

NOTICE OF MEETING

CORPORATE PARENTING ADVISORY COMMITTEE

Tuesday, 23rd April, 2019, 7.15 pm (or on the rise of the meeting with Aspire) - Civic Centre, High Road, Wood Green, N22 8LE

Members: Councillors Peray Ahmet, Eldridge Culverwell, Erdal Dogan, Makbule Gunes, Peter Mitchell, Sakina Chenot, 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's judgement of the public interest.

5. MINUTES (PAGES 1 - 6)

To consider the minutes of the meeting held on 17th January 2019.

6. PERFORMANCE FOR THE YEAR TO MARCH 2019 (PAGES 7 - 24)

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.

7. HARINGEY YOUTH JUSTICE SERVICE - LOOKED AFTER CHILDREN (PAGES 25 - 32)

This report provides information about young people looked after by London Borough of Haringey also known to the Youth Justice Service.

8. OFSTED INSPECTION OF CHILDREN'S SOCIAL CARE SERVICES (PAGES 33 - 64)

To consider the Ofsted inspection and the Action Plan submitted to Ofsted.

9. LOOKED AFTER CHILDREN AND CARE LEAVERS STRATEGY 2018-2021 (PAGES 65 - 90)

To consider and ratify the Looked After Children and Care Leavers Strategy 2018-2021.

10. EUROPEAN UNION AND LOOKED AFTER CHILDREN

To consider a verbal update on the EU and LAC.

11. ANY OTHER BUSINESS

Date of next meeting

2nd July 2019

15th October 2019

16th January 2020

Fax – 020 8881 5218

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

Monday, 15 April 2019

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MINUTES OF THE MEETING OF THE CORPORATE PARENTING ADVISORY COMMITTEE HELD ON THURSDAY, 17TH JANUARY, 2019, 19:00 – 20:30

PRESENT: Councillors Peray Ahmet, Sakina Chenot, Erdal Dogan, Peter Mitchell, Tammy Palmer and Elin Weston (Chair)

39. 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.

40. APOLOGIES FOR ABSENCE (IF ANY)

Apologies for absence were received from Cllr Culverwell.

41. URGENT BUSINESS

There were no items of urgent business.

42. DECLARATIONS OF INTEREST

There were no declarations of interest.

43. MINUTES

The minutes of the 29th October 2018 were agreed as a correct record.

In addition, the Committee noted the work on regionalisation of adoption was ongoing and therefore the report to be presented to Cabinet had been pushed back to March 2019. The Committee was informed a formalised business plan had yet to be agreed but Officers were attending meetings to assist in the formulation of that plan. The implementation date for the regionalisation of adoption was to be 1st July 2019.

44. PERFORMANCE FOR THE YEAR TO DECEMBER 2018

The Committee considered this report which provided 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 and Advisory Committee.

In addition, the Committee:

- Sought clarity on the difference between a permanency plan and long term fostering arrangements. Officers informed there was statutory guidance which stated local authorities should match children to long term foster carers on a permanent basis, where possible, but this required a formal process to be approved by a panel for this to become a permanency plan.
- Queried the number of special guardianship orders, which was lower than the Council's statistical neighbours numbers were. Officers noted this could be for several reasons such as situations where children had complex needs and families were not able to manage looking after that child. Additionally, the level of financial deprivation in Haringey meant it was difficult for certain families to raise their kinship. The Committee noted the sum of money special guardians received was means tested whereas this was not the case for foster carers.
- Noted the proportion of agency social workers in Haringey was relatively high at 30% but its turnover of social workers was low at 8%. Officers confirmed they were actively encouraging their agency social workers to become permanent members of staff but noted a high proportion of agency workers was not a unique problem faced by Haringey; it was a London wide issue. Officers informed there was a memorandum of understanding between the local authorities that they would pay agency social workers within the same band to prevent their costs spiralling. It was also noted there were to be interviews for permanent social worker positions and a number of agency workers had applied.
- Queried when it was expected the use of the new e.PEPs would become fully embedded to improve compliance. Officers noted the current paper form PEP had two parts which required input and signing off by the child's social worker and then the school. These had not always been completed and had been of variable quality. The e.PEPs now allowed the Virtual School to have sight of every PEP and it had found the quality of the PEPs improving since this oversight was introduced. It had also become a requirement that the Virtual School sign off each PEP. The target was for the social worker and school to send the PEPs to the Virtual School within two weeks and then for the Virtual School to sign them off within 5 days. Social workers and Schools were still adjusting to the new system but schools were being emailed to encourage them to complete their PEPs. Officers suggested an escalation policy may need to be created but were optimistic that, over time, the completion of the PEPs in a timely manner by all parties would become routine. The Virtual School had created an informational leaflet to be sent to schools and refresher training to improve the percentage of PEPs completed. It was anticipated the numbers would improve within the next term and Officers were encouraged to create a target.
- Praised Officers for the number of children looked after (for at least 12 months) with an up-to-date health assessment reaching 98%.
- Queried the increase in the number of care leavers aged 17-18 and 19-21 year olds in receipt of leaving care services considered in touch with the local authority. Officers confirmed this was partly because of data being better recorded. They also confirmed that for those not in touch with the leaving care services, all was done to re-establish contact by the Officers, including searching the police system to ascertain whether they were in prison.

45. OFSTED INSPECTION OF HARINGEY CHILDREN'S SERVICES

The Committee considered the report on Ofsted's inspection of Haringey Children's Services. Officers noted that, whilst the services required improvement to be good, the tone of the inspection report was positive and suggested the services were on the right trajectory and had improved on the previous year.

Regarding the inspection process, the Committee was informed that, following a brief presentation to the Ofsted inspectors on the 29th November, the inspectors then observed and questioned members of staff at random in the MASH. At the end of the day, there would be a meeting with the inspectors for Officers to receive feedback. There were instances where Officers did not agree with the inspectors conclusions and this was fed back to Ofsted but there were also occasions where the Officers agreed with the conclusions. Overall, Officers accepted the areas Ofsted had identified for improvement in their inspection report. The children's services had carried out its own self-evaluation and found that it largely concurred with the Ofsted judgements and the services recognised there was a variability in certain areas but it was working hard for these to be eliminated.

Ann Graham, Director of Children's Services, noted the difficult work of social workers and highlighted the praise Ofsted made in relation to the work of the Council's staff and managers - that they were tenacious in their efforts to help and support children and young people.

Following discussion, the Committee:

- Concurred with Ofsted's praise of staff and managers. The Committee thanked the Officers for their work in helping to improve the lives of Haringey's children and young people.
- Recognised the areas of improvement needed but noted the progress made by the services in recent years and felt they was moving in the right direction.
- Queried the Ofsted comment on page 21 of the report pack that health and other relevant agencies were not always in attendance at strategy discussions following the risk in a case having been escalated. It was noted this was due to the lack of CCG funding to enable consistent health agency representation on the MASH.
- Sought clarity on the comment that the engagement of fathers was too variable. Officers noted there were occasions where only the mother had been consulted and better engagement with fathers, where possible, was needed.
- Queried how confident Officers were that the children's services would be classed as 'good' at its next major Ofsted inspection. Officers responded they were optimistic and that strategies had already been put in place to meet the deficiencies identified in the Ofsted inspection report.
- Noted an Action Plan was being submitted to Ofsted in March 2019 and that would then be taken to Cabinet for it to note. Regarding that Action Plan, Officers were asked how they would monitor the actions to ensure they were being completed and how the committee could be reassured that progress had been made on those actions. Officers responded that a report would be presented to the Overview and Scrutiny Committee and, from then onwards, regular updates would be provided to that committee for monitoring. A draft Action Plan had been created with nine overall key actions and then additional

actions supporting those for individual teams to meet in order to support the overall delivery of the Action Plan. It was noted children and young people could provide valuable audit insight into the services to ensure that their voices were heard and that the services worked for them as much as it did the Council.

An update on the Action Plan for Ofsted was requested to be reported to CPAC
(**Action: Ann Graham**)

46. UNEMPLOYMENT AND LAC

The Committee next considered the report on unemployment and how looked after young people and care leavers were supported into employment, education and training. Additionally, Officers noted 59% of care leavers did not reside within the borough, which created difficulties when most of the resources available were within the borough.

Following discussion, the Committee:

- Praised the comprehensive report.
- Queried how the authority worked with unaccompanied minors when language was a barrier. Where necessary, Officers attempt to place unaccompanied minors in English for Speakers of Other Languages (ESOL) classes. However, it was noted there had been difficulty with referring certain minors to ESOL classes as admission was only available at certain times throughout the year. The Council had explored working with partners to address this and had worked with UK Unsigned which was able to source additional money to have ESOL classes at their organisation throughout the year. The Young Men's Christian Association had also been able to hold a number of ESOL classes on site. Additionally, Officers informed the Committee that unaccompanied minors were placed within the borough where possible. The authority deliberately placed unaccompanied minors as close as possible to the Council as it recognised the difficulty they faced in arriving in a new country and therefore worked quickly to ensure they settled in.
- Queried what additional support was provided to unaccompanied minors in the Council's care. Officers informed the Committee that unaccompanied minors were allocated a social worker upon arrival. The authority had a dedicated, well-trained team working with unaccompanied minors. Initially, age assessments may be required and Officers recognised this could be a stressful process for the minors, particularly if they were subsequently found not to be minors. The team ran various workshops to help integrate unaccompanied minors (who might not have previously received formal education on, for example - sexual health). Officers noted there was a financial and resource pressure of looking after unaccompanied minors with no additional funding having been provided. Officers informed there was a national transfer scheme to place unaccompanied minors within other authorities that had greater capacity available. However, Officers acknowledged the scheme had not been operating as it should be and, as of yet, no child had been transferred under that scheme.

- Noted the number of care leavers was 520, in comparison to 414 a year prior, which Officers confirmed put an additional strain on the resources of the services.
- Noted it was not entirely clear to young people the options available to them with regard to funding up until the age of 25. Officers confirmed they had contacted all care leavers to inform them of the Council's obligation to support them up until the age of 25. This had also been discussed in one of the authority's newsletter. As the young person transitioned, their social worker remind them of the Council's continued responsibility for them until they reached the age of 25. Officers assured the Committee that social workers routinely engaged with young people regarding their aspirations and the options available to them in their one to ones, as well as informing them of the support that could be provided by the Council.

(Action: Clerk to re-circulate XXX report – Officers to provide an update on this at a later meeting.)

47. MEMBER TRAINING

The Chair informed the Committee of the recent Corporate Parenting Training. As it coincided with the Ofsted inspection, this would be re-run in the summer for those that were not able to attend.

There was also a jointly organised safeguarding training session between adults, children and housing. This had been well received with positive feedback. As there was also a clash on that evening, the option to re-run the session was being explored.

The Chair and Ann Graham were looking to hold an all member training session to give members an opportunity to further discuss the Ofsted report. There would also be training provided to inform members of the exploitation panel.

48. ANY OTHER BUSINESS

Date of next meeting noted –

- 21st March 2019.

CHAIR:

Signed by Chair

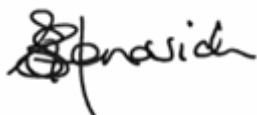
Date

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Report for: Corporate Parent Advisory Committee: 23 April 2019

Item number:

Title: Performance for the year to March 2019



Report

Authorised by: Interim Assistant Director, Bev Hendricks

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

Ward(s) affected: All

Report for Key/

Non Key Decision: Non key

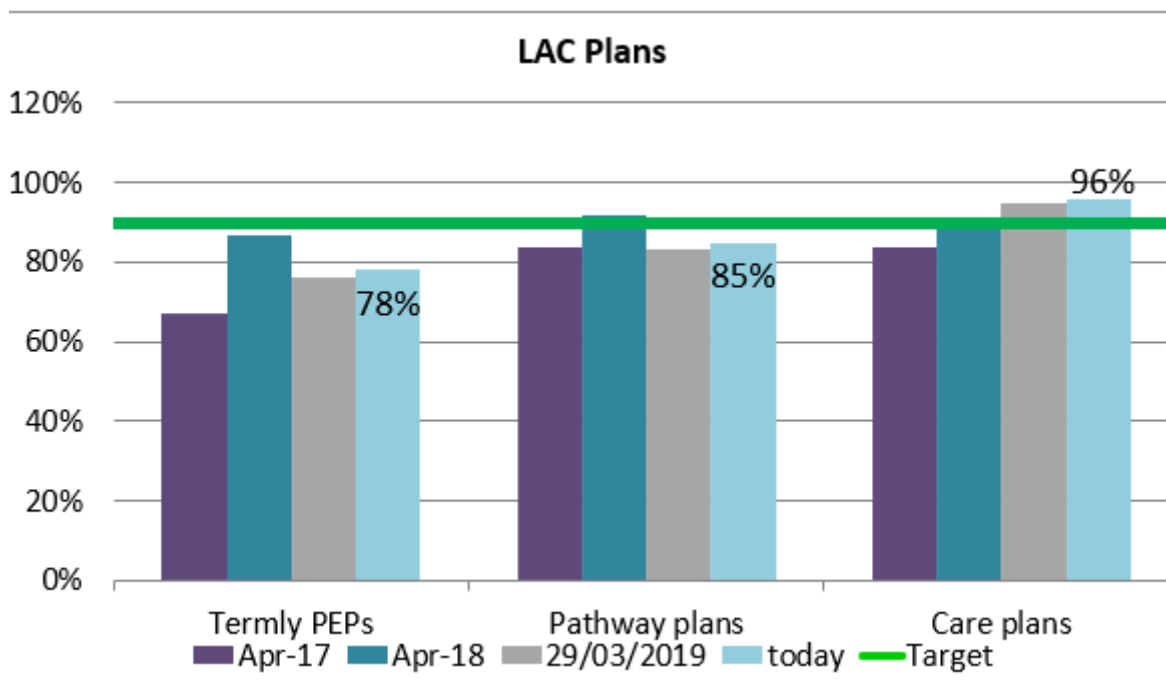
1. Introduction

- 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. To provide some additional detail on the demographics and the profile of children receiving social care services as well as the pertinent performance measures relating to Looked After children, an extract from February ChAT- Children's Analysis Tool has been included for the Committee's reference. (Appendix 1)
- 1.4. Section 3 contains an update on the latest edition of the DfE Adoption Score card published on 25th March 2019 (Appendix 2).

