at the time of the inspection, foster carers did not feel properly engaged with the improvement process. They reported to inspectors that they received variable levels of supervision and support from their supervising social worker. Some foster carers had not been allocated a supervising social worker to support them for long periods of time, or they had experienced a succession of agency social workers who did not give them consistent advice. There are no systems in place within the local authority to celebrate the achievements of existing foster carers or recognise their contribution to services for looked after children. Although a scheme for delegated responsibility for foster carers is in place so that they can make some decisions about the lives of the children who live with them, children, young people and foster carers seen by inspectors were not clear about the decisions that they could make.
69. The majority (95%) of reviews of looked after children take place on time and children are invited to contribute to these meetings. Children and young people are encouraged to attend, and Independent Reviewing Officers (IROs) routinely see children before their review. There is an under use of the provision made for children and young people to have access to an independent advocate, with only a small number of examples where this has taken place, so opportunities are missed for them to benefit from this service. Children and young people seen by inspectors said that they did not feel that they were fully involved in the decisions made for them. Reviews do not routinely consider whether children can benefit from the use of an independent visitor. The local authority is aware that access to independent advocacy and independent visitors is under-utilised and is taking action to rectify this, but it is too early to see the impact of this. The role of the IRO in challenging drift and delay in the cases seen by inspectors is not yet fully developed, particularly in ensuring that cases are returned to court when care plans have been changed, or in escalating concerns about the quality of services and support provided to children and young people.
70. All children who become looked after are screened for their health needs. However, performance on the percentage of looked after children who had their teeth checked by a dentist during the year ending 31 March 2014 is low at 71.4%. This proportion has declined from 91% in the

previous year. The looked after children nurses offer age-appropriate medical screening, with specialist nurses for younger children and those aged over 12. First Step, which provides psychological health screening for looked after children and young people in Haringey, offers an effective range of therapeutic support for children and young people who have emotional and mental health issues. The service also offers consultation and training to social workers. Where children are placed away from the local area, access to appropriate health services is monitored well and, where necessary, specialist services are commissioned locally.

71. The virtual head teacher and the virtual school team offer highly effective support for looked after children's education so that looked after children achieve well. Comprehensive tracking and the good use of data ensures that the virtual school maintains good oversight of the progress of looked after children. Workers are tenacious in their approach and tailor support very effectively to meet the individual needs of children and young people. As a result, children and young people get the type of support and help that they need, when they need it. Looked after children achieve well at all key stages and they make good progress relative to their starting points. The attainment gap between looked after children and the non-looked after children population at Key Stage 4, including English and maths has been closing well for the last three years, reducing the gap from 44% to 30%. A good proportion (87%) of looked after young people stay in education after the age of 16.
72. Nearly all looked after children and young people are in receipt of full time education. Attendance at school is good, with nearly 80% of looked after children achieving over 95% attendance. Most young people attend mainstream schools, with just 10% in alternative provision and very few refusing to engage in education. Almost all of these children and young people engage in the educational opportunities provided. The proportion of fixed term exclusions is lower than in similar areas, and a very small proportion of children and young people become permanently excluded from their school. The virtual school has excellent knowledge of the whereabouts of all looked after children, their educational status and circumstances. Of the 330 looked after children of school age, 80% attend a good or outstanding school. Of those educated out of the area 69% attend schools in London. Wherever they are living, children and young people benefit from targeted support based on good knowledge of their individual needs.
73. The pupil premium is used well to support a wide range of activities that encourage the progress of looked after children, for example 1-1 tuition, mentoring, after school activities and educational trips and visits. The virtual school provides good challenge to schools to ensure that the pupil premium is used effectively. Around three quarters of young people have an up-to-date personal education plan (PEP), representing an improving trend. The local authority recognises the need for all looked after children

to have a high quality PEP and the virtual school has developed a useful guide to support social workers to complete plans effectively.

74. There is a good focus on promoting activities that enrich and enhance learning in the classroom. These include a weekly study club to support young people to complete their homework, and activity clubs such as a maths club and science taster events. The achievements of looked after children are celebrated well through an annual awards event. Other out of school activities are promoted well.
75. Aspire, a representative group of looked after children and care leavers, works with the local authority to improve services. They regularly meet with the corporate parenting board and senior officers and members. Young people from the group have been involved in training for new foster carers and undertaking interviews for staff, for example for new IROs. The feedback from these young people has also led to some improvements in services, such as in the provision of leisure passes to looked after children.
76. The authority has not fully informed looked after children and care leavers about their rights and entitlements. The London-wide Pledge that the authority makes to the young people in its care is not clear and it is not communicated to children well. A specific Haringey Pledge is currently being developed to make this clearer but, at the time of the inspection, young people were not clear, for example, about whether they could stay with their foster carer once they have reached the age of 18.

The graded judgement for adoption performance is requires improvement

77. Adoption performance in Haringey is improving from a low base and there has been a steady increase in the percentage of children who leave the care of the authority through adoption. In the year 2013–2014 this was 14%. A further 10% of children left care as a result of Special Guardianship Orders which, although fewer than in the previous year, means that the overall performance on children achieving permanence is improving gradually. However, some children in Haringey are waiting longer to move in with their adoptive families than in other areas. The average time it takes between a child entering care and being placed with their adoptive family is 778 days, which is significantly higher than the national average of 647 days. In the twelve month period prior to the inspection, 13 of the 21 cases in proceedings had been completed within the target of 26 weeks. This means that 62% of cases in proceedings have been completed within the recommended timescales.
78. The number of Black and minority ethnic (BME) children being adopted has risen year on year, and the gap between Haringey and the rest of the country is closing. Special Guardianship Orders have been used for 8% of

BME children in Haringey, and in the majority of cases this has involved good use of extended family members or connected persons.

