



**Haringey** Council

## **NOTICE OF MEETING**

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# **Corporate Parenting Advisory Committee**

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MONDAY, 6TH JULY, 2015 at 7.15 pm HRS[ **Or on the rise of the Aspire meeting** ] 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. ACTIONS ARISING FROM THE MEETING WITH ASPIRE**

Feedback from the earlier meeting with Aspire

**3. URGENT BUSINESS**

The Chair will consider the admission of late items of urgent business. Late items will be considered under the agenda item they appear. New items will be dealt with at item 12 or 14 below.

**4. 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' judgement of the public interest.

**5. RATIFICATION OF THE TERMS OF REFERENCE (PAGES 1 - 2)**

To ratify the terms of reference for the Committee approved at Cabinet on the 16<sup>th</sup> June 2015.

**6. MINUTES (PAGES 3 - 14)**

To consider the minutes of the meeting held on 8 December 2014 and 16 March 2015.

**7. MATTERS ARISING (PAGES 15 - 16)**

**8. PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES (PAGES 17 - 48)**

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.

**9. OFSTED REPORT (PAGES 49 - 52)**

This paper was requested following on from the report submitted to CPAC in December 2014 by way of update on progress relating to the Ofsted inspection.

**10. CLARIFY FUNDING FOR ASPIRE MEETINGS**

Verbal update on funding arrangements for Aspire

**11. ROLE OF CORPORATE PARENT (PAGES 53 - 74)**

**12. NEW ITEMS OF URGENT BUSINESS**

As per Item 3.

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

That the press and public be excluded from the meeting for consideration of the following items as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985): paras 1 & 2: namely information relating to any individual, and information likely to reveal the identity of an individual.

**14. NEW ITEMS OF EXEMPT URGENT BUSINESS**

As per Item 3

**15. ANY OTHER BUSINESS**

Date of next meeting 5<sup>th</sup> October 2015

Bernie Ryan  
Assistant Director – Corporate Governance and  
Monitoring Officer  
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Published on 26<sup>th</sup> June 2015

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**Appendix A**

**Corporate Parenting Advisory Committee**

**Terms of Reference**

1. To be responsible for the Council's role as Corporate parent for those children and young people who are in care;
2. To ensure the views of children in care are heard;
3. 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;
4. To ensure that the voice and needs of disabled children are identified and provided for;
5. To monitor the quality of care provided by the Council to Children in Care;
6. To ensure that children leaving care have sustainable arrangements for their future wellbeing; and
7. To make recommendations on these matters to the Cabinet or Cabinet Member for Children and Director of Children and Young People's Service.

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**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE  
MONDAY, 8 DECEMBER 2014**

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

**CPAC324. APOLOGIES FOR ABSENCE (IF ANY)**

There were no apologies for absence.

**NOTED**

**CPAC325. URGENT BUSINESS**

Nil items

**CPAC326. DECLARATIONS OF INTEREST**

Nil

**CPAC327. MINUTES**

**RESOLVED**

That the minutes of the meeting held on 22 September 2014 be agreed as an accurate record of the proceedings.

**CPAC328. MATTERS ARISING**

CPAC 22 – The Chair reported that the Annual report would be reported to the March 2015 meeting.

CPAC 23 - With regard to fostering and mystery shopping Neelam Bhardwaja to liaise with Monica Singh.

**CPAC329. PERFORMANCE MANAGEMENT : CHILDREN AND FAMILIES**

The Committee received an introduction of the circulated report from Neelam Bhardwaja.

Arising from the introduction members raised concerns and took a wide ranging discussion in relation to the following points/issues:

**Areas for focus**

- targets not being achieved effectively on Personal Education Plans (51%) and discussions/ concerns expressed as to why the process for completion was not being adhered to. Concerns that all parties concerned were not giving the plans adequate attention and a need to

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MONDAY, 8 DECEMBER 2014**

ensure compliance, as part of performance assessment. Whilst there was acceptance that there may be good reasons for why there may not be compliance the actual figure should be higher as the plan was a vital tool in the key issues identified developmental stages of the individual

- **Adoption Figures**

Noted that figures for LBH had fallen and whether the recent judgement had had an impact on timescales in England overall. It was noted that the year to date the average for London was 22. In response to a number of queries Ms Walker clarified that in terms of the judgement the issue of adoption being the only option had been questioned and the scenario of a child in care being placed for adoption then at the last moment a relative had come forward – and that although the child had been in long term care and placed and settled, with the advent of a relative this would require the further assessment. The dichotomy was that the adoption court recommended adoption but the Munday judgement said different. Ms Walker added that it was likely that that judgement would be challenged and would then become case law. It was in her 22 years experience that no one case was alike and in assessing each case individually whilst the process could be completed in 24/ 26 weeks from start to finish it was always dependent on the individual multiple complexities of each case.

It was noted by Ms Bhardwaja that as of 30 October 509 children were in care and although this remained high the target was to reduce this to below 500 and this remained higher than the average in similar boroughs.

Concerns were expressed in relation to the Care or pathway plans and the need to ensure that all children in care had plans completed and in response assurances were given re the challenge to up the numbers similar to the earlier concerns in relation to personal education plans.

**RESOLVED**

- i. That the contents of the report be noted;
- ii. in relation to the low percentage levels in completion of Personal Education Plans, officers be requested to re-launch the plans with Social Workers, teachers and pupils;
- iii. in relation to the low completion levels of children in care plans, there needed to be more emphasis to the completion of these plans in order to meet the necessary 100% targets; and



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- iv. That an progress update report be submitted to the next meeting in March 2015 specifically in relation to this ;

ACTION : N BHARDWAJA/ J ABBEY

**CPAC330. CHILD SEXUAL EXPLOITATION (CSE)**

The Committee received a succinct introduction to the circulated report from the Interim Director of Children's Services – Jon Abbey.

A detailed discussion of the findings of the report ensued and the following main points were noted.

- Concerns expressed at the level of cases reported but the seemingly low number investigations pursued as a result.
- In response to concerns from members as to the need to ensure that CSE was being acted on at the correct levels within Haringey, it was noted that for Children's Services, the identification of CSE was embedded in 'business as usual', with referrals being made to children's services from a wide range of partners – including schools, health, police and other agencies. Screening and, where appropriate, assessment take place in the First Response service that includes the Multi Agency Information Sharing Hub (MASH).
- In response to clarification as to the function of MASE, it was noted that the Haringey Multi-Agency Sexual Exploitation (MASE) model was utilised to enable a more strategic partnership approach – sharing information on a case by case basis where CSE was identified as a factor. The MASE meeting provided an opportunity for the identified CSE leads for each agency to come together to:
  - review progress of cases and ensure action was being taken;
  - identify trends and problem locations, taking appropriate action to address issues;
  - consider cross-border issues and co-ordinate with other boroughs;
  - ensure that LAC at risk of CSE, and placed away from Haringey, were being protected by agencies in that area.
- With regard to concerns expressed at the level of police expertise and involvement it was noted that that a CSE team within the Metropolitan Police worked within the Pan London Approach, launched earlier in 2014 to work across 32 London Boroughs, with links with the local MASE, bringing a Pan-London co-ordinated response in addition to local intelligence and actions.
- With regard to clarification as to cases referred to LBH Children's Services, the response to CSE in practice was:
  - i) where there was significant risk of harm and the threshold for Child Protection met, a multi-agency strategy meeting to plan an investigation was convened which would possibly lead to an initial child protection

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conference and a CP plan. Where CSE emerged as a factor, the case would also be referred to the MASE; and

- ii) for cases that did not meet the threshold for Child Protection, where CSE emerged as a factor, the case was referred to MASE (currently via Quality Assurance service) with the purpose of multi-agency risk sharing and development of an action plan to address the issues raised across three levels of risk.
- Members were advised that that peer reviews were carried out and the recent pairing of LBH with LB Lambeth, and the outcomes of the review would be collated and lessons learned taken forward.
- It was noted that the recent OFSTED findings had led to a number of recommendations underlining the need to strengthen LBH response to CSE, in summary:
  - better identifying the risk of CSE in assessments;
  - reviewing risks posed to looked after children in response to changing age and stage of life; and
  - the need to better shape and target LBH responses to groups of 'hard to reach' young people – including those involved in the criminal justice system – to improve their life chances.

OFSTED provided two recommendations for the LSCB related to CSE:

- to review the CSE multi-agency guidance to incorporate a link to girls and gangs work;
- to accelerate plans to develop and agree the CSE strategy.

An OFSTED thematic inspection on CSE was underway across a number of authorities (not Haringey), and that LBH would reflect on the findings from this and incorporate learning into its plans in due course.

**RESOLVED**

That the report, and the discussions and bullet points arising from consideration be noted.

**CPAC331. HARINGEY VIRTUAL HEAD ANNUAL REPORT**

The Committee received a succinct introduction and briefing to the circulated report from the Interim Director of Children's Services – Tracey Hutchings – head of the Virtual school.

In particular Ms Hutchings highlighted page 5 of the annual report and advised that GCSE results were good at 24%, and higher again over the national average for the previous year which was 16% for 5 A-C inc. English and Maths. Ms Hutchings advised that of the 41 young people in care for the full academic year, 28 had registered end of key stage 2 results and of that 28 10 made better than expected

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progress (36%) and seven made expected progress (25%). For the 11 (39%) who made less than expected progress the reasons included low attendance at school during years 10 and 11, placed in hospital, secure provision or attending a residential education provision. Also all of the young people who had made expected or better than expected progress (61%) had attended a mainstream school. Many of the young people had been entitled to support through the looked after children pupil premium over the previous three years. This had been used by schools for a variety of support including, tuition, technical equipment and additional activities.

Ms Hutchings referred to page 7 of the annual report and advised that in terms of end of key stage 1 results there were 18 children in care for all of Year 2 (i.e. in care as of Sept 1<sup>st</sup> 2013 and continued to be in care until the end of the academic year), with LB Haringey achieving in 2 of 3 levels – reading - 83%, Writing 61%, Maths 83%, and overall Level 2 in Reading, Writing and Maths - 56%.

The Committee asked a received clarification to some of the points within the report.

The Chair then summarised and it was:

**RESOLVED**

That the report be noted.

**CPAC332. OFSTED ACTION PLAN: GETTING TO GOOD**

The Chair advised that in respect of the circulated report there was little to add to it and therefore it was for the Committee to note its contents.

Mr Abbey commented that in terms of the action plan there was a great deal to now work upon now that the plan was embedded. Areas such as CSE were far from robust strategies to be effective, but there were a number of positives, which needed to be built on. It was fair to say that there had been a vast improvement in the past 12 months and every effort was being made to aspire to 'good'.

Ms Bhardwaja commented that in terms of the rounded effort of all services to aspire to 'good' it was crucial to ensure that any actions arising from the action plan must be centred on improving outcomes for all children and young people in the Borough.

**RESOLVED**

That the report be noted.

**CPAC333. NEW ITEMS OF URGENT BUSINESS**

Nil

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**CPAC334. EXCLUSION OF THE PRESS AND PUBLIC**

Nil

**CPAC335. NEW ITEMS OF URGENT BUSINESS**

Nil

**CPAC336. ANY OTHER BUSINESS**

Nil

**Clr Ann Waters**

**Chair**

**MINUTES OF THE CORPORATE PARENTING ADVISORY COMMITTEE  
MONDAY, 16 MARCH 2015**

Councillors Berryman, Gunes and Waters (Chair)

Apologies Councillors Hare, Morris, Stennett and Weston

Also attending Jon Abbey (Interim Director of Children's Services), Neelam Bhardwaja (Assistant Director – Safeguarding and Social Care), Denise Gandy (Director of Housing Demand), Tracey Hutchings (Headteacher Virtual Head of School), Cath Hogan (Children in Care Service Manager), (Lesley Kettles (Children's Service Manager), Paul McCarthy (Head of Service – Resources and Placements), (Vicky Monk-Meyer (Special Education Needs), Natalie Layton (Clerk)

**CPAC337. APOLOGIES FOR ABSENCE (IF ANY)**

Apologies for absence were received from Councillors Hare, Morris and Stennett and Lyn Carrington .

An apology was received from Councillor Gunes who had to leave early (at 7pm during the informal meeting with Aspire) to attend another meeting.

NOTED that from 7pm the meeting was not quorate as only two members were in attendance, therefore no formal decisions were made.

**CPAC338. ACTIONS ARISING FROM THE MEETING WITH ASPIRE**

NOTED the actions listed in the notes of the meeting with Aspire.

In response to questioning it was confirmed that the Council did not fund Aspire through the Youth Service budget. Further information clarifying funding for Aspire would be provided.

**Action: Neelam Bhardwaja**

**CPAC339. URGENT BUSINESS**

NONE

**CPAC340. DECLARATIONS OF INTEREST**

NONE

**CPAC341. MINUTES**

The minutes of the meeting held on 8 December 2014 were confirmed as a correct record but, due to there being only two members in attendance and the meeting not being quorate, the minutes would be formally approved at the next meeting.

**CPAC342. MATTERS ARISING**

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a. Child Sexual Exploitation

Jon Abbey, Interim Director of Children's Services, updated the Committee on the Council's Child Sexual Exploitation (CSE) awareness campaign.

NOTED that

- a task and finish group had met four times and devised a strategy, which had been signed-off by the Local Safeguarding Children Board (LSCB);
- the five recommendations of the pan-London peer review were being considered to ensure they were reflected in the Council's CSE action plan and strategy priorities;
- posters focussing on CSE were provided in safeguarding packs and sent to Haringey schools and businesses;
- both web-based and face-to-face training on recognising CSE were available to staff.

**CPAC343. LOOKED AFTER CHILDREN & HEALTH CHECKS PERFORMANCE UPDATE**

RECEIVED the report on Performance for the Year to January 2015, included in the agenda pack (pages 7 to 29).

NOTED in response to discussion:

- the improvement in the number of Looked After Children (LAC) with up to date dental checks;
- figures on the Council's position on permanency plans would be provided at the next meeting;

**Action: Neelam Bhardwaja**

- some concentrated work was being done to reduce the number of children going missing from care, this included police intelligence on missing children which the Council could match with its records;
- there had been an improvement in the number of Personal Education Plans (PEP) being completed since publication of the report but the team was still not at an acceptable level and social workers were being challenged about this. Reasons for non completion of PEPs within timescales included staff turnover and lack of information and narrative threads on the information system. Going forward the Mosaic information recording system would be used to automatically flag up when new PEP meetings should be booked;
- the Committee acknowledged that some children were too busy to engage in the process of PEP meetings or felt that they were repetitive or did not

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want to be seen with social workers in school. It was noted, however, that PEPs were a legal requirement;

- in response to questioning it was reported that approximately 70% of the 21 foster carers recently recruited were based in Haringey. More details on their locations would be provided at the next meeting. It was acknowledged that having carers in other boroughs was beneficial and that Haringey used carers in South London with experience in special needs;

**Action: Jon Abbey**

- NRS conducted the Council's foster carer advertising campaigns and had been delivering good carers for young children but the focus was now on finding carers for teenagers as adolescents were more difficult to place;
- NRS carers were cheaper than IFA carers by £300-400 per week. Some IFA carers had taken the decision to become permanent Haringey carers and were going through the assessment process;
- NRS was paid by results and received £6,000 for each foster carer they delivered to the Council and included all the marketing and assessment costs. The Council was able to screen candidates at an early stage, before they were accepted;
- recent advertising using banners on display around the Borough particularly on school railings had been cost effective, with a good number of prospective carers coming forward in the west of the Borough. There would be a long assessment process and officers would report back to the Committee on the number of successful carers recruited through the advertising banners.

**Action: Jon Abbey**

AGREED to note the report.

**CPAC344. CARE FOR DISABLED CHILDREN**

RECEIVED the report on Looked After Children with Special Educational Needs and Disabilities (SEND), pages 15 to 20 of the agenda pack, as laid out in the report.

NOTED that

- the conversion from Statements to Education, Health and Social Care Plans (EHC) would assist in defining the services required for early help and intervention;
- each local authority worked with different thresholds for compiling EHC plans and, in relation to outer borough placements, the resident borough was responsible for conducting EHC plans;

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- all but two of the children in Haringey's residential care homes had special educational needs; the needs were mainly around autism and mental health.

AGREED to note the report.

**CPAC345. UPDATE ON USE OF PUPIL PREMIUM GRANT**

RECEIVED the report updating on Pupil Premium Plus Expenditure on Children and Young People in Care, pages 21 to 29 of the agenda pack.

REPORTED that

- the Virtual School managed the Pupil Premium (PP) fund for Looked After Children (LAC) and held schools to account for how the money was used. PP spending should link with PEPs (Personal Education Plans);
- community schools received the PP for LAC directly in their budgets. Out of borough schools were required to invoice the local authority and some had not yet done so, despite the Service reminding them by letter, phone call and email;
- the Virtual School's service used funds productively to improve the attainment of Year 6 pupils, and science learning, and, to run a trauma recovery pilot scheme in partnership with the DfE. Any unspent PP funds had to be returned to the Department for Education (DfE).

NOTED, further to questions, that

- schools were responsible for justifying the use of the money against the attainment of pupils and it was recognised that schools often had many children to report on;
- some schools had refused to apply for the PP funding and so not all the money allocated for schools had been claimed;
- the Maths Club provided by Virtual Schools (using PP funds) was a five- week course for a small group of 5 or 6 children;

AGREED to note the report.

**CPAC346. DIVERSIONARY ACTIVITIES UPDATE**

AGREED that the report on Diversionary Activities would be presented at the next meeting.

**Action: Clerk & Jon Abbey**

**CPAC347. ADOPTION PERFORMANCE**



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REPORTED that the letter from Edward Timpson MP had indicated that the Council was not performing well based on one performance indicator. Haringey was one of 11 local authorities who had received similar letters about not meeting targets.

NOTED further to discussion and questions that:

- the Council had conducted its own diagnostic assessment of the adoption service and had improved tracking in order to link children with families at early stages;
- the Council took part in 'finders meetings' as part of a wider consortium;
- 33 children had been placed in adoption this year and waiting times had reduced from an average of 628 days to 570 days; the target being 487 days;
- the Children's Act required local authorities and adoption agencies to assess more people in the adoption process and to exhaust all possibilities of potential candidates. Evidence had to be provided, in court, to show that decisions were made in the best interests of the child;
- extended family were able to be formally assessed as potential adoption candidates even if they were not financially secure or were not in stable relationships. As part of these assessments the Council had to explore the available support to candidates (for example, in areas such as stopping smoking or dealing with obesity), which placed considerable strain on Council resources;
- there had been a rise in numbers of parents opting for Special Guardianship Orders.