2. Overall Assessment of Performance

- 2.1. **427 children were in care** as at the 31st March 2019 or 70 per 10,000 population including 50 unaccompanied asylum seeker children or 12% of open children looked after cases, a reduction from the 13% at the end of 2017/18. The rate of looked after children in Haringey has remained relatively stable but was ranked 6th highest in London in 2017/18. Haringey's rate is slightly above that of our statistical neighbours (66 per 10,000 population) and the national average (64).

- 2.2. The rate of children becoming looked after (in the last 12 months) is showing a slight increase at 37 per 10,000 population 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.
- 2.3. In the first 12 months of 2018/19, 225 children have started to be looked after and 227 children have ceased to be looked after.
- 2.4. There were 30 **permanency orders** as at the end of March, 13 **adoptions** and 17 **special guardianship orders** (SGO) equating to 6% and 7.5% 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 different to the statistical neighbour position for adoptions (6% in 2017/18). However the proportion of children who achieved permanency through an SGOs at 7.5% remains lower than the average for our statistical neighbours (12% in 2017/18).
- 2.5. As at 5th April 2019, 96% of looked after children aged under 16 had an **up to date Care Plan** continuing the positive trend. The graph below illustrates the trend on this and other areas relating to looked after children overtime.



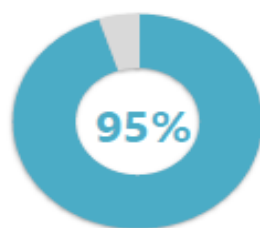
- 2.6. Regular weekly meetings to track activity and performance continue to be held with the Head of Service for Children in Care and team managers. The light blue bar (furthest right bar in each block) shows the position relating to the week ending 5th April 2019.
- 2.7. As shown above 85% of looked 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 but is improving. 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.

- 2.8. 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.
- 2.9. Guidance and training on the process and use of the new e-form is being embedded to support further improvement in this area. Since the introduction of e.PEPs the virtual school has reported a positive impact and has seen real improvements in quality with a much larger proportion of PEPs now meeting the expected standard. There are still some anomalies in reporting completion and approval of e-PEPs including the update of the child's record on Mosaic social care system as e.PEPs are recorded on a separate Welfare Call system. A plan to closely track social worker updates on Mosaic and focus on those children who do not have a recorded e.PEP early in the new term is in place so should contribute to improved timely completion of PEPs as well as continued improvements in the overall quality of the PEPs impacting on the outcomes for the young people.
- 2.10. 85% of **visits to Children in Care** were recorded as completed in the relevant timescales in the week ending 29th March 2019. The court teams perform really well on visits but the young adults team and the young people in care teams performance bring the average down slightly. 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.
- 2.11. At the end of March 2019, 10% of the current looked after **children had three or more placement moves**, a slight increase on the 2017/18 figure of 9% but not out of line with the last published statistical neighbour average (11%). This equates to 43 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 decreased slightly to 73% from 76% in 2017/18 but is in line with the national average and our statistical neighbours (68%). 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.
- 2.12. At the end of March 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.

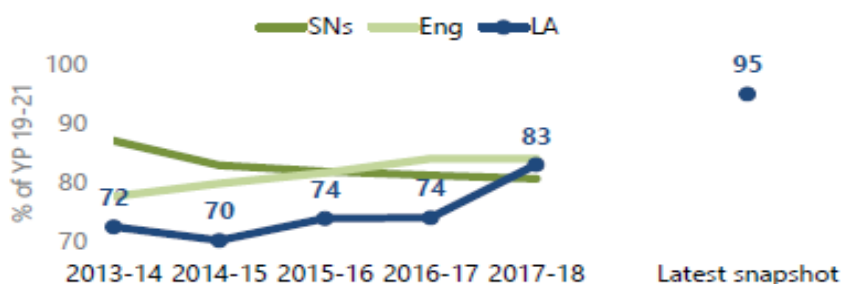
- 2.13. At the end of March 81% of eligible children had **up to date dental visits**. The Head of Service for Children in Care and placements is leading an action plan for young people needing dental checks with consideration being given to increase this by the use of incentives for older looked after children. Whilst this performance is lower than the 85% reported for 2017/18, a detailed trawl of the data for all children who have been looked after for at least 12 months will be done to see if they had a dental check in the last 12 months before the submission of the annual children looked after 903 return.
- 2.14. Of the 225 **care leavers aged 19-21** and 59 **17-18 year olds** in receipt of leaving care services, 96% and 97% were considered as in touch with the local authority at the end of March, a considerable improvement on the proportions previously reported. 56% of the 19-21 year olds and 76% of the 17-18 year olds were known to be in **Education Employment or Training (EET)** better than 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 ChAT appendix for 17-18 year old breakdown.
- 2.15. 95% of 19-21 year olds were known to be in suitable accommodation at the end of March 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 17/18 statistical neighbour average of 81%.

Accommodation suitability of 19-21 year olds

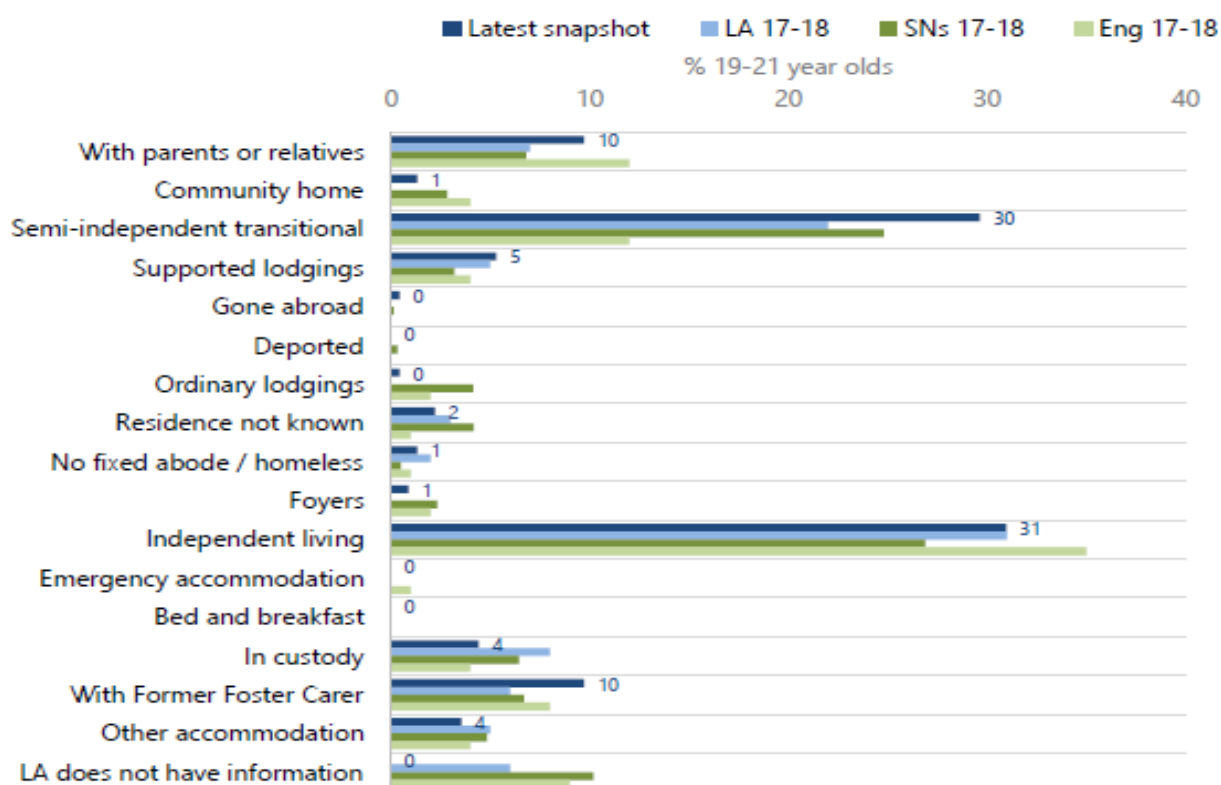


■ Suitable accom
■ Not suitable
□ No information

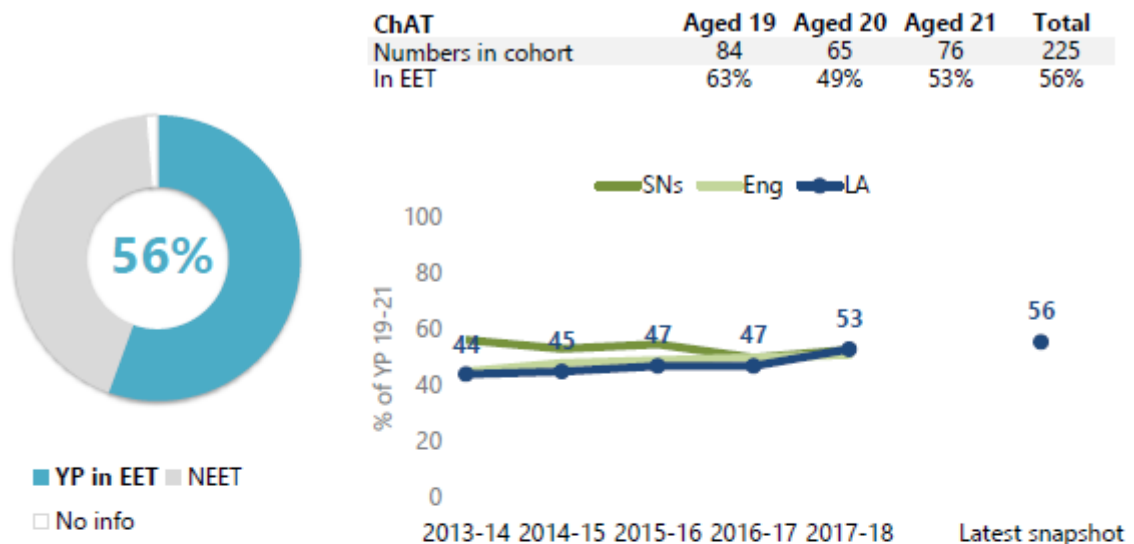
ChAT	Aged 19	Aged 20	Aged 21	Total
Numbers in cohort	81	69	70	220
In suitable accommodation	98%	93%	94%	95%