79. At the time of the inspection there were 16 approved adopters; 51 children waiting to be adopted, of whom 21 were placed with their adoptive families, seven have been matched and four children have had their plans changed to long term fostering. Family finding is taking place for the remaining children. The average time taken to match a child with an adoptive family after a court order has been granted is 39 weeks, which is longer than the national target of 26 weeks. The team is using local consortia arrangements, adoption parties and national networks to recruit adopters, and have had some positive results in finding adopters for older children and for placing brothers and sisters together. This means that some children who have been waiting to be adopted for a long time have now been found adoptive families.
80. There is currently little use of parallel or concurrent planning. This means that some children experience more moves than is necessary and wait longer to achieve permanence. Staff spoken to by inspectors understand the benefits of these approaches to maximise the opportunities for children to achieve permanence, but they are not yet being promoted effectively or developed in practice.
81. Insufficient priority is given to life story work, so some children have gaps in their knowledge about their past, which is important to enabling them to form a strong identity to support their development and particularly their emotional well-being.
82. The adoption panel is strong and membership is stable, with the chair offering appropriate oversight and challenge. There is a good working relationship between the chair and the agency decision maker, who thoroughly and promptly considers decisions made by the panel.
83. Adopters are well prepared and supported throughout the process of adoption, and this includes post-adoption packages of support. They receive a swift response when they make initial enquiries and are moved on to preparation and training sessions in a timely way. Adopters told inspectors that the sessions are delivered by social workers who are approachable and knowledgeable and who give a true and honest picture of the realities of adoption. In the 12-month period before this inspection there were 20 requests for post-adoption support and 20 packages of support have being provided.

The graded judgement for the experiences and progress of care leavers is requires improvement

84. All young people leaving care are allocated a personal adviser from the Young Adults service, who supports them to secure housing, provides

advice on training and employment and helps them to move towards independence. Young people with a disability are also allocated a social worker from the Adults Social Care team, which helps to ensure their specific special needs are met. Young people have the opportunity to build stable and warm relationships with their adviser and this is a strong feature of the service; young people know their worker well and many feel their personal advisor provides a good level of support.

85. The '18' programme delivered through the Tottenham Hotspur Foundation provides good mentoring support and access to a wide range of learning and development opportunities for care leavers. Young people receive good pastoral support and practical help in working towards their career and life goals. However, the programme has been scaled down since January 2014, and now offers just 10 places annually instead of 40 places to care leavers in Haringey. As of March 2014, the proportion of care leavers in education, training and employment had declined from 63% (March 2013) to 47% (March 2014), which is considerably lower than similar areas at 87% (March 2013).
86. Access to higher education is very well promoted. Currently 65 care leavers are at university and 106 are in further education. The virtual school is working well to raise aspirations for future care leavers through visits and taster sessions to university. Care leavers are given good financial and practical support throughout their university careers, including during holiday periods.
87. The quality of pathway planning is too variable. Not all young people have a written pathway plan to which they have contributed. The majority of plans seen by inspectors do not reflect individual young people's goals and future needs in a meaningful way. Some young people told inspectors that pathway planning felt like a task that had to be completed rather than achieving a plan that had meaning for them, that they own.
88. The proportion of young people in suitable accommodation has reduced from 79% in March 2013 to 74% in March 2014. Nevertheless, there is a good range of accommodation and housing options for young people and good partnership work with housing providers to ensure that care leavers are given priority. As a result, the number of homes allocated specifically for care leavers has increased and there are now a number of two-bedroomed homes available for young parents. Some young people spoken to were unhappy with their accommodation and not all were able to choose who they shared accommodation with. Some young people are benefiting from the staying put policy and continue to live with their foster carers after the age of 18, but this is not yet publicised to all young people.
89. The quality of support to help young people leave care and live independently varies. Many receive a service which meets their individual

needs, but help to manage personal finances is particularly identified as a deficit by care leavers. Young people who spoke to inspectors had no shared view of their entitlements to funding, and said that access to funding is slow and inflexible. This means that a small number of young people find it difficult to access their set up home grant and many are restricted to where they spend it. Some young people spoken to did not know about their rights and entitlements to such things as advocacy or how to complain about the services they receive.

90. Support for care leavers to manage their health and promote healthy living is not consistently available. Young people are reminded to register with a general practitioner and dentist, but most are not provided with a copy of their health records and do not know how to access them.

