

NOTICE OF MEETING

CORPORATE PARENTING ADVISORY COMMITTEE

Thursday, 17th January, 2019, 7.15 pm (or on the rise of the meeting with Aspire) - Civic Centre, High Road, Wood Green, N22 8LE

Members: Councillors Amin, Sakina Chenot, Erdal Dogan, Makbule Gunes, Peter Mitchell, Tammy Palmer and Elin Weston (**Chair**).

Quorum: 3

1. FILMING AT MEETINGS

Please note this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The Chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual, or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE (IF ANY)

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 11 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. MINUTES (PAGES 1 - 6)

To consider the minutes of the meeting held on 29th October 2018.

6. MATTERS ARISING

7. PERFORMANCE FOR THE YEAR TO DECEMBER 2018 (PAGES 7 - 16)

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

8. OFSTED INSPECTION OF HARINGEY CHILDREN'S SERVICES (PAGES 17 - 44)

This report considers the Ofsted inspection of the Local Authorities Children's Services framework (ILACS) between 29th October 2018 and 9th November 2018.

9. UNEMPLOYMENT AND LAC (PAGES 45 - 50)

This report considers how looked after young people and care leavers are supported in to employment, education and training.

10. MEMBER TRAINING

A verbal update will be provided with regard to Member training.

11. ANY OTHER BUSINESS

Date of next meeting –21st March 2019

Glenn Barnfield, Principal Committee Co-ordinator
Tel – 020 8489 2939
Email: glenn.barnfield@haringey.gov.uk

Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ
Thursday, 10 January 2019

MINUTES OF THE MEETING OF THE CORPORATE PARENTING ADVISORY COMMITTEE HELD ON MONDAY, 29TH OCTOBER, 2018, 7.00 - 8.30 pm

PRESENT: Councillors Kaushika Amin, Gideon Bull, Sakina Chenot, Erdal Dogan, Peter Mitchell, Tammy Palmer and Elin Weston (Chair)

28. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

29. APOLOGIES FOR ABSENCE (IF ANY)

Apologies for absence were received from Cllr Gunes; Cllr Bull substituted.

30. URGENT BUSINESS

There were no items of urgent business.

31. DECLARATIONS OF INTEREST

There were no declarations of interest.

32. MINUTES

The minutes of the 2nd July 2018 were agreed as a correct record.

In addition, the Committee:

- Noted a report on unemployment and how LAC and care leavers are supported into employment, education and training would be discussed at January 2019 meeting of CPAC. In that report, requested an update be provided on what measures the Council had in place to promote apprenticeships within the borough and how those opportunities were made available to our LAC and care leavers (**Action: Sarah Alexander/Emma Cummergen**).
- Noted regular updates on Ofsted would be provided at CPAC meetings.
- Requested an explanation of 'suitable' and 'unsuitable' housing (as discussed in the Performance Report at July 2018 CPAC meeting) to be circulated before next CPAC meeting (**Action: Ann Graham/Clerk**).

- Noted the update on the regionalisation of adoption provided by the Chair. A report had intended to be presented at September 2018 Cabinet, however, regional arrangements were still in development and it was anticipated the report would be presented to Cabinet in early 2019. It was highlighted that working with neighbouring authorities was crucial in securing arrangements that would work for Haringey Council (**Action: Chair/ongoing**).

33. PERFORMANCE FOR THE YEAR TO SEPTEMBER 2018

Sarah Alexander introduced this report to the Committee and highlighted the following:

- The proportion of fostered children in Haringey Council's provision had increased to 41% from 36% in the previous quarter.
- The number of looked-after children had generally remained at the same level.
- The percentage of up-to-date dental checks for looked-after children was increasing. As part of LAC reviews, social workers were encouraged to question when dental check had last taken place.
- There had been a slight increase in the caseload of certain teams within the service. This was being monitored to ensure caseloads remained at a manageable level.

The Committee queried the performance of Pathway plans (a plan to provide for a young person's road to independence, detailing a range of issues such as their health, goals and ambitions), noting the target of 90% was being underachieved by 10%. Officers informed they were closely monitoring this but highlighted there were challenges such as where those on Pathway plans were in prison, which created difficulties in meeting with them in a timely manner. Management were tracking Pathway plans every two weeks.

The Committee was informed that 14 care leavers, who were unaccompanied asylum seeking children, were missing. Officers confirmed they checked in with the police and Home Office every 3 months for potential updates but acknowledged they could have been removed or deported without their knowing as the Home Office was not obliged to inform the CYPS if this had been the case.

Regarding paragraph 2.4 of the report, Officers clarified that children could cease to be looked after by discharging themselves from care between 16 and 18, but they are dissuaded from doing so.

34. KNIFE CRIME

Clerk notes – to assist Officers, this Item was held after Item 5 and before Item 6.

Jennifer Sergeant and Eubert Malcolm outlined this report and presentation which detailed the knife crime situation in Haringey and set out certain initiatives and strategic actions in place to address the issue. Officers confirmed the statistics

contained within the report were a year-on-year comparison from the two previous years.

Officers highlighted the following:

- There had been an increase in moped-enabled crime within the borough which the Council was monitoring.
- Community knife sweep had been a successful initiative in working with residents to remove knives off the streets of Haringey.
- Street doctors (who educated young people to change their attitude towards violence) had been successful in deterring young people from carrying weapons. Officers confirmed this initiative was a group led programme where young people were shown the impact of knife crime, which involved graphic material of real life knife injuries. They were also given the skills on how to treat injuries caused by weapons.
- Where a school approached the Council to raise concern about a particular issue they faced, the Council arranged for a team to go to that school to help tackle that issue.
- A Young People at Risk Strategy was being led by the Cabinet Member for Communities, Safety and Engagement, which focussed on earlier intervention to reduce knife crime. The strategy involved listening directly to young people and incorporating their ideas.
- There was an Integrated Gang Unit which had gang workers operating within communities.
- A project in place involved staff across the service working with young people at HM Prison Pentonville to identify issues such as how best to help them reintegrate in the community or how to prevent them from reoffending once released.
- A Godwin Lawson Foundation report had been significant in capturing the viewpoints of young people in the borough on the issue of knife crime.

With regard to addressing particular crimes in the borough, the Committee queried who set the local priorities, namely robbery and Non-domestic Violence with Injury. Officers confirmed the local priorities were issues that the borough statistically had struggled to address and became priorities as a result.

With regard to the 'Knife Crime by LAC Status' table on page 30, Officers clarified that those 10 children who were listed as looked-after children, were already looked-after. Officers would confirm whether those children were perpetrators or victims. **(Action: Jennifer Sergeant)**

The Chair questioned Officers on what measures were in place to assist those looked-after children involved with crime or at risk of becoming involved. Officers informed social workers and youth justice workers worked in collaboration where a child was identified as being looked-after child. Where a child was remanded to Youth Detention Accommodation (YDA), they were encouraged to contact their youth justice worker at any time via telephone, mobile or email, about any issue or concern they had. The Council checked up to ensure they had been provided with that opportunity by the

YDA. Officers also encouraged a separation between the statutory LAC review and a young person's individual visit. This allowed the looked-after child to discuss matters with their social worker outside of a formal environment. Officers were monitoring that the meetings were being separated by requesting times be recorded for both.

Officers noted that certain looked-after children may feel reluctant to talk to professionals about their problems and concerns. Mentors had been discussed as an effective intermediary but resources and the availability of mentors meant this was not a practical or viable solution. Officers suggested looking at trusted adults for those young people, who would be available for them when the services were not.

The Committee queried how voices of young people were being listened to. Officers informed an application called MOMO had been set up which collected feedback from young people that was to be implemented within the youth justice service. For HMIP purposes, the Council had set up a feedback system whereby young people were asked to confidentially provide their experiences of the youth justice service. Young people were encouraged on the importance of their feedback and sharing of their experiences.

The Committee noted an increasing number of press reports that young girls were being coerced into involvement with knife crime. They queried whether there were any statistics for young girls in Haringey that demonstrated this. Officers confirmed that the number of young women in Haringey's youth justice system was less than 100. Officers acknowledged that young girls carrying weapons was an increasing issue which the Council was monitoring. Officers noted that the Council's indicators were heavily focussed on police flagging and unless individuals were flagged, the Council would be uninformed and unable to intervene or assist. Officers also highlighted the role of the Exploitation Panel which met monthly to discuss issues of exploitation. There was also a Gang Action Group that covered girls in gangs.