AGREED to note the update and that work was on-going to improve adoption rates.

**CPAC348. NEW ITEMS OF URGENT BUSINESS**

None.

**CPAC349. EXCLUSION OF THE PRESS AND PUBLIC**

None.

**CPAC350. MINUTES**

None.

**CPAC351. NEW ITEMS OF URGENT EXEMPT BUSINESS**

None.

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**CPAC352. ANY OTHER BUSINESS**

Future meetings

NOTED the following dates:

6 July 2015

5 October 2015

5 January 2016

All meetings are scheduled to start at 6.30pm.

**Clr Ann Waters**

**Chair**

The meeting ended at 21:45 hours.

## Corporate Parenting Agenda Planning 2015/16

Corporate Parenting meeting Date	Agenda Items	Lead Officer
6 <sup>th</sup> July 2015	<ol style="list-style-type: none"> <li>1. Performance</li> <li>2. CPAC and Aspire notes with update on actions</li> <li>3. Ofsted update</li> </ol> <ul style="list-style-type: none"> <li>• Previous Minutes from 8/12 &amp; 16/03</li> </ul> <p><b><u>Action Updates</u></b></p> <ol style="list-style-type: none"> <li>4. Information on locations of new foster carers.</li> <li>5. Update on no. of carers recruited through advertising banners</li> <li>6. Clarify funding for Aspire meetings.</li> </ol> <p><b>Draft Reports will be due with Jon Abbey on 19<sup>th</sup> June and due for publication on 26<sup>th</sup> June</b></p>	<p>Margaret Gallagher/Richard Hutton Cath Hogan</p> <p>Jon Abbey</p> <p>Jon Abbey</p> <p>Jon Abbey</p> <p>Neelam Bhardwaja</p>
5 <sup>th</sup> October 2015	<ol style="list-style-type: none"> <li>1. Performance</li> <li>2. CPAC and Aspire notes</li> <li>3. Report on Diversionary Activities.</li> <li>4. Figures on Permanency Plans for Looked After Children</li> </ol> <p><b>Draft Reports will be due with Jon Abbey on 18<sup>th</sup> September and due for publication on the 25<sup>th</sup> September.</b></p>	
5 Jan 2016	<ol style="list-style-type: none"> <li>1. Performance</li> <li>2. CPAC and Aspire notes</li> </ol> <p><b>Draft Reports will be due with Jon</b></p>	

## Corporate Parenting Agenda Planning 2015/16

	<b>Abbey on 17<sup>th</sup> December and due for publication on the 24<sup>th</sup> December 2015</b>	
<b>4<sup>th</sup> April 2016</b>	<ol style="list-style-type: none"><li>1. Performance</li><li>2. CPAC and Aspire notes</li></ol> <b>Draft Reports will be due with Jon Abbey on the 18<sup>th</sup> March and due for publication on the 25<sup>th</sup> March.</b>	



**Haringey Council**

<b>Report for:</b>	Corporate Parenting Advisory Committee <b>6 July 2015</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Performance for the year to May 2015 including summary of 2014/15 End of Year Performance</b>
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<b>Report Authorised by:</b>	<b>Jon Abbey Interim Director, Children's Services</b>
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<b>Lead Officer:</b>	<b>Margaret Gallagher Corporate Performance Manager</b>
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<b>Ward(s) affected:</b> All	<b>Non Key Decision:</b>
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## 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 Section 3 indicates areas for focus.
- 1.3. Section 4 provides an overall assessment of performance in the service as relating to Children in Care so that Members can assess progress in key areas within the context of the Local Authorities role as Corporate Parent.
- 1.4. Section 5 (appendix) provides detailed key data in relation to children becoming looked after, and our performance on fostering and adoption in Haringey.

## Performance Highlights/ Key Messages

### 2. Positive or Improving Performance

- **453 children were in care** on the last day of May 2015 or 77 per 10,000 population including 29 unaccompanied asylum seeker children. This is 24 fewer than at the end of January 2015 and equates to a 10.6% reduction since March 2014. However although we have closed the gap with our statistical neighbour rate (70), Haringey remains above the national average rate of 60 per 10,000 population.
- There were **54 adoptions and special guardianship orders (SGOs)** in 2014/15. The target was exceeded and permanency was secured for 22% of children who ceased to be looked after. In April and May 2015 there have been 6 adoptions and 2 SGOs.
- In 2014/15, **children waited an average of 589 days from becoming looked after to being placed for adoption**. This is a significant improvement on 2013/14 although higher than the national threshold (487 day average for 2012-15). Haringey's three year average (2011/14) of 725 days is better than our statistical neighbour position of 769 days. The average days for the 6 adoptions to May 2015 is 468 days.
- In 2014/15 we had fewer recorded episodes of **looked after children going missing**, 22 down from 36 the previous year. Numbers of children missing from care remain low. A task and finish group is working on bringing together multi-agency datasets on children missing from home, care and education for matching and learning so that analysis and activity can be reported to the LSCB. A Haringey Runaway and Missing from Home and Care Protocol is being completed by all agencies which will strengthen our approach to supporting all children who run away or go missing in the area.

Indicators around **stability of placements for looked after children remain in line** with statistical neighbours and targets. In 2014/15, 7.5% of children had 3 or more placement moves. This has reduced to 6% at the end of May.

- 77 children or 18% were **placed 20 miles or more from Haringey** at the end of March 2015, slightly more than the 16% target but on an improving trajectory. At the end of May there was a further reduction with 73 out of 422 (17%) children placed 20 miles or more.
- In 2014/15, 92% (326 out of 355 children) of LAC children had an **up to date health assessment**, an improvement from the 88% reported last year, now in line with the 2013/14 London average and above the England position of 88%.
- 91% of LAC children had an **up to date dental visit** as at 31 March 2015, a significant improvement from the 71% achieved the previous year and exceeding the 2013/14 London average of 88% and national position of 84%.

- Haringey's performance for **care leavers aged 19-21 in higher education (16%)** compares very favourably with the national position of 6%.

### 3. Areas for Focus

- Performance on **care leavers in suitable accommodation and in education, employment and training** is below levels achieved last year albeit that the variation between Haringey and published national performance levels for 2013/14 in these areas is not significant. However benchmarking data around care leavers in education, employment and training shows that Haringey's position of 40% is below average for London in 2014/15 (57%).

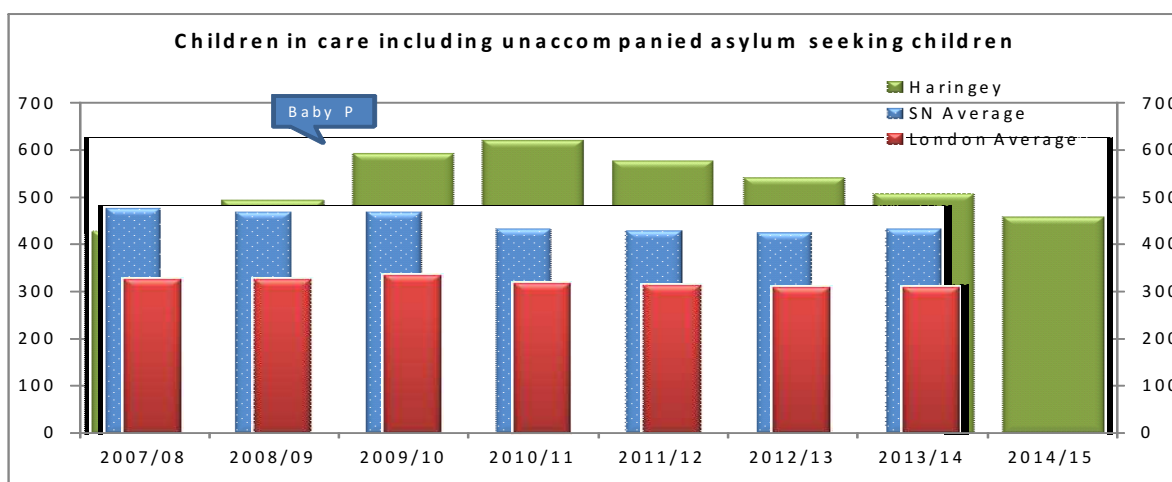
- Despite exceptional educational achievement for our looked after children, only 37% of school age children have a completed and up to date **Personal Education Plans (PEP)**. This is a decline on recent months and remains below the expected level. An action plan to prioritise completion of PEPs is being implemented and is expected to yield improved results in the next 7 weeks before the schools break up.

49% of looked after children have an **up to date Care Plan** at the end of May, down from the position of 67% at the end of February and remaining below the expected level. This area continues to remain a challenge with staffing pressures having an impact on both the consistency and timely completion of plans.

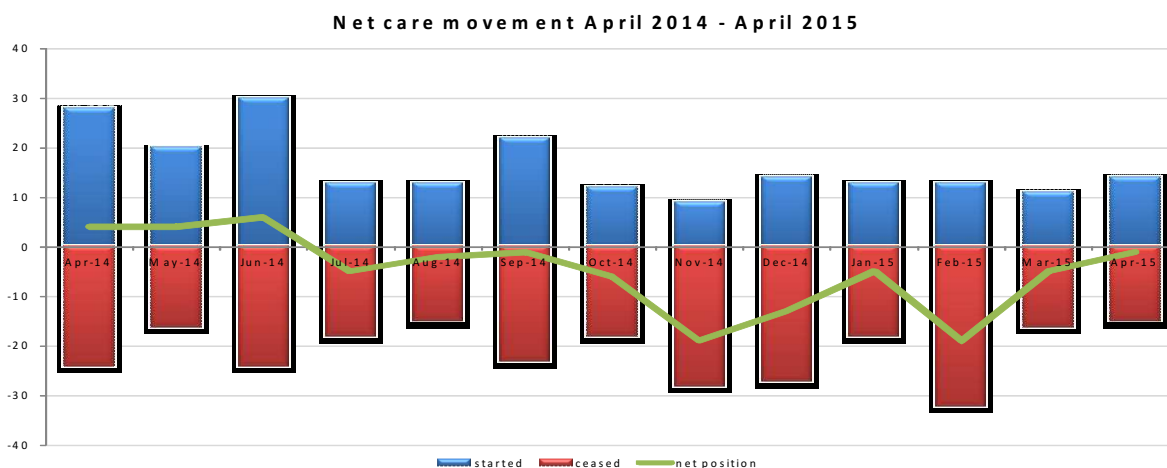
- 78% of **Children in Care visits** were recorded as completed in the relevant timescales in May. Performance in this area has dipped from levels of 95% achieved in previous years. However, it is understood that this is predominantly a recording issue and with visits taking place in a timely way.
- The average **care proceedings duration** in 2014/15 was 34 weeks (including cases commenced in 2013/14) with trends towards cases of longer duration than the 26 weeks statutory minimum. 66% of 77 cases relating to 132 children were concluded in over 26 weeks. Although the average case duration is lower than at January 2013 (71 weeks) and it reduced to 26 weeks in the period between June 13 and May 14, it remains higher than the latest national comparator data which shows an average case duration of 30 weeks.
- 21(8.4%) of looked after children (aged 10 and over) were **convicted or subject to a final warning** during the year 2014/15, a small increase on our 2013/14 figure. In 2012/13 Haringey had a comparatively high proportion of looked after children with convictions (11.1%). This remains higher than the latest published England average rate of 5.6%.

#### 4. Children Looked After

- 4.1. There has been a 10.6% reduction in the number of **children in care** since the end of March 2014. This progress and steady downward trajectory over the last 3 years means we are moving towards alignment with the level in similar boroughs. Our rate of 77 children in care per 10,000 population compares with our statistical neighbour average rate of 70 per 10,000 and 60 nationally.
- 4.2. The graph below depicts the decrease in Haringey's children in care numbers over the past 5 years and illustrates our comparative position with statistical neighbour and London averages over a 7 year period. Comparator data for 2014/15 will be available later in the year.

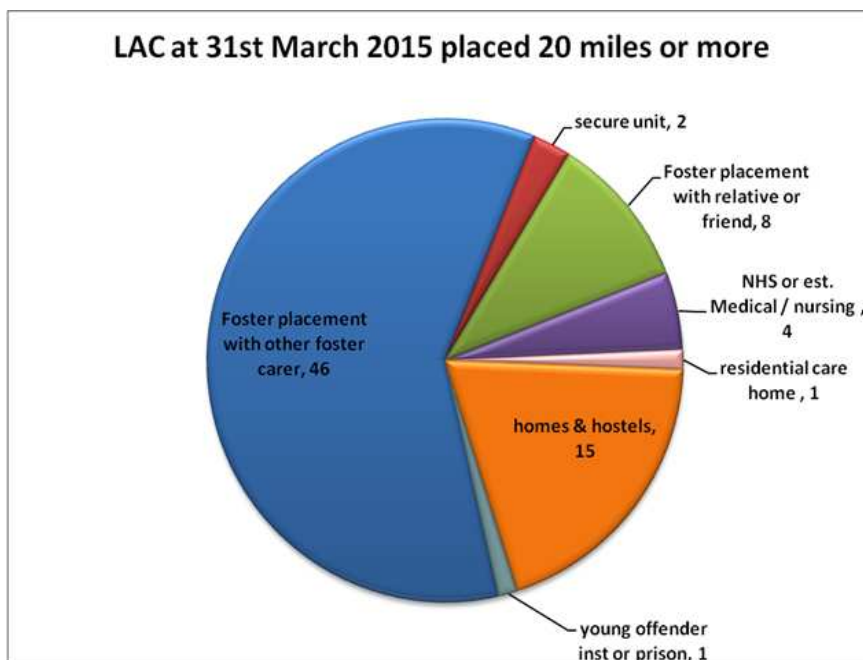


- 4.3. In 2014/15 195 children **become looked after**, a 16% decrease on the 2013/14 position (38 fewer children) compared with the previous year. 249 children **ceased to be looked after** in 2014/15 a **net decrease** in the cohort of 51 children. The graph below shows the net care movement in 2014/15 and shows a net reduction in the looked after children population month on month since July 2014. However the rate of decrease is slowing and the number of children in care has not decreased any further as at May 2015, with numbers in June showing a slight increase.





- 4.4. There has been an increase in the number of **young people who started to be looked after under police protection**; 63 in 2014/15 (31%). (54 children, 23% in 2013/14) There was a decrease in the **number of children becoming looked after on remand** from 29 to 15 in 2014/15.
- 4.5. There was a 55% reduction in the **number of children becoming looked after on an interim care order** from 42 to 19. All placements are monitored carefully and reviewed at Resources Panel regularly. Numbers of **children becoming looked after under section 20** (voluntary arrangement with parental consent) have remained relatively stable with 102 children becoming looked after on section 20 in 2014/15, 50% of the total number of children that became looked after in 2014/15. A programme of work around permanency continues to ensure that edge of care services are optimised to prevent children becoming looked after where appropriate.
- 4.6. The **proportion of looked after children placed 20 miles or more from Haringey** reduced in 2014/15 to 18% (77 children) and fewer children are placed outside the local authority boundary. Some of this improvement is attributable to an increase in carers in the borough and some to the Edge of Care panel who review all placements for new children coming into care and where preferable divert children away from care through more acute packages of support.. Targeted recruitment of carers in the borough is progressing with 24 foster carers approved and recruited in 2014/15, 22 of these through a new contract with NRS. A continued focus on recruitment of carers for young people age 11+ and long term carers is part of the new sufficiency and permanency policy planning.
- 4.7. As at the end of May 2015 17% (73 out of 422) looked after children were **placed 20 miles or more from Haringey**.
- 4.8. The pie chart below shows the breakdown of placements 20 miles plus at 31 March 2015.



- 4.9 **We are improving our approach to placements and working actively with Independent Fostering Agency (IFA) foster carers.** At the end of March 342 children were in Fostering placements, 52 of these placed with relatives or friends, a reduction of 39 fostering placements since 1 April 2014. In line with the reduction of looked after children in 2014/15 there has been a net reduction across all types of paid provision.
- 4.10 Four children were **missing from care** during the month of May and no children were away from their placement without authorisation. The Lead Member and DCS are briefed on missing looked after children at a weekly meeting, which includes the review of the return to care interviews to ensure themes and pertinent issues are picked up and addressed immediately.
- 4.11 **Visits to looked after children** are at their lowest level for some time performance at the end of May shows that 78% of children have been seen in accordance with the required frequency in their care plan, down on levels achieved in 2014/15 and earlier years. However managers are undertaking line by line checks to ensure that all visits showing as outstanding are completed, properly recorded and reasons for any visits that have not taken place are understood.
- 4.12 At the end of March 2015, 34 children or 7.5% had **3 or more placements** and 74% of children under 16 who had been in care for at least 2.5 years had **been in the same placement for at least 2 years**, similar to our statistical neighbour average. Together these measures of stability suggest quality matching of the child's needs and can be associated with better outcomes. The proportion with **three or more placements** at the end of May is 6.4% (29 out of 453 children) and 74% of those looked after for 2.5 years or more had been in the same placement for at least 2 years.

#### **Personal Education Plans**

- 4.13 As at 1 June 2015, **37% of school age children had completed and up to date Personal Education Plans (PEP)**. This area has seen significant decline in recent months. However the Children in Care service and the Virtual School are working together closely to examine the barriers and challenges and develop a strengthened approach to ensuring PEPs are completed.
- 4.14 5% of children have no PEP and nearly 50% of children have PEPs which are older than 6 months and need to be updated. Approximately a quarter of these are between 6-8 months old but around 30% are between 10 months and over a year old. An action plan to prioritise completion of PEPs is being implemented and is expected to yield improved results before the schools break up. Agreed remedial actions include:
- The Head of Virtual School has organised a lunchtime seminar on 12 June with social workers to look at outstanding and out of date PEPs for pupils in year 6. Future sessions will focus on the completion of PEPs for year 10 and year 11 pupils where analysis shows have the largest proportion of out of date PEPs.

- Cleansing the PEP cases which appear to be incomplete on Mosaic- this equates to about 30 PEPs which have been initiated but are sitting as incomplete on the system perhaps because of duplication or because the case was re-assigned.
- All PEPs which are not up to date to be time-banded with management information provided weekly prioritising the most out of date PEPs.
- The workflow on Mosaic is being amended to enable task reminders.
- Identify a PEP champion from the service and establish regular surgeries to support staff in completing quality PEPs.
- Look at ways to reduce bureaucracy in the system and make the task of completing the PEP as simple as possible.