Leadership, management and governance require improvement

91. The new senior leadership team is improving the quality of services and its priorities are clear. The leadership team is ambitious and is effectively striving to provide good quality services through incremental and targeted plans for improvement, including building capacity within the service. Although performance is improving in some important deficit areas, such as in child protection and adoption responses, performance has not been sufficiently consolidated in other key areas. This has resulted, for example, in a decline in the rate of care leavers living in suitable accommodation and in the number engaged in employment, education and training. The local authority and its partners know the population of Haringey well; they demonstrate a good understanding of service strengths and weakness and how these impact on service delivery. Haringey's recent self-evaluation identifies strengths, areas for improvement and priorities for development which are consistent with the findings of this inspection.
92. A new senior leadership team has recently been appointed, including a new Deputy Chief Executive and Director of Children's Services (DCS). The DCS is identifying the key changes required and setting ambitious targets for service improvement. Performance is benchmarked against similar authorities who have good or better performance, so that service strengths and weaknesses are identified and analysed. As a result, Haringey has made progress in safely reducing the number of children who are subject to a child protection plan and those who are looked after. The local authority has also improved the timeliness and quality of social work assessments, which has been a stubbornly difficult aspect of service delivery to improve.
93. Effective and purposeful relationships are in place between the Chief Executive, the Lead Member, the DCS and the LSCB chair. Elected members discharge their statutory duties effectively; governance and reporting arrangements have been strengthened through the accountability protocol for the DCS. The Leader of the Council has recently been appointed as chair of the Health and Wellbeing Board (HWB). The priorities of the HWB are not sufficiently linked to children's social care priorities. In particular, early help is not identified as a priority, and more work is required to ensure that the HWB is sufficiently focused on the effectiveness and commissioning of services for children and young people.
94. The local authority has ensured that investment in children's social care services continues to be a priority. The Haringey 54,000 transformational programme, designed to improve outcomes for the 54,000 children and young people in the borough, is driving the local authority's agenda for children and families. Looked after children have been consulted as part of

the arrangements to redesign services for early help and provide help for families at an early stage.

95. Commissioning arrangements are informed by a needs assessment, with effective engagement of clinical commissioning groups (CCGs), statutory and voluntary sectors. This has resulted in some good outcomes for children and young people. For example, the joint commissioning of multi-systemic therapy for children on the edge of care has contributed to the safe reduction in the number of children entering the care system. However, commissioning arrangements to support a comprehensive multi-agency early help offer to meet the diverse needs of the population of Haringey is as yet under-developed. Although plans to address this are being progressed, the early help strategy has not been signed off by partner agencies and the pace of change is slow.
96. The local authority has recently agreed a placement sufficiency strategy and has commissioned an external social work agency to recruit and assess prospective foster carers. However, it is too early to demonstrate impact and too many children continue to live away from their local communities.
97. The majority of recommendations from previous inspections have been addressed through appropriate monitoring and action planning. Three serious incident notifications have been received by Ofsted between 31 March 2013 and 1 April 2014; two have resulted in Serious Case Reviews being commissioned by the LSCB.
98. Performance management arrangements are in place at all levels of the service. The use of performance management information is increasingly effective but not all data and information are reliable or used to support improvements in service delivery. For example, data and information about the patterns of offending of children looked after are not systematically collated or analysed. As a result, there is little consideration of the impact of this behaviour on the future life chances of this group of children and young people. Performance management arrangements for early help are under-developed. This means it is difficult for the local authority and partner agencies to judge how successful they are at delivering early help and ensuring that children and families receive help at the earliest possible stage. Also performance on immunisations and dental checks appears weak for looked after children, at 68% for immunisations and 71% for dental checks, although managers believe this to be a recording issue.
99. A comprehensive rolling programme of casework and thematic audits is in place within children's services. This enables a shared understanding of the strengths and weaknesses of practice and contributes to improved service delivery. However, these arrangements do not extend to early help

services, so there is no clear systematic and comprehensive approach to inform service development of these services and programmes.

100. There are effective relationships with the Child and Family Court Advisory and Support Service (Cafcass), the family courts and the local Family Justice Board. This has resulted in improved timescales in private and public law proceedings, reducing delay for children and young people.
101. Corporate parenting panel members demonstrate a strong commitment to children looked after in Haringey. The Corporate Parenting Board has helped to increase housing provision through securing a number of two-bedroomed properties specifically for care leavers who have children. Aspire (Haringey Children in Care Council) is consulted on developing service provision. Both the Lead Cabinet Member and the DCS attend an advisory panel meeting with Aspire to enable them to have a clearer understanding of issues and to drive improvement. Young people told inspectors how they have influenced the introduction of leisure passes for children looked after, and are involved in training foster carers and the interviewing of staff.
102. Senior managers provide visible and consistent leadership for children's services. They meet young people and are aware of significant case issues. Monthly safeguarding assurance days are undertaken by the Cabinet Member and the DCS; they meet staff, observe front-line practice and have a good understanding of the issues faced by staff. Regular performance meetings chaired by the DCS and attended by managers and social workers ensure performance is challenged and areas of strengths and weaknesses known and understood.
103. Effective management oversight of social work practice is demonstrating a recent improvement in quality and, as a result, plans for children are improved. Although the majority of staff say they feel well supported and morale in the social work teams visited by inspectors is high, the quality of social work supervision is too variable, with some examples of poor quality supervision records which are not sufficiently focused on next steps and the action social workers are required to take. More recent casework demonstrates better supervision, with some examples of reflective practice, but more needs to be done to improve the quality of reflective supervision and the degree of challenge.
104. Social workers have manageable caseloads; they are motivated and positive about working in Haringey. The diversity of the workforce reflects the community. The local authority recruitment strategy is realistic, and is based on a detailed analysis of the workforce market. An effective social work trainee scheme has secured eight post-graduate appointments in the last 12 months. Newly qualified social workers (NQSWs) spoken to by inspectors report that their caseloads are protected and they are particularly positive about the support, supervision and training they

receive. Managers recognise the importance of NQSWs undertaking a variety of case work to enhance their skills, and to strengthen their professional confidence. The use of agency staff is currently 12.1% which is comparable to the national figure. The turnover of social workers has reduced to 19.9%, but is still higher than the national average. Inspectors saw a small number of cases where children had experienced frequent changes in social workers. For those children, this has affected relationship building and the effectiveness of delivery of plans.