The Committee queried whether any difference had been observed in the treatment of looked-after children to non-looked after children within the youth justice system. Officers informed a study was being conducted by the youth court which was investigating sentencing behaviours of magistrates, using those at Highbury Court for the study. Officers would update the Committee on the outcome of that work and the reoffending statistics of looked-after children at a future meeting. **(Action: Jennifer Sergeant /Eubert Malcolm)**

The Committee requested a report with a specific focus on looked-after children in Haringey affected by the issues raised above. The Committee sought to be assured that looked-after children who came into the Council's care had their needs met. The report should contain:

- general background information;
- anonymised case studies;
- actual figures expressed as a comparison of total looked-after children population to enable the Committee to observe the scale of the issue; and

- what the proportion was for looked-after children involved with the youth justice service in comparison to non-looked-after children involved with the youth justice service. **(Action: Jennifer Sergeant / Eubert Malcolm)**

35. HARINGEY VIRTUAL SCHOOL ANNUAL REPORT 2017 AND PROVISIONAL KEY STAGE AND GCSE RESULTS 2018

Fiona Smith, Headteacher Virtual Head of School, introduced this report to the Committee. It was highlighted the year-on-year analysis was an important indicator of overall performance but the Virtual School was primarily focussed on tracking and monitoring the progress of individual children and responding to their needs.

The Chair praised the achievements of Haringey Virtual School and noted the positive statistic that the educational performance of Haringey's looked-after children at the end of Key Stage 4 was within the top 10% of the country.

Where there was statistical evidence that an ethnic group was being outperformed by other ethnic groups, the Committee queried whether any strategies existed to respond to those disparities. Officers confirmed the Virtual School did not have any such strategies but that each child was individually assessed using the data provided by schools and the Virtual School would hold the school to account over how it was providing for that child. The Virtual School focussed on ensuring that looked-after children were at either good or outstanding rated schools and had the support they individually required.

The Committee noted that 75% of 219 pupils in care for one year or longer between 1st April 2016 and 31st March 2017 in reception to year 11 attended education provision outside Haringey and sought Officers comments on this. Officers informed that Department for Education guidelines recommended education provision be within 20 miles of the children's home address, and this was the case for approximately 90% of Haringey's looked-after children. Officers further clarified that the data informing the statistics of the report were only for those looked-after children who had been looked-after for one year or more, to prevent a misrepresentation of the statistics.

The Committee queried how confident Officers were that premiums provided to schools were being used appropriately in spending on the pupils it was provided for. Officers admitted there had been reservations about the premium spending but a more efficient strategy was in place to monitor the spending and better hold schools to account. This included closely monitoring Personal Education Plans (PEP) meetings and signing every PEP off.

The Committee suggested removing the word 'slightly' from the report at paragraph 34 of Appendix 1, as they felt it did not reflect the statistical comparison between the ethnicity of look-after children and ethnicity of Haringey Borough as a whole.

36. MEMBER TRAINING

The Committee was informed 20th November 2018 was the first scheduled training date. A representative from Local Government Association would be present.

Further details of future training would be sent to CPAC members. There would also be training for all councillors to recognise that all, as corporate parents, had a collective responsibility towards looked after children and care leavers. **(Action: Sarah Alexander/ Chair)**

37. OFSTED INSPECTION OF LOCAL AUTHORITIES CHILDREN'S SERVICES (ILACS)

The Committee requested an update on the Ofsted inspection be included in the January 2019 CPAC agenda. **(Action: Ann Graham/ Clerk)**

38. ANY OTHER BUSINESS

None.

CHAIR: Councillor Elin Weston

Signed by Chair

Date

Report for: Corporate Parent Advisory Committee: 17 January 2019

Title: Performance for the year to December 2018

Report
Authorised by: 
Director Children's Services Ann Graham

Lead Officer: Margaret Gallagher, Corporate Performance Manager
margaret.gallagher@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Non key

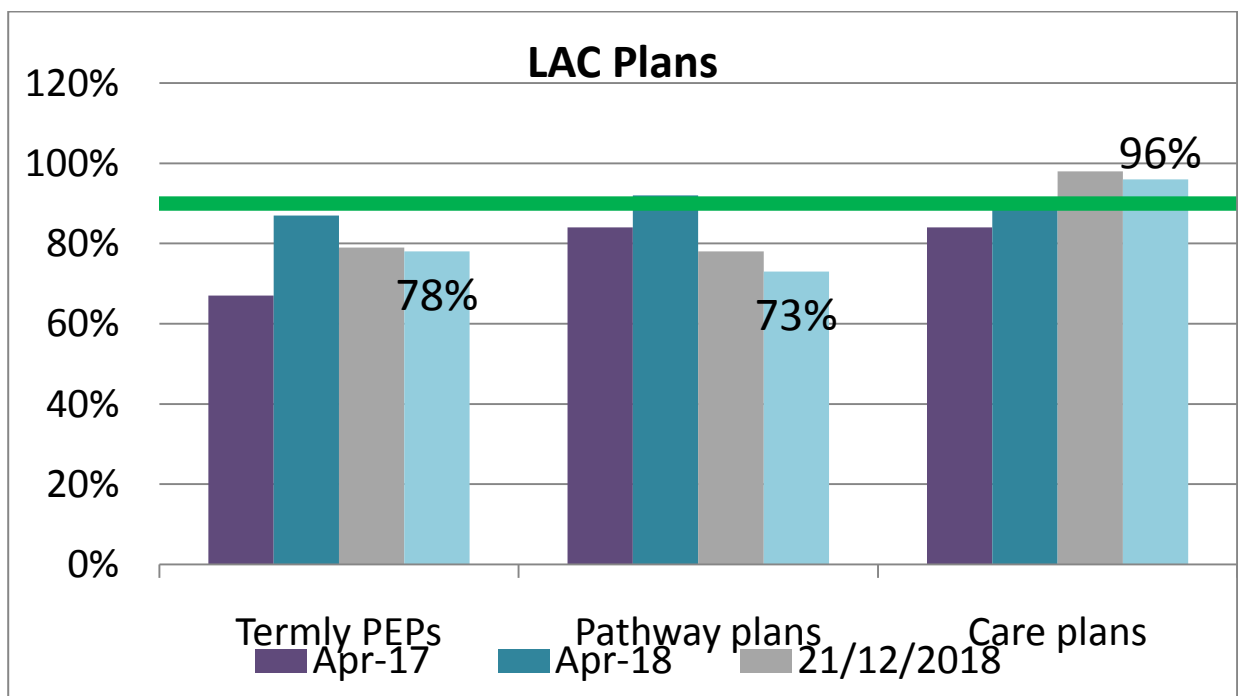
1. Introduction

- 1.1. This report provides an analysis of the performance data and trends for an agreed set of measures relating to looked after children on behalf of the Corporate Parenting Advisory Committee.
- 1.2. Section 2 contains performance highlights and key messages identifying areas of improvement and areas for focus. It provides an overall assessment relating to Children in Care so that Members can assess progress in key areas within the context of the Local Authority's role as Corporate Parent.
- 1.3. Section 3 provides an update on caseloads, staff turnover and recruitment for the teams working with Children in Care.

2. Overall Assessment of Performance

- 2.1. 421 **children were in care** as at the 31st December 2018 or 71 per 10,000 population including 45 unaccompanied asylum seeker children or 11% of open children looked after cases as at 31st December 2018. This is a reduction from the 13% at the end of 2017/18 and puts us just above (3 children) the 0.07% of the child population threshold set by central government. Our current looked after children rate is slightly above that of our statistical neighbours (66 per 10,000 population) and national average (64). The rate of children becoming looked after is showing a slight increase at 39 per 10,000 compared to 33 at the end of March 2018 but is broadly in line with statistical neighbours rates and similar to the past two years.
- 2.2. In the first 9 months of 2018/19, 178 children have started to be looked after and 182 children have ceased to be looked after.

- 2.3. The most common reason for children ceasing to be looked after (91 Children) is that the children returned home for any other reason including turning 18. The next most common reason is that the child returned home to live with relatives or parents (63 Children in the period April to end of December) which can be as part of the care planning process or unplanned. See graph on page 12 of ChAT extract for more detail.
- 2.4. There were 18 **permanency orders** as at the end of December, 10 **adoptions** and 8 **special guardianship orders (SGO)** equating to 5% and 4% of those that ceased to be looked after in the period. This is comparatively poor compared to the national position (13% and 11%) but not hugely different to the statistical neighbour position for adoptions (6% in 2017/18). However the proportion of children who achieved permanency through an SGOs at 4% is significantly less than that of our statistical neighbours (12% in 2017/18).
- 2.5. The recent Ofsted inspection found that permanency planning for all children in care was an area for improvement including effective challenge from independent reviewing officers to ensure that there is no delay in the system and that children, for example in long term fostering arrangements would benefit from having a permanency plan to feel more secure.
- 2.6. As at 4th January 2019, 96% of looked after children aged under 16 had an **up to date Care Plan** continuing the positive trend despite a small drop on performance levels achieved as at Mid-December. The graph below illustrates the trend on this and other areas relating to looked after children overtime.



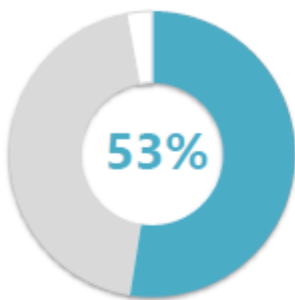
- 2.7. Regular weekly meetings to track activity and performance continue to be held with the Head of Service for Children in Care and team managers. The light blue bar (furthest right bar in each block) shows the position relating to the week ending 4th January 2019.