### Care Leavers

- 4.15 There has been an increase across all three age groups for care leavers in 14/15. Performance on **care leavers in suitable accommodation** has declined and is below levels achieved in previous years. 70% (55 out of 79) of the 19 year old cohort in 2014/15 were in suitable accommodation down from 78% in 2013/14. 65% of the 20 year old cohort and 61% of 21 year old cohort were in suitable accommodation this year. Across the 3 age groups, 65% of care leavers were in suitable accommodation, down from the 72% achieved in 2013/14 and below the national average of 78%.
- 4.16 **Care leavers in Education, Training and Employment (ETE)** also reduced at all age groups and is below levels achieved in previous years although the 19 and 21 year old cohorts appear to have increased by over a third this year compared to 2013/14. In 2014/15 46% (36 out of 79) of the 19 year old cohort were in ETE, 35% of the 20 year old cohort and 39% of the 21 year old cohort. Across the 3 age groups this equates to 40% of the cohort in Education, Employment and Training which is below the 2014/15 average for London 57% (based on 10 returns) and national published levels achieved in 2013/14 of 44%.

### Care Proceedings

- 4.17 An ambitious measure around 26 week care proceedings was introduced to cut delays in the court process so that children could be found a permanent home more quickly, minimizing uncertainty and the potential harm that can do to their development. The North London Tri-Borough Care Proceedings Project (NLCPP) 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.
- 4.18 Performance suggests an overall trend of increasing **care proceedings case duration** and the consortium's aim to complete the majority (70%) of cases within the 26 week timescale was not achieved. Of the completed cases in the year to the

end of March 2015 34% were completed within 26 weeks. The Government has admitted that the 26-week target to decide whether a child is taken into care is “highly unlikely” to ever be met for all cases.

- 4.19 Part of the reason the target was not achieved is that Haringey is deemed to have a larger proportion of complex cases which are determined to be ‘exceptional’ and therefore unlikely to be concluded in the 26 week timescale.
- 4.20 The outcome of only 42% of care proceedings was for children to be placed in alternate permanent care through adoption or long term fostering. For 37% the outcome was to remain or return to their parents’ care raising the question of whether this was the necessary route to achieve this outcome. 21% of children remained in their family of origin by special guardianship order.
- 4.21 However there has been a significant reduction in the number of current care proceedings, 27 cases compared with 56 in October 2014 and the reduction in the number of applications suggests improvement in social work practice pre care proceedings. It is expected that the improved pre-care proceedings work being undertaken will begin to impact on the duration of care proceedings and will evidence that all alternate placement options have been explored rigorously at the point of application.

### **Adoption and Permanency**

- 4.22 In 2014/15 there were 22 **adoptions** and 32 **special guardianship orders (SGO)** although 10 fewer than achieved in 2013/14. Focused and targeted work to achieve adoption for children with adoption plans in 2013 and 2014 was successful with Haringey’s adoption numbers significantly higher than the average for our statistical neighbours (38 against SN average of 23). Since then, and in line with national changes in case law and the adoption landscape, more children are achieving permanency with connected persons in special guardianship placements.
- 4.23 There was an increase particularly in special guardianship orders in the last quarter of 2014/15 with 14 orders going through, taking the total for the year to 32, 6 more than in 2013/14. **Adoption and special guardianship targets were exceeded** and 8.8% of children who ceased to be looked after were adopted. When SGOs are included **22% achieved a form of legal permanency**. Over a 3 year period 2011-14 Haringey’s proportion of children adopted (8%) remains below that of our statistical neighbours (9.8%) and the national position (14%) although a substantial work programme is in place to improve on this via the Sufficiency agenda.
- 4.24 In April and May 2015 there have been 6 adoptions and 2 special guardianship orders, a similar level to this point in 2014/15. It is agreed that a sustainable volume of adoptions going forward is 20 per year.
- 4.25 The average number of **days taken for looked after children to be placed for adoption** for those children adopted in the period reduced to 589 days for the year from 778 days in 2013/14. This is a positive direction of travel although performance remains 102 days above the national threshold (487 day average for 2012-15 Current

performance compares favourably with the latest available comparator data for England of 628 days for the three year rolling average (2011-14) and 769 days for our statistical neighbours. In the year to May 2015 the average number of days for a child to be placed for adoption has further reduced to 468 days.

- 4.26 In 2014/15 where times for **children who are adopted by their foster family** are stopped at the date the child moved in with the foster family, the average wait reduced to 415 days, an improvement of 100 days compared with the previous year. These figures relate to the timeliness for 22 adoptions in 2014/15 but Haringey's performance remains better than the 3 year average (2011-14) of 521 days for our statistical neighbours.
- 4.27 Work to ensure a whole systems approach to fostering, to develop a foster to adopt scheme for Haringey led by senior practitioners is planned. The service are progressing contractual arrangements with Coram to undertake recruitment and the assessment function of adopters including a fast track assessment process for second time adopters. 20 adopters were approved in 2014/15.

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## Corporate Parenting Advisory Committee: 6 July 2015 Adoption and Fostering Performance Data

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# Introduction

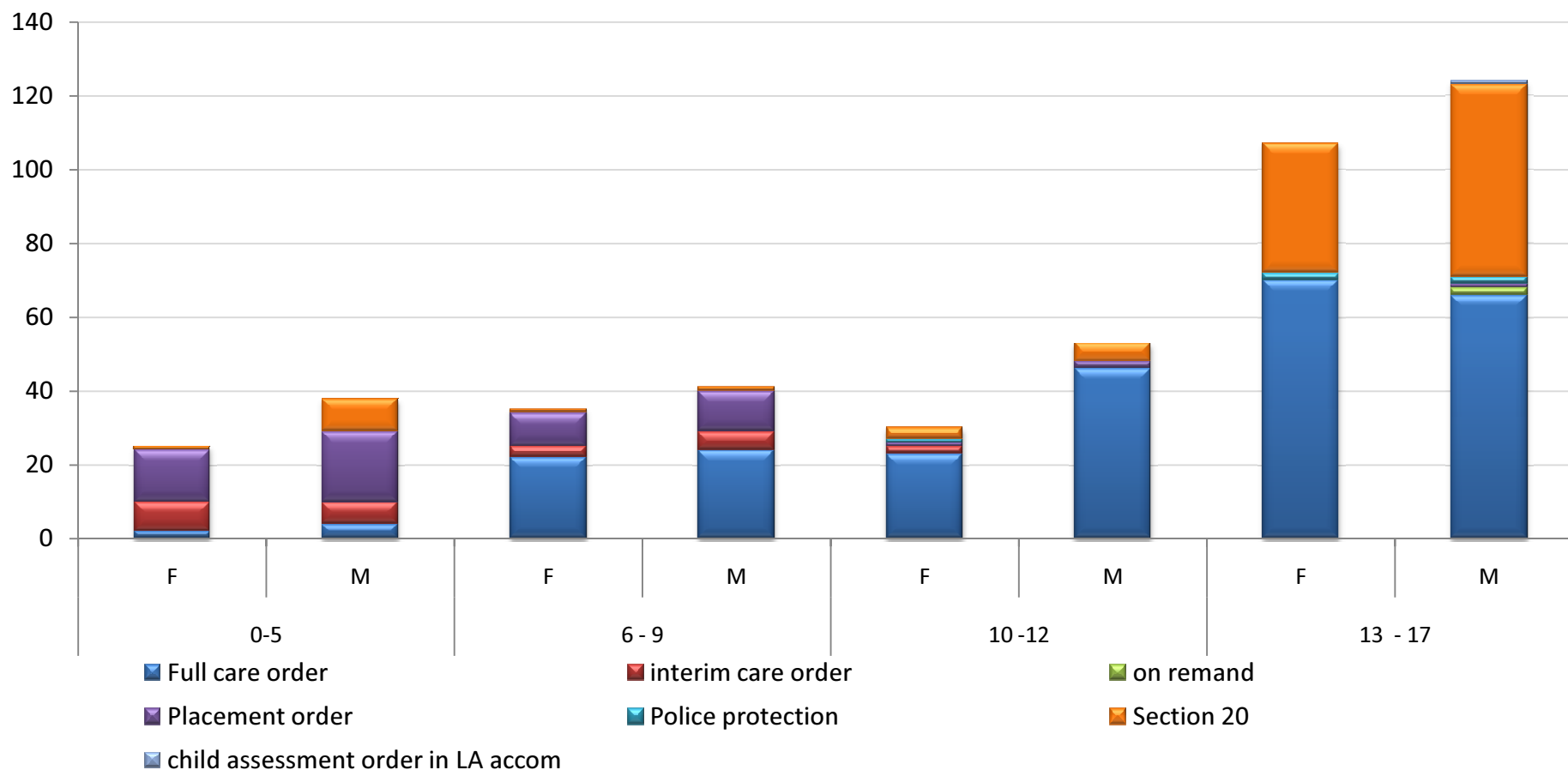


- 
- This slide pack sets out the key data in relation to children becoming looked after, and our performance on fostering and adoption in Haringey.
  - The data is intended to:
    - illustrate the context in Haringey and our performance
    - initiate an open debate about strengths and areas for focus
  - There are three broad sections :
    1. Haringey's looked after children and entrants to care
    2. Placements
    3. Leaving care and adoption



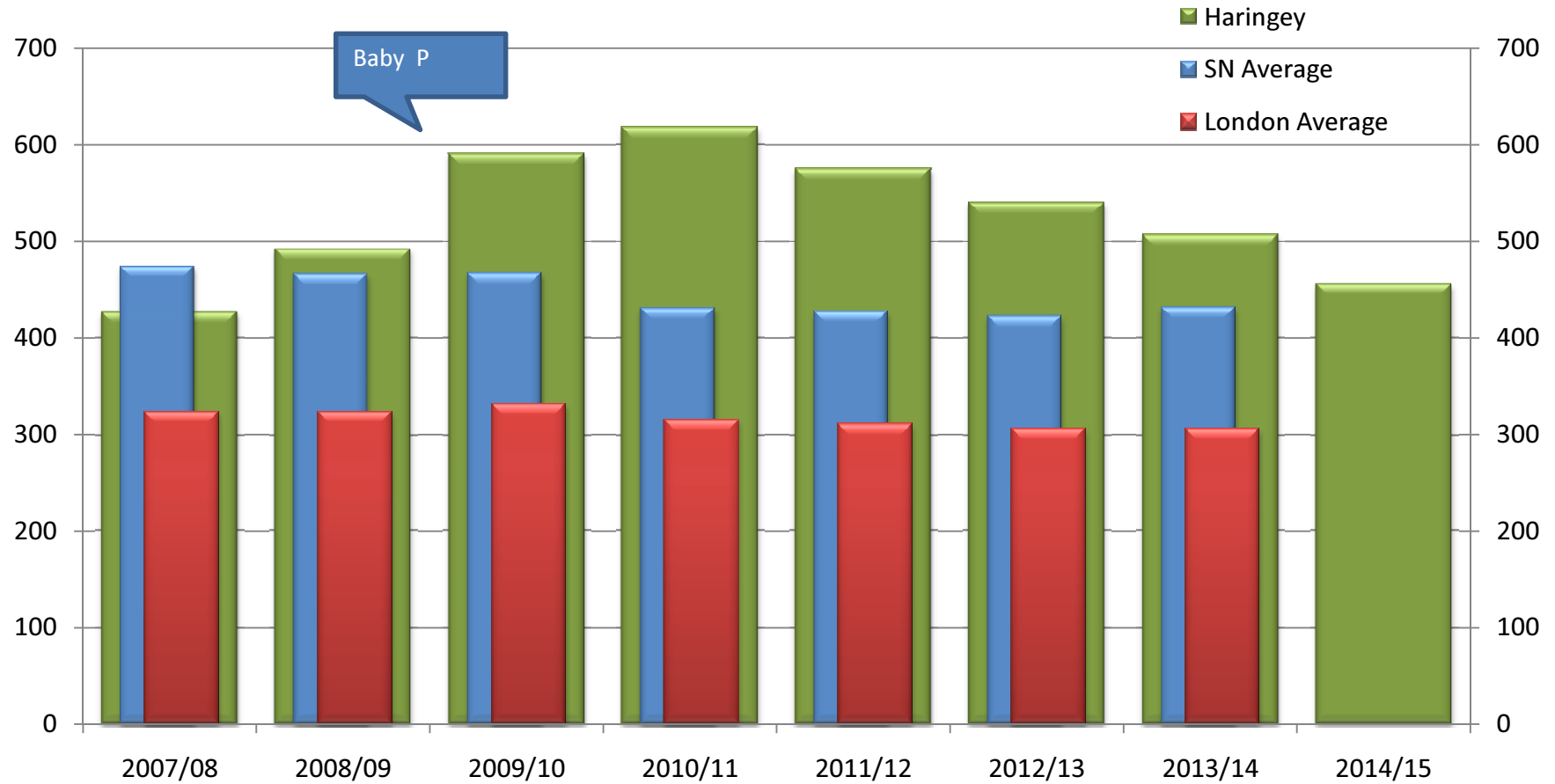
1. Haringey's looked after children and entrants to care

## LAC at 30th April 2015 by Age, Gender and Legal Status

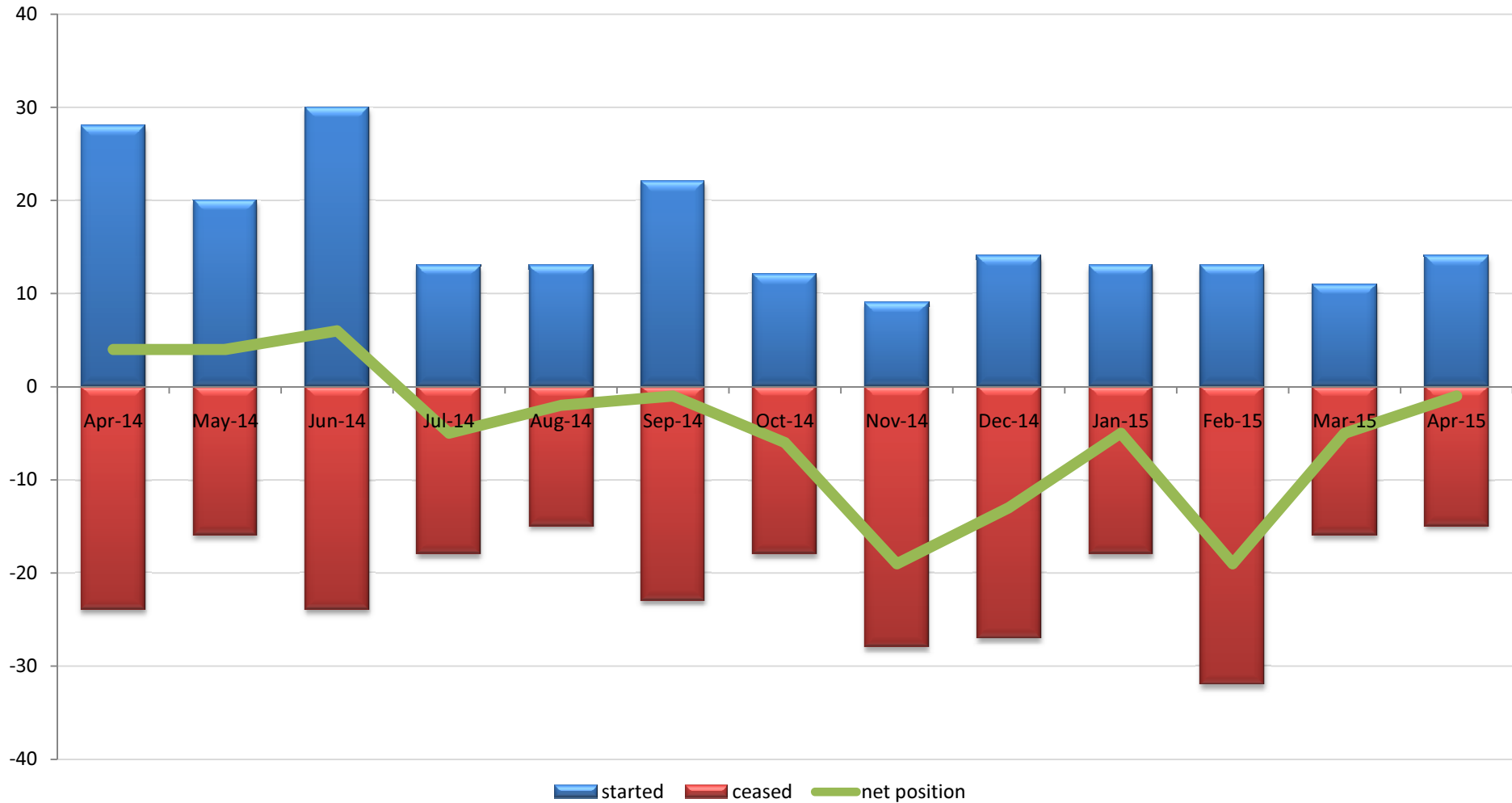


- At 31 May 2015 there were **453** looked after children (LAC) in Haringey
- 231 children and young people in care are over 13 years old. 51% of the overall LAC
- Most CYP accommodated under s.20 are over 13 years old and there are a significant number of males (52) accommodated under s.20
- The 0-5 males also show a fairly large number accommodated under s20 although not in the same proportion as 13+