105. Training needs are identified through workforce surveys, audit findings, feedback from children and young people, learning from complaints and serious case reviews. Learning from a recent court judgement has led to far-reaching changes, for example, with revised information sharing protocols for the MASH and changes made to the Pan-London procedures. The number of complaints received by children's social care is low. Complaints are dealt with effectively, with all complaints being resolved at an early stage. However, not all young people, particularly care leavers, understand how to make a complaint or are aware of their rights and entitlements, so opportunities are being missed to harness their views to inform service improvements.

What the inspection judgements mean: the local authority

An **outstanding** local authority leads highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** local authority leads effective services that help, protect and care for children and young people and those who are looked after and care leavers have their welfare safeguarded and promoted.

In a local authority that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the authority is not yet delivering good protection, help and care for children, young people and families.

A local authority that is **inadequate** is providing services where there are widespread or serious failures that create or leave children being harmed or at risk of harm or result in children looked after or care leavers not having their welfare safeguarded and promoted.

Section 2: The effectiveness of the Local Safeguarding Children Board

The effectiveness of the LSCB requires improvement

Areas for improvement

106. Ensure that schools are more fully involved at Board level so that their representations are known, understood and considered and their contribution fully harnessed to influence the shape of services.
107. Review Haringey's CSE multi-agency guidance and consider whether the involvement or association with gangs by young women should be included as a risk factor to strengthen arrangements to provide a co-ordinated response to this vulnerable group of young people.
108. Accelerate plans to formally agree the draft CSE strategy and ensure it is clearly linked to the gang action plan. Make clear how the strategy will link to front-line practice, and what success criteria will be used to measure and evaluate progress.
109. Ensure that the Board receives an annual report on children missing from home, missing from care and missing from education to assure itself that appropriate processes and practice are in place to safeguard this vulnerable group of children and young people. Strengthen the existing Board's annual report arrangements to include an evaluation of service responses for missing children, to support multi-agency actions and reduce risks posed to children.

Key strengths and weaknesses of the LSCB

110. The LSCB complies with 'Working Together 2013' and has effective governance arrangements, enabling partners to assess whether they are fulfilling their statutory responsibilities to protect children.
111. The Board identified as a response to its Peer Review in January 2014 that understanding the effectiveness of early help is a priority, and now has a work programme to take this forward. However, the Board has yet to demonstrate influence in ensuring that the early help offer is targeted appropriately and is making a measurable difference.
112. The Board is able to prioritise its work and has a business plan that reflects local needs, with a strong focus on ensuring that the voice of the child is heard more clearly and that children have better outcomes. However, some aspects of the Board's work have not been given sufficient priority. Although the Board receives some data on children missing, it has not received or sought a qualitative analysis or report in relation to children missing from home and care, although it has sought information

on those children and young people missing education. The Board has not established an overview of performance or the effectiveness of practice in relation to children missing. The Board has also not established an overview of private fostering practice, although it is aware that further resources have been put in place by children's services in response to the low number of arrangements being identified.

113. Multi-agency CSE guidance has been reviewed in May 2014. The CSE guidance makes appropriate links to the vulnerabilities of children looked after and those children who go missing, and identifies the often unrecognised sexual exploitation risks to boys and young men. The guidance is wide-ranging, but it does not identify clearly exploitation issues in relation to association with gangs and gang culture. There is no mention of gang association as a risk factor for young women in the risk categories identified. This gap means that front-line practitioners, despite accessing available training, may not recognise risks in relation to gang association early enough to ensure that young women receive appropriate support.
114. A CSE strategy remains under-development. Both the CSE task group and now the vulnerable children sub-group of the Board are working to ensure that strategy, processes and practice link closely together. However, the evaluation of the impact of initiatives has not as yet been sufficiently co-ordinated, measured and understood by the Board.
115. The Board is appropriately constituted and has one lay member; it is seeking to recruit a further lay member. Members' attendance is mostly good, although regular representation from schools has not been achieved. The Board is financially sound.
116. The chair of the Board has only recently been appointed but, as the author of a report in 2013 reviewing the effectiveness of the Board, he has good knowledge of its performance. The chair is a member of the Children's Trust and a recent member of the Health and Wellbeing Board.
117. The Board maintains a 'challenge and impact log'. This includes examples of intervention, including seeking assurances from the Haringey Chief Executive on staffing structure and workforce stability of senior staff in children's services, ensuring training for housing staff in relation to neglect, and ensuring that the third sector are better informed about who to contact if they wish to make a referral to children's social care services.
118. The Board ensures that partners hold each other to account, and each agency completes a Section 11 audit of safeguarding every two years. This is further strengthened by an independent inspection of audit returns by agencies, conducted by other Board members to ensure that agency self-reports are accurate. The Board ensures that cross-cutting themes are identified and action taken to influence change.