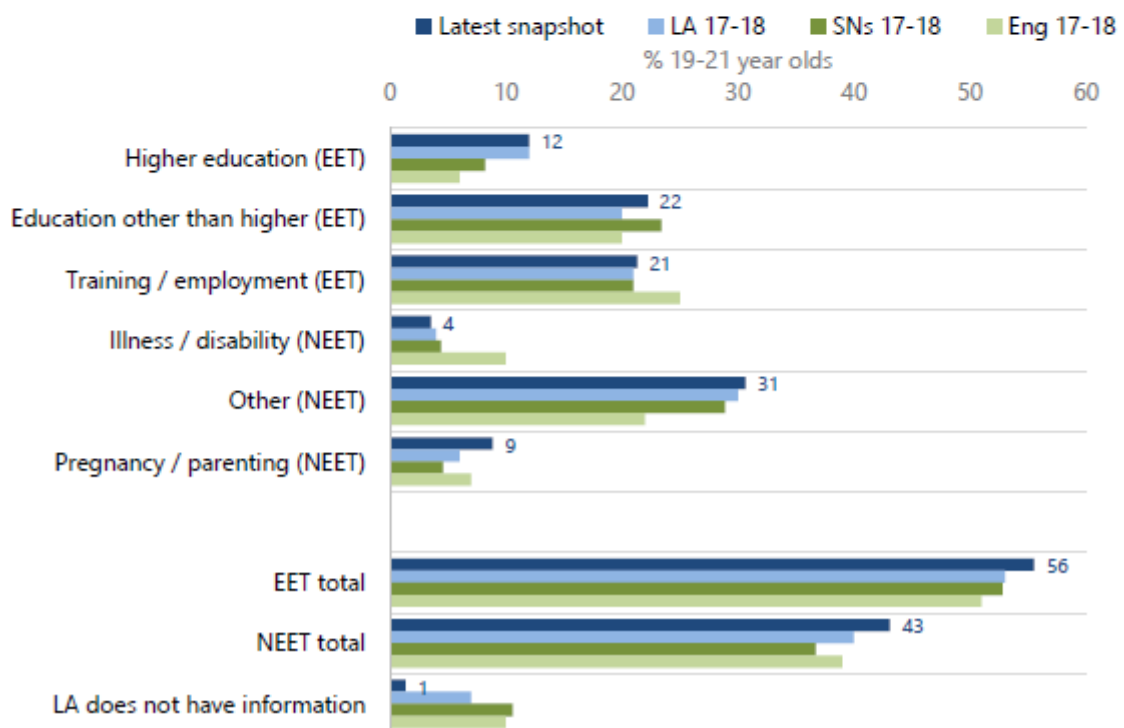
Accommodation types of 19-21 year olds



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



Activity types of 19-21 year olds



3. Haringey's Adoption Scorecard

3.1. The Adoption scorecard was first published in November 2011 introducing a number of key indicators to measure local authority performance in relation to achieving permanence for looked after children; these are measured over a 3 year average. Key benchmark indicators include the following:

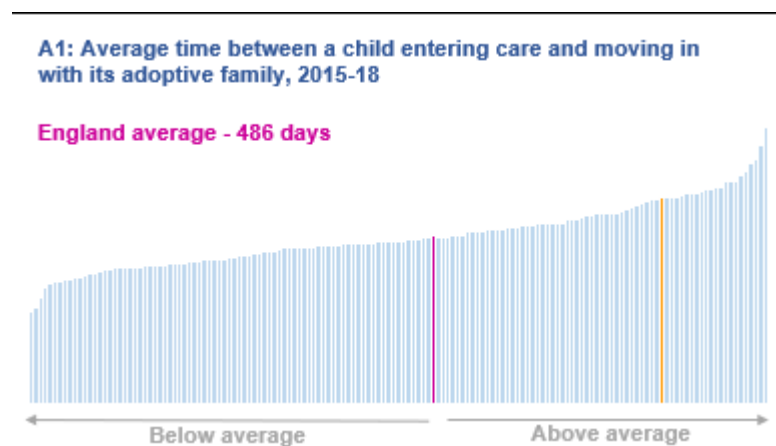
- A1: the average time it takes for a child who goes on to be adopted from entering care to moving in with his or her adoptive family;
- A2: The average time between local authorities obtaining a placement order for a child and matching that child with a prospective family
- A3: The percentage of children who wait less than 14 months between entering care and moving in with their adoptive family

3.2. The latest DfE Adoption Scorecard for Haringey, published on 25th March 2019, provides an update on these key indicators and shows Haringey's comparative position on performance against national thresholds.

3.3. On A1: The average time between a child entering care and moving in with its adoptive family, for children who have been adopted in Haringey during 2015-18 reduced to 600 days compared to a national average of 486 days but although haringey's performance is classed as higher than average it is closer to our statistical neighbour average of 571 days for the same 3 year period. There is a gap of 174 days between performance and the national threshold of 426 days. The average days in the year to March 2018 were shorter than in the year to March 2017 and the 3-year trend is also improving i.e. the average days in the period 2015-2018 are shorter than in the period 2014-2017.

3.4. When these figures are adjusted to take account of the days taken to move in with their adoptive family to allow for children adopted by existing foster carers(indicator A10 and proposed as the main indicator in the new Regional Adoption Agency scorecards) there is a similar gap between Haringey performance 506 days and England 412 days.

3.5. The graph below shows Haringey's comparative position on the 3 year rolling measure but only includes the 3 years up to 2017/18 so does not illustrate any recent improvement on timeliness of adoption. Current performance on the the A1 indicator- average days between a child entering care and moving in with it's adoptive family is 534 days for the period April 2018 to March 2019. Haringey's performance is shown by the orange line towards the right of the image with the pink line representing the national average and threshold.



3.6. On A2: The average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family has been increasing and Haringey's 3-year average is 297 days compared with a national position of 201 days. There is a 176-day gap between Haringey's performance and the national threshold of 121 days and this gap between our performance and the national threshold has been widening. The average time in 2015-18 was longer than in 2014-17 so the trend on this measure is going in the wrong direction.

3.7. On A3: In the rolling 3-year period 2015-2018, 43% of children waited less than 14 months between entering care and moving in with their adoptive families in Haringey, compared with 56% in England and 48% amongst our statistical neighbours.

3.8. Other data that is published on the adoption scorecard that may be of interest is:

- Children for whom the permanence decision has changed away from adoption during 2015-18. Haringey had 10 children or 9% in the 3-year period, in line with the national proportion of 11%.
- Adoptions of children from ethnic minority backgrounds during 2015-18. Haringey had 25 adoptions (6%) of BME children leaving care who were adopted, just lower than the national position of 7%
- Adoptions of children aged five or over during 2015-18. Haringey had 15 children (3%) aged 5 or over leaving care who were adopted in the period, close to the national position of 5%.

3.9. The DfE are introducing adoption scorecards for regional adoption agencies (RAA) from Spring 2020 when the 2016-19 scorecard will be published.

3.10. RAA Scorecards will give RAAs increased knowledge about their performance and enable them to identify where they can learn from other high performing RAAs. They will also enable the performance of both local authorities (LAs) and RAAs to be understood and assessed. They will include some proposed new indicators which will be used from the 2016 to 2019 adoption scorecard.

3.11. The new indicators will focus on:

- timeliness
- matching
- recruitment
- adoption support

3.12. Appendix 3 details the new indicators (for both local authority and RAA performance that will be included in the 2016-19 scorecard. These have an increased focus on recruitment, matching and adoption support.

4. Contribution to strategic outcomes

4.1. Borough Plan 2019-2022

People Priority: A Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential

Appendices

- Looked after children pages from February/March 2019 ChAT (Appendix 1)
- Haringey Adoption Scorecard (Appendix 2)
- New regional adoption agency scorecard indicators to be introduced from 2016-19b (Appendix 3)

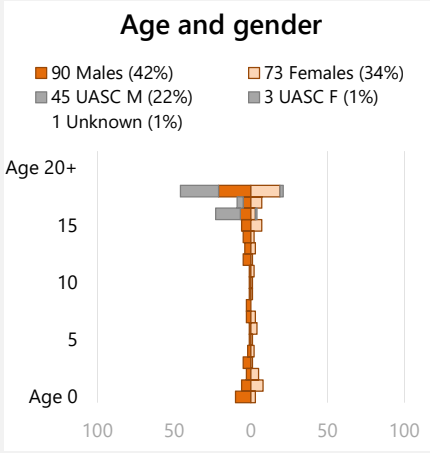
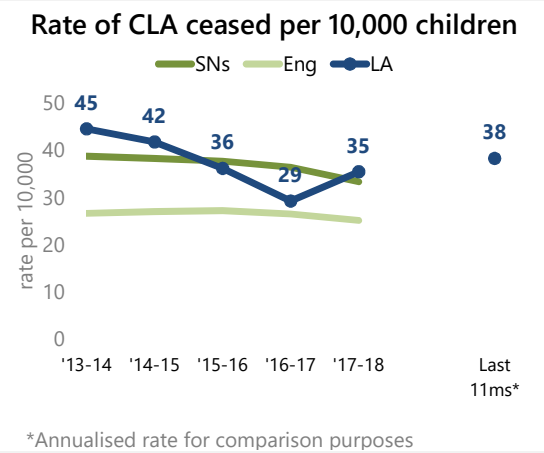
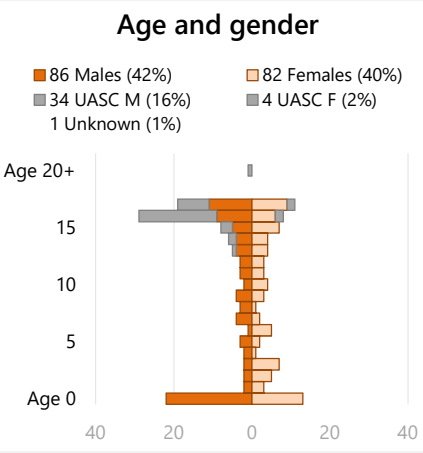
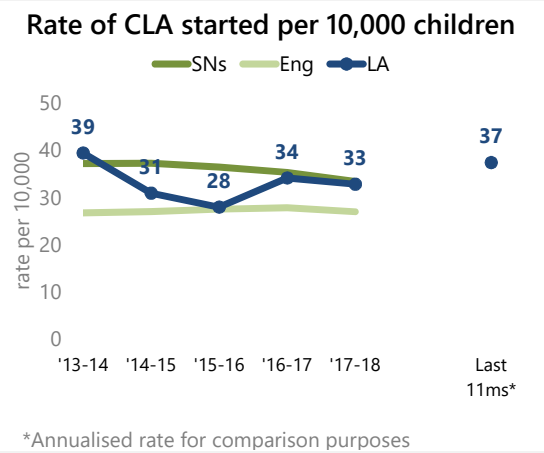
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Children Looked After (CLA) started and ceased in the last 11 months

from 29/03/2018
to 28/02/2019

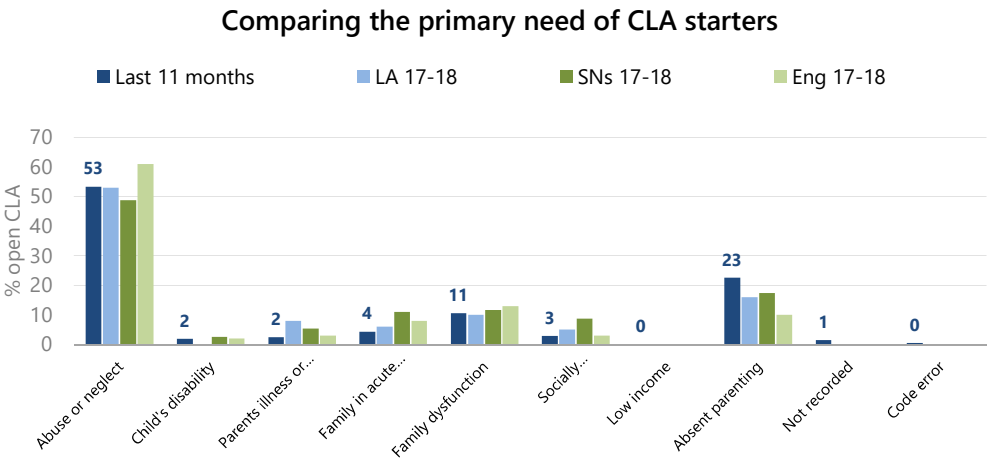
208 CLA started in the last 11 months

213 CLA ceased in the last 11 months

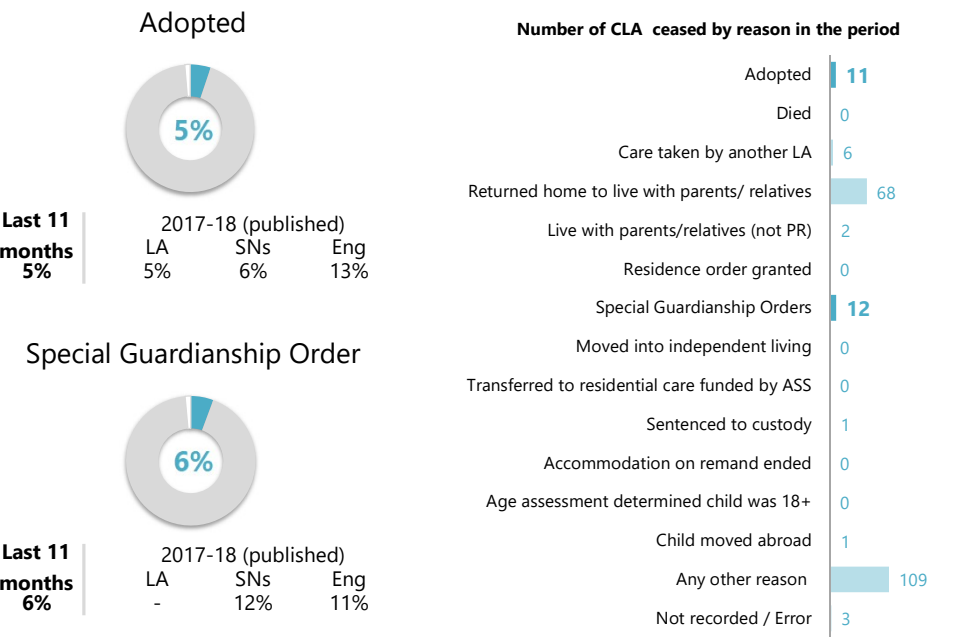


19%
40 of the 208 CLA starters
were unaccompanied
asylum seeking children
(UASC)