- 2.8. As shown above 73% of looked after children aged 16-17 had **up to date Pathway Plans**. This area remains a challenge and continues to be tracked and monitored with fortnightly performance meetings. The Young Adults service are focusing more on the quality of the pathway plans and although the 90% target has not been achieved the service are working more collaboratively and innovatively using new techniques to engage the young people concerned.
- 2.9. Performance on **Personal Education Plans (PEPs)** stands at 78% for statutory school age children with an up to date PEP. The focus needs to be on drawing up plans for the 22% of children without an up to date PEP and for information to be gathered in a more timely fashion. Detailed weekly management information by team is available to show what needs to be done and by which party e.g. social work, school or virtual school. The start of each school term sees a fall in the percentage as the older PEPs become out of date, the percentage rises over the course of the term as more are completed. PEPs are only counted as in date if they are dated in the current or previous term.
- 2.10. Further guidance and training on the process and use of the new e-form is being rolled out to support improvement in this area. Once fully embedded the use of new e.PEPs will improve both the timeliness of approval by making it easier for the schools to complete their part but more importantly the quality of the plans and outcomes for the young people. Ofsted found that the quality of PEPs was too variable and the impact of the new ePEPs system, although improving information sharing was not yet impacting on the quality.
- 2.11. 94% of **visits to Children in Care** were recorded as completed in the relevant timescales in the week ending 14 December 2018, although this dipped to 89% in the week beginning 7th January 2019, it is a step change in performance and in line with expected standards. Performance on visits to looked after children continues to be tracked at performance meetings, held by the Head of Service for Children in Care, and along with supervision meetings continues to be actively monitored.
- 2.12. At the end of December 2018, 9% of the current looked after **children had three or more placement moves**, just below the last published statistical neighbour average (11%) but in line with the national position (10%). This equates to 41 children. Children **under 16 who had been in care for at least 2.5 years in the same placement for at least 2 years**, has increased to 76% above the national average (70%) and the published data for our statistical neighbours (64%). These two indicators should be viewed together to gain a view of placement stability for Haringey's children in care. The data confirms the Ofsted finding that the majority of children in care receive good care, support and placement choice in both the short and long term and experience placement stability.
- 2.13. At the end of December children who were looked after for at least 12 months with an **up to date health assessment was 98%**, an improvement on the 94% returned for 2017/18. This is above statistical neighbour performance 90%, national levels 88% and our achievement in both 2016/17 (93%) as well as 2017/18. Excellent performance has been sustained in this area this year.

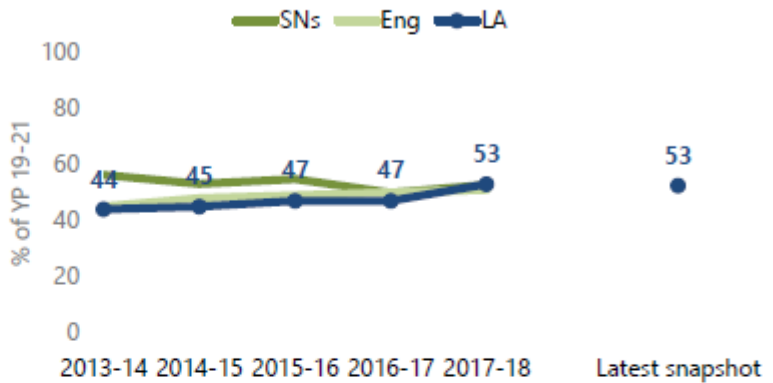
- 2.14. At the end of December 76% of eligible children had **up to date dental visits**. The Head of Service for Children in Care and placements is leading an action plan for young people needing dental checks with consideration being given to increase this by the use of incentives for older looked after children.
- 2.15. Of the 232 **care leavers aged 19-21** and 82 **17-18 year olds** in receipt of leaving care services, 93% and 97% were considered as in touch with the local authority at the end of December, a considerable improvement on the proportions previously reported. 53% of the 19-21 year olds and 76% of the 17-18 year olds were known to be in **Education Employment or Training (EET)** in line with statistical neighbour figures. Haringey has higher proportions of young people in Higher Education than our statistical neighbours and compares favourably with the national position- see graphs below detailing activity types for 19-21 year olds.
- 2.16. 93% of 19-21 year olds were known to be in suitable accommodation at the end of December and 92% of 17-18 year olds. Again this area has shown significant improvement from the 83%(19-21 year olds) in suitable accommodation, returned for 2017/18 and compares favourably to the 2017/18 statistical neighbour average of 81%. The Ofsted report found that a range of suitable accommodation is available, and support to secure tenancies is in place when young people are ready to move on.
- 2.17. Improvements in the care leaving service were recognised by Ofsted in their recent visit and these services are now considered a strength. They found that young people are supported to attend the not in education, employment or training (NEET) Panel to understand realistic and achievable options to engage them in areas that interest them. They felt that approach alongside tracking of individual cases is ensuring that NEET figures are reducing and that care leavers have a range of opportunities to gain skills and confidence and to prepare for living independently. The graphs below show the education, employment and training activity and the suitable accommodation activity and types.

Education, Employment, or Training (EET) of 19-21 year olds

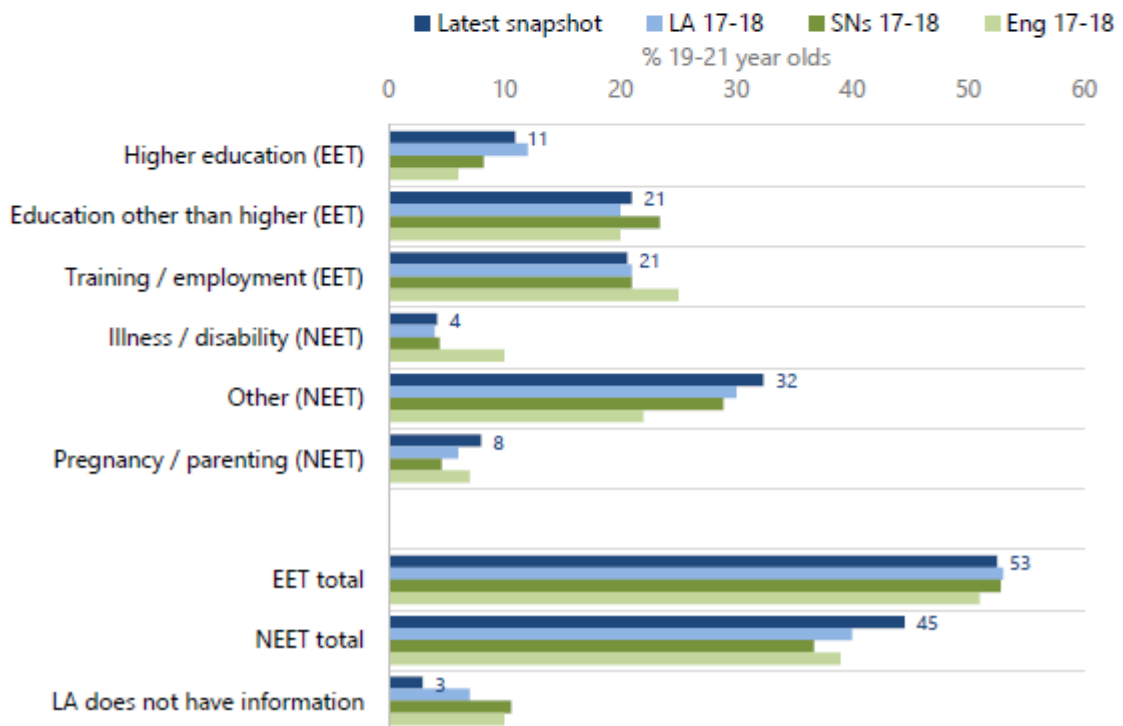
ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	82	81	75	238
In EET	61%	54%	41%	53%