119. The Board conducts a range of multi-agency audits through an annual programme; for example, in 2013 audits were undertaken on Section 47 decisions, safeguarding of children with a disability, and compliance with policies and procedures. Also, a case review took place following recommendations arising from a management review involving adult mental health issues and the care of children. These audits have produced learning areas, recommendations and action plans as a result, with practice issues for a range of agencies including adult services, which are helping to influence the shape of provision.
120. The Board has developed a learning and improvement framework and a schedule setting out the means by which the Board, agencies and services across Haringey will seek to learn from experience. This includes learning through audits of work, Serious Case Reviews and multi-agency case reviews where the criteria for a Serious Case Review are not met.
121. The Board has been active in ensuring that cases are appropriately identified as requiring either a Serious Case Review or a multi-agency case review. This includes three Serious Case Reviews, one published in October 2013 and two that are completed but will not be published until the respective court proceedings are completed. The Board ensures through its training program that lessons learned from these local cases, and also from national cases of concern, are effectively disseminated to staff across agencies.
122. The Board has been active in ensuring that policies are in place including, for example, threshold guidance, multi-agency thresholds for children with disability and an escalation policy. The Board has also contributed to awareness raising of the risks of neglect, including work with housing staff on the signs of neglect.
123. The Board's business plan for 2013–14 has identified a number of key priorities, including engaging young people and families, monitoring the effectiveness of MASH and early help intervention and identification and response to young people at risk of CSE or who go missing. The Board monitors the progress of the priorities identified and is able to demonstrate progress in most, but not all, of its priorities. Progress includes a survey by Haringey youth council of young people's views on safeguarding and asking the gangs action group (GAG) to present a strategy to the board. The Board has delayed its review of missing from home and care guidance because the pan-London child protection procedures are being updated.
124. Training is offered to staff in agencies across Haringey according to their role and the level of contact they have with children and families. Training includes a safeguarding introduction across all levels and a focus on CSE. Other training includes young people and domestic violence, and serious case review workshops. Bite size courses increase the range of training

and learning opportunities. Training is evaluated three months after attendance to assess its effectiveness on practice.

125. An annual report is produced which provides an overview of the Board's work, including the activity of the six sub-groups. The report includes some analysis of key issues, including its response to child sexual exploitation and findings of audits conducted, but the Board has recognised in its self-assessment that an improvement in performance data is required to ensure that the next annual report is better informed. The report contains information from key agencies, reports on completed serious case reviews and case management reviews and includes an annual report on the LADO function and the work of Independent Reviewing Officers. The report does not contain information or any analysis on services for children missing from home and missing from care or those in private fostering arrangements.
126. The LSCB web-site is well constructed and provides up to date information on Board activities, policy and practice guidelines, threshold documents and Serious Case Review and case management review reports.

What the inspection judgements mean: the LSCB

An **outstanding** LSCB is highly influential in improving the care and protection of children. Their evaluation of performance is exceptional and helps the local authority and its partners to understand the difference that services make and where they need to improve. The LSCB creates and fosters an effective learning culture.

An LSCB that is **good** co-ordinates the activity of statutory partners and monitors the effectiveness of local arrangements. Multi-agency training in the protection and care of children is effective and evaluated regularly for impact. The LSCB provides robust and rigorous evaluation and analysis of local performance that identifies areas for improvement and influences the planning and delivery of high-quality services.

An LSCB **requires improvement** if it does not yet demonstrate the characteristics of good.

An LSCB that is **inadequate** does not demonstrate that it has effective arrangements in place and the required skills to discharge its statutory functions. It does not understand the experiences of children and young people locally and fails to identify where improvements can be made.

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Haringey Council

Report for:	Corporate Parenting Advisory Committee 31 July 2014	Item Number:	
Title:	Performance for the year to May 2014 including summary of 2013/14 End of Year Performance		
Report Authorised by:	<p><i>LISA REDFERN</i></p> <p>Lisa Redfern Director, Children's Services</p>		
Lead Officer:	Margaret Gallagher Senior Performance Lead		
Ward(s) affected:	All	Report for Non Key Decision:	

1. Introduction

- 1.1. This report provides an analysis of the performance data and trends for an agreed set of measures relating to looked after children on behalf of the Corporate Parenting Advisory Committee.
- 1.2. Section 2 contains performance highlights and key messages identifying areas of improvement and areas for focus.
- 1.3. Section 3 provides an overall assessment of performance in the service.
- 1.4. The monthly service scorecard had been provided at the previous Corporate Parenting Advisory Committee (CPAC) so that Members understood how our performance information was collected and analysed in the context of CPAC.
- 1.5. The recent Ofsted inspection has recognised many of the areas of strength and some areas for development which will be addressed via the development and implementation of our Ofsted Improvement Plan.