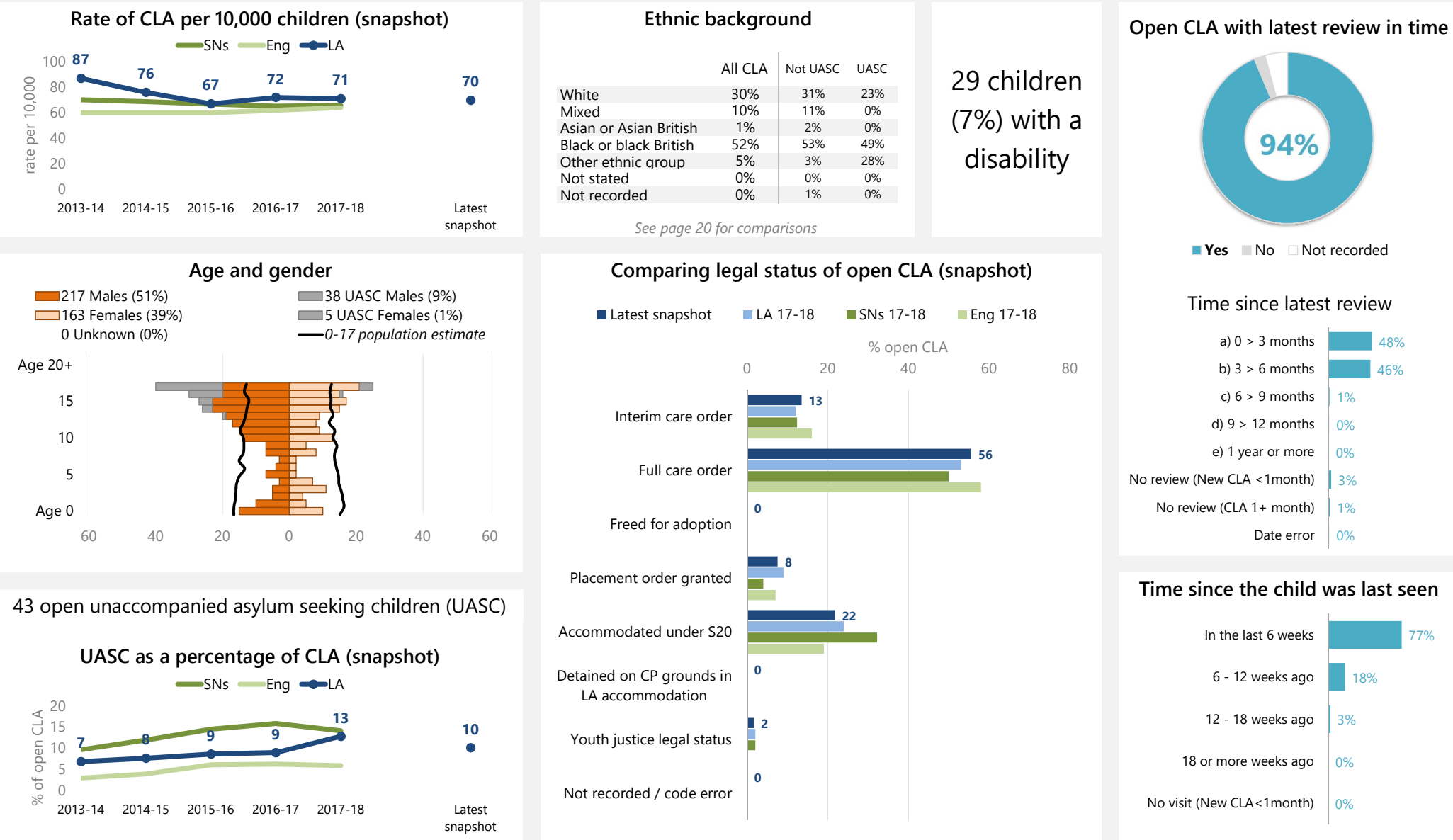
6%
12 of the 208 CLA
starters have
previously been
looked after



Reason episode of care ceased



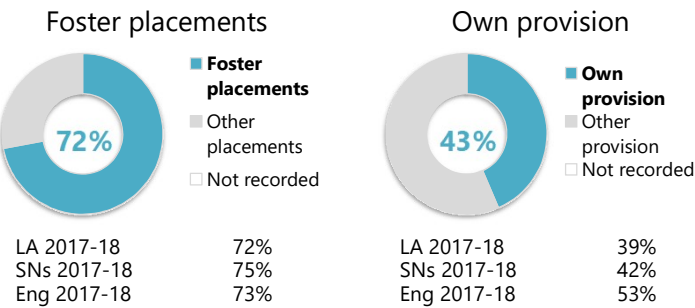
423 Children Looked After (CLA) with an open episode of care



Children Looked After (CLA) placements

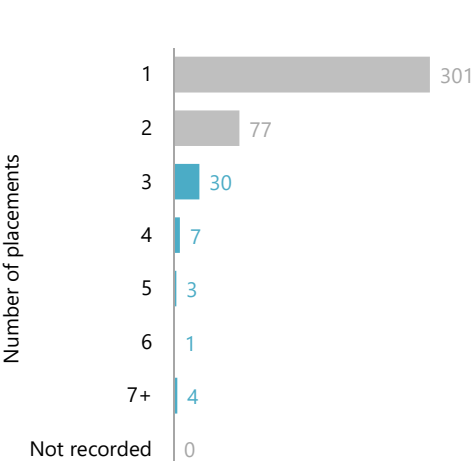
Snapshot 28/02/2019

CLA placements by type and provision

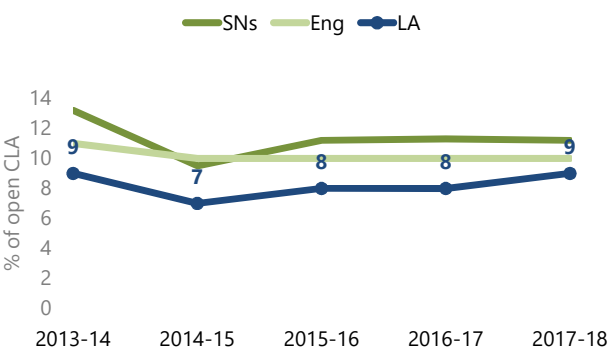


Placement type for open CLA	Own LA	Private	Other	Total
Foster placement	174	117	14	305
Placed for adoption	1	0	9	10
Placed with parents	0	0	19	19
Independent living	0	0	0	0
Residential employment	0	0	0	0
Residential accommodation	0	10	25	35
Secure Children's Homes	2	0	1	3
Children's Homes	2	30	6	38
Residential Care Home	0	0	0	0
NHS/Health Trust	0	0	3	3
Family Centre	0	1	1	2
Young Offender Institution	5	0	1	6
Residential school	0	2	0	2
Other placements	0	0	0	0
Temporary placement	0	0	0	0
Total placements	184	160	79	423

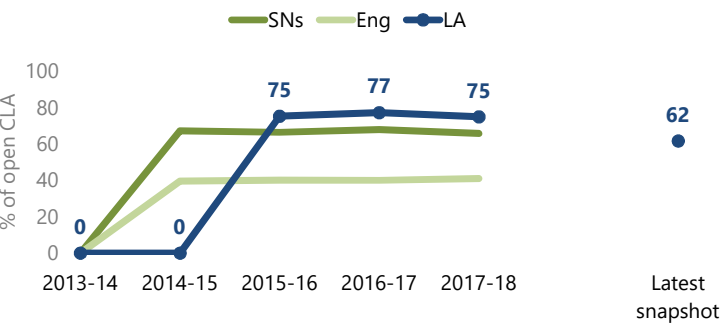
Number of placements in the last 12 months



Comparing short term placement stability



CLA placements out of borough

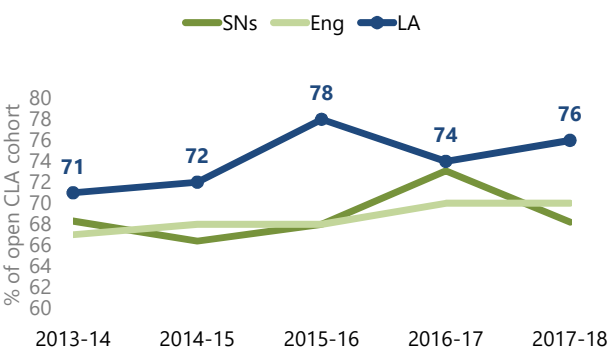


Duration of placements

Duration of latest placement for each current CLA aged under 16 who have been looked after for 2½ years or more



Comparing long term placement stability



Children Looked After (CLA) health and missing/absent from placement

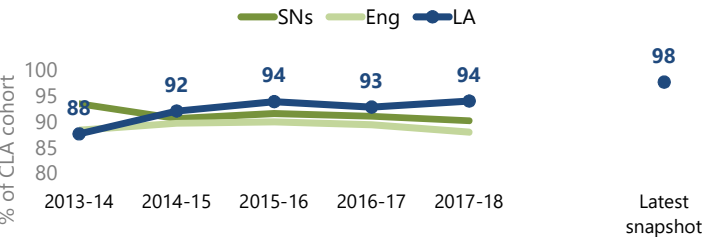
Snapshot 28/02/2019

Health

299 current open CLA looked after for at least 12 months

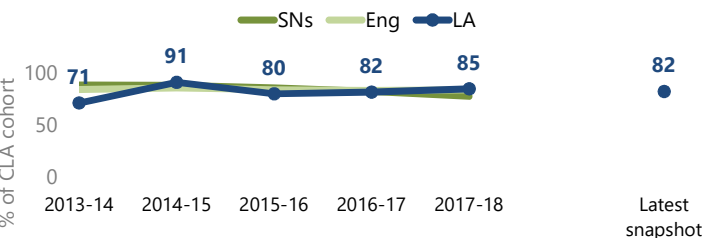
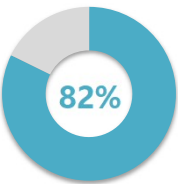
Health assessments

Current open CLA who have been looked after for at least 12 months with an up to date health assessment (in the last 6 months for CLA aged under 5, and in the last 12 months for CLA aged 5-plus)



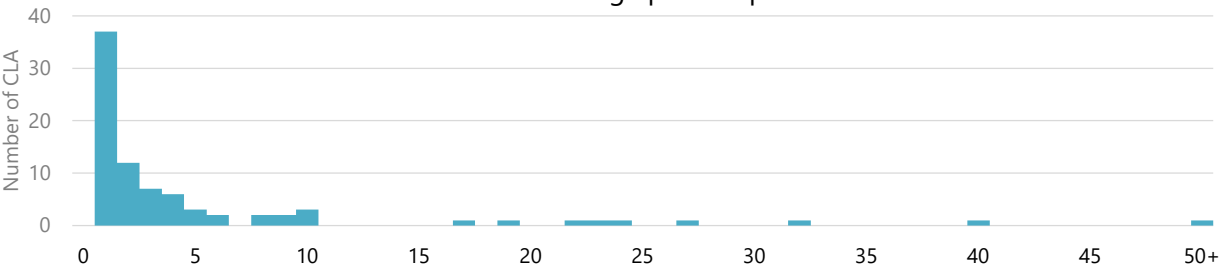
Dental checks

Current open CLA who have been looked after for at least 12 months who have had a dental check in the last 12 months.