### Children in care including unaccompanied asylum seeking children

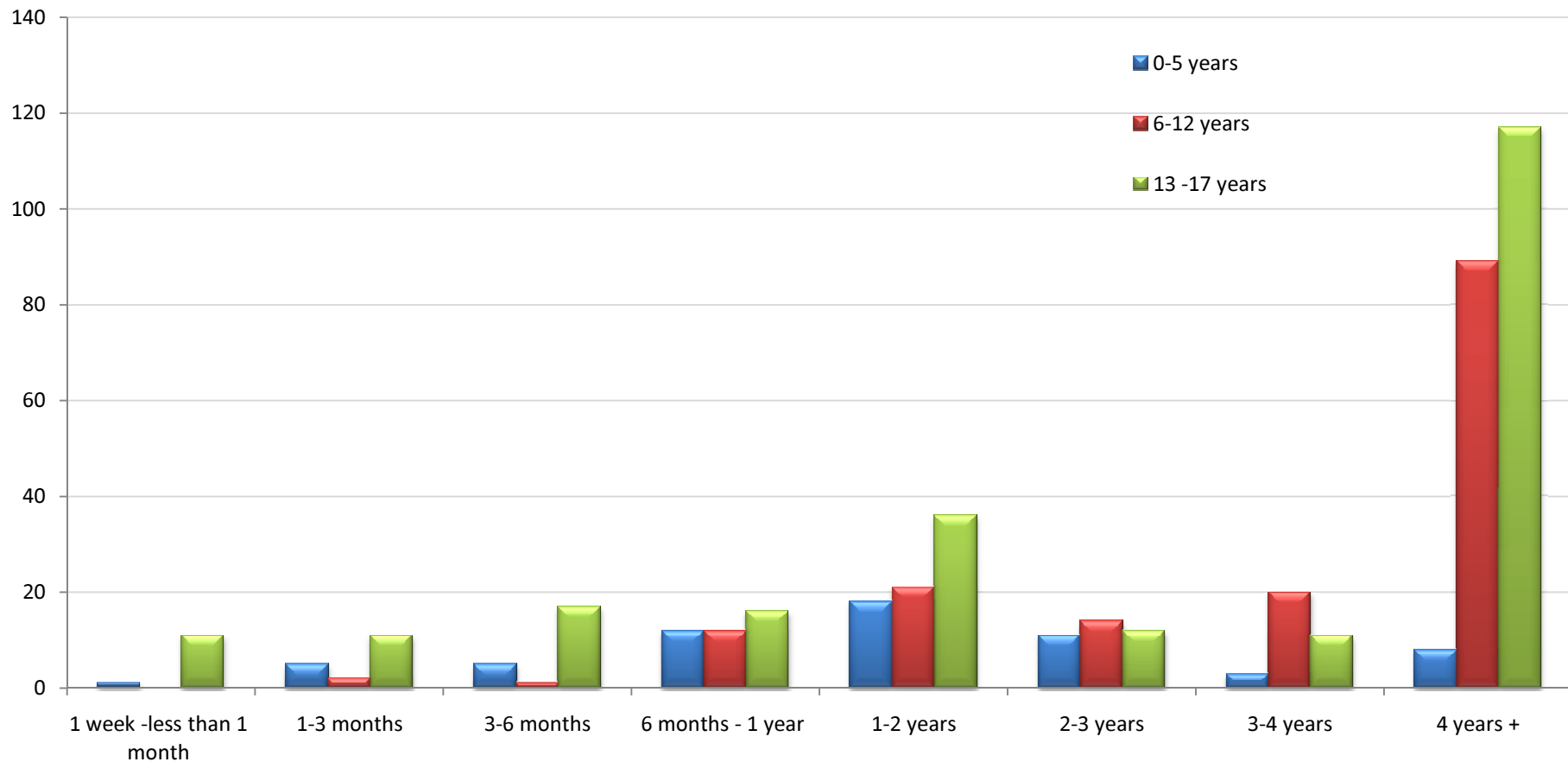


## Net care movement April 2014 - April 2015



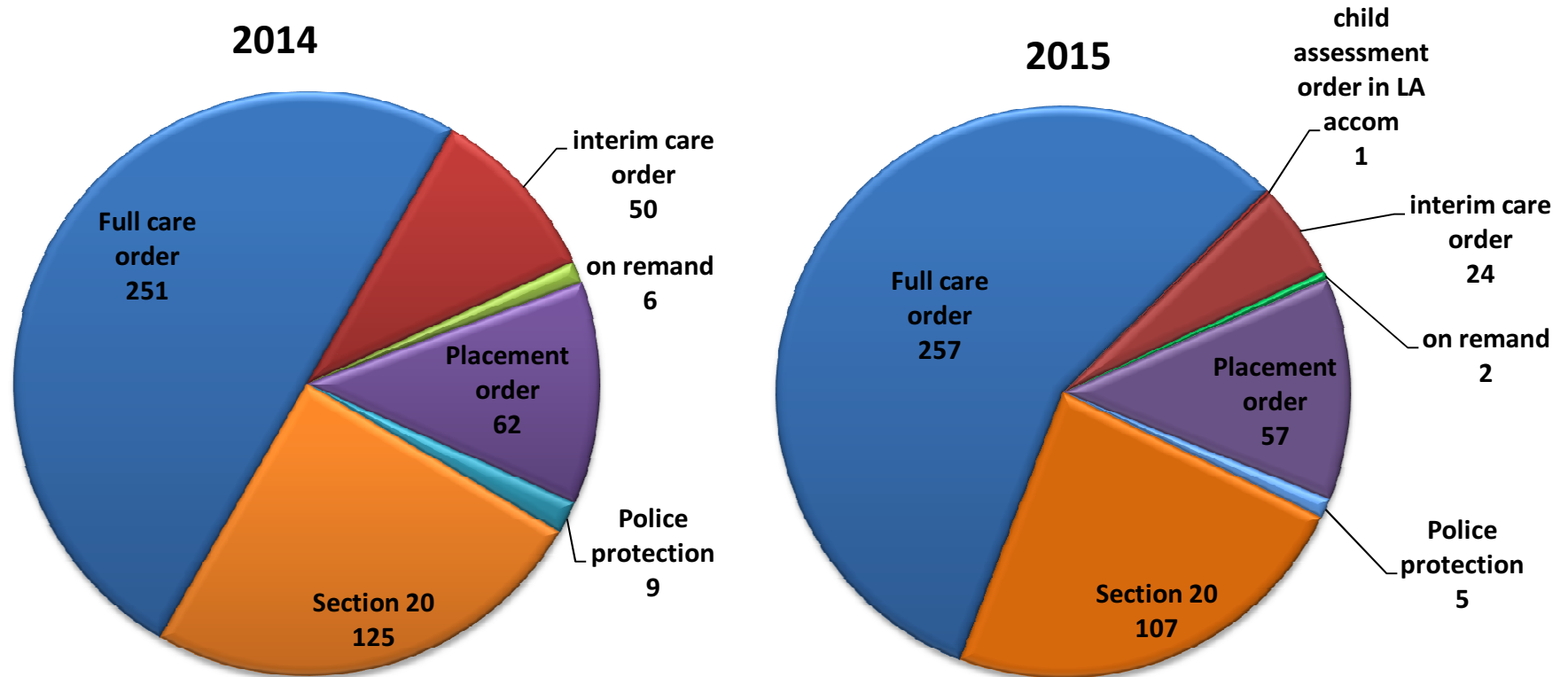
- Since July 2014 there has been a net reduction in the LAC population month on month, with particularly large net decreases (19) in November 2014 and February 2015
- However, we know the rate of decrease has slowed and the numbers went up again slightly in May 2015

## LAC at 30th April 2015 by length of time in care



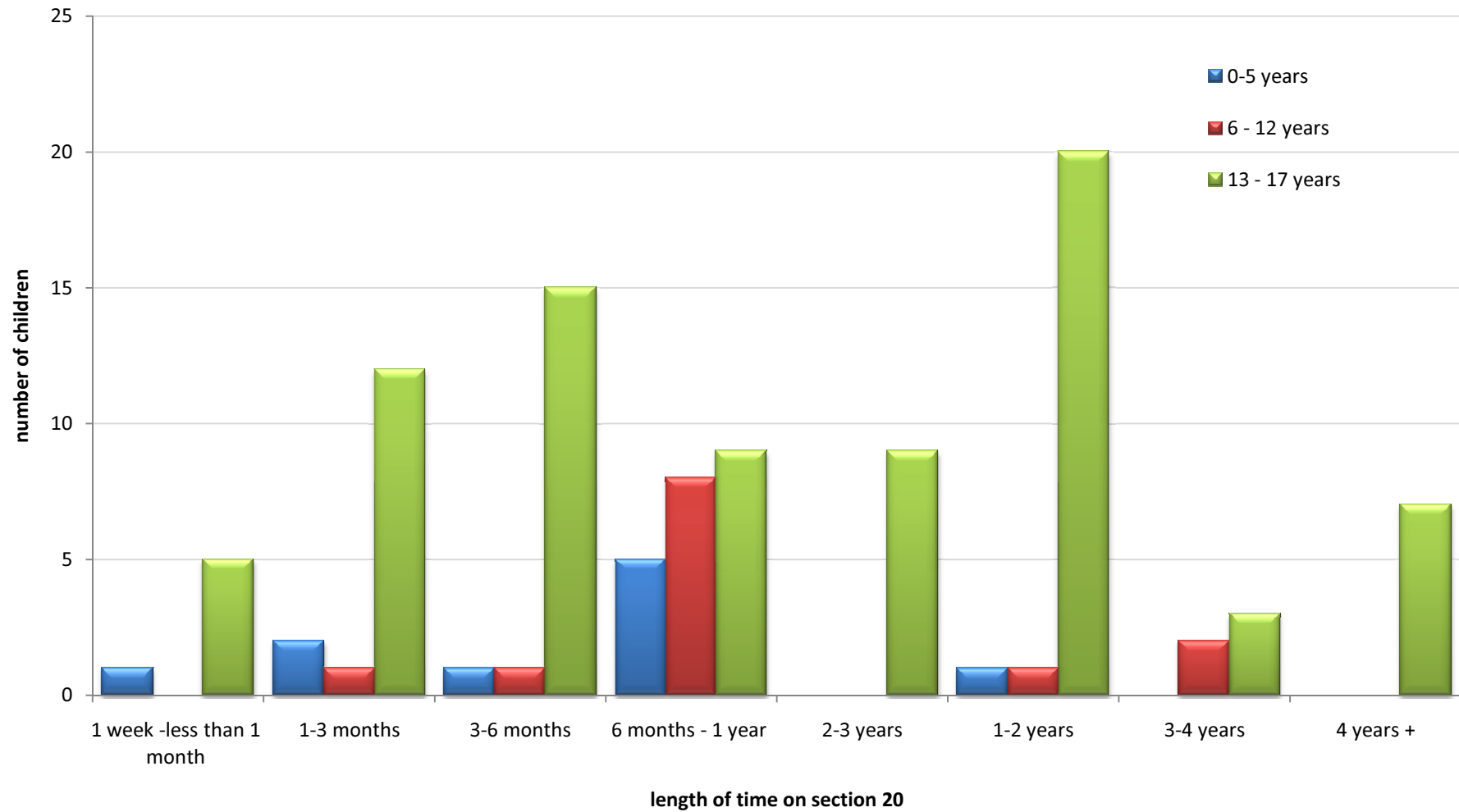
- 13-17 year olds are most likely to have been in care for more than 4 years
- Excluding 4+ years data, LAC are most likely to be in care for 1-2 years
- There is a significant number of children under 5 that have been in care for 4+ years

# Legal status of all Looked after Children on 30<sup>th</sup> April



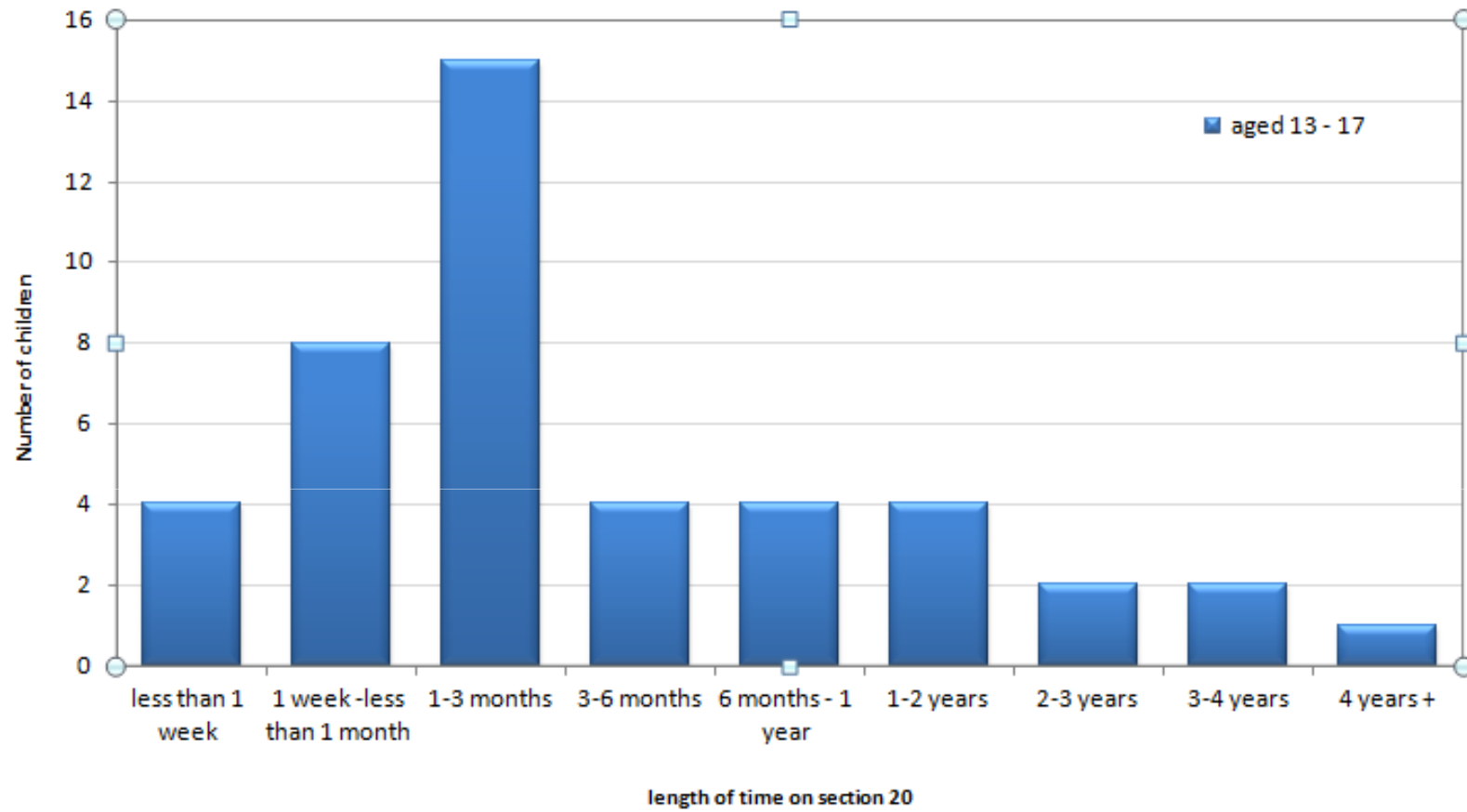
- The majority of LAC are accommodated under a full care order (57%), an increase from 50% in April 2014
- There has been a decrease in the number of LAC accommodated under police protection order from 9 to 5 – though more than 72 hours has expired in all of these cases
- The number of interim care orders has been reduced by half
- The number of s20s has decreased but only in line with the overall reduction in LAC

## LAC under section 20 by length of time and age March 2015



- 78% of the section 20s were children aged between 13-17.

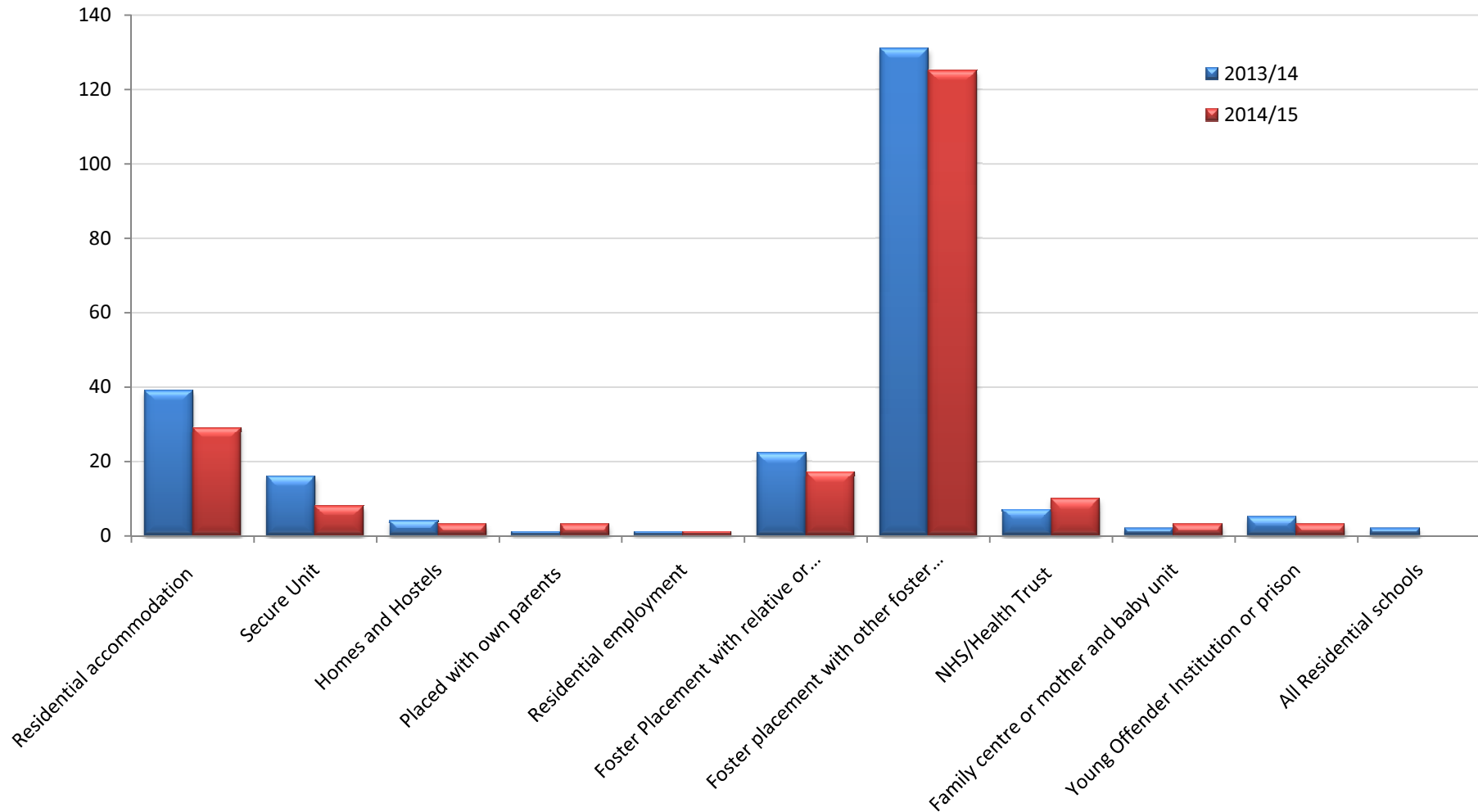
### LAC ceased under section 20 by length of time aged 13 -16 March 2015