■ YP in EET ■ NEET
□ No info



Activity types of 19-21 year olds

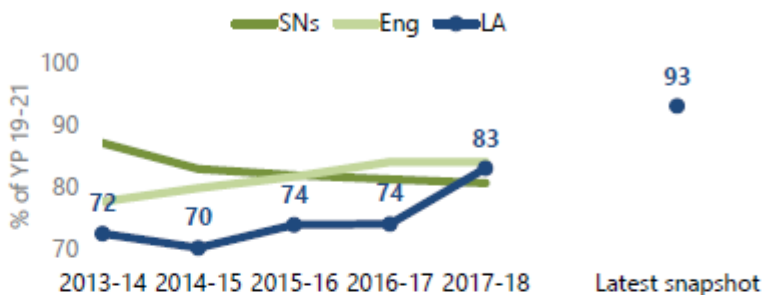


Accommodation suitability of 19-21 year olds

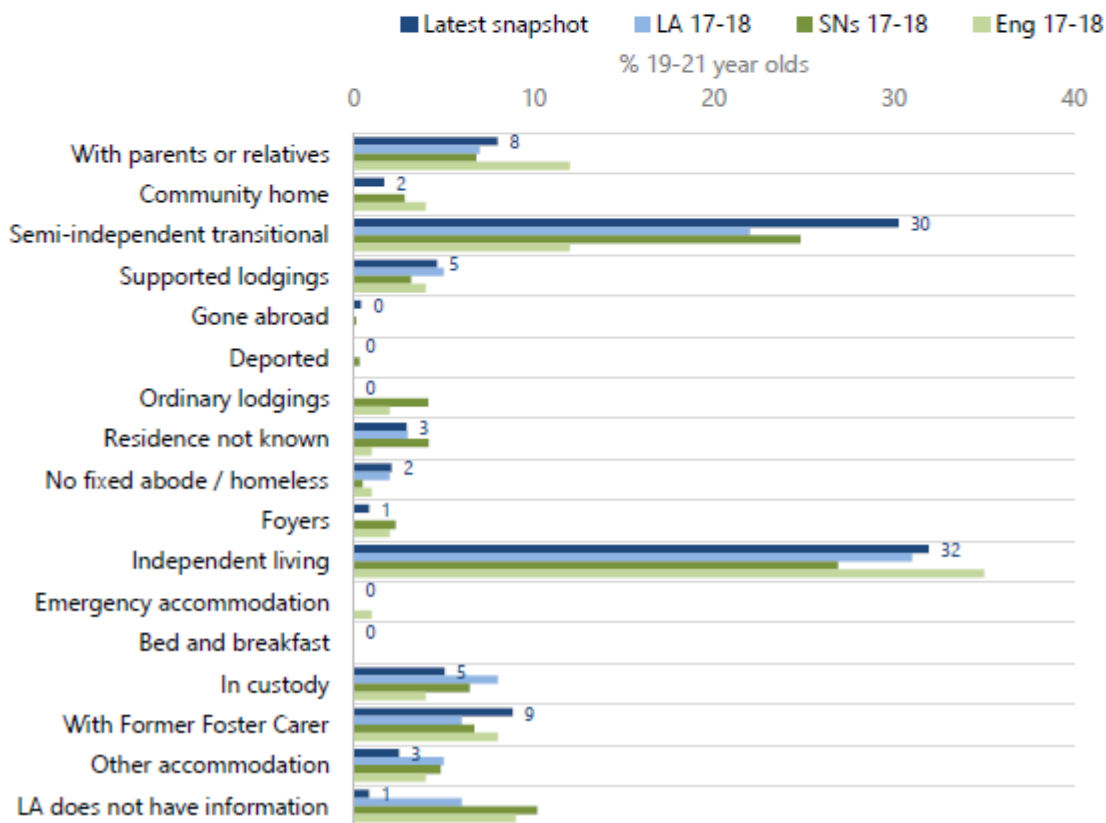


■ Suitable accom
 ■ Not suitable
 □ No information

ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	78	80	72	230
In suitable accommodation	95%	94%	90%	93%

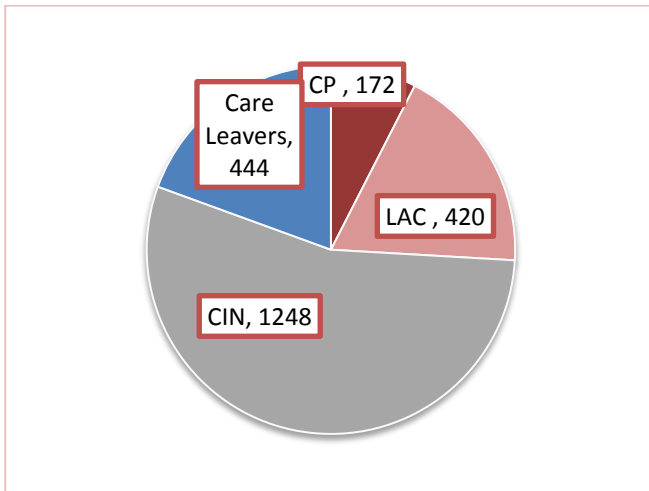


Accommodation types of 19-21 year olds

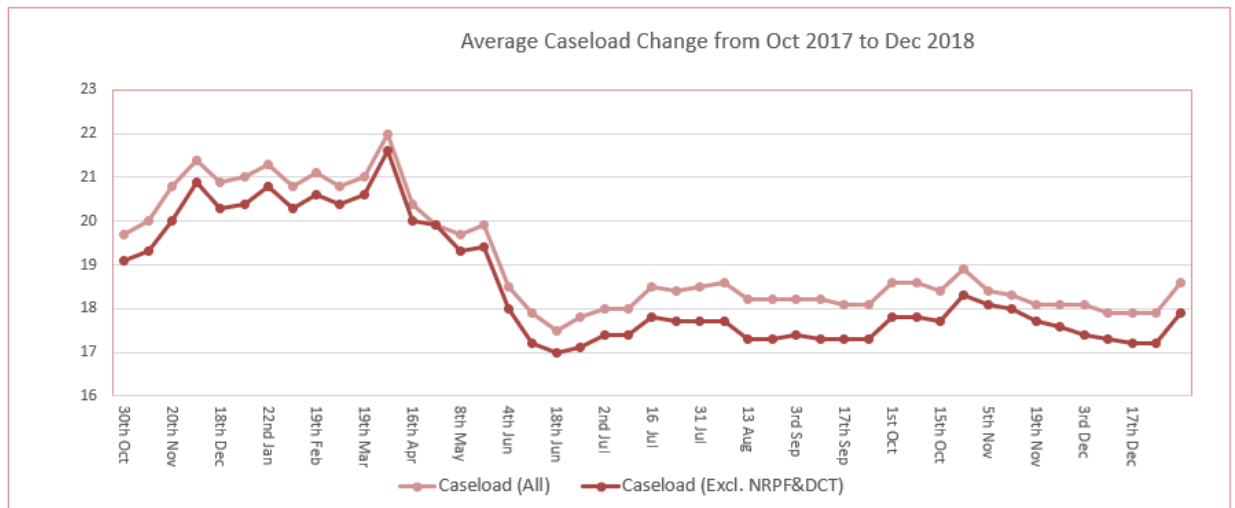


3. Children in Care staffing, caseloads including Recruitment and Turnover

3.1. Caseloads are monitored across all social care teams and a weekly report is produced to show allocation of the different types of cases across the service. The pie chart below shows the make up of social care clients as at the 7th January 2019.



- 3.2. From the last report, the number of Child Protection cases has reduced from 214 to 172, this is understood. The looked after children numbers have remained stable and there has been a slight increase in the number of children in Need cases (from 1118 as at 1st October to 1248) and the number of care leavers from 416 to 444.
- 3.3. Caseload monitoring has shown pressure in some areas of the service but compared to 1 year ago caseloads are lower, the average caseload was 3 cases higher per worker at 21 cases so a downward trend in caseloads since the spring is evident with some peaks mostly in the assessment teams impacting the Children in Need numbers. The graph below shows the change overtime on caseloads across the CYPS social care service.



- 3.4. Specifically in relation to looked after children, the average caseloads for the teams where the majority of these children sit were as follows as at 17th December:
- Court Service 10.9 same as average caseload in October but down on 14.4 in May 2018
 - Young People in Care Teams 15.1 down slightly on 15.6 average caseload at the beginning of October 2018

- Young Adults Service 20.7, a slight increase from the 19.4 average caseload in October and almost 3 cases more per worker since May (17.9 in May)

3.5 In overcoming recruitment and retention challenges with regards to qualified social workers, there has been a number of workforce initiatives and strategies developed and implemented in 2018. The purpose of these initiatives and strategies were to increase levels of employee engagement and mobility, increase workforce related cost-efficiencies and ultimately futureproof the Children's Services department. As of December 2018, the turnover rate of permanent social worker roles stood at 11.11% with London Boroughs' average being 17%. The turnover target rate for Children's Services in Haringey Council is 8%. December's qualified agency social worker profile within Children's Service was 30%. The average London Boroughs' agency social worker profile is currently 24%.

3.5.1 These workforce initiatives and strategies involve a wide range of stakeholders and are interlinked to other strategies such as the MTFs and the Children's Services Improvement Programme.

3.5.2 The key objectives which underpin the initiatives and strategies are:

- Recruitment
- Financial
- Retention
- Develop a "Grow Our Own Strategy".

3.5.3 Within the Recruitment objective, there are a number of actions being undertaken. These include:

- meeting monthly with Haringey Council's resourcing partner HAYS and going through the monthly Recruitment management information,
- following up with any actions plan once this management information has been analysed,
- developing a recruitment attraction strategy for permanent Social Workers, agreement on KPIs and SLAs,
- creating a digital recruitment strategy and a review of all Recruitment processes.