Missing from placement

Number of missing episodes per CLA



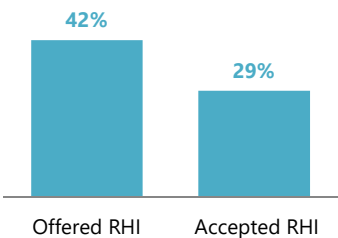
83 of 636 looked after children had a missing incident in the last 12 months

	Latest data	LA 17-18	SNs 17-18	Eng 17-18
Number of all CLA with a missing incident	83 of 636	104		
Percentage of all CLA with a missing incident	13%	16%	14%	11%
Total number of missing incidents for all CLA	464	882		
Average number of incidents per CLA who went missing	5.6	8.5	5.8	6.1

Missing incidents - return home interviews

	Latest data	
Missing children offered return interview	35 of 83	42%
Missing children not offered return interview	0 of 83	0%
Missing children return interview offer not recorded	0 of 83	0%
Missing children where return interview was n/a	0 of 83	0%

	Latest data	
Missing children accepted return interview	10 of 35	29%
Missing children not accepted return interview	25 of 35	71%
Missing children return interview acceptance not recorded	48 of 35	###



Absent from placement

59 of 636 looked after children had an absent incident in the last 12 months

	Latest data	LA 17-18	SNs 17-18	Eng 17-18
Number of all CLA with an absent incident	59 of 636	47		
Percentage of all CLA with an absent incident	9%	7%	9%	4%
Total number of absent incidents for all CLA	587	324		
Average number of incidents per CLA who were absent	9.9	6.9	4.2	4.0

Adoption Scorecard

Choose Local Authority	Haringey
------------------------	----------

See methodology and guidance document for further information

Children				Average time indicators																																						
	A1: Average time between a child entering care and moving in with its adoptive family (days)	A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	A3: Children who wait less than 14 months between entering care and moving in with their adoptive family (number and %)	<div><div>A1: Average time between a child entering care and moving in with its adoptive family</div><div>A1 threshold —</div><div>A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family</div><div>A2 threshold —</div><div>Average number of days</div><div>2008-11 2009-12 2010-13 2011-14 2012-15 2013-16 2014-17 2015-18</div><div>Thresholds</div><table><tr><td></td><td>2008-11</td><td>2009-12</td><td>2010-13</td><td>2011-14</td><td>2012-15</td><td>2013-16</td><td>2014-17</td><td>2015-18</td></tr><tr><td>A1</td><td>639</td><td>639</td><td>608</td><td>547</td><td>487</td><td>426</td><td>426</td><td>426</td></tr><tr><td>A2</td><td>213</td><td>213</td><td>182</td><td>152</td><td>121</td><td>121</td><td>121</td><td>121</td></tr></table></div>									2008-11	2009-12	2010-13	2011-14	2012-15	2013-16	2014-17	2015-18	A1	639	639	608	547	487	426	426	426	A2	213	213	182	152	121	121	121	121	<div>A1: Average time between a child entering care and moving in with its adoptive family, 2015-18</div> <div>England average - 486 days</div> <div>Below average Above average</div>		<div>A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family, 2015-18</div> <div>England average - 201 days</div> <div>Below average Above average</div>	
	2008-11	2009-12	2010-13	2011-14	2012-15	2013-16	2014-17	2015-18																																		
A1	639	639	608	547	487	426	426	426																																		
A2	213	213	182	152	121	121	121	121																																		
LA's 3 year average (2015-18)	600	297	35 (43%)																																							
Distance from 2015-18 performance threshold (426 and 121 days)	174 days	176 days	n/a																																							
1 year trend - Improvement from 2017 to 2018	Average time in 2018 was shorter than in 2017	x	n/a																																							
3 year trend - Improvement from 2014-17 to 2015-18	Average time in 2015-18 was shorter than in 2014-17	Average time in 2015-18 was longer than in 2014-17	n/a																																							
England 3 year average (2015-18)	486	201	11010 (56%)																																							
Adopters				Information relates to Adoption North London																																						
				Related Information																																						
	Number of approved adoptive families waiting to be matched as at 31 March 2018	Number of applications to become an adoptive family still being assessed (not yet approved or rejected) as at 31 March 2018	Proportion of adoptive families who were matched to a child during 2017-18 who waited more than 3 months from approval to being matched to a child	New ADM decisions		New placement orders granted			Adoptions from care during 2015-18 (with % leaving care who are adopted)	Children for whom the permanence decision has changed away from adoption during 2015-18 (number and %)	Number of children waiting to be placed for adoption (as at 31 March 2018)	Number of children waiting to be placed for adoption with a placement order (as at 31 March 2018)	A10: A1 timeliness where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family (days) (2015-18)	Number of children in a Fostering for Adoption / Concurrent Planning foster placement (as at 31 March 2018)	Adoptions of children from ethnic minority backgrounds during 2015-18 (number adopted and % of BME children leaving care who are adopted)	Adoptions of children aged five or over during 2015-18 (number adopted and % of children aged 5 or over leaving care who are adopted)	Average length of care proceedings locally during 2015-18 (weeks)																									
LA	30	10	70%	20 10 15 15				LA	45 (8%)	10 (9%)	20	20	506	0	25 (6%)	15 (3%)	30																									
				THESE ARE NOT PERFORMANCE MEASURES																																						
England	1,600	1,760	69%	LA -47% National -9%	LA -19% National -15%			England	12900 (14%)	2450 (11%)	4,500	2,760	412	410	1930 (7%)	2910 (5%)	30																									

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Appendix 3 -Indicators proposed to be monitored as part of new Regional Adoption Agencies scorecard

Timeliness*	Local Authority	Matching (RAA)	Recruitment (RAA)	Support (RAA)
<u>LA and RAA</u> Average time (in days) between a child entering care and moving in with its adoptive family adjusted for foster carer adoptions. (A.10)	Number of ADM decisions. (A.15) Number of new placement orders granted. (A.16)	Total number of children not placed after placement order after 3, 6, 12, 18 months. (New) Number of approved adoptive families waiting to be matched after 3, 6, 12, 18 months. (New) Percentage of adoptive families matched to a child who waited at least 3 months from approval to matching decision. (A.12)	Number of applications to become an adoptive family still to be assessed (not yet approved or rejected). (A.13) Number of adopter approvals. (New) Number of applications commencing Stage 1. (New)	Average time (in days) from request from adopter to assessment. (New - subject to ASGLB data collection) Number of disruptions. (New - subject to ASGLB data collection)
<u>RAA</u> Average time (in days) between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family. (A.2)	Children for whom permanence decisions has changed away from adoption. (A.5)			
<u>LA</u> Average time (in days) between entering care and placement order. (New)	Number of children in a Fostering for Adoption / Concurrent Planning foster placement. (A.17)			
<i>* Both a single year average and a three yearly average.</i>				

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Report for: Corporate Parenting Advisory Committee

Title: Haringey Youth Justice Service - Looked After Children

Report

authorised by : 
Gill Gibson, Assistant Director, SEND, Youth Justice, Early Help and Prevention

Lead Officer: Jennifer Sergeant, Head of Youth Justice and Targeted Response

Ward(s) affected: All

1. Describe the issue under consideration

This report provides information about young people looked after by London Borough of Haringey also known to the Youth Justice Service.

2. Recommendations

That Committee notes the contents of this report.

3. Background information

Haringey Youth Justice Service (HYJS) works with young people and their families when either referred, by the Police, for an Out of Court disposal or sentenced to a Court ordered disposal in criminal matters. The YJS also provides services to assist Youth and Crown Courts in making remand decisions and managing bail support programmes and remands into local authority accommodation (RILAA) and remands to Youth Detention Accommodation (YDA) in the secure estate. All young people that are remanded via RILAA or YDA immediately become Looked After Children.

This report is based on a current snapshot of young people looked after by the local authority involved with the Youth Justice Service taken on 12th January 2019.

4. Contribution to strategic outcomes

First Time entrants (FTEs), Use of Custody and Re-offending rates are a condition of grant requirements and a statutory requirement for reporting performance to the Ministry of Justice, Youth Justice Board. The provision of the service contributes to Priority 1 of Haringey's Corporate Plan Enable every child and young person to have the best start in life.

Looked After Children in the Youth Justice System.

Haringey Youth Justice Service (YJS) works with young people and their families when either referred, by the Police, for an Out of Court disposal or sentenced to a Court ordered disposal in criminal matters. The YJS also provides services to assist Youth and Crown Courts in making remand decisions and managing bail support programmes and remands into local authority accommodation (RILAA) and remands to Youth Detention Accommodation (YDA) in the secure estate. All young people that are remanded via RILAA or YDA immediately become Looked After Children.

This report is based on a current snapshot of young people looked after by the local authority involved with the Youth Justice Service on 12th January 2019.

Haringey Looked After Children Population

At the date of snapshot of data there were 297 looked after children between the ages of 10 and 18 (age range classification for young offenders) in Haringey, of whom 33 are also serving sentence and involved with the Youth Justice Service, representing 11% of the overall Haringey Looked after Children population.

The table below shows the current numbers and percentages, and demography of the Youth Justice cohort in Haringey compared to the looked after population in the cohort.

Table 1.

Youth Justice Service			Youth Justice Service		
Non-LAC Population			Looked After Population		
Total	82		Total	33	
Age Jan 2019	No	%	LAC Age Jan 2019	No	%
11	0	0%	11	1	3%
12	0	0%	12	0	0%
13	1	1%	13	1	3%
14	6	7%	14	0	0%
15	25	30%	15	6	18%
16	24	29%	16	8	24%
17	20	24%	17	17	52%
18	6	7%	18	0	0%
Ethnicity Jan 2019	No	%	LAC Ethnicity	No	%
Black or Black British	46	56%	Black or Black British	22	67%
White	24	29%	White	7	21%
Mixed	11	13%	Mixed	3	9%
Asian or Asian British	1	1%	Asian or Asian British	0	0%
Chinese or Other Ethnic Group	2	2%	Chinese or Other Ethnic Group	0	0%
Gender Jan 19	No	%	LAC Gender	No	%
Male	72	88%	Male	27	82%
Female	10	12%	Female	6	18%

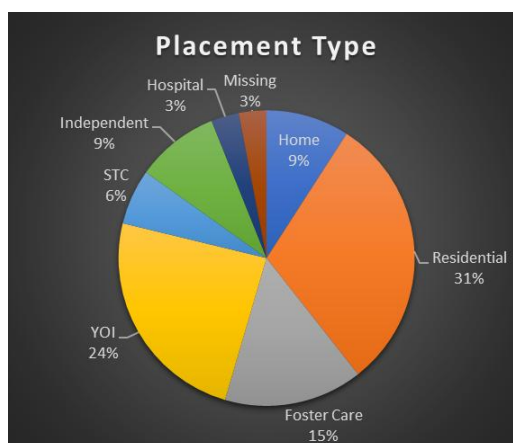
Table 1 shows that 94% of the LAC population in the YJS cohort are aged 15 to 17 compared to 83% for the general. There is a disproportionate number of young people from black communities within the LAC cohort with a 6% increase in the number of females in the cohort that are looked after. This clearly indicates that issues of disproportionately apply to the LAC population within the youth justice system.

Haringey YJS is actively involved in a disproportionality forum with the six other boroughs that utilise the North London Youth Court. This forum is working to explore potential discrimination and disproportionate outcomes in the youth court and develop strategies for addressing these. Haringey have requested that looked after children become a distinct group of young people to be considered within the work of the forum.

Placement Type

Table 2.

Residence Type	No
Home	3
Residential	10
Foster Care	5
YOI	8
STC	2
Independent	3
Hospital	1
Missing	1



Disposal Types and Reoffending

The table below shows the range of disposals and re-offending rates of Young People who are looked after in comparison to those young people in the cohort who are looked after.

Table 3.

Youth Justice Non-LAC population			Youth Justice LAC Population		
Interventions	No	%	Interventions	No	%
Triage	12	15%	Triage	0	0%
YCC	2	2%	YCC	0	0%
Referral Order	40	49%	Referral Order	11	33%
Reparation Order	1	1%	Reparation Order	0	0%
Youth Rehab Order	20	24%	Youth Rehab Order	7	21%
Youth Rehab ISS	0	0%	Youth Rehab ISS	0	0%
Bail/Remand	1	1%	Bail/Remand	5	15%
Report (PSR)	1	1%	Report (PSR)	4	12%
Detention & Training Ord (Custody)	4	5%	Detention & Training Ord (Custody)	1	3%
DTO Licence	0	0%	DTO Licence	3	9%
s91 Custody	1	1%	s91 Custody	1	3%
s91 Licence	0	0%	s91 Licence	1	3%

2017 Cohort Re-Offending Rate	27%
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2017 Cohort LAC Re-Offending Rate	52%
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There are fewer young people looked after subject to an Out of Court disposal that suggests young people that are looked after are not being diverted away from the Court system as young people who are not. This is an area for the service focus of attention to ascertain any trends that might be apparent to inform improvements in the local system's response to young people who are looked after earlier for diversion from offending and entry to the Youth Justice and negative outcomes.

The number of young people currently serving the custodial element of a Detention and Training Order is 4 and 1 respectively with the overall numbers subject to all custodial sentences being 6% for children who are not looked after LAC and 18% for those who are. This indicates that looked after children are more at risk of a custodial sentence than the overall population and is further compounded by the higher reoffending rate of the cohort in the YJS caseload.

Issues that can make it more difficult to achieve positive outcomes with looked after children, particularly in relation to reoffending includes placement changes.

When looked after children placement is moved to another area, the responsibility for delivering interventions falls to the YOT in the area within which the young person resides, with oversight by Haringey YJS. Implications for young people from changes in placements and in compliance with orders in these circumstances includes their reduced availability at short notice for attending interventions and having to engage quickly with staff and services unfamiliar to them.

Offence Types

Table 4.