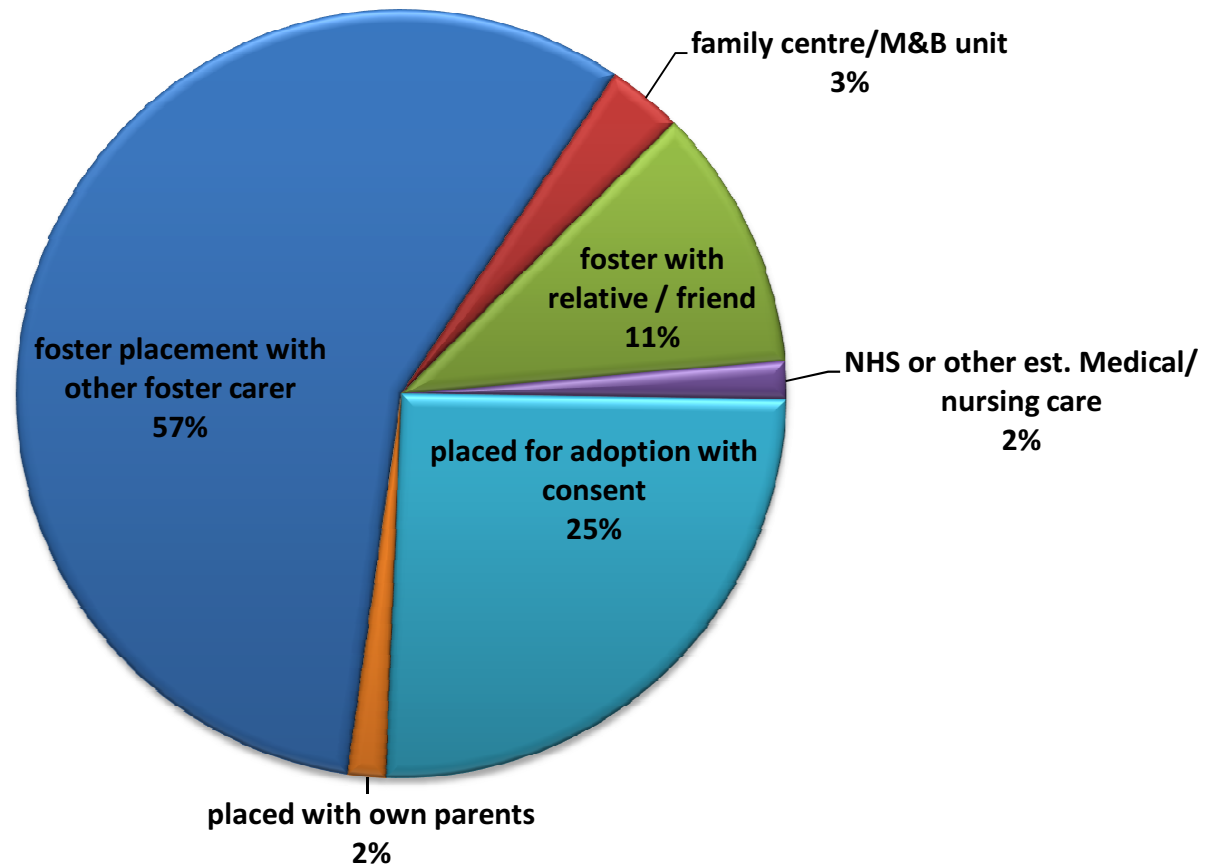
## 2. Placements

## Children who started to be LAC by Placement



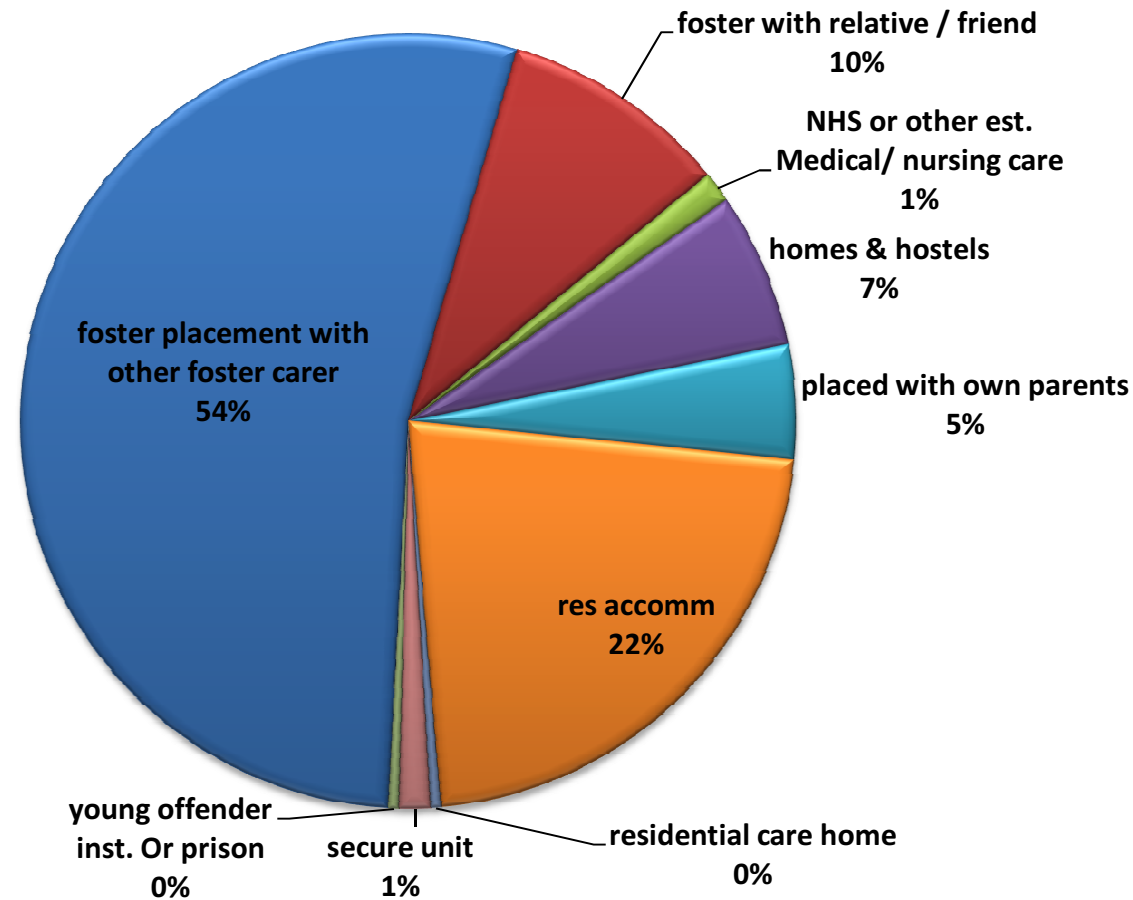
- There has been a reduction in children placed in foster care, residential accommodation, in secure units and young offender institutions compared to the same period last year
- There were small increases in the numbers placed with their parents and in health settings

## LAC at 30th April 2015 aged 0-5 by placement type



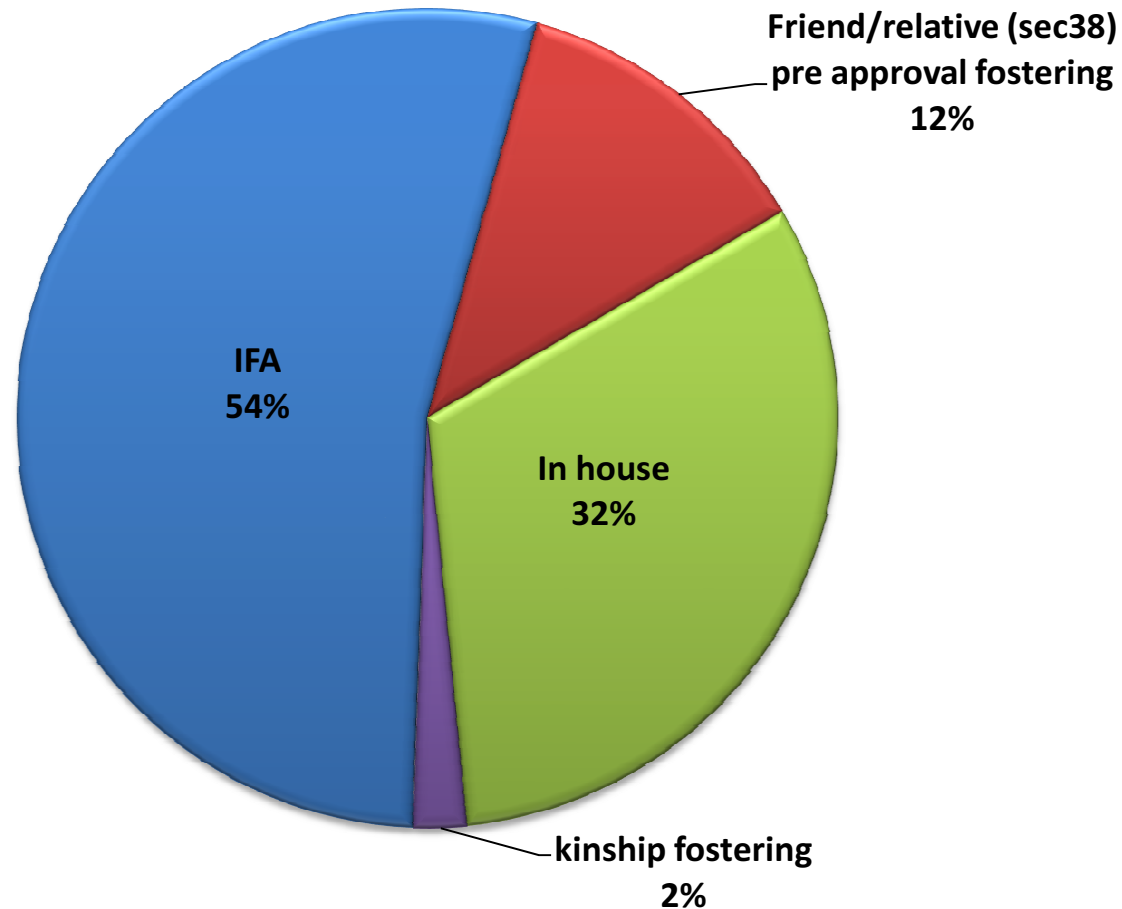
- 63 children under 5 are in care, The majority of 0-5 year olds are in fostering placements (57%), an increase of 4% compared to last month. .
- 11% of under 5s are fostered with family or friends
- 2% of children under 5s are in parent assessment placements
- 3% of children under 5s are in family centre / M&B unit
- 25% of under 5s are placed for adoption

## LAC at 30th April 2015 aged 13 - 17 by placement type



- More than half 13-17 year olds are in fostering placements, 54% in fostering placements
- 22% of 13-17 year olds are in residential placements
- 10% are fostered by friends or family
- 5% are placed with own parents
- 1% are either in young offending/prison or secure units
- 7% are placed in homes & hostels

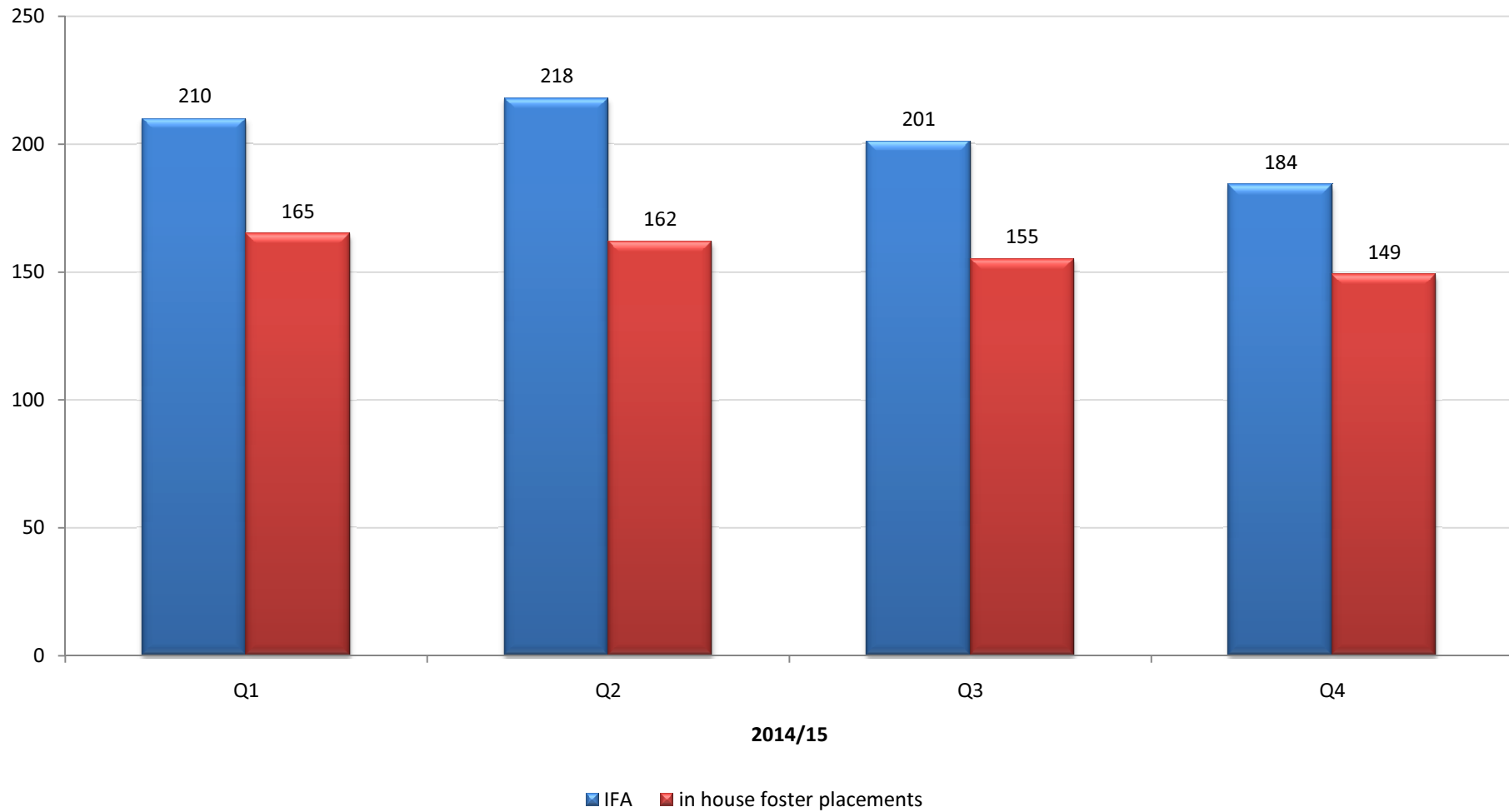
## LAC in Foster Placement at 30<sup>th</sup> April 2015



At the end of April 2015

- 54% of the **total Lac** cohort were IFA (agency fostering)
- 32% of LAC foster placements were in house (task centred)
- 2% are with Connected person foster carers
- 12% are with Friend/relative (sec38) pre approval fostering

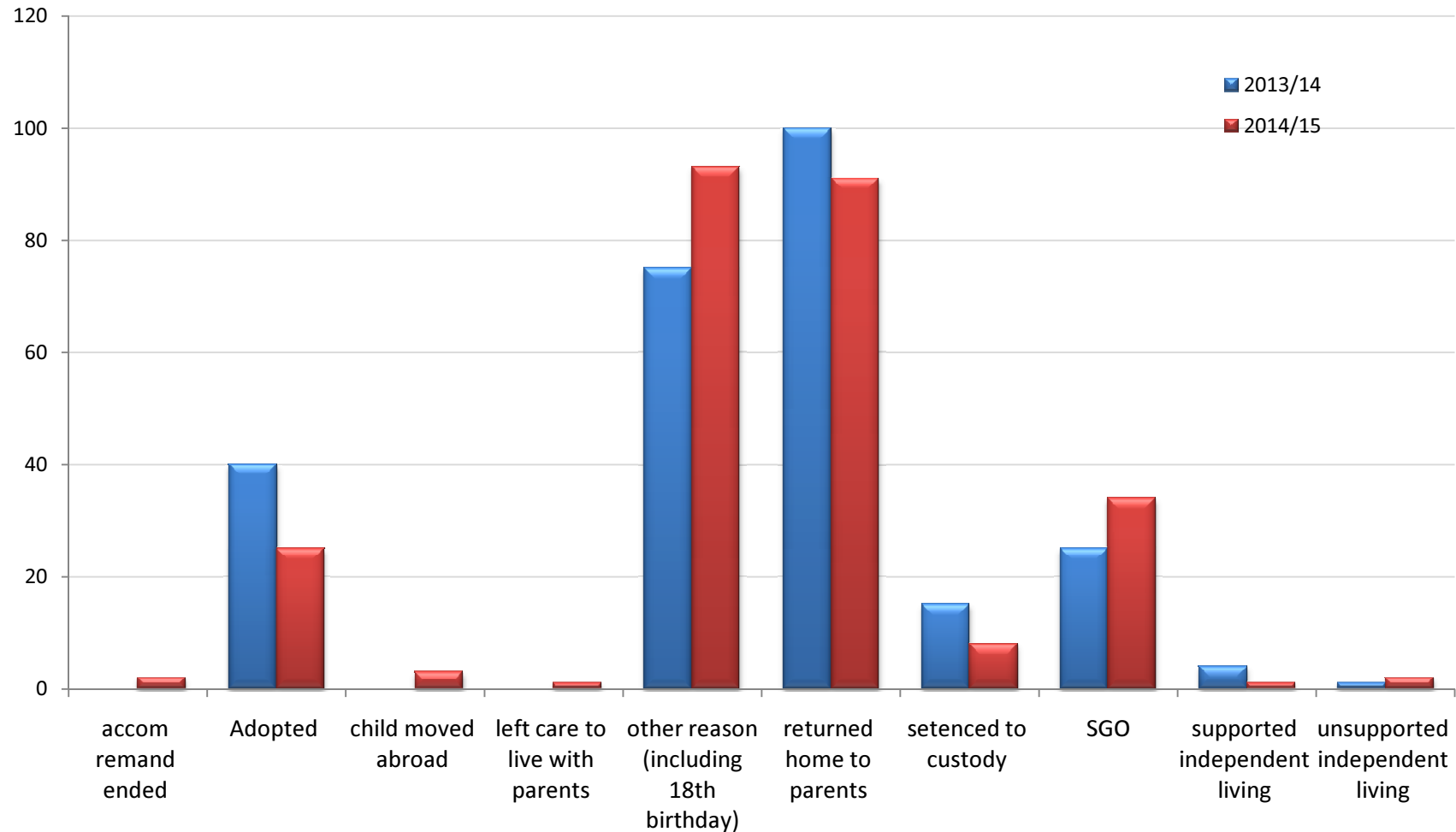
## LAC in Foster Placements



- Since Q2 there has been a consistent reduction in the number of children looked after in IFA placements.