Performance Highlights/ Key Messages

1.6. Positive or Improving Performance

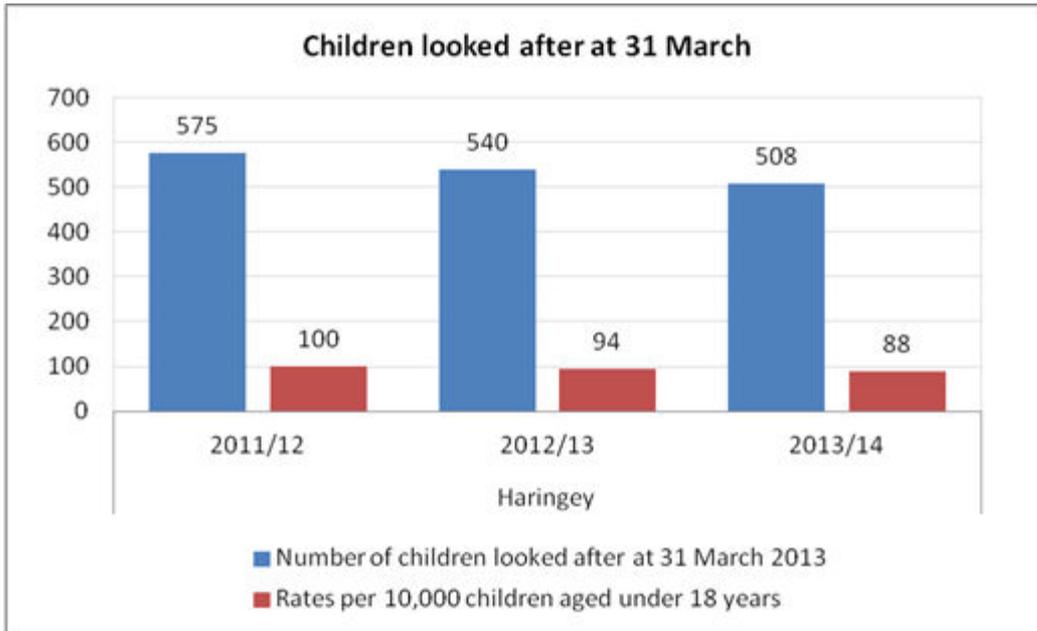
- 506 **children were in care** on the last day of May 2014 or 88 per 10,000 population. This remains higher than the level in similar boroughs of 72 per 10,000 and in England 60 per 10,000 although a significant reduction on this point last year (rate 93).
- There have been 64 **adoptions** and **special guardianship orders** in the year exceeding the 2013/14 target by over a third. As a proportion of children who ceased to be looked after in the year (267) 14% have been adopted compared to 6% in 2012/13 closing the gap with the England position of 14%. There have been a further five adoptions in the year to May 2014.
- In 2013/14, **children waited an average of 778 days from becoming looked after to being placed for adoption**. This is higher than the national threshold but Haringey's three year average (2010/13) of 725 days is better than our statistical neighbour position of 810 days. The average days in the year to May 2014 is currently 617 days.
- Average **care proceedings duration** is reducing and increasingly more cases are being concluded in 26 weeks.
- 10 fewer looked after children (aged 10 and over) were **convicted or subject to a final warning** during the year. In 2012/13 there were 30 children with convictions (11.1%) but this reduced to 20 children (8%) in 2013/14 bringing our rate closer to the England average of 6.2%.
- 94.7% of **Children in Care cases were reviewed** in timescale at the end of May above the 92% target.
- One child was **missing from care** during the month of May and one child was away from placement without authorisation. Numbers of missing from care cases remain low.
- Indicators around **stability of placements for looked after children** remain in line with statistical neighbours and targets.

1.7. Areas for Focus

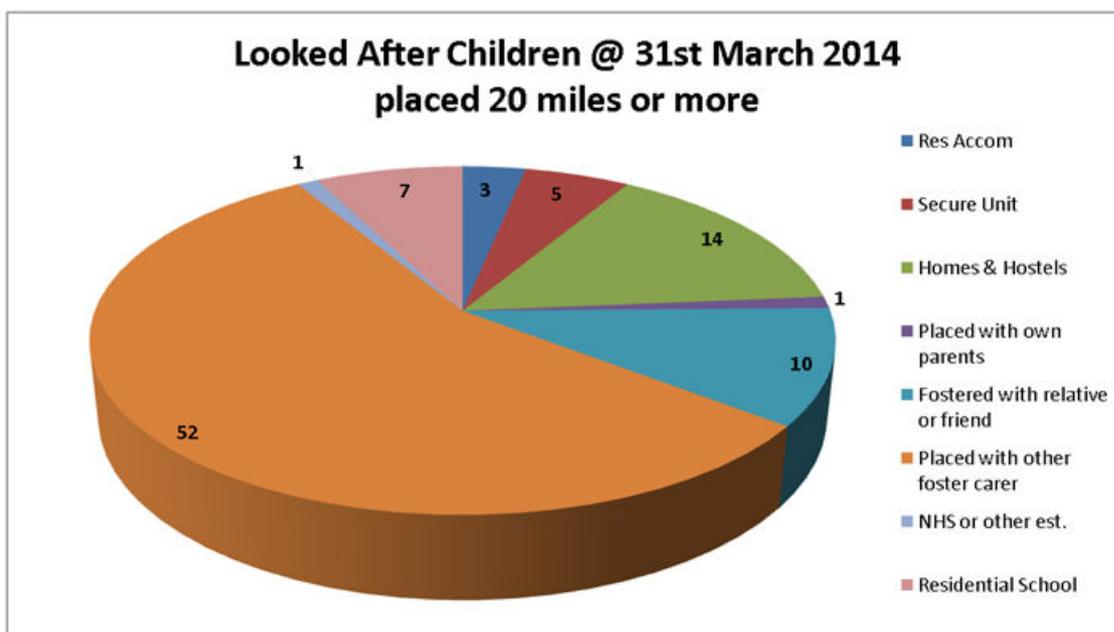
- Performance on **care leavers in suitable accommodation and in education, employment and training** is below target.
- 93 children or 18% were **placed 20 miles or more from Haringey** at the end of March 2014 and we are now close to achieving the 16% target. 359 children or 74% live outside the local authority area. At the end of May there were 88 out of 488 (18%) children placed 20 miles or more.
- 87% of **Children in Care visits** were completed on time in this period.
- In 2013/14, 87.7% of LAC children had an **up to date health assessment**.
- 71.5% had an **up to date dental visit**.
- The above areas for focus will all be incorporated within activities defined within the Ofsted Improvement plan currently being developed.