HAYS, the Council's resourcing partner have also been tasked with a number of actions including:

- to successfully recruit an agreed number of qualified social worker roles within a specific timeframe,
- to create a standard Recruitment management information dashboard,
- to review their operation of Tier 2 suppliers and
- to ensure that there is greater onsite support.

3.5.4 Within the Financial objective, the focus has been on

- the agreement of financial objectives for Budget Holders,
- SAP objectives for Children's Services Managers,
- all managers receiving finance training,
- an analysis of cost of Absenteeism to the Children Services department,
- a reviewed process for the signing off of new vacancies and

- clear objectives in place for establishment cleansing and
- a costing exercise of how much savings are potentially had by converting all agency workers to permanent employees.

3.5.5 Within the Retention objective, these actions centre on

- improving completion rates for My Conversation and implementing a new 1-2-1/My Conversation form across Children's Services,
- delivering a series of Training workshops for all Children's Services Managers,
- developing clear career pathways and embedding a culture of learning and knowledge sharing,
- reviewing the Children's Services Induction,
- developing a "Grow Our Own Strategy" for Children's Services,
- developing a Children's Services Workforce Strategy,
- a review of the Children's Services Learning and Development offering, and
- a review of sickness and exit interview processes.

3.5.6 These actions are aligned to the changing needs of the Children's Services department. It should be noted that some of these actions have been completed and others continue to be worked on.

3.5.7 One of the key strategies which is being utilised in addressing the Recruitment and Retention challenges within Children's Services is the development of a "Grow Our Own Strategy". This is already underway with the release of 10 agency Social Workers with the appointment of 10 ASYE students between October 2018 to January 2019. There is also a focus on scoping out what frameworks would need to be in place to upscale the intake of ASYE students and student placements. Furthermore, the Learning and Organisational Development lead for Children's Services and the HR Business Partner for Children's Services are working together on developing career pathway frameworks for all qualified social worker roles. This will then give clearer opportunities for succession planning with Children's Services.

4. Contribution to strategic outcomes

4.1. Council Plan 2014-18 and new Borough Plan 2019-2022
Priority 1/ People Priority: Enable every child and young person to have the best start in life, with high quality education.

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Report for: Corporate Parenting Advisory Committee 17 January 2018

Title: Inspection of Haringey Children's Services

Report authorised by : 
Ann Graham

Lead Officer: Ann Graham, Director, Children's Services, 020 8489 3206
Ann.graham@haringey.gov.uk

Ward(s) affected: NA

1. Describe the issue under consideration

The inspection of Haringey Children's Services.

2. Recommendations

For Members to receive the Ofsted inspection report and presentation.

3. Background information

3.1 Haringey Children's Services were inspected under the Inspection of Local Authorities Children's Services framework (ILACS) between 29th October and 9th November 2018.

3.2 The findings were published on December 14th 2018 and were consistent with the service's self-evaluation of requires improvement.

3.3 The findings identify areas of strength in practice and areas for development.

3.4. An action plan to address the findings is in progress and will be overseen by the Children's Improvement Board.

3.5 The action plan is to be submitted to Ofsted by 18 March 2019, and a report will go to Cabinet in March with the Ofsted inspection report and the action plan.

4. Use of Appendices

Appendix A – Ofsted inspection report.

Appendix B - presentation

5. Local Government (Access to Information) Act 1985

ILACS framework: <https://www.gov.uk/government/publications/inspecting-local-authority-childrens-services-from-2018>

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Haringey

Inspection of children's social care services

Inspection dates: 29 October 2018 to 9 November 2018

Lead inspector: Anne Waterman
Her Majesty's Inspector

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

While children, young people and their carers do not consistently receive a good service, this is improving. Staff and managers are ambitious for children and young people and are tenacious in their efforts to help and support them.

Since the single inspection framework (SIF) inspection in 2014, a number of changes at senior management level have hindered progress to improve key areas of practice. Not all actions to address previous inspection recommendations have been sustained. The appointment of a permanent director of children services in April 2018 has led to a step change in the pace and focus in addressing practice deficits. This is beginning to have a positive impact. Leaders know their services well and are appropriately acting on the key areas for development found by inspectors.

Substantive improvements have been made in the provision of services for children who need help and protection, particularly in the multi-agency safeguarding hub (MASH) since the joint area targeted inspection (JTAI) on neglect in December 2017. However, there has been insufficient focus on the quality of practice in the disabled

children's team, where assessments are not up to date and plans are insufficiently child-focused.

The vast majority of children in long-term foster care live in stable homes and make good progress. However, not all children have their plans for permanence progressed in a timely manner. Assessments and plans for children in care are not updated when their needs change and a lack of rigour and challenge means that actions are too often reactive rather than planned. Services for care leavers have improved significantly since the last inspection, and they are well supported to achieve good outcomes and prepare for adulthood.

What needs to improve

- Assessment of children's needs when their circumstances change, in order to inform plans.
- Child-focused plans, particularly in the disabled children's team, where the understanding of thresholds when risks escalate also needs to improve.
- Timely and effective permanence planning for all children in care, including effective challenge brought by independent reviewing officers.
- Placement sufficiency for vulnerable adolescents.
- The quality and timeliness of case recording, including the recording of management decision-making.
- The quality of audits to inform practice and drive practice improvements.
- The strategic partnership response to criminally exploited children.
- The offer and take-up of return home interviews and the subsequent use of intelligence to inform individual children's plans and wider partnership activity.
- Pathways to private fostering.

The experiences and progress of children who need help and protection: Requires improvement to be good

1. The coordination of early help services is under developed. Plans to involve partner agencies in the lead professional role have lacked pace since the last inspection in 2014. Following the JTAI in December 2017, there have been improvements within the MASH. Early help workers effectively screen and signpost families, either onwards to early help locality teams, or to other appropriate services. The number of referrals to early help is rising, leading to more children receiving help in a timely way. However, too many early help assessments and plans lack focus and they are not always purposeful. For this reason, the impact of practice and interventions for children and their families is not always clearly demonstrated.
2. Actions taken following the JTAI, including well-focused corporate investment and commitment, have led to well-established systems in the MASH to ensure that children receive a timely and appropriate response to concerns. Thresholds for children at risk of significant harm are generally well understood and are consistently applied by a range of multi-agency professionals, who work well together to ensure that relevant information is available to inform decision-making. New developments since the JTAI have led to stronger health information-sharing from general practitioners and adult mental health services. Experienced and well-trained staff carefully oversee decisions so that children are effectively safeguarded.
3. The use of a red, amber, green (RAG) rating system ensures timely and appropriate progression, either to assessment for children when there are immediate concerns, or for further checks when more information is required. This ensures that children and their families receive the right help as quickly as possible. Consent is routinely and sensitively sought from parents when appropriate, and is systematically recorded on case files.
4. In the majority of cases, strategy discussions take place when risks escalate. Police attend initial strategy discussions in the MASH, and health agencies provide information, although health and other relevant agencies are not always in attendance. This limits the extent to which they can engage in and contribute to discussion and decisions. Plans are in place to improve the attendance of health professionals. Discussions held at hospitals have good health attendance.
5. Comprehensive and timely assessments with helpful analysis form the basis of subsequent work and planning. Children and parents are engaged in assessments and their voice and lived experience are prominent in the work carried out. The engagement of fathers is too variable, and evidence of their involvement was not seen in a minority of cases by inspectors. Consideration of the diversity of children's needs is well evidenced in assessments, for example in the regular and routine use of interpreters.

6. Children receive a service from the emergency duty team that keeps them safe and, in most cases, this is timely. There is an effective system for information-sharing with daytime services, although recording is not consistently child focused. The local authority and partner agencies have plans to revise the service and move to a 'children-only' service that is more closely linked with both the MASH and police in the near future.
7. Young people who present as homeless are responded to appropriately. This response includes immediate and extended family mediation to identify alternatives while their needs are being assessed. Most assessments are undertaken jointly with housing, particularly for those young people who are near their 18th birthday, and they are well supported practically to complete housing and benefit applications. Young people who need accommodation are provided with it.
8. Child in need (CIN) and child protection (CP) plans appropriately consider the main issues for children and their families. However, they are not always detailed or specific enough about the actions required to improve outcomes for children. This means that, in some cases, while core groups and child in need meetings are held regularly, it is difficult to know whether risks have reduced. When cases are stepped down from child protection, plans lack detail. However, in some cases, where social workers update plans once actions are completed, it is then clear what still needs to be undertaken to protect children. Contingency planning is not well embedded in practice.
9. For children on second and subsequent child protection plans at risk of neglect, there is clear evidence that sufficient progress is made in reducing risks. However, this was not sustained in all cases. In most cases considered by inspectors, repeat plans were appropriate and were because of new presenting risks. Plans demonstrate consistent engagement from professionals in core groups, and, in the main, actions are clear enough for families to know what needs to change. A range of support services are accessible to families to support them. Actions in plans are not always smart, measurable, achievable, realistic and target-specific (SMART). Open-ended timescales mean that it is difficult to show that sufficient progress has been made to reduce risk.
10. The Public Law Outline (PLO) process is not used consistently well to progress work with children who may require legal steps to ensure that they are safe. The PLO tracker document is not used proactively to monitor progress. PLO meetings are not always held when concerns first arise and letters before action are often lengthy, overly complicated, and not clearly aligned with child protection procedures. This means that parents do not always understand fully what needs to change. Decision-making, including applications to the court, is not always taken as quickly or as decisively as it should be.
11. Managers are aware of deficiencies in the effective application of the PLO process. They have recently instigated a new case management panel process

which reviews longstanding CIN or CP plans that are not demonstrating timely or sufficient change, as well as providing oversight of the progression of children's cases before the court. This is a well-considered update of performance management and case oversight processes, although it is at too early a stage to have yet had a measurable impact.