### 3. Exiting care and adoption

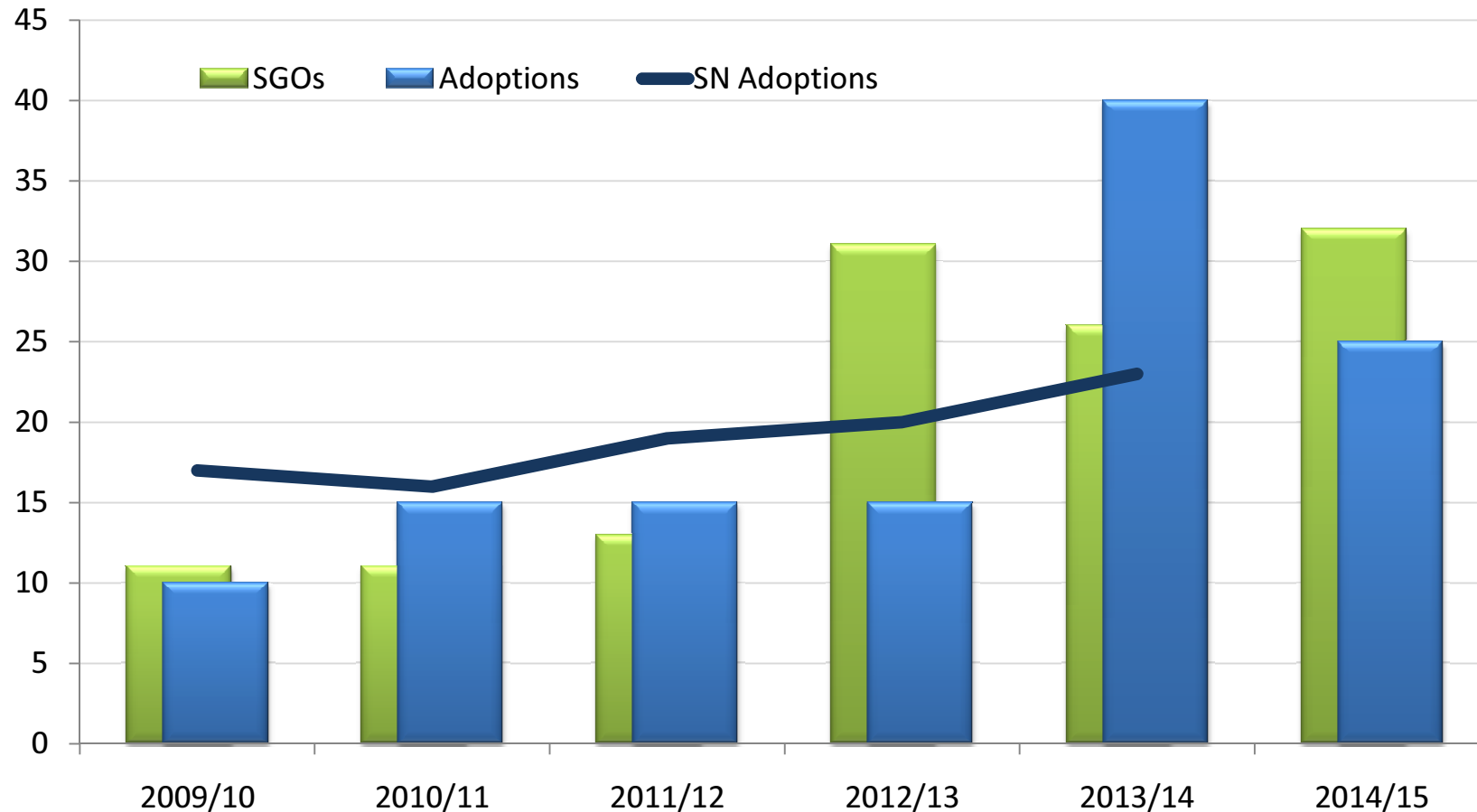
## Children who ceased to be LAC



- 260 children ceased to be looked after in 2014/15
- 91 (35%) returned home to their parents, 12 were only looked after for one day, 37 were looked after for less than one month, half for more than two months
- There was an increase in the number of children granted special guardianship
- The number of children adopted reduced from 40 in 2014 to 25 in 2015



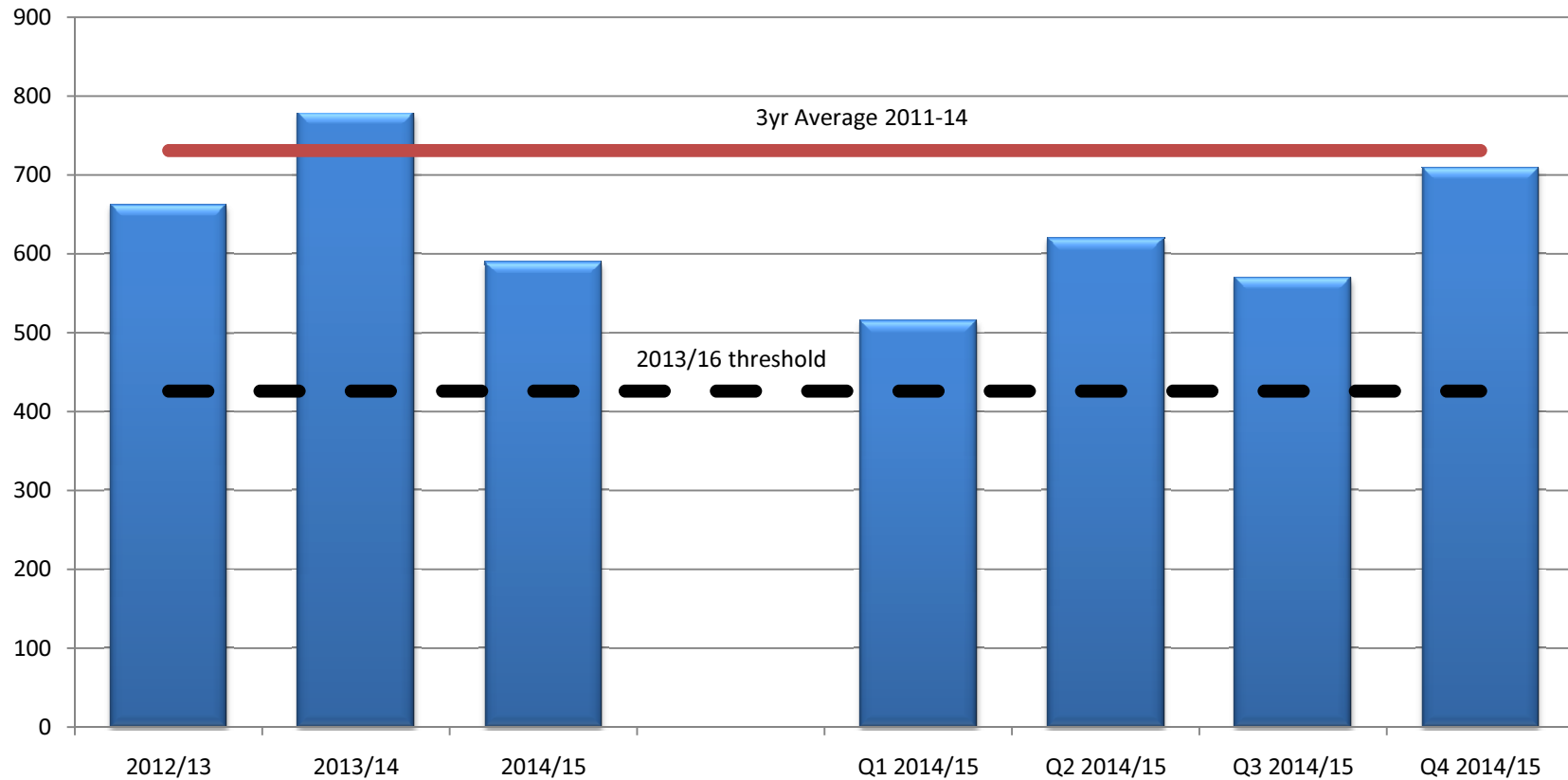
## Haringey Adoptions and Special Guardianship Orders



Source: <https://www.gov.uk/government/statistics/children-looked-after-in-england-including-adoption--2>.  
Haringey's statistical neighbours Croydon, Greenwich, Hackney, Hammersmith & Fulham, Islington, Lambeth, Lewisham, Southwark, Waltham Forest and Enfield

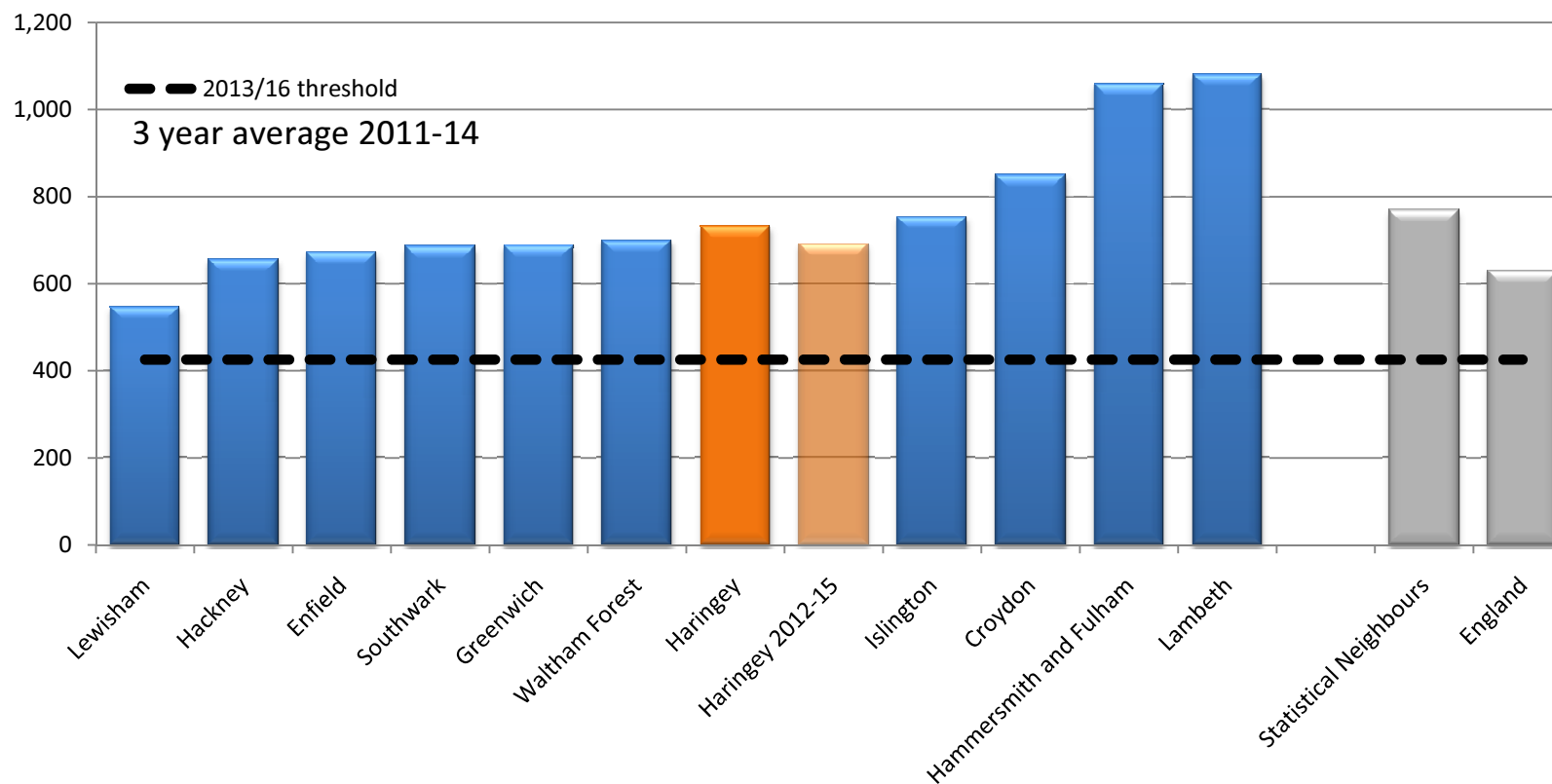
- A change in case law has resulted in an increase in children achieving permanency with connected person in special guardianship placements from 2012
- Focused and targeted work to achieve adoption for a backlog of children in 2014 with adoption plans was successful
- A sustainable volume of adoptions going forward is 20 a year.

### Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) – Haringey performance over time



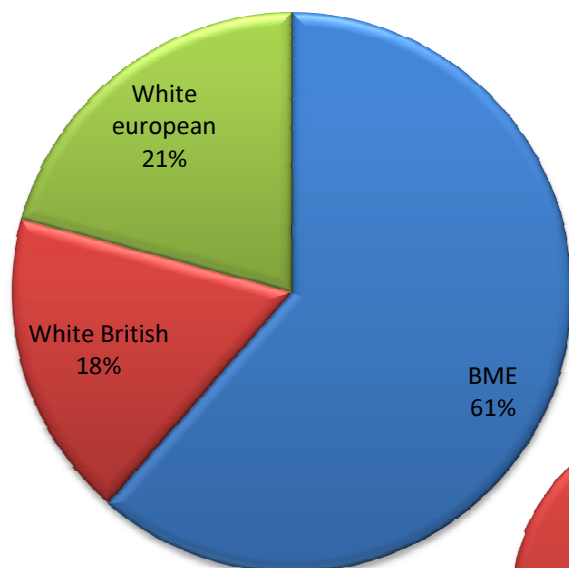
- This is a key national indicator which DfE have written to us and other LAs about
- Haringey's performance has improved over the past year with each of the past 4 quarters below the published 3 year average for 2011-14

## Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) – Haringey compared to other authorities

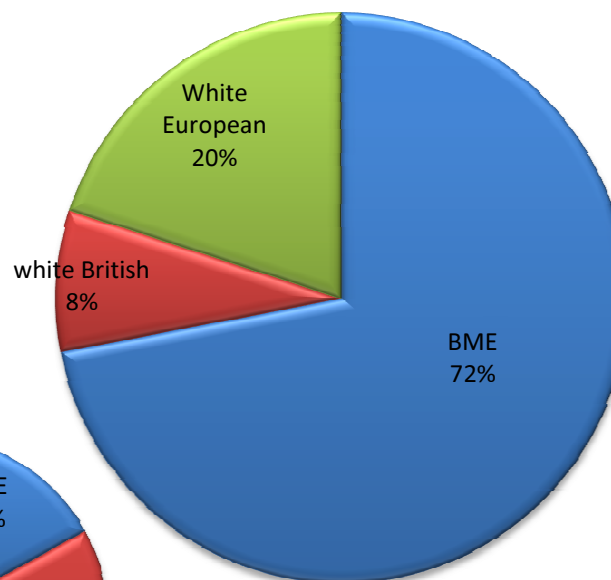


- Haringey's 3 year average has improved from 2011-14 to 2012-15 and is better than our statistical neighbours but higher than the England figure

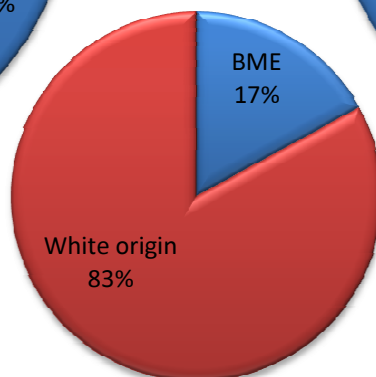
**Haringey LAC at 31st March 2015 by ethnicity**



**Haringey Adoptions by ethnicity 2014/15**



**England Adoptions 2013/14**



- Adoption for BME children is a national challenge
- BME adoptions in Haringey in 2014/15 were higher proportionately than the LAC population
- A programme of work around permanency is underway to ensure a whole systems approach to fostering, to develop a foster to adopt scheme and concurrent planning with family finding methods deployed for children with more challenging needs.



**Haringey Council**

<b>Report for:</b>	Corporate Parenting Advisory Committee <b>6<sup>th</sup> July 2015</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Ofsted Action Plan: Update on progress</b>
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<b>Report Authorised by:</b>	<b>Jon Abbey Interim Director, Children's Services</b>
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<b>Lead Officer:</b>	<b>Sam Philips Head of Projects and Executive Support</b>
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<b>Ward(s) affected:</b> All	<b>Report for Non Key Decision:</b>
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## **1. Introduction**

- 1.1 This paper was requested following on from the report submitted to CPAC in December 2014 by way of update on progress relating to the Ofsted inspection. It is now recognised that all continued improvement work relating to Looked after Children is taken forward via the LAC Sufficiency Development Board.
- 1.2 In May 2014 Haringey Children's Services and the Local Safeguarding Children Board were made subject to an unannounced Ofsted Inspection of Services for Children in Need of Help and Protection, Children Looked After and Care Leavers.
- 1.3 The inspection concluded on 11 June 2014 and Haringey were judged to be a robust 'Requires Improvement' grade.
- 1.4 There were 17 direct recommendations within the report for Haringey Children's Services, all of which were accepted by the local authority and addressed through the development and implementation of the Haringey Getting to Good Action Plan.
- 1.5 The plan was submitted to Ofsted on 21 October 2014 and on 5 November 2014 the local authority were notified that Ofsted confirmed



**Haringey Council**

that the plan 'satisfactorily reflects the recommendations and priorities of the inspection report'.

- 1.6 Recommendations have subsequently been incorporated into service delivery plans across the directorate to ensure that requirements are embedded within all service delivery and improvement activity.