2. Children Looked After

- 2.1. There has been a 6% reduction in the number of **children in care** since the end of March 2013. This progress and steady downward trajectory over the last three years means we are moving towards alignment with the level in similar boroughs. Haringey's movement of children coming into care is now in line with statistical neighbours and based on a straight line trajectory we should be in line with our statistical neighbours' rate by 2016.
- 2.2. As at the end of May 2014, 506 **children were in care** including 36 asylum seekers. In the year to May, 36 children have **become looked after** and 38 have **ceased to be looked after** a decrease in the cohort of two children. In 2013/14 Haringey had 233 children who started to be looked after, a 16.3% increase on the 2012/13 position (38 more children) compared with the previous year. Based on numbers becoming looked after and ceasing to be looked after in the year to May 2014, the projection for 2014/15 is currently a rate of 86 per 10,000 population.
- 2.3. Efforts to ensure that edge of care services are utilised efficiently are taking effect in terms of reducing the numbers of Looked After Children (LAC). The rise in unaccompanied asylum seeking children (UASCs) is also being analysed to consider further actions to identify those in real need as opposed to young people who might not meet criteria for accommodation. Section 20 cases are regularly reviewed in terms of identifying changes in circumstances which could lead to a managed return home. This has resulted in several young people leaving care in recent months and transferring to CIN plans.
- 2.4. There has been a slight increase in the number **of young people becoming looked after on remand**. There were 29 in 2013/14 compared with 19 in 2012/13. All remand placements are monitored carefully and reviewed at Resources Panel regularly. There have been two children becoming looked after on remand in the year to May 2014.
- 2.5. Based on data at 31st March 2013, Haringey had the fourth highest number of children looked after amongst our 10 comparator authorities but the second highest rate per 10,000 population (only Southwark's rate at 95 was higher). Haringey's current **rate of looked after children per 10,000** population at the end of May is showing a further reduction at 88. The graph below illustrates the rate per 10,000 children looked after and trend over the last three years. Comparator data for 2013/14 will be available later in the year.



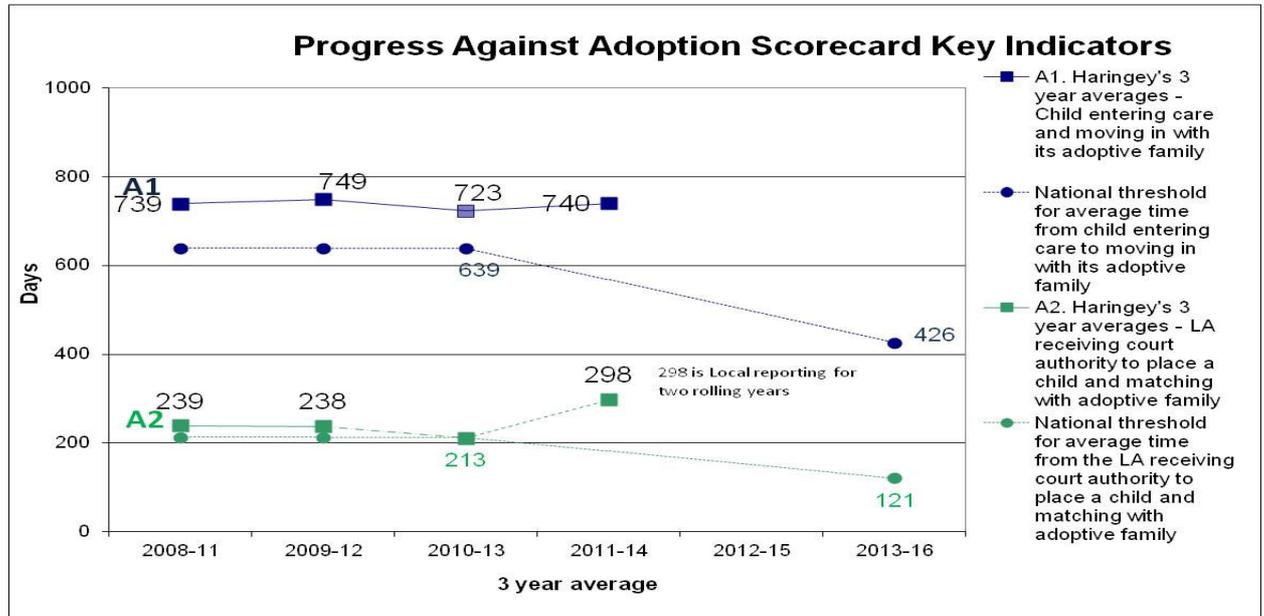
2.6. The proportion of **looked after children placed 20 miles or more from Haringey** reduced in 2013/14 to 18% (93 children), slightly above the target of 16%. Keeping children within the borough and close to their environment ensures close monitoring and family links which is appropriate. A few niche placements require out of borough placement e.g. specialist disability or children remanded in young people’s detention centres. A Sufficiency Strategy 2013 to 2016, approved by Members, shows the council’s commitment to supporting families effectively and ensuring that the necessary quantity and range of placement provision is available to meet the needs of our looked after children and young people. The pie chart below shows the breakdown of placements 20 miles plus at 31 March 2014.