12. The local authority has put in place a clear, comprehensive and confidential system to manage allegations of abuse, mistreatment or poor practice by professionals and carers. There are effective professional networks that give confidence to professionals concerned about allegations against workers in contact with children. The designated officer has established effective and credible strategic relationships with key agencies, including faith communities. Records build a clear and accurate chronology of events and actions and provide evidence of a clear rationale for decisions about threshold and action. Regular and well-attended training has raised awareness and promoted the designated officer role that ensures a reliable response to safeguard children.
13. There are a low number of children who are privately fostered. In cases considered by inspectors, there was insufficient involvement of fathers in the assessment process, and support to improve the children's living arrangements was not effective. Practice in this area needs to be improved so that workers understand pathways into private fostering and are aware of the regulations.
14. Management oversight and supervision of casework is variable in frequency, quality and effectiveness. This has been significantly impacted on by the high turnover of social workers and managers. Despite these workforce challenges, a clear focus on embedding the local authority's model of practice is evident. All staff have received training and this is being consistently used. In the majority of cases, this is helping families to be clear about concerns and ensures that professionals focus their work on these key areas.
15. Most children are seen and seen alone by social workers, who visit them regularly to undertake direct work and build trusted relationships. This is not yet the case for all children, as some are not visited as frequently as they should be. In some cases, visits have taken place but there is no evidence of the work undertaken because recording was not up to date on children's files.
16. Children and young people who are subject to, or at risk of, criminal exploitation, child sexual exploitation and gang affiliation are appropriately protected and supported by their social workers and other key professionals, who show a high level of concern, tenacity and care to build trusting relationships with them. Inspectors found that the lives of some young people had become more stable and less risky because of the support they have received.
17. Arrangements to support and understand episodes where children go missing are under developed and poorly resourced. Inspectors saw timely liaison

between police and social workers to ensure that they are informed about children who are missing. However, take up of return home interviews is very low. This means that detailed information about the reasons and whereabouts of children who are missing is not always known due to lack of engagement and reluctance of young people to speak about their experiences.

18. Visits to electively home-educated children where a safeguarding concern has been identified are not always timely in order to ensure that their needs are being addressed.
19. Thresholds in the children with disabilities teams are not well understood nor well applied when risks escalate. Assessments are not updated when needs change, and plans are insufficiently child focused. In the majority of cases, plans focus on the needs of parents rather than the child.
20. The quality of management oversight is inconsistent and social workers are not supported to follow child protection processes. A lack of management grip on the progression of plans means that children's needs are not always being met in a timely way.
21. The local authority has a youth centre that offers excellent provision for young people in Haringey. The centre offers a wide range of effective universal and targeted support, facilitated by highly motivated and skilled workers. The centre has established links across the local community, with effective partnerships collaborating well to offer support that engages children in expanding their horizons and achieving education and employment opportunities. Young people are highly involved and influential in developing and delivering this service, including, for example, the production of a hard-hitting and realistic video on the impact of social media on grooming behaviour and risks involved in relation to child sexual exploitation. Young people regard the centre as a safe space, and it is well placed to support further preventative work with them around issues such as youth violence and gangs.

The experiences and progress of children in care and care leavers: Requires improvement to be good

22. Threshold decisions for children coming into care are appropriate and timely in the majority of cases. Social work statements to the court make clear, evidence-based recommendations that are well matched to children's current and likely future circumstances and needs. They do not, however, always provide a good depth of analysis or a sufficiently strong sense of children's wishes, feelings and lived experience, even when social workers have undertaken effective direct work with children. This means that the child's lived experience is not evidenced fully in a small number of cases. Once before the court, work is progressed swiftly. In most cases, appropriate parallel plans are in place, including consideration of placements with special guardians or

connected persons. Assessments are carried out alongside work to pursue alternative permanence options, including adoption. However, in a small number of cases parallel planning was not in place for young children.

23. Children with a plan to return home are supported appropriately by social workers and other professionals to ensure that children are safe and thriving. Services are appropriately put in place to support parents, for example the provision of cognitive behavioural therapy.
24. Assessments of children's needs are not updated in a timely fashion when their circumstances change. This means that interventions are often reactive and are driven by immediate need rather than consideration of the long-term needs of children because plans do not include actions to address these.
25. Children's care plans cover the relevant broad issues but are not detailed or specific enough. Plans do not get updated until immediately before the next review, and this means that current plans cannot be shared with relevant professionals or children and are not used effectively in supervision to drive progress against required actions.
26. The local authority is working to strengthen the independent reviewing officer (IRO) challenge. However, this is not yet consistently evident in their work with children. This was particularly evident through the lack of challenge seen in progressing children's permanence plans.
27. Children in care are visited regularly in response to their needs, and often beyond statutory expectations, by social workers who know them well. Inspectors were impressed by the efforts made by social workers to develop relationships with children who have had difficult experiences and have shown sensitivity and empathy towards young people in these circumstances. Although social workers were able to give examples of the direct work they had undertaken with children, this was not always evident on children's records.
28. The use of advocates and independent visitors to support children is not consistently considered. Although inspectors saw an example where a young person had exceptional support from his independent visitor over several years, overall there are very low numbers of young people who benefit from this.
29. Social workers sensitively explore children's histories in the child's timeframe, to ensure that they can understand their pasts. Life-story books and later life letters are well constructed. Foster carers feel well supported by their supervising social workers and through access to numerous support groups. They are also able to receive direct support to help them look after children who have complex emotional and behavioural needs in order to help them improve their outcomes.

30. For almost all children in care, there is regular consideration of their health needs, thorough assessments and dental and optician checks. Immunisations are also checked to be up to date. Social workers and managers are alert to the mental health and well-being needs of children and young people. They make good use of services such as First Steps and the Tavistock to inform their work with children. In most cases, this is consistent whether the children are placed in or out of borough.
31. The virtual school has changed the way in which it oversees personal education plans (PEPs) for children in care. Until recently, the virtual school did not attend many of the meetings to establish targets for pupils or to review their progress against those targets, and information about the PEPs of children in care was not gathered in a timely fashion. Inspectors found the quality of PEPs too variable, and some are not completed fully by the designated teachers in a timely way. The introduction of the electronic personal education plans (EPEPs) system is improving information-sharing, with an increased oversight from the virtual school, although the impact on improving the quality of PEPs is not yet evident. Inspectors found that the pupil premium grant was used well to support after-school activities, including access to a nurture group, extra mathematics and English tuition, and the provision mentors.
32. Children in care access a wide range of leisure activities, including horse riding, singing and dancing schools and football academies. The local authority supports funding to access local sports centres.
33. There is insufficient focus on permanence planning for children. Inspectors did not see evidence of those for children in residential care, other than to stabilise their placements, and for some it was not considered at all. Inspectors found several cases where children were waiting for their permanence plans to be endorsed. While these delays have not impacted on the stability of their placements, for example long-term fostering arrangements in place over several years, having permanence plans in place would help children to feel more secure. The local authority is aware that there needs to be a focus on early planning for permanence for all children and has recently revised systems to enable this to happen. It is too soon to see the impact of this work.
34. In most cases seen, contact plans were clear and well supported to ensure that children are able to maintain a relationship with their birth families. They reflect children's wishes and are changed in response to the child's views. In the majority of cases, brothers and sisters are placed appropriately together.
35. The majority of children in care in Haringey receive good care, support and placement choice that means that, in both the short- and long-term, they experience placement stability. The local authority is aware that short-term stability has declined in the last year. Plans are in place to increase placement sufficiency. However, more needs to be done to ensure that there are places available for vulnerable adolescents. Inspectors found several examples where

children had remained in the same placement for many years, and these placements met their needs well. Conversely, inspectors found examples where vulnerable adolescents had multiple placement moves and the local authority was struggling to find a suitable placement to meet their needs.