Youth Justice Non-LAC population			Youth Justice LAC Population		
Charged Offences	No	%	LAC Charged Offences	No	%
Robbery	43	23%	Robbery	18	17%
Violence Against the Person	45	24%	Violence Against the Person	33	32%
Theft and Handling	34	18%	Theft and Handling	1	1%
Drugs	30	16%	Drugs	9	9%
Domestic Burglary	0	0%	Domestic Burglary	10	10%
Public Order	3	2%	Public Order	0	0%
Breach of Statutory Order	6	3%	Breach of Statutory Order	3	3%
Non Domestic Burglary	0	0%	Non Domestic Burglary	1	1%
Criminal Damage	4	2%	Criminal Damage	4	4%
Motoring	7	4%	Motoring	1	1%
Vehicle Theft	3	2%	Vehicle Theft	12	12%
Breach of Bail	1	1%	Breach of Bail	2	2%
Other	5	3%	Other	5	5%
Racially Aggravated	2	1%	Racially Aggravated	1	1%
Breach of Conditional Discharge	0	0%	Breach of Conditional Discharge	0	0%
Sexual	1	1%	Sexual	1	1%
Fraud and Forgery	4	2%	Fraud and Forgery	3	3%
Death or Injury by Dangerous Driving	0	0%	Death or Injury by Dangerous Driving	0	0%
Arson	0	0%	Arson	0	0%
Total	188		Total	104	
Avg Offences per Yp	2.3		Avg Offences per Yp	3.2	

Charged with knife offence	No	%	Charged with knife offence	No	%
Yes	39	48%	Yes	19	58%
No	42	52%	No	14	42%
Total	81		Total	33	

The table above details the offence type committed by young people in the YJS cohort. Violence against the person and vehicle theft are offence types that are significantly higher for young people who are looked after. Drugs offences are however lower. The average number of offences for young people looked after in the cohort are also higher.

The rate of knife related offences is higher for young people who are looked after at 58% compared to 48% (the number in the table relates to offences not young people). This indicates focus of attention for the service for understanding to address reasons behind this, albeit it being a significant issue across for all young people involved in the service and is a priority for the service.

Assessment

All young people involved with the YJS are assessed using the YJB National Assessment tool, Asset Plus. This assessment focuses on several areas including significant life events, desistance and includes a self-assessment in order to elicit young people's views in relation to their current situation, offending and life experiences. The assessment includes sections in relation to harmful behaviour and safeguarding concerns and rates the young person in terms of the risk of harm they pose to others, the safety and wellbeing status of the young person and likelihood of reoffending.

Table 5.

Youth Justice Non-LAC population			Youth Justice LAC Population		
Concerns re: Safety and Wellbeing	No	%	Concerns re: Safety and Wellbeing	No	%
No	13	20%	No	3	11%
Yes	51	80%	Yes	25	89%
Total	64		Total	28	
ASSET Serious Harm Level	No	%	ASSET Serious Harm Level	No	%
Low	22	34%	Low	3	11%
Medium	29	45%	Medium	6	22%
High	13	20%	High	18	67%
Total	64		Total	27	

The concerns for safety and wellbeing and risk of harm to others are often linked very closely together and are in many cases tied to issues of trauma, gang violence and exploitation. As can be seen from the above table a higher percentage of looked after young people present with concerns in relation to their safety and wellbeing and a considerably higher number of young people present high risk in terms of public protection (harm to others). All young people that pose a high risk in either domain are discussed at the YJS Risk Management Panel, a multi-agency panel attended by YJS, Police and social care. 40% of the highest risk cases are young people who are looked after (8 out of 20). Improvements to align young people identified as high risk in YJS at the RMP are also cross referenced with Children's Social Care Exploitation panel to strengthen management arrangements for planning and reducing young people's risk of harm or to others.

Interventions

Haringey YJS provides a range of interventions to young people including Haringey and other local authorities looked after children, placed in Haringey. Youth Justice Board protocols exist in order to ensure that the local YOT manages orders and delivers interventions in relation to young people placed in their area whilst also ensuring that the 'home' YOT retains case management responsibility for LAC, from their own area, in terms of overall oversight and enforcement.

Haringey Looked After Children are allocated a case manager in the YJS wherever they are placed. The case manager is responsible for liaising with the YOT in the area in which they are placed, if outside of Haringey, or directly delivering and coordinating interventions to young people living locally.

A key area of focus for intervention is education, training and employment. Table 5. gives the figures for young people that are in suitable, full time ETE. The figures relate to all young people over the age of 10 including those above statutory school age, thereby including 17- and 18-year olds. As can be seen the figure is comparable across both cohorts and can be favourably compared with recent YJB data of national averages of approximately 40% for young people involved with YOTs. Young people looked after in the cohort are availed support in this area from both education specialists responsible for LAC (Virtual School) and the dedicated specialist Education, Training and Employment worker in the YJS.

Table 6.

Youth Justice Non-LAC population			Youth Justice LAC Population		
ETE Status Jan 19	No	%	LAC ETE Status Jan 19	No	%
IN Education, Training/Emp	55	75%	IN Education, Training/Emp	15	71%
NEET	18	25%	NEET	6	29%
Total	73		Total	21	

A range of interventions available to all children and young people at the YJS include;

One to one session: these sessions are tailored to the needs of the young person and may focus on issues such as peer pressure, consequential thinking and offence focused work.

Victim awareness: raising the understanding of victim issues and developing levels of empathy

Restorative Justice: Developing levels of understanding with a view to attaining the point where mediation can take place between the young person and victim. This may also involve the writing of letters of apology

Indirect Reparation: participation in community projects that repair harm

Weapons Awareness: group sessions that address the physical and legal impact of weapon enabled offending

Serious Youth Violence: exploring young people's involvement in lifestyles that are typified by gangs and the use of violence.

Substance misuse: intervention from specialist substance misuse practitioners

ETE: YJS ETE worker undertakes direct sessions with young people to support them back into education and to access opportunities for appropriate provision.

Outcomes and Voice of the Child

Table 7. represents the breach rate during the year of 2018 and details that it was higher for Looked After Children than others during that period; in conflict with the findings on the current caseload.

Table 7.

Youth Justice Non-LAC population			Youth Justice LAC Population		
Breach Rate 2018	No	%	Breach Rate 2018	No	%
Successfully Completed	80	71%	Successfully Completed	24	62%
Breached	33	29%	Breached	15	38%
Total	113		Total	39	

Consideration needs to be given to the breach rate for LAC and how case managers approach non-compliance with young people who may often have a history of strained relationships with professionals that can adversely influence their ability and willingness to engage with yet another service and / or professional.

The YJS has developed an exit questionnaire, results of the first 17 completed since September 2018 reveal the following;

85% of young people were involved in the development of their plan

76% rated the relationship with their case manager as the best aspect of working with the YJS

82% stated that their case manager always listened to them

65% said that their opinions were considered

These results are extremely promising in respect of young people's voice being heard and them feeling valued by those working with them. Several actions are in place to improve the feedback rate of young people exiting the service and includes differentiating the views of young people who are looked after for response in service improvements.

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Report for: Corporate Parenting Advisory Committee 23 April 2019

Title: **Ofsted Inspection of Children's Social Care Services**

Report

authorised by :



Ann Graham, Director of Children's Services

Lead Officer:

Ann Graham, Director of Children's Services, tel. 020 8489 3206
Ann.graham@haringey.gov.uk

1. Describe the issue under consideration

Haringey's Children's Social Care Service was inspected by Ofsted between 22 October and 9 November 2018. The inspection took place in accordance with legislation and the new Ofsted inspection framework that became operational in January 2018. The findings from the inspection were published on 14 December 2018 and identified areas of strength in practice and areas for improvement. The judgement for all areas inspected is that services 'require improvement to be good'. An action plan is in place to address the findings as part of the wider programme of service improvement in Children and Young People's Services.

2. Background information

- 2.1 Children's social care services were subject to a full Ofsted inspection called the 'Inspection of Local Authority Children's Services' (ILACS) by a team of Ofsted inspectors over a three-week period from 22 October to 9 November 2019. During the first week of the inspection, inspectors were off site and were provided with data and information in line with statutory guidance. Inspectors were based in Haringey for the last two weeks of the inspection.
- 2.2 The inspection framework is now much more focused on evidence about improving outcomes for children and young people and evidence of the impact of leaders. There is a strong emphasis on examining frontline practice, talking directly with practitioners and taking into account the views of children, young people, parents and carers. Our work with partner agencies and in fulfilling responsibilities as Corporate Parents was also of great importance.
- 2.3 In advance of the inspection, the service produced a self-evaluation that set out the strengths, areas for improvement and actions needed to improve children's social care. Ofsted received a copy of the self-evaluation in advance of the inspection and used this alongside a set of required data and information to form their key lines of enquiry. As part of the inspection process, inspectors look for evidence of progress from previous inspections. The last full inspection of children's services took place in 2014 and a Joint Targeted Area Inspection

(JTAI) on neglect took place in December 2017.

- 2.4 The judgement from the inspection is that services 'requires improvement to be good'.

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

- 2.5 This is consistent with the service's self-evaluation. Whilst the report underpins this judgement with evidence in the examination of practice, inspectors were positive and encouraging about the work now underway and the arrangements and plans for improvement in place. Services were regarded as being safe and there was no practice found in which a child was considered to be at risk.

- 2.6 Under a heading, 'what needs to improve', inspectors noted the following nine areas:

- 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.

- 2.7 The action plan was submitted to Ofsted on 15 March in line with their deadline for submission by 18 March. The action plan will be overseen by the Children's Improvement Board and progress will be reported to Corporate Parenting Advisory Committee, to Children and Young People's Scrutiny Panel and annually to Cabinet.

2.8 Findings from the inspection

- 2.8.1 Overall, the inspectors reported an improving picture for services for children and young people and were complimentary about staff, stating that:

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

- 2.8.2 The focus of the inspection was on practice and the variability of this was recorded through the report.

- 2.8.3 The inspection report has three main sections. These are:

- the experiences and progress of children who need help and protection;
- the experiences and progress of children care and care leavers; and
- the impact of leaders on social work practice with children and families

- 2.8.4 A short summary of the findings of these sections is set out below. Further detail can be found in the full inspection report at appendix 1.

2.9 The experiences and progress of children who need help and protection

- 2.9.1 Work on improvement across the service since past inspections was identified. For example, the strengthening of safeguarding through the ‘front door’ arrangements with the Multi Agency Safeguarding Hub (MASH) since the JTAI and the significant improvements in services for young people leaving care since the 2014 full inspection.

- 2.9.2 It was found that young people who present as homeless are responded to appropriately, that assessments are jointly undertaken with housing and that young people who need accommodation are provided with it from a range that is suitable.

- 2.9.3 Inspectors found that children and young people subject to, or at risk of, criminal exploitation, child sexual exploitation and gang affiliation are supported such that the lives of some young people become more stable and less risky.

- 2.9.4 The inspectors found that the coordination of early help services is underdeveloped. The Director of the Children and Young People’s Service is leading the development of a new early help strategy that will include active engagement with partners, in particular, our schools and health services.

- 2.9.5 The report states that thresholds in the children with disability service are not well understood or applied when risk escalates. It should be noted that inspectors did not find any children to be at risk in this service. The Disabled Children’s Service now has in place stronger and more robust management oversight from the Head of Service for Safeguarding and Assessment. This will result in a consistent application of thresholds and response to risks across the service.

- 2.9.6 It should be noted that the youth centre at Bruce Grove was singled out for particular praise as offering excellent provision for young people in the Borough.

2.10 The experiences and progress of children care and care leavers

- 2.10.1 Inspectors found that the threshold decisions for children coming into care are appropriate and that those with a plan to return home are supported appropriately to ensure that they are returned safely and then thrive. This is important not just for evidence of a safe service but also as evidence of the appropriate use of resources in high cost areas.
- 2.10.2 Inspectors were impressed with the efforts of social workers to develop relationships with children and young people who have had difficult experiences and they stated that children in care are visited regularly and often beyond statutory expectations.
- 4.10.3 The work led by Members to ensure that children in care have access to leisure activities was reported positively. The report states that children in care have access to a wide range of leisure activities and the local authority supports funding to access local sports centres.
- 2.10.4 The service recognised that further work was required to improve permanence planning for children and this too was noted by inspectors. Although work is underway to address this issue, it had not been in place long enough for inspectors to see impact. The inspectors were positive about the service's approach to improvement in this area and this will continue to be monitored through the implementation of the action plan.
- 2.10.5 The service was also aware of the variability in the quality of personal education plans (PEPs). These are plans that children in care have that are focused on improving their education outcomes. The quality of these plans will be improved through the use of an electronic virtual school platform for tracking attainment and monitoring attendance called the ePEP. The ePEP platform was in the process of being rolled out and implemented at the time of the inspection and had not been in place long enough for inspectors to see evidence of impact.