## 2. Ofsted Recommendations relating to Looked After Children

<p>a. 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</p>	<p>We have increased the numbers of our in-house foster carers and reduced the number of IFA placements.</p>
<p>b. 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</p>	<p>This is an area of challenge which has an action plan in place</p>
<p>c. Ensure that life story work is completed at the first opportunity, so that looked after children understand their life journey in the care system</p>	<p>This is an area of challenge which has an action plan in place</p>
<p>d. 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.</p>	<p>Quality Assurance functions have been strengthened to support practice improvement in this area and others. There is further work to do.</p>
<p>e. Ensure that the role of the Independent Reviewing</p>	<p>The role of</p>



**Haringey Council**

<p><b>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.</b></p>	<p>the IRO has been strengthened by introducing strengthened mechanisms and tools. The QA unit itself has been re-engineered to make it more robust.</p>
<p><b>f. 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</b></p>	<p>A guide book and a DVD has been produced with some of our LAC and this has been disseminated.</p>
<p><b>g. 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.</b></p>	<p>A guide book and a DVD has been produced with some of our LAC and this has been disseminated.</p>

In addition, there has also been significant activity and improvement since the inspection across the whole journey of the child. In relation to Looked After Children this includes;

#### 2.1

- The rate of Children in Care has safely reduced to be more in line with our statistical neighbours (in October 2014 this figure was 514 – in May 2015 the figure is 453).
- Performance has improved on the Initial Child Protection Conferences held within 15 working days. Performance in October was 54%; this month the performance has reached 94%. This



means that child protection concerns are addressed in a timely and effective way.

- Through the work of the sufficiency board a review of panels for our looked after children has been undertaken to ensure that decision making and outcomes are as robust and effective as possible.
- Mosaic has been successfully implemented – which means the case management system used by social care staff is updated and will yield a number of process benefits.
- There has been a consistent reduction in looked after children placed in IFA placements.
- Special Guardianship Orders have increased.
- The Quality Performance Network has been established. This brings together all senior managers in Children's services to review and monitor service delivery in terms of both performance and quality.
- The evaluation programme has been fully implemented and the service has just completed the third evaluation cycle, with recommendations taken forward as part of our continuous improvement agenda.

2.2 It is anticipated that Haringey Children & Young Peoples Service could be inspected next in 2016; this is indicative and based upon the HMI's three year regime.

2.3 Through the Quality Performance Network (and all CYPS improvement forums) the service maintains its 'readiness for inspection'.





Children and young people

# 10 questions to ask if you're scrutinising services for looked after children

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# Introduction

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This guide has been commissioned by Local Government Improvement and Development (LG Improvement and Development) and written by the Centre for Public Scrutiny (CfPS). It follows on from a previous guide produced by CfPS for LG Improvement and Development on scrutiny of children's safeguarding services, and forms part of a suite of offers for elected members and others around children's services.

LG Improvement and Development supports improvement and innovation in local government, focusing on the issues that are important to councils by working with them to develop and implement sector led support and challenge. The leadership and development programme for councillors is a key part of this. The Centre for Public Scrutiny is an independent national charity which carries out research, supports on-line networks and provides training, development and events to promote and improve public scrutiny and accountability across government and the public sector.

The author of this guide is Jessica Crowe, Executive Director of CfPS, and valuable comments, examples and advice have been provided by Claire Burgess of LG Improvement and Development and a group of elected members, officers and looked after children. Members of this group include: Rob Davison, Adam Hadley, Rob Mack, Sarah Morris, Julia Regan, Andrea Thwaite, Suzanne Triggs, Caroline Webb, Councillor Les Lawrence, Councillor Andrea Milner, and

looked after young people from Cheshire West and Chester. Thanks are due to all those who contributed their time, experience and expertise. Any mistakes are the author's own.

The guide is one of a series of '10 Questions to ask if you're scrutinising...' guides produced by CfPS on a range of topics. The guides aim to provide clear and succinct advice for scrutiny members and officers on the key issues to cover in a scrutiny review of that topic, as well as jargon-busting, links to further information and case studies.

The ten question areas and their detailed questions can be used by overview and scrutiny committees (OSCs) to scope a review that takes an overview of all services relevant to looked after children, or to focus on an area of particular interest. The questions can also be used to gather information during the course of the review and to frame evidence sessions with witnesses.

Please note that to the best of the author's knowledge all information is correct at the time of printing. However, it was produced shortly after the election of a new government in 2010 and the new government has committed to publishing a revised set of slimmed down guidance relating to care planning in March 2011. Readers are advised to check Department for Education website ([www.education.gov.uk](http://www.education.gov.uk)) for the latest information.

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# Key points

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Children in the care of a local authority are one of the most vulnerable groups in society. The majority of children in care are there because they have suffered abuse or neglect. At any one time around 60,000 children are looked after in England, although some 90,000 pass through the care system each year.

When they are elected, all councillors take on the role of 'corporate parents' to children looked after by their local authority. They have a duty to take an interest in the well-being and development of those children, as if they were their own children. Although the lead member for children's services has particular responsibilities, the responsibility to act as corporate parents is held by all councillors, regardless of their role on the council.

Overview and scrutiny offers a key way in which councillors can fulfil this responsibility, by giving councillors the opportunity to ask searching questions of a range of service providers and assure themselves that children in the care of the local authority are being well looked after.

Overview and scrutiny also offers opportunities for councillors to hear directly from children looked after by the authority and to ensure that their voices are heard when considering the effectiveness and impact of services. This should include not just children's care services, but other areas which may have an impact on the lives of children in care (and leaving care), such as housing provision, crime and feeling safe in

the community, access to public transport, the quality of schools and leisure activities.

In March 2010 the government introduced new regulations and guidance to improve the quality and consistency of care planning, placement (where and how children are looked after) and case review for looked after children. It includes statutory guidance on independent reviewing officers, the 'sufficiency duty' requiring local authorities to ensure there is enough accommodation locally for looked after children, as well as guidance on improving their educational attainment.

This was part of the implementation of the Children and Young Persons Act 2008 and the Care Matters White Paper, and it updated and consolidated previous guidance around the 1989 Children's Act and other legislation. Slimmed down guidance is anticipated from the new government by April 2011. At time of writing the 1989 Act, 2008 Act and March 2010 guidance provide the basic statutory framework governing services for looked after children.

This document also refers to a number of performance indicators for children's services which were part of the National Indicator Set. These NIs are to be replaced with a single agreed list of 'Whitehall data requirements'. Authorities may still want to collect such information to help them manage and compare their own performance so the references to NIs have been left as they mostly capture the key performance questions.

# Jargon-busting

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## ‘Looked after children’, ‘children in care’

The term children in care includes: all children being looked after by a local authority; those subject to a care order under section 31 of the Children Act 1989 (see below); and those looked after by a voluntary agreement with their parents under section 20 of that Act. They may be looked after by family members, foster carers or staff in a residential children’s home. Children and young people from overseas become ‘looked after’ if they have no one with parental responsibility in this country.

## Children ‘at risk’ of harm

These are children about whom there are concerns that they are or may be at risk of suffering harm through abuse or neglect. Children considered ‘at risk’ have a Child Protection Plan which should be regularly reviewed.

## ‘Children in need’

Children in need are a wider group of children and young people who have been assessed as needing the help of services to achieve a reasonable standard of health or development. They have a Child in Need Plan to address the difficulties identified in the assessment

## ‘Care leavers’

Care leavers are those who have been in public care for at least 13 weeks from the age of 14 onwards and therefore qualify for services to support them once they leave. This may be at 16 or up until 24 if they remain in full-time education.

## Care Order – Section 31 Children Act 1989

Care Orders are made by the court if a ‘threshold of significant’ harm is reached and there is no likelihood of improvement in the standard of care provided for a young person. The local authority then shares parental responsibility with the parent(s) and can make the decisions that a parent would normally make. A Care Order expires when the young person reaches 18 (or sometimes 19) years of age, or when an Adoption Order is made and the child is permanently adopted.

## Interim Care Order – Section 38 Children Act 1989

If the local authority is concerned that a child is suffering or is likely to suffer ‘significant harm’, they can apply to the court for an Interim Care Order, which is a time-limited order renewed while care proceedings for the child continue through the courts and other authorities.

## Emergency Protection Order Section 44 Children Act 1989

An Emergency Protection Order removes a child into accommodation provided by or on behalf of the local authority and is granted by the court if there is reasonable cause to believe that the child is likely to suffer significant immediate harm.

## Regulation 33 visits (now regulations 29-33)

What used to be known as ‘Regulation 33’ visits are the management inspections that have to be made regularly of residential care homes, and during which the visitor should speak to any staff and residents who may be present during the visit.

## The ‘sufficiency duty’

This is a duty placed on local authorities under 22 (G) of the Children Act 1989 (amended by the 2008 Act) to ensure there is sufficient accommodation to meet the needs of their looked after children. Sufficient accommodation must be provided ‘where reasonably practical’ (lack of resources is not considered a barrier), and having ‘regard to the benefit of having a number of providers and a range of accommodation’.

## Independent Reviewing Officers (IROs)

The Children and Young Persons Act 2008 requires local authorities to appoint a named IRO for each looked after child who will spend time with that child prior to any review of their care plan so that they personally establish the child’s wishes and feelings and can ensure that these contribute to the review.

## The Pledge

The Care Matters White Paper envisaged the Pledge, or as young people preferred to call it, ‘the promise’, as a key communication tool between children and young people and the authority responsible for ensuring they receive the parenting they need. Every child and young person’s care or pathway plan must reflect how the commitments made in the Pledge will be delivered for that individual child and it will be monitored by the local Children in Care Council (see below).

## Children in Care Councils

The Care Matters White Paper and the subsequent Act required local authorities to set up a Children in Care Council to enable regular, good quality dialogue and involvement in developing and delivering services. There should also be mechanisms in place for involving young people in care in the recruitment of key staff members, such as the Director of Children’s Services. The local Children in Care Council will be responsible for helping develop and monitor the implementation of the Pledge to children and young people about the care they receive.

## Commissioning

The process by which an authority decides what level and type of services it wants in order to meet identified needs, and seeks providers of those services, often through a competitive process. Increasingly this is done jointly, for example with the local health service, and in the context of looked after children should be focused around the needs of individual children. Commissioned services should be monitored and evaluated, and the process of decommissioning is also important to understand.



**10 questions to ask when you're scrutinising issues and services affecting looked after children.**

## 1

## How well does your authority do in commissioning or providing services for looked after children, including in comparison with other similar authorities?

There are currently a number of national indicators of performance which enable you to assess how well your local authority is doing in comparison with others (although these are to be replaced with a smaller set of “Whitehall data requirements”). These can be useful in analysing trends and seeing if your area is significantly different from other similar areas. As corporate parents, councillors need access to this basic performance information to enable you to ask questions of those responsible, but bear in mind that scrutiny should not duplicate the work of the council’s own performance management. Ofsted reviews can provide a useful source of information on performance and trends but data needs careful interpretation as performance depends strongly on context.

- How many looked after children are there per 10,000 children?
- Who are your looked after children in terms of age, gender, ethnicity, religious or cultural background and disability, and what needs and challenges does this profile present?
- What percentage of looked after children cases are reviewed within the set timescale? (NI66)
- Do children understand what’s happening in their reviews and what’s going to happen as a result of their case review? Does anyone ask them this?

Commissioning of services is becoming increasingly important and members need to ensure that arrangements are robust and secure ‘value for money’ (particularly in the light of current and future cost pressures) and also that they work in the best interests of the children.

- How many services are jointly commissioned, either with other authorities or with partner agencies such as the Health Services?
- How will any changes in local health service structures, for example the proposed move to GP commissioning, impact on any joint commissioning arrangements?

Cost comparisons can be a good indicator of how effectively your authority is providing or commissioning services, for example:

- How much does it spend on court costs compared with other similar authorities and why?
- What level are directly commissioned foster carers’ fees set at and how much is spent on private and voluntary sector fostering agency fees?
- What is the cost of your residential provision by comparison with other areas?
- How much do you spend on out-of-area placements for looked after children? Is this rising or falling?

## 2

## How well do your children in care do at school, both academically and in terms of other kinds of achievements?

In 2008, 14 per cent of looked after children achieved five A\*-C grades at GCSE, compared to 65.3 per cent for all children. Ensuring looked after children have the right support to be able to participate fully in school life, and that their school career is not disrupted by constant placement moves can make a big difference. They may well have lost out on education because of the circumstances which led to them entering care and need help to catch up – a high proportion of looked after children see entering care as having been good for their education.

- What results are achieved by looked after children compared with other children at local schools, eg what proportion of looked after children get 5 A\*-C GCSEs (NI101)?
- What plans does the council have to raise the educational attainment of looked after children?
- Are looked after children able to attend homework clubs and what support is provided to gifted children as well as those who may need to catch up? What difference is this support making?
- Do you know how well looked after children do at school if they are in placements outside your local authority area and attend non-local schools?
- How do schools' admissions policies treat looked after children, for example are they able to attend the same school as other children in their foster family, and how

many looked after children get into the highest performing schools?

- How do the admissions and other policies of any local academies, foundation schools or new 'free schools' treat looked after children?
- Do you have a 'virtual school head' (a post designated to look after all looked after children in schools across the local area, as if they were in a single school), designated teachers and designated school governors in place? How effective are these arrangements?

In one authority looked after children often missed out on after school activities and trips because of delays in getting permission from social services. As a result of the scrutiny review which brought this to light, social workers signed blanket permissions, enabling foster carers to sign permission slips for individual activities and ensuring looked after children could take part.

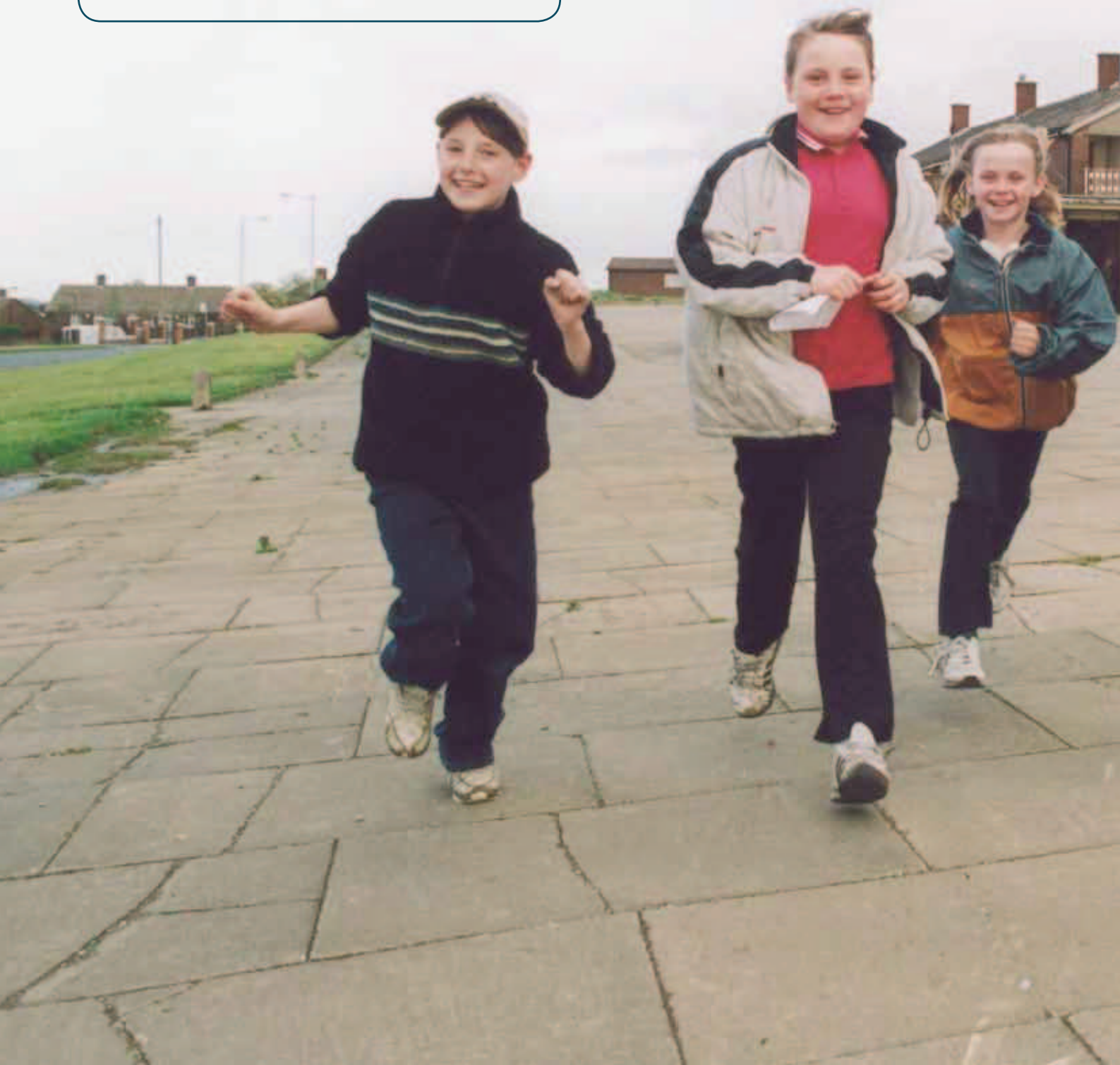
Celebrating the non-academic achievements of children in care and enabling them to benefit from all the opportunities school can offer is also important. Children in care should be cared *about* and not just cared *for*.

- Are looked after children able to participate in after-school activities and enjoy learning and achievement in all its forms? If not, what are the barriers?



- Does your council have a way to celebrate the achievements (whether sporting, academic, musical, attendance, personal bests) of looked after children, and are councillors given regular updates?
- What do looked after children and young people themselves say about school?

In one authority a young person was unable to attend an after school photography course because for two years no-one would buy her a camera: when this came to light during a scrutiny review, councillors intervened and got action taken to sort it out.



## 3

## How good is the health and wellbeing of children in your care?

Looked after children and young people share many of the same health risks and problems as their peers, but they frequently enter care with a worse level of health due to the impact of poverty, abuse and neglect. Evidence suggests that looked after children are nearly five times more likely to have a mental health disorder than all children. Local authorities, primary care trusts and strategic health authorities must currently have regard to statutory guidance issued in November 2009 on promoting the health and well-being of looked after children, which requires children in care to have a personal health plan.

- Are looked after children a priority group for getting access to Child and Adolescent Mental Health Services (CAMHS) and how long are waiting times for referrals?
- As an at risk group, what access do looked after children and young people get to services to help with substance misuse, sexual health and teenage pregnancy?
- What support is given to foster carers and young people themselves about promoting healthy lifestyles?
- What do looked after children and young people themselves say about their health needs and priorities and how well they are met?