36. Most children placed out of borough receive the same standard of service as those in the borough, including health and education support to meet their needs. There was timely liaison with agencies in the area in which the children were placed.
37. Services for care leavers have improved since the last inspection and are now a significant strength. Care leavers receive support from experienced and enthusiastic staff, who are tenacious in their approach with the young people they work with. Having this continuity of worker enables the young person to develop trusting relationships. Pathway plans are clear, are reviewed regularly, and clearly evidence the views of the young person, often in their own words. Care leavers are made aware of their rights and entitlements. There are a range of opportunities for them to gain skills and confidence and to prepare for living independently.
38. A range of suitable accommodation is available, and support to secure tenancies is in place when young people are ready to move on. Workers are in touch with the vast majority of their care leavers and demonstrate continuous efforts when they are not. Care leavers themselves have participated in the recently refreshed pledge and in the development of the local offer. Health histories for young people are on file, and their health needs are discussed in pathway plan reviews. For young people with complex mental health needs, there is effective joint working, with mental health social workers and psychiatrists providing a robust package of support. Young people are supported to attend the not in education, employment or training (NEET) panel to understand realistic and achievable options to engage them in areas that interest them. This, and a focus on tracking individual cases, is ensuring that NEET figures are reducing.

The impact of leaders on social work practice with children and families: Requires improvement to be good

39. A succession of changes in the senior leadership team since the time of the previous inspection in 2014 have hampered the progress in improving key areas of practice. Not all actions taken to address practice improvements were sustained, as shown by findings in the subsequent JTAI of December 2017. A significant increase in pace and re-focus on plans to address identified priorities have been noticeable since the arrival of the current director of children's services earlier this year. She has a clear grip on presenting issues and is driving actions to make improvements. For example, she chairs the children's improvement board, the JTAI action plan group, quarterly performance meetings and the recruitment and retention board.

40. The local authority's self-evaluation and the priorities of the children's improvement board clearly show that leaders recognise where practice requires improvement and are putting plans in place to address these deficits. Since the last inspection, service areas where improvements are evident include the MASH, an effective designated officer service, and the care leavers' service, where there have been substantive improvements in practice. Since the JTAI findings, however, there has been insufficient focus by partners on other areas of practice, and this means that there is still more to do in key areas, for example the strategic overview of criminally exploited children and a greater focus on children with disabilities.
41. Governance arrangements have recently been aligned with guidance, and the DCS now reports directly to the chief executive. Senior leaders are committed and visible. The chief executive is leading the development of a youth strategy, and the well-informed, confident and aspirational lead member is fully involved across a range of committees and boards.
42. There is clear political and wider partnership priority to focus on children and families in Haringey. Elected members receive regular updates on performance and progress across a wide range of areas, and they demonstrate a good understanding of the needs of vulnerable children in their area. They appropriately challenge performance in areas of concern and request further information to improve their understanding of the issues, for example incidents of knife crime; issues relating to minority groups such as lesbian, gay, bisexual and transgender; and issues relating to children from specific ethnic communities. Members of the (corporate parenting) committee have attended presentations on the new safeguarding arrangements, and the local authority is at an early stage of discussion with partners about the implications for multi-agency working.
43. Inspectors were impressed with the committed and capable staff who they met during the inspection. Staff are positive about working in the authority. Reflecting the diversity of the local population, social workers have a sophisticated awareness of diversity and how cultural, religious and other factors underpin children's sense of identity, as well as how they impact on need and risk. Inspectors found this was an integral and core part of everyday practice for social workers.
44. The local authority, as corporate parents, focuses on the key issues in order to improve services for children in care and care leavers. Staff receive regular briefings and training to enable them to understand, clarify and exercise their corporate parenting responsibilities effectively. The members of the committee undertake regular visits to a wide range of services, so that they can hear direct feedback about the impact of services. They ensure that there is a joined-up approach to tackling the issues that affect the young people for whom they are responsible. For example, they appropriately widen their

consideration of issues to include community safety, youth unemployment and placement stability.

45. Local strategic multi-agency arrangements to manage and keep abreast of the complex risks of gangs, violence and criminal exploitation of children are under developed. Robust operational practice and systems are in place to manage the risks to these children. However, the governance through strategic groups to oversee this are not yet sufficiently clear or aligned. Insufficient partnership resources mean that there are limited opportunities for analysis to inform planning to minimise the risks that these children face. The number of return home interviews undertaken is low, therefore information to inform strategic plans from this source is limited.
46. There is a wide range of opportunities for children to participate in the evaluation of services and service design. The local authority actively seeks creative ways to engage young people and receive feedback. They use this well to revise policies, review services and improve practice. An example is the implementation of 'MOMO (mind of my own) Express' to engage those young people who are more difficult to reach, and the involvement of children in the recruitment of designated nurses for children in care. Members of ASPIRE (the children in care council) attend formal committee meetings with the support of a youth worker. A dedicated participation officer has effectively helped young people to meaningfully participate in the development of a comprehensive and accessible 'local offer' for the care leavers service.
47. There is insufficient focus on the impact of the service to improve all children's outcomes. Audits have been overly focused on process. The quality of audits has not reached the local authority's own expectations, in part hampered by a lack of resource. The introduction of practice week in September and a programme that has closer alignment to performance data have been helpful in focusing on the quality of practice. The local authority recognises the need to improve, and plans are in place to further develop the quality assurance framework.
48. The local authority has a wide range of performance information and, in some areas, this is used well. This includes a successful drive to improve the timeliness of assessments, service improvements in the care leavers team, and use of real-time information in the MASH to ensure the effective progression of contacts and referrals. However, this practice is not yet used consistently across all service areas and is not fully utilised to drive the improvements required.
49. The local authority has developed a children looked after and care leavers strategy that includes commissioning intentions. This was informed by a gap analysis of placement sufficiency. This is new and at too early a stage to have had a significant impact. This means that the more challenging areas of

placement sufficiency, for example those linked to older and more vulnerable adolescents, are not yet matching the needs of all young people.

50. Inspectors found inconsistent senior management oversight of practice. For example, systems are not yet established to enable them to have a strong oversight of permanence planning for children in care.
51. The local authority keeps robust data on their workforce in terms of vacancy rates and turnover and these are monitored through the recently developed recruitment and retention board. While there are plans in place to increase the number of permanent staff and reduce vacancy rates, some children experience delay in progression of their plans because they experience frequent changes of social worker.
52. Through the provision of additional capacity to progress work and plans for children, there has been a gradual reduction in caseloads. Staff report feeling supported by their managers and the local authority's wider training and support package. In teams where there is a more stable staffing and manageable caseloads, the positive impact is clear, with regular visits and social workers engaging in direct work and building trusting relationships with children.
53. There is currently no collated data on the skills and experience of the workforce. This means that the learning and development strategy has not been informed by knowledge of the workforce's skills in order to meet identified gaps. This information has just started to be collected. A central record is kept on the in-house courses attended, including the local authority's model of practice, which is successfully embedded.



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Ofsted inspection feedback



Ofsted inspection feedback- December 2018

New framework :

Focused on the child's journey and outcomes

Cases selected from our audit work

Keen to talk with frontline practitioners

Importance of voice of child and parents

Ofsted inspection feedback- December 2018

Challenge :

Self evaluation – do we know about quality of practice and if so how do we know ?

What is the evidence to show improvement ?

Impact of leaders ?

Overall finding :

Requires improvement to be good – consistent with our self evaluation

Safe service – no child found to be unsafe

Ofsted inspection feedback- December 2018

‘Staff and managers are ambitious for children and young people and are tenacious in their efforts to help and support them’

Ofsted inspection feedback- December 2018

Highlights :

- ✓ **Substantive improvements in services for children in need of help and protection, particularly in the MASH**
- ✓ **Bruce Grove youth centre offers excellent provision for young people**

Ofsted inspection feedback- December 2018

Highlights :

- ✓ **Vast majority of children in long term foster care live in stable homes and make good progress**
- ✓ **Services for care leavers have improved significantly – they are well supported to achieve good outcomes**

Ofsted inspection feedback- December 2018

Highlights

- ✓ **Thresholds for children at risk of significant harm are generally understood**
- ✓ **Comprehensive and timely assessments with helpful analysis for the work and planning**
- ✓ **Most children are seen and seen alone by social workers who visit regularly to do direct work and build trusted relationship**

Ofsted inspection feedback- December 2018

Highlights

- ✓ **Inspectors impressed with committed and capable staff who they met**
- ✓ **Staff are positive about working in Haringey**
- ✓ **Reflecting the diversity of the local population, social workers have a sophisticated awareness of diversity and factors underpinning children's sense of identity**

Ofsted inspection feedback- December 2018

Highlights

- ✓ **Additional capacity and gradual reduction in caseloads**
- ✓ **Staff report feeling supported by their managers and training package**
- ✓ **More stable staffing has positive impact for children with social workers making regular visits , engaging in direct work and building trusted relationships**

Ofsted inspection feedback-December 2018

What needs to improve

Core practice :

Assessment : children's needs for when their circumstances change and to inform plans

Plans : to be more child focused

Case recording: quality and timeliness + recording of management decision making

Audits : quality of audits to inform practice and drive practice improvements

Ofsted inspection feedback :December 2018

What needs to improve :