2.11 The impact of leaders on social work practice with children and families

- 2.11.1 Some of the areas for improvement had been reported in the full inspection that took place in 2014. Inspectors reported that, although actions had been taken to address the recommendations from that inspection, changes had not been sustained due to a succession of changes in the senior leadership team. However, it is positive that inspectors reported a significant increase in pace has been noticed since the December 2017 JTAI and the arrival of the new Director.
- 2.11.2 The impact of leaders was also recognised by Ofsted who acknowledged significant changes in governance and the contributions of the Chief Executive who is leading the development of a youth strategy. Inspectors were impressed by the Lead Member and made the following comment:

“the well informed, confident and aspirational lead member is fully involved across a range of committees and boards”.

- 2.11.3 The work undertaken by Members was praised. Inspectors found that Members appropriately challenge performance in areas of concern and request further

information to improve their understanding of issues such as knife crime.

- 2.11.4 It was noted that Members of the Corporate Parenting Committee undertake regular visits to a wide range of services so that they are able to tackle issues for children and young people. Additionally, inspectors recognised that young people from ASPIRE, our children in care council, are well supported by their participation officer to participate meaningfully in the development of a local offer from the care leavers service.
- 2.11.5 It was noted that the staff in children's social care reflect the diversity of the local population and have a sophisticated awareness of diversity and how cultural, religious factors underpin children sense of identity.

2.12 Communication of findings

- 2.12.1 The findings of the inspection were shared with staff through a number of roadshows that took place on 18 December. Staff had opportunities to discuss the report in their teams and to contribute to the development of their service plans that were used to inform the action plan sent to Ofsted.
- 2.12.2 The Lead Member for Children informed all Members of the outcome of the inspection on the day the report was published and also provided a link to the report. Corporate Parenting Advisory Committee received a presentation on the inspection and its findings at its January 2019 meeting. The report will be presented to Children and Young People's Scrutiny Panel in March 2019. An invitation has been sent to all Members inviting them to a briefing session on 28 March 2019. This will be an opportunity for a more detailed discussion on the report and actions in place for improvement.
- 2.12.3 Partner agencies have been informed of the outcome of the inspection at relevant partnership meetings and boards including the local safeguarding children board. Cabinet members received a briefing on 10 January and Corporate Board also received a report in January.

2.13 Action Plans for improvement

- 2.13.1 Inspectors reported positively on the pace of improvement in recent months and also the framework through which this has taken place. These arrangements will also be used to drive the implementation of actions from this inspection.
- 2.13.2 Improvements identified in the Ofsted inspection are already included within a wider programme of plans for service delivery and improvement across Children's Services. These are being overseen through the Children's Improvement Board and progress will be reported to Corporate Board and Children and Young People's Scrutiny Panel with the close involvement of the Lead Member for Children's Services. There will also be feedback to Ofsted through regular engagement meetings.
- 2.13.3 Some of these improvement areas are as follows:
- 2.13.4 **Quality Assurance.** A revised quality assurance framework is in place and there are new arrangements for the auditing and reporting on the quality of

practice. The service also has additional capacity, two auditors, who will help managers and staff to improve practice.

- 2.13.5 **Quality of Practice.** We will be working with Professor David Shemmings to support improvement in the quality of assessments. David Shemmings is an expert in relationship-based approaches to working with families.

A set of expectations about practice has been put in place for staff and there are arrangements to provide support through regular supervision along with training.

The service will be recruiting a Principal Social Worker who will have a lead responsibility for improving the quality of practice. This role was identified as good practice for improvement by Professor Eileen Munro in her work that informed recent legislation.

- 2.13.6 **Recruitment and Retention.** The plans for improvement go hand in hand with work to recruit permanent managers and social workers and achieve greater stability in the workforce and also to maintain manageable workloads. These benefit children and young people through building trusting relationships, the direct work achieved and with greater chance of improved outcomes. The vacancy rate for social workers has reduced from 34.3% in July 2018 to 29.5% in December 2018. A report on actions to recruit and retain staff was presented to Staffing and Remuneration Committee on 17 December 2018.

- 2.13.7 Although the inspection report focuses on nine areas for improvement the detailed action plan will respond to all concerns raised within the report.

2.14 Future Inspections

It is expected that in the next 12 months we are likely to have at least one other inspection. It should also be noted that the current inspection framework includes focused visits, joint targeted area inspections into specific areas of practice as well as full inspections. The range of inspections is in place to 'catch services before they fall'. All local authorities are now expecting inspections of services to take place much more frequently than previously.

3 Contribution to strategic outcomes

3.1 The findings for improvement will be included as part of the programme of service improvement plans which is led and overseen through the Children's Improvement Board. These are aligned within the wider framework of the Borough Plan and its outcomes for children and young people in Haringey, most particularly:

- Best start in life: the first few years of every child's life will give them the long-term foundations to thrive.
- Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities.
- Every young person, whatever their background, has a pathway to success for the future.

3.2 This is particularly relevant to contributions to the Borough's strategic work with vulnerable adolescents at risk of crime and exploitation; early help and preventive work; work with children and young people who have special needs and/or are living with a disability; those who are affected by neglect; children and young people who experience domestic abuse or parenting affected by alcohol or drug misuse.

6 Use of Appendices

Appendix 1: Ofsted inspection of children's social care services published
14 December 2018

Appendix 2: Action plan submitted to Ofsted

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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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Haringey Children's Service Ofsted Action Plan March 2019



The Ofsted inspection of Children's Social Care Services completed on 9th November 2018 and the report of the findings of the inspection was published on 14th December 2018. The inspection judged all areas inspected as 'requires improvement to be good' and listed nine areas for improvement.

A high-level version of the plan is set out below. The more detailed operational plan is specific, measurable, realistic and has targets for improvement (SMART) and sets out the actions to improve practice in the identified area. This plan will be monitored quarterly through the Children's Improvement Board and at regular one-to-one meetings with the cabinet Member for Children, Families and Education and the Director of Children's Services. Additionally, Ofsted will also review progress on the action plan at the Annual Engagement meeting with the Director of Children's Services. Cabinet, Children's Scrutiny and Corporate Parenting Advisory Committee will all receive an annual update on the progress of the action plan.

RAG RATING

All actions are RAG rated regarding progress using the following coding: -

RED – R	Not on track - exceptional reporting required
AMBER – A	Concern in progressing actions taking action to resolve and get back on track
GREEN- G	Online to be completed within agreed timescales
BLUE - B	Achieved/completed. *Includes actions that are completed and will be ongoing for future

Acronyms used:

IRO – independent reviewing officer

CPA- Child Protection Advisers

QA – Quality Assurance

HoS – Head of Service

DCS- Director of Children's Services

AD – Assistant Director

CiC – Children in Care

QPN – Quality Performance Network meeting

LSCB – Local Safeguarding Children Board

MASH – Multi-agency Safeguarding Hub

1. Assessments of children's needs when their circumstances change, in order to inform plans

Outcome

- The assessments of children's needs are of the highest quality and are updated when there is a change in the child and family circumstance as appropriate
- That plans reflect the findings of assessments and that they are updated in accordance with changes to assessments.
- Practitioners are supported to deliver the highest quality practice and that this is reflected in assessments and audits findings

Impact of actions	Target / Timescales
1.1 All managers as part of management oversight and IRO/CPA chairs at reviews to ensure that the child's plan is current evaluated as relevant and dynamic (SMART) and is reviewed as appropriate and at least annually.	On-going and in line with the child's requirements.
1.2 Practice standards are reviewed and updated on Tri.x (the online policy and procedures tool).	Completed.
1.3 Case file audit tool rolled out and implemented. Audit tool used routinely by all staff.	Completed.
1.4 85% of assessments meet required case standards and are up-dated to reflect the child's current circumstances. The baseline for audits reaching the standard of at least 'good' has been reduced to 35% (Jan 2019) from 47% at Oct. 2018. This is an outcome of the more rigorous audit process.	At least 60% by Sept 2019. 85% by Dec 2019 and then working towards 100%.
1.5 Assessment tools in place and used consistently by staff for the improvement of assessments.	April 2019.
1.6 Staff are aware of and are trained on the use of assessment tools as appropriate.	April 2019.
1.7 An enhanced programme of training is available to staff to support the development of skills and knowledge required to achieve a consistently high quality of practice.	Sept 2019.
1.8 Thematic audits demonstrate consistently improving practice and targets achieved.	April 2019, 60% of audits demonstrate good assessment and 85% by December 2019. 85% of cases audited will include evaluation and feedback from children, their families and

Impact of actions	Target / Timescales
	trusted professionals.
<p>1.9 There is a shared understanding amongst staff and managers of what 'good' social work practice looks like.</p> <p>Feedback from staff. Communications and engagement events.</p>	By March 2019.
<p>1.10 Refocused business support/administrative capacity.</p> <p>Reducing administration frees up social workers to spend more time on purposeful direct work with children and families.</p>	By June 2019.

2. Child focussed plans, particularly in the disabled children's team, where the understanding of thresholds when risk escalates also needs to improve

Outcome

- That all plans are focused on the needs of the child within the context of their family.
- That the Disabled Children's Team (DCT) practices a child focused approach to its work at all times and this is reflected in case recordings, assessments and plans, while at the same time working with parents for the best outcomes for children and young people.
- That DCT understands thresholds when risk escalates and that this is reflected in the work of the team, case recordings, assessments and plans.

Impact of actions	Target / Timescales
<p>2.1 All practitioners in the DCT have undertaken mandatory training and development on achieving and implementing a child centred practice.</p> <p>All DCT practitioners have a minimum of Child Protection Level 3 Safeguarding Training. A programme of learning to include mentoring and shadowing between DCT, Assessment and MASH teams is in place.</p> <p>All audits of DCT cases are child focused and evidence clear decision making against thresholds.</p> <p>85% of audits will include feedback from children and young people and trusted professionals.</p>	<p>Inhouse briefing sessions through to June 2019.</p> <p>Externally commissioned sessions by July 2019.</p>
2.2 All children's service staff have access to training on working with disabled children.	Externally commissioned sessions by June 2019.
2.3 All staff aware of practice standards and tools.	Completed.
2.4 Findings of audits show continuing evidence of improvement.	Dec 2018 completed and quarterly from April 2019.
2.5 The application of threshold for DCT cases is consistent with practice guidance and this is evidenced through case file reviews.	Completed. A review planned for end of March

Impact of actions	Target / Timescales
	2019.
2.6 Experienced Child Protection Advisers linked to the DCT team and working alongside the Service Manager and the Team Managers to build their knowledge and skills to support the consistent application of thresholds.	Completed.

3. The quality and timeliness of case recording including the recording of management decision making

Outcome

- The case recording is consistently of the highest standard.
- That case recording takes place in a timely manner.
- Management decision making is clearly recorded on case files.
- The quality of case recording is monitored through supervision and audits.

Impact of actions	Target / Timescales
3.1 The supervision takes place in line with policy and procedure.	New supervision policy implemented October 2018. 95% of cases to receive management oversight/ supervision by April 2019.
3.2 Audits show a consistently high rate of management oversight and decision making on all cases in accordance with policy and procedure.	New supervision policy implemented October 2018. Managers are increasing the rate of supervision and management oversight. 95% of cases to receive management oversight/ supervision by April 2019.
3.3 Weekly performance reports evidence the consistent recording of management oversight on children and young people records.	By April 2019. Baseline 38% of audits had good quality of supervision in February 2019

Impact of actions	Target / Timescales
	Targets 50% by April 2019 and 80% by Sept 2019.

4. Timely and effective permanence planning for all children in care, including effective challenge brought by independent reviewing officers (IRO)

Outcome

- That there are timely permanence decisions made for all children in care and that these decisions are recorded on Mosaic
- That permanence decisions are reviewed regularly through child in care reviews to prevent drift
- That the use of a tracker is an effective tool in ensuring that all children's permanence plans do not drift.
- That IROs use challenge appropriately to escalate concerns related to practice to further support best care planning and outcomes for children and young people.

Impact of actions	Timescales
4.1 Performance reports demonstrate that all children in care have a permanence decision recorded.	Ongoing.
4.2 Where a child is in care their care plan is tracked on a monthly basis to ensure there is no drift or delay.	Ongoing.
4.3 All children in care have a permanence decision that, where appropriate, is regularly reviewed through the CiC review process and the plans are presented twice a year to the Case Management and Resources Panel for senior leadership oversight.	All cases that require a decision through panel – target is 100% by June 2019.
4.4 Care plans are amended in a timely manner and that there is no delay.	By June 2019.
4.5 A peer review by Islington, as part of our partners in practice, leads to further practice improvements and highlights good practice by the IRO's.	Terms of reference to be agreed by April 2019.
4.6 Challenge by IROs is routine and escalation process is used appropriately.	Quarterly report to QPN in Dec 2018; will be quarterly thereafter.