## 4

## How stable and secure are the lives of your looked after children while they are in your care?

When children and young people enter care and are placed either with foster carers, in residential homes or even at boarding school, they often lose regular contact not only with their family members but also with other familiar friends, teachers etc. This is exacerbated if the 'placement' has to be out of the area, perhaps because of a lack of local foster families or places in residential homes. If the placement breaks down, they may have to move again, causing yet more anxiety and disruption. Ensuring placements are stable and work well for children and young people is therefore key to their well-being. There are a couple of indicators that your council currently has to measure its performance against but also other issues to explore.

- What percentage of looked after children move placements three or more times during a year ie how stable are your placements? (NI62).
- What percentage of children live in the same placement for 2 or more years? (NI63).
- What choice and information do children and young people have about their placements, eg do they get to meet potential foster carers or visit children's homes before they go to live there?
- If children have to move placement, what arrangements are made to keep them at the same school, for example transport?

As a result of one authority's scrutiny review, a looked after children and care leavers' drop-in centre was developed, to provide a safe space for looked after children and young people to go to find out information and meet support workers and others in one place.

## 5

## How well does your authority do at finding appropriate adoptive families for children for whom it is decided this is the right option?

If a child or young person's birth family relationships have completely broken down then the best option for a long-term stable family environment may be permanent adoption. Nationally, however, there is a mismatch between the profile of children looked after and prospective adopters. The law governing adoption is in the Adoption and Children Act 2002, which aligned adoption practice with the 1989 Children Act, making the welfare of the child the paramount consideration.

- What percentage of children are placed for adoption within 12 months of the decision to adopt and are subsequently adopted? (NI61).
- How long does it take to make the decision to place a child for adoption, particularly for new-born babies?
- What is the profile of the children in care compared with prospective adoptive families, and if there is an imbalance, what steps are being taken to address this, eg to recruit more adopters by emphasising the positive messages about the process and value of adopting?
- How are sibling groups treated and what steps are taken to ensure they stay together, whether in adoption, fostering or residential care?
- What cross-border arrangements are there for adoption, including overseas?
- What do children and young people, for example in your local Children in Care Council, say about adoption processes?



## 6

## How well do your foster care arrangements work?

Nationally, the proportion of children in care placed with foster parents as opposed to residential homes has risen to about two-thirds. This is partly due to the comparative costs of the two options but also due to a changed policy approach, as fostering enables children and young people to live in a family environment rather than an institutional one.

Foster carers can play a hugely valuable role in stabilising and caring for children from disrupted home environments for both short and longer periods of time, but nationally there is a shortage of people willing to take on the role. In the 1990s, independent / private fostering agencies developed, which placed pressure on local authority budgets as their fees were higher than those paid directly to councils' own foster carers. Issues around support for foster carers, the rate of fees and allowances and their access to information may all play a role in ensuring they can support the children they look after in the most effective way.

An area of growing concern is around private or kinship fostering, where children stay with extended family or friends in a private, often informal, arrangement, as this is an under-regulated area. Teachers or the local GP may realise that a child is no longer living at home with their parents but often the information is not passed on and there is no way of knowing whether the arrangement is in the child's best interests.

- Do you have a sufficient pool of suitable foster carers locally to meet the needs of and match the children needing placements? If not, what steps are being taken to address this?
- What support is given to your foster carers and how easily can they access it, for example therapeutic support and help?
- What do foster carers themselves say about the support they receive, including out-of-hours support and about their relationships with social workers and other professionals?
- Is there more 'in-kind' support that would facilitate and make the fostering role easier, such as bus passes, access to leisure centres etc?
- What do looked after children and young people themselves say about their experience of fostering?
- What does the authority or other agencies know about any kinship fostering arrangements and are people encouraged to share information or concerns?

Dreamwalls project in Southampton provides 'time-out' breaks for foster carers and has reduced by 95 per cent the proportion of foster carers leaving fostering. The cost equated to £674.43 per child per year, and 182 children received the service. Using the social return on investment (SROI) method of calculating value and benefits as well as costs, there was a £1.63 return for every £1.00 invested in the project.

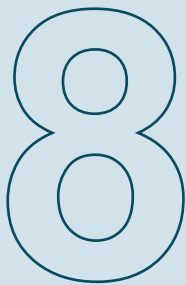
## 7

## How good is the standard of any residential care provided or used by your authority?

Despite the move away from large residential institutions, many authorities have retained smaller residential units which may be suitable for children and young people who find it difficult to cope with family-based life as a result of their experiences. Councillors have said that taking part in what are known as 'Regulation 33' visits or other arranged visits to homes can really bring to life what it is like to live in residential care, although they have to be carried out with sensitivity. Ofsted inspects residential homes and these reports (along with the reports from Regulation 33 visits) should provide a source of information and assurance to scrutiny about the standard of care provided there.

- If children and young people are placed in residential homes out of your area, particularly if they have to go to schools under a different education authority, what information do you get about how well they are doing or about the standard of the homes where they live, and what influence do you have to improve things?
- What do looked after children and young people themselves say about their experience of living in residential care?
- How are any complaints about standards of care in residential homes and issues such as bullying dealt with? How many are there and what happens as a result?

In Kirklees, looked after children can access the KicK (Kids in care Kirklees) website. From here they can go on a virtual tour of all the residential homes by watching a video made and narrated by looked after young people who live there, to tell them what it's like. The website also enables them to 'rate' their reviews and foster placements on-line, as well as read, listen to and watch first hand accounts of children and young people's experiences of care.



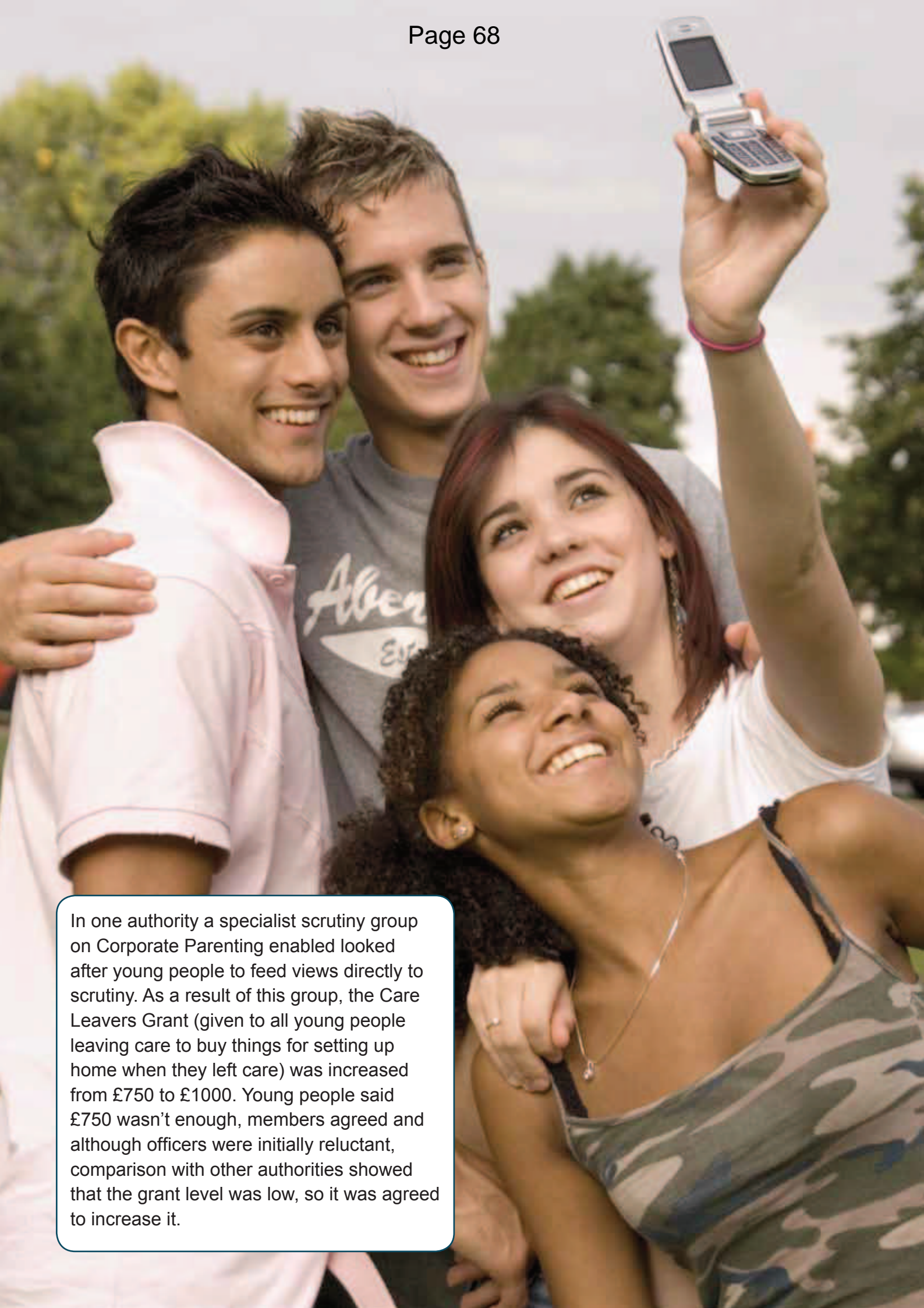
## What support does your authority provide to young people leaving care and how effective is it?

For many young people, leaving care can be daunting and confusing. The Children (Leaving Care) Act 2000 sets out local authorities' responsibilities to help children leaving care develop a 'pathway plan' to independence, with the help of a personal adviser. While care can end at the age of 16, it will continue until age 18 if the child remains at school. Continuing assistance with education or training continues to the end of the agreed programme, even if it takes some past the age of 21.

Care leavers are still over-represented in prison populations and the unemployed, demonstrating that the experience of being in – and leaving – care still does not prepare young people well for adult life. If looked after children followed the same paths as other children into further education, training and jobs, it could save the economy £50 million each year.

In Rotherham, scrutiny called representatives from Job Centre Plus, the council's Revenues and Benefits and Care Leavers Services to a hearing following concerns expressed by care leavers about distress caused by late payments of benefits. The NCH Bridges Project reported that since the intervention of scrutiny, delays in processing benefits for care leavers were much reduced. As well as reducing the further risk of social and financial exclusion to vulnerable care leavers, there was also a reduction in the number of emergency payments to care leavers.

- How many care leavers is your authority still in touch with a year after they have left the care of the authority? How many are they in touch with after three years?
- Are former looked after children ever asked to help children currently in care by talking about their experience or giving advice?
- What do you know about the life outcomes of the children who were formerly in your authority's care?
- How many formerly looked after young people are NEETs (not in education, employment and training)?
- What support do young people leaving care receive around access to housing, tenancy support, employment, access to benefits, further and higher education and training? For example, does the local authority offer apprenticeships to care leavers or support with CV writing and interviews? What happens as a result?
- What do former looked after children and young people themselves say about their experience of leaving care and the support that is / was provided?



In one authority a specialist scrutiny group on Corporate Parenting enabled looked after young people to feed views directly to scrutiny. As a result of this group, the Care Leavers Grant (given to all young people leaving care to buy things for setting up home when they left care) was increased from £750 to £1000. Young people said £750 wasn't enough, members agreed and although officers were initially reluctant, comparison with other authorities showed that the grant level was low, so it was agreed to increase it.



## 9

## How effective is your professional workforce of social workers and others responsible for running services for and working with looked after children?

Many authorities have struggled to recruit and retain sufficient numbers of suitably qualified social workers to manage their workload and do the difficult job of working with vulnerable children. This can be a key cause of poor performance around reviewing cases on time and picking up and acting on issues raised by children, foster carers and others. While senior officers are responsible for managing staff and services, members can play an important role in checking that officials beyond social services departments are aware of their responsibilities to looked after children, for example in housing departments, environment and leisure services, education, legal services and the health service.

- What are levels of social work staff vacancies, turnover, stress-related sickness, use of agency staff and ratios between newly qualified and experienced social workers and what action are management taking to address these? Are they learning from innovative schemes elsewhere to manage staff resources most effectively?
- What continuity of social worker support is there for looked after children and what are the case loads carried by social work staff?
- Is there evidence that staff from across the authority and other partners are working together to deliver what looked after children need?
- What attitude do social workers have to their work? Do they enjoy working with children and young people?
- Do they have time for therapeutic work with looked after young people or do they get bogged down in paper work and what management action is taken to address this?
- What do looked after children and young people, foster carers and prospective adopters say about their experience of engaging with social workers and other professionals?
- Are looked after children and young people involved in recruitment and development of services?

# 10

## What more could be done to fulfil the council's responsibilities as a 'corporate parent'?

It may be impossible to expect all elected members to share the same level of commitment to the issue of looked after children. However, they do share the same level of responsibility and so there are certain basic expectations of the systems, processes and support that should be in place to enable them to fulfil that role. As former Secretary of State Frank Dobson MP's original letter to all councillors about their role as corporate parents, launching the Quality Protects Programme in 1998, said:

"Elected councillors have a crucial role. Only you can carry it out. You can make sure that the interests of the children come first. You bring a fresh look and common sense. As councillors you set the strategic direction of your council's services and determine policy and priorities for your local community within the overall objectives set by Government."

Crucial to fulfilling this role is ensuring councillors can hear directly from looked after children about what matters to them. This could be through informal discussions, visits by elected members to residential homes or involving looked after children and young people when reviewing services of interest to them.

It is not only councillors who are corporate parents. Council officers across the council (not just in children's services departments) share in the responsibility and other partners also have a duty to cooperate to ensure looked after children's needs are met.

- Do looked after children and young people know who their 'corporate parents' are? What do they say about what they expect from local councillors and others acting as their 'corporate parents'?
- Do all members receive mandatory training on their roles and responsibilities as corporate parents when they are elected and is this refreshed during their term of office?
- Are there appropriate opportunities for elected members to meet and listen to looked after children and young people, and to celebrate and praise their achievements when they do well?
- Is there an active Children in Care Council which regularly meets with elected members and others in authority (across the council and other partners) to express the views and needs of looked after children locally?
- How are children and young people's complaints responded to and what is learnt from them?

One authority has encouraged councillors to 'adopt' a residential home in order to encourage greater responsibility for and interest in each home by elected members and provide continuity between visits. These members could be important witnesses to any scrutiny inquiry.

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# Case studies

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## **LB Camden**

### **Corporate Parenting Scrutiny Committee**

Children Looked After by Camden – early scrutiny pilot examining Camden’s performance as a corporate parent. The review took written and oral evidence, members visited children’s homes and other consultation events, and sent questionnaires to LAC, care leavers and foster carers.

Report available on LB Camden website:

<http://tiny.cc/jsntm>

## **Rotherham Metropolitan Borough Council Scrutiny Review Group**

The Role of Councillors as Corporate Parents – a review that compared Rotherham’s performance with other authorities. It heard from looked after children and young people, foster carers and others, and recommended a clearer focus and commitment, including more regular opportunities for members to meet looked after children. Report available in CfPS library: <http://tiny.cc/6pfck>

## **Derby City Council Children & Young People Commission**

Looked After Children – a cross cutting review for which evidence-gathering was conducted in one intensive week of interviews and meetings, and with a follow-up meeting to finalise the report and recommendations. These cover social work, fostering and residential placements, adoption, health, leaving & aftercare and education. Report available in CfPS library:

<http://tiny.cc/uzda5>

## **Buckinghamshire County Council Children’s Services Overview and Scrutiny Committee**

Maximising the Potential of Looked After Children – a review examining issues affecting educational attainment of looked after children in the county, including post-16 and their ability to participate in other aspects of school life. Recommendations focus on support at transition stages and support for foster carers to enable them to better support the children they look after. The report is available in the CfPS library:

<http://tiny.cc/g1dt6>

## **Sandwell Metropolitan Borough Council Children & Young People’s Scrutiny Panel**

Looked After Children & Young People – a review to examine whether all agencies in Sandwell were continuing to improve in relation to corporate parenting support. Young people from the Looked After Children Board acted as strategic advisers to the scrutiny review and closely informed the findings and recommendations. The report is available in the CfPS library:

<http://tiny.cc/9yvno>

**Cheshire West & Chester Council  
Every Child Matters Select Panel**

Our Children Matter – 39 steps to help bring some normality into their lives – a review which won the CfPS 2010 Good Scrutiny Award for Innovation due to the depth and extent of its active involvement of looked after young people in gathering evidence for the review. They spent days out at Go Ape and the zoo, and are now involved in other scrutiny reviews and activities influencing the council. The report is available in the CfPS library: <http://tiny.cc/fcoge> and a summary can be found in Successful Scrutiny 2010, available here: <http://tiny.cc/7xj56>



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# References and further information

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## Key Legislation

Children Act 1989

<http://tiny.cc/qrzro>

Adoption and Children Act 2002

<http://tiny.cc/lf98m>

Children and Young Persons Act 2008

<http://tiny.cc/951i3>

## Care planning, placements and case review regulations (England) 2010 and statutory guidance

These documents specify the current requirements for care plans, including health and education plans, placement decisions and monitoring, and case reviews. They consolidate previous regulations and guidance, providing a central source of reference for local authorities' work with looked after children and can be found on the old Every Child Matters website:

<http://tiny.cc/7xt9g>

The government has committed to publishing a revised set of slimmed down guidance relating to care-planning in March 2011. See the new Department for Education website for information on the policy reviews underway: <http://tiny.cc/7xt9g>

## Welcome to Corporate Parenting – a Councillor Development Learning Resource

A booklet and audio CD produced by Kirklees, Bradford and Calderdale Councils working with a group of looked after young people.

Contact: Angie Aspinall, Councillor Development Officer, Kirklees Council, [angie.aspinall@kirklees.gov.uk](mailto:angie.aspinall@kirklees.gov.uk) or 01484 416 930

## Improving Educational Outcomes for Looked After Children and Young People, and Improving the Emotional and Behavioural Health of Looked After Children and Young People

2 useful Knowledge Reviews containing detailed evidence of what works, produced by the Centre for Excellence and Outcomes in Children's Services (C4EO), September 2010, available on [www.c4eo.org.uk](http://www.c4eo.org.uk)

Putting Corporate Parenting into Practice, Developing an effective approach. A useful guide for scoping a review on corporate parenting, by Hart, D and Williams, A (2008) National Children's Bureau [www.ncb.org.uk](http://www.ncb.org.uk)

**Local Government Improvement and Development**

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CfPS is a registered charity: number 1136243



The Local Government Group is made up of six organisations which support, promote and improve local government.

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