Permanency planning : timely and effective for all children in care , including challenge from IRO's

Placement sufficiency : for vulnerable adolescents

Criminally exploited children : strategic partnership response

Missing children : take up of return home interviews + use of intelligence to inform individual children's plans + wider partnership activity

Private fostering : pathways to identify more children

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Report for: Corporate Parenting Advisory Committee: 17 January 2019

Title: Unemployment and how looked after young people and care leavers are supported in to employment, education and training



Report authorised by : Ann Graham, Director, Children's Services

Lead Officer: Emma Cummergen, Deputy Head of Service Young Adults Service, emma.cummergen@haringey.gov.uk, 0208 489 5845

Ward(s) affected: N/A

**Report for Key/
Non Key Decision:** N/A

Report for information

1. Introduction

- 1.1 Like any good parent, we want to help all care leavers reach their full potential, whether that is going to college or university, taking up an apprenticeship or getting a skilled job. This requires a range of approaches, supporting those with high potential to achieve, as well as removing barriers for those who have either fallen behind or need extra support to remain in education or training.
- 1.2 Children who come into care later have often had broken educational histories, unassessed special educational needs and emotional and behavioural difficulties. This results in the need for greater help for longer in every aspect of their lives including education.
- 1.3 In addition to this, unaccompanied asylum-seeking children who have often faced significant trauma and can initially struggle to settle into education on arrival in the UK, face the additional barrier of English as a second language. The timing of their arrival is also a factor in terms of college intake for ESOL and can delay timely entry on to courses. Further, there are additional barriers later in life in accessing university places or work depending on immigration status and legal barriers to such opportunities.

- 1.4 Nationally, there is a significant gap between the educational and employment achievements of care leavers and young people in the general population. In 2016/17 a reported 40.2% of care leavers aged 19-21 years were not in education, training employment (NEET). A relatively comparable figure from ONS data shows that the current NEET rate among 18-24 year olds is 13% (ONS: Young people not in education, employment or training). Additionally, around 51% of the total student population progressed to higher education in 2016/17 (DFE: Destinations of Key Stage 4 and 5 pupils). However, only 6.1% of care leavers were reported to be in higher education.
- 1.5 It is known that care leavers who are facing additional barriers such as disability, being a new young parent, struggling with a mental health condition, or are in prison often make up the predominant cohort of NEETs.
- 1.6 One of the key messages from Ofsted inspection reports has been that in around half of local authorities inspected, not enough support was being provided to help care leavers to find and sustain education, training or employment.

2. Haringey's context

- 2.1 In January 2018 there were 515 young adults allocated in the service – a significant increase from 407 as at March 2017. This number includes those up to 25 years old who have subsequently returned for a service post the legislative changes in April 2018.
- 2.2 In terms of educational, training and employment, the service has continued to have significantly marked success with higher than average numbers of care leavers attending university. This year we have 62 care leavers studying at university.
- 2.3 The service have a dedicated university email address to keep in touch with our care leavers, so we can send regular updates on funding opportunities, part-time work and assistance.
- 2.4 In spring 2018, one to one support was offered to all Care Leavers in their final year at university to apply and access work and realise their aspirations and potential. In May 2018, Drive Forward¹ also conducted a survey with all final year YAS university students (Total 18 – spring 2018) to see what they would find helpful for YAS to offer in terms of taking the next step into employment.
- 2.5 As expected there continues to be growing numbers of care leavers returning for support to enter university later in their care journeys.

¹ Drive Forward provide practical and emotional support to care leavers, helping them develop key skills, confidence and motivation for work, education or training

- 2.6 In recognition, however, to support those wishing to enter university straight from secondary education we are encouraging our young people to remain in staying put arrangements with their foster carers to support and ensure positive outcomes. We currently have 23 care leavers in staying put arrangements.
- 2.7 In June 2015 the NEET Panel was launched after full consultation with our partner EET providers. This was in recognition that we needed to do something different to link our harder to engage NEET care leavers with an extensive range of community education, training and mentoring providers. The panel meets monthly to review referrals for EET activities, and has gone from strength to strength in terms of provider attendance.
- 2.8 We have direct access to over 25 EET providers familiar with young people who are also care leavers. We work in partnership to provide a tailored support package to assist the young people to move through their employment or educational aspiration at their own level and pace whilst being supported through the process.
- 2.9 Young people can attend the panel with their worker and discuss their aspirations directly with providers and this has proved to be invaluable when assessing the right match with an EET provider. In the main, direct referrals however are still presented by practitioners who request support to help their young people to access EET.
- 2.10 In addition to education, employment and training we have access to the additional provision of motivational, emotional and holistic support for those young people who require it, alongside or to support participation of a chosen activity.
- 2.11 Between Jan-July 2018 there were 41 referrals to the panel - of these 24 young people were successfully engaging in an EET activity as a result.
- 2.12 Alongside the panel the service has initiated closer tracking of all EET for each individual and a concerted effort has been made to ensure Pathway Plans are targeted and SMART ensuring achievable outcomes which are in line with care leavers identified aspirations. We believe we will be able to improve our tracking further with the introduction of additional tracking EET returns within the care leavers visit template.
- 2.13 In 2018, the DWP awarded the service with £90k to enable us to provide intensive 1-2-1 support to care leavers to increase their employment opportunities and work readiness through our partnership with the Drive Forward Foundation. This service was officially launched in April 2018 but provided YAS with the opportunity to ensure the continued close working with DWP and Drive Forward (the care leavers' hub) to ensure onsite Employment consultation, work coaching and 1-2-1 employment training and advice and drop in services.
- 2.14 Since its official launch 35 referrals have been made for a variety of employment support, of which three have been in sustained work, and a further

four have been offered roles (three executive roles) within the London offices of the Civil Service.

- 2.15 Alongside university and employment, the service continues to support young people in a range of education provision. All 19-23 year-olds are entitled to free education and training to achieve their first full Level 2 or Level 3 qualification, and all adults are entitled to free English and maths up to Level 2. Care leavers are a priority group for financial support through the 16-19 Bursary Fund administered by FE colleges, to help with the costs of studying and to help support care leavers' retention in learning. Young Adults ensure all care leavers are maximising bursaries where eligible.
- 2.16 However, young people who are in further full time education (i.e. up to a level 3) and are over the age of 22 are not eligible to claim Income support as they fall outside the age criteria applied by Income Support. They are not eligible for Job Seekers' Allowance as they are not looking for or available for work. In turn, because they are not in receipt of benefits, they are ineligible for housing benefits or student finance for living expenses as they are not in Higher Education (HE).
- 2.17 Ineligibility for the whole range of welfare benefits requires the financial support of our Young Adults Service (YAS) so the young person will have funds for basic living and rent expenses and not incur mounting debts or leave their educational courses to seek work or sign onto benefits.
- 2.18 To remedy this the YAS is funding care leavers' subsistence for the duration of their course, applying to charities to help to fund rent costs, funding rent costs where necessary and assisting the young people to seek part time work.
- 2.19 The service remains committed to ensure care leavers are able to access apprenticeship schemes. Our figures remain relatively low. However, since the introduction in August 2018 of a new Care Leavers' Apprenticeship Bursary to provide extra financial support it is likely we will be able to increase the numbers and support more care leavers to access opportunities.
- 2.20 In addition to this, funding has been agreed with our Housing colleagues for three new apprenticeships within their repairs service. The aim of these three apprenticeships is to recruit directly from amongst our care leavers and if successful to do so annually. We have already identified one care leaver for such an opportunity and are that there are a number of trade vacancies which care leavers may also be able to access.
- 2.21 In October 2018, the launch of the new Care Leaver covenant took place. The Covenant will help care leavers navigate the work opportunities available and support them in fulfilling their ambitions. The Covenant, run by Spectra First, is part of the government's ambition to improve care leavers' outcomes so they go on to lead happy and successful lives. The pledges on offer include work placements with organisations such as Liverpool FC Foundation, the Science Museum Group and Rolls-Royce to help them get their first step into a career. This is the government's vision to support 10,000 work opportunities for care leavers over the next 10 years. Our partners in Tottenham Hotspur are

taking the lead on this for Haringey with Spectra and we will be meeting with them shortly to progress this for our care leavers.

3.0 **Conclusions**

- 3.1 As a result of the range of activities and strategies within the service those in EET is increasing. This has been borne out in our November 2018 data which confirms of the 232 care leavers aged 19-21 and 82 17-18 year olds in receipt of services: 52% of the 19-21 years olds and 77% of the 17-18 year olds were known to be in EET. This is in line with statistical neighbour figures.
- 3.2 As indicated Haringey continues to have higher proportions of young people in higher education than our statistical neighbours and compares favourably with the national position.
- 3.3 This increasing result was also recognised in the recent Ofsted inspection, in that they found that Haringey's Care leavers are supported to enter EET opportunities, and that the service approaches is assisting to reduce NEET figures.

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