- 2.7. As at the end of May 2014 18% (88 out of 488) of looked after children were **placed 20 miles or more from Haringey**. Regular reviews of placements at Resources Panel, careful monitoring of young people's needs at LAC reviews and searches to source appropriate residential accommodation and foster placements closer to home are all contributing to reducing this percentage.
- 2.8. The service has made a commitment to only placing children in outstanding or good placements and is working to acquire a higher proportion of placements in borough from independent providers, both for foster care and residential placements. The development of a commissioning function within Children's Services should assist and reduce the need to place outside the borough.
- 2.9. The Council has embarked upon a major expansion of its in house fostering provision and a more dynamic and ambitious approach has been put in place to recruit new foster carers. From April 2014, all recruitment and assessment of new foster carers is commissioned from specialist independent organisations. This has released social work capacity to improve the quality of the supervision and support provided to approved foster carers, thus improving retention.
- 2.10. One child was **missing from care** during the month of May and 1 child was away from their placement without authorisation. The Lead Member and DCS are briefed on all cases of missing LAC at a weekly meeting, which includes the review of the return to home interviews.
- 2.11. The North London Tri-Borough Care Proceedings Project (NL CPP) which commenced in June 2013 was set up to reduce avoidable delay and to improve decision making for children subject to care proceedings. The work of this pilot should ensure that proceedings are only issued in circumstances where the child is likely to need a permanence plan and that pre proceedings work to engage parents is done beforehand. Performance suggests an overall trend of reduced case duration and on-going improvement on a quarterly basis. Of the completed cases in the year to the end of March, 13 out of the 21 completed care proceedings cases (62%) were completed within 26 weeks.
- 2.12. At the end of May 95% (469 out of 495) of **children in care cases** were **reviewed within required timescales**, exceeding the 92% target and a significant improvement on levels achieved in recent years.
- 2.13. **Visits to looked after children** continue to be made within the set monthly timescale although recorded visits are below target at the end of May, 87% of children have an up to date visit. Managers have gone through the list of missed visits to ensure that these did take place and the recording issue will be addressed thoroughly before the next monthly data run.
- 2.14. In 2013/14 71% of **children** under 16 who have been **in care for 2.5 years** have been **in the same placement for at least 2 years**, similar to statistical neighbour average and close to the 72% target. Figures remain positive and include a number of moves being made for transfer into permanent placements. At the end of May 2014 the length of placement indicator increased to 75% in the same placement for at least two years. This is indicative of the attention being paid to young people's

individual placement needs and affords enhanced opportunities to succeed in education that this continuity in placement can provide. Our indicators around stability of placements continue to be in line with statistical neighbours and targets. The proportion with **three or more placements** at the end of May is at 9% (45 out of 506 children) and better than our 10% target.

- 2.15. 2013/14 performance on **care leavers in suitable accommodation** was below the target of 90%. 74% (43 out of 58) of the 19 year old cohort in 2013/14 were in suitable accommodation. 72% of the 20 year old cohort and 78% of 21 year old cohort were in suitable accommodation.
- 2.16. However the service are working closely with Housing colleagues to ensure that our care leavers move faster to their tenancy. The tenancy workshops are taking place quarterly and the attendance and participation is very good. Personal Advisors and the Placement Officer at Young Adults Service (YAS) are tracking the care leaver bidding process and young people are being encouraged to bid regularly and be successful with accessing their permanent housing within six months of their 18th birthday.
- 2.17. **Care leavers in Education, Training and Employment (ETE)** was also below target and below levels achieved in 2012/13 (63%). 47% (27 out of 58) were in ETE in 2013/14, 52% of the 20 year old cohort and 41% of the 21 year old cohort. In the year to May 36% (4 out of 11) of the 19 year old cohort were in ETE, 25% of the 20 year old cohort (2 out of 8) and 50% (3 out of 6) of the 21 year old cohort were in ETE.
- 2.18. As at the end of May 2014 there are 50 care leavers who are working and 20 care leavers who are in apprenticeships and training programmes. There are 63 care leavers who are at university and 104 care leavers attending college courses. The Willkommen apprenticeship programme with the Marriot Hotel Group (February 2014 – March 2014) was very successful. Six young people attended the apprenticeship for two weeks in London and three of them were chosen to go for an additional two week apprenticeship programme with the Marriot Hotel in Germany. One of the three young people was offered permanent employment with the Marriot Hotel in London and the other two are shortlisted as back up staff during events when additional staff are required. The young people who attended the programme benefited from it and are now confidently seeking employment in the hospitality field with the support of their Personal Advisors.
- 2.19. In 2013/14 there were 38 **adoptions** and 26 **Special Guardianship Orders** exceeding our combined target by over a third. As a proportion of children who ceased to be looked after in year (267) this is 24% with a legal permanency arrangement of which 14% have been adopted. This performance is much improved from the 5% adopted in 2011/12 and 6% in 2012/13 and has closed the gap with the London position of 9% and the England position of 14% adopted (2012/13 comparative data). In April and May 2014 there have been five adoptions and two special guardianship orders, the same level at this point in 2013/14, so we are on track to achieve similar levels of permanency this year.



2.20. It is evident that Haringey's average days from becoming looked after to being placed with their adoptive family increased in 2013/14 with an average 778 days up from 661 days in 2012/13 and bringing our three year average for 2011 to 2014 to 740 days. The 778 days includes 10 children adopted in year who were placed significantly outside the threshold including several children who were challenging to place as a result of complex needs and background factors. The reasons for the increase in timescale can be explained by the following factors:

- a significant increase in the number of adoptions in 2013/14 up from 14 in 2012/13 to 38 in 2013/14;
- a number of children subject to protracted care proceedings; and
- a number of children who were challenging to place including two children for whom adoption was a really positive outcome but who had been in the care system for some time.

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