5. Placement sufficiency for vulnerable adolescents

Outcome

- That all children and young people are in placements that meet their needs
- That placement stability increases following a short dip
- That arrangements are in place across London for the commissioning of placements for young people who are currently difficult to find placements for near their homes and in a timely manner

Impact of actions	Timescales
5.1 The CiC and Care Leavers strategy delivers sufficient placements for all children and young people.	In line with targets set in the strategy.
5.2 Haringey supports plans in place across London for the development of placements to meet the needs of all adolescents, include for the cohort that are difficult to place.	In accordance with plans for development across London – aim is currently 2021 for agreements to be in place.
5.3 Care planning is undertaken early and provides best outcomes for young people.	Ongoing and in line with each young person's needs.

6. The quality of audits to inform practice and drive practice improvements

Outcome

- That the quality of audits is of the highest standard and informs actions that lead to improvements to practice
- That audits take place in sufficient numbers and at a frequency that drives practice improvements

Impact of actions	Timescales
6.1 The relaunched QA framework is implemented and driving practice outcomes.	Quality Assurance Practice Framework and Guidance completed and launched in December 2018.
6.2 That all audit reports are of a consistently high standard and lead practice improvement.	Ongoing.
6.3 Increased audit capacity and thematic audits lead to improved practice	Ongoing.
6.4 The quality of practice is improved through regular lengthy audits undertaken through the process of practice weeks.	Practice weeks completed September 2018 and February 2019. Continue in line with practice week schedules.

7. The strategic partnership response to criminally exploited children

Outcome

- Local strategic multi-agency arrangements to manage and keep abreast of the complex risks of gangs, violence and criminal exploitation of children are well developed.
- Governance arrangements to oversee criminally exploited children are clear and aligned.
- Analysis informs planning to minimise the risks that these children face.

Impact of actions	Timescales
<p>7.1 There will be a shared approach to minimising the risks to criminally exploited children.</p> <p>There will be clear governance arrangements and protocols to support effective oversight and decision making so that key services/partners (Community Safety, the Youth Offending Service and the Safeguarding and Quality Assurance/Multi Agency Child Exploitation Panel - MACE) understand where responsibility and accountability for actions sits and what the shared actions are.</p>	By April 2019.
<p>7.2 A joint quarterly report will be produced, which sets out a shared view of the local profile of children at risk of gangs, violence and criminal exploitation, which informs strategic planning and operational decisions.</p>	By May 2019.

8. The offer and take up of return home interviews (RHIs) and subsequent use of intelligence to inform individual children's plans and wider partnership activity

Outcome

- That all children and young people who go missing are offered a return home interview
- That the take up and outcome of RHIs is monitored and reported to through governance arrangements in place.
- That children and young people are safer as a result of receiving RHIs

Impact of actions	Timescales
<p>8.1 Social workers refer all children for a return home interview when they have gone missing</p> <p>There is increased take up of return home interviews from the baseline of 47% in quarter 3, 2018.</p>	Ongoing.

Impact of actions	Timescales
8.2 Quarterly report analyses the key themes and issues in relation to children who go missing and this informs the wider understanding of child sexual exploitation and child criminal exploitation.	First report in new format produced in March 19 for the period October 18 to December 2018, and then quarterly.

9. Pathways to private fostering

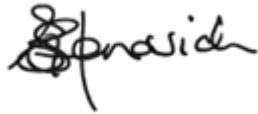
Outcome

- That all children and young people who are privately fostered have an assessments that includes all members of their household.
- That social workers are supported to understand all pathways to private fostering and the regulations
- That all children and young people who are privately fostered have an identified person discharging parental responsibility.
- That through the LSCB all agencies work to raise the awareness of private fostering

Impact of actions	Timescales
9.1 All children and young people privately fostered have a robust assessment and that they are supported in their placement.	Ongoing.
9.2 Social workers are fully aware of the pathways to private fostering and the regulations	June 2019
9.3 Increasing number of private fostering arrangements identified. Increase in contacts from Admissions service to MASH	By March 2019.
9.3 An increased awareness of private fostering across all agencies and increased reporting as a result.	By March 2019.

Report for: Corporate Parenting Advisory Committee

Title: **Looked After Children and Care Leavers Strategy 2018-2021**



Report authorised by : Beverley Hendricks, Interim Assistant Director

Lead Officer: Colette Elliott-Cooper, Head of Service Children in Care
& Leaving Care Tel: 0208 489 4965
Colette.Elliott-Cooper@haringey.gov.uk

Ward(s) affected: NA

1. Describe the issue under consideration

1.1. Our Looked After Children and Care Leavers Strategy describes how we will deliver good, effective corporate parenting for children and young people in our care and care leavers. It provides a clear commitment to safeguard and promote the welfare of this vulnerable group.

1.2. The strategy focuses on the following priorities:

- Improving the outcomes for children in care through high quality social work practice
- Improving outcomes for our care leavers through high quality social work practice
- Improving outcomes for children in care and care leavers through health and education
- Increasing placement choice, stability and support
- Children receive the right services and only remain in care for as long as they need to
- Being in care is an enriching experience as possible for children and that we equip them for a successful and fulfilling futures
- Increasing children and young people's impact on service design and delivery
- Ensuring children in care and care leavers are safeguarded
- Support children to live safely with their families and reduce the need to be cared for by intervening early.

2. Recommendations

Members are asked to ratify our Strategy 2018- 2021 for Looked After Children and Care Leavers.

3. Reasons for decision

We strongly believe this Strategy will further develop and influence the work we do. By working together, we are confident we can deliver this Strategy and give children and young who are looked after and our care leavers the opportunity to thrive in their families, their school, and their communities.

4. Background information

- 4.1 Most children and young people in Haringey live with their families; however, for some this is not possible. Coming into care is usually a difficult experience for children and young people. Many children who become looked-after do so because of family difficulties, neglect or abuse. According to data from Haringey's Children in Need (CIN) census, domestic abuse was the most prevalent factor identified. This indicates a large proportion of looked-after children are likely to have been Children in Need at one stage in their lives. In Haringey we currently have 425 children in care and 503 care leavers.
- 4.2 Research and inspection reports show that the quality of support care leavers receive is patchy and that their journey through the first decade of adult life is often disrupted, unstable and troubled. They often struggle to cope, and this can lead to social exclusion, long term unemployment or involvement in crime. For example, - National research shows approximately 34% of all care leavers were not in education, employment or training (NEET) at age 19 in 2013 compared to 15.5% of 18-year olds in the general population. In Haringey 52% of the 19-21 year olds and 77% of the 17-18-year olds were known to be in EET. This is in line with statistical neighbour figures.
- 4.3 Haringey has 60 young people at University, we continue to have higher proportions of young people in higher education than our statistical neighbours and compares favourably with the national position. This improving result was also recognised in the recent Ofsted inspection where inspectors found that Haringey's care leavers are supported to enter Education, Employment of Training opportunities.

5. Contribution to strategic outcomes

This strategy is shaped by the Borough Plan, to fulfil the Council's responsibilities as Corporate Parent, we will ensure children in care have every opportunity to thrive, feel safe and secure and have a pathway for future success. This strategy in the main is supported by our Sufficiency Strategy and our Borough plan

6. Use of Appendices

- **Looked After Children and Care Leavers Strategy 2018-2021**

7. Local Government (Access to Information) Act 1985

Children Act 1989

Care Leavers Act 2000

Every Child Matters - Children Act 2004



Looked After Children and Care Leavers Strategy

2018 – 2021



Looked After Children and Care Leavers Strategy 2018-21

Foreword

The Borough Plan sets out our vision for children and young people in Haringey. In the first few years of life, children should have the long term foundations to thrive and then be able to grow up feeling safe and secure in their family and community. Young people, whatever their background, should have a pathway to success for their future.

In our work with children, young people and families we want to be able to offer help early and to prevent needs escalating. We aim to support children and young people to grow up in their own families and communities when it is in their best interests and safe enough to do so.

When children and young people do come in to care we are keen to support work for reunification or, where this is not possible, to make long term plans for permanency with another family, always seeking to ensure they achieve the best outcomes possible. Children in care should have every opportunity to thrive, feel safe and secure and have a pathway for future success. This is at the heart of our intentions to fulfill our role as Corporate Parents and the strategy for looked after children and leaving care sets out our plans to do this.

‘Being a corporate parent means doing everything we can for every child in the council’s care – and every care leaver – to give them the opportunities that other children get. This covers everything from keeping an eye on their progress at school, to looking after their health and wellbeing, to preparing them for life as independent adults – and supporting them when they get there. We need to be ambitious for the children in our care, encouraging them to dream big’ (Local Government Association 2017).

We are very pleased to have also set out our aspirations for the children and young people for whom we have responsibilities in our Corporate Parenting Pledge. This was agreed in February 2018 and has a clear set of objectives and actions which we know can make a difference. Importantly, the Pledge was made with the involvement of children and young people through Aspire, which is the Children in Care Council in Haringey, and presented to the full Council. Through consultation and participation we ensure that we listen to the voice of children and young people about their lived experienced.

Councillor Joseph Ejiofor
Leader of Haringey Council

Councillor Weston
Lead Member for Children, Haringey Council

Zina Etheridge
Chief Executive, Haringey Council

Ann Graham
Director of Children and Young People’s Service, Haringey Council

October 2018

Looked After Children and Care Leavers Strategy 2018-21**Contents:**

1. Foreword
2. Shaping the Strategy
3. The voice of children and young people
4. Principles for high quality practice
5. Needs analysis of our looked after children and care leavers
6. Reference to local strategies
7. National legislation and guidance
8. The strategy and priorities
9. Plans

Appendices :

Appendix A : The Corporate Parenting Pledge

Appendix B : Sufficiency and the needs analysis of looked after children and care leavers

Appendix C: Corporate Parenting Advisory Committee (CPAC) Terms of Reference

Shaping the Strategy

1. The **Borough Plan** sets the scene for Haringey's vision and aspirations for all children and young people .To fulfil the Council's responsibilities as Corporate Parent, we should ensure that children in care have every opportunity to thrive, feel safe and secure and have a pathway for future success.
2. Building on this foundation , the strategy for looked after children and leaving care will be further shaped and influenced by
 - a) Listening to the voice of children and young people
 - a) Our principles for high quality practice
 - b) The needs analysis of our looked after children and care leaver population
 - c) Reference to key local strategies
 - d) The requirements set out by national legislation and guidance

The voice of children and young people

3. The children and young people who are in our care or who are leaving care have opportunity to express their **wishes and feelings as individuals** through their relationship with their carer and social worker or personal adviser.
4. Views about their experiences, the services they receive and quality of practice are supported through **consultation with Aspire** which is the Children in Care Council and involved in advising the **Corporate Parenting Advisory Committee** (CPAC) of Elected Members . The Young Adult Service also works with groups of young people who are care leavers to shape, influence and improve practice.
5. Working over a two year period, Aspire has consulted with children and young people to then advise CPAC and influence the **Corporate Parenting Pledge**. The children and young people have told us what is important to them. This has then been collated into a number of themes with actions to address these and improve

Looked After Children and Care Leavers Strategy 2018-21

outcomes and are closely aligned to the Looked After Children and Care Leavers Strategy:

- a) **Staying safe** : recognising the importance of stability in placement, relationship with social worker and supporting their sense of safety and wellbeing
 - b) **Inclusion and identity** : help to understand their journey through care, learn about their culture and develop a positive sense of identity.
 - c) **Health and well being** : to make sure that their physical, mental and emotional health needs are assessed and understood whilst arrangements are in place to promote and support good health
 - d) **Wishes and feelings**: ensuring that their voice is listened to and we are child centred in our practice
 - e) **Education**: always trying to arrange for children and young people to go to a good or outstanding school and supporting them in their education, training and employment opportunities for a successful future.
 - f) **Rights and entitlements**: making rights and entitlements clear whilst in care and on leaving care and providing support to live independently
6. These themes are set out in the Corporate Parenting Pledge – see attached as Appendix A. Each theme has a set of actions. In turn we have ensured that the actions are to be taken as part of our looked after children and care leavers strategy and plans for service improvement.

Principles for high quality practice

7. We will work to **prevent** admissions of children and young people to care wherever safe and appropriate. If a child or young person does come into care we will act quickly and **reunite** them with their family if possible. We will work closely with their families to understand the difficulties they have in looking after their children and identify solutions.
8. **Relationships** are at the heart of our work with families and we look to build on their strengths. We use '**Signs of Safety**' as our strengths based practice framework and means of engaging with the people we are trying to help. In this we will carefully consider the help that is available from us to enable them to make the necessary changes so that their children can return home if it is safe and in their best interests to do so.
9. Where this is not possible we will make long term plans for **permanency** with another family. Children, who are not able to live with their families, might be looked after in care for a very short or a longer period. During these times, we work very closely with families and children because we believe this will help everyone to come to the right decision about what to do next. We prioritise the making of a permanent care arrangement for children in the shortest time possible and our most senior managers oversee how well this is working for every child. We will support the families and carers of children and young people living with a disability to remain fully involved where this is in the best interests of the child or young person.

Looked After Children and Care Leavers Strategy 2018-21

10. We want children who are looked after to understand the long term plan for them as soon as possible. We will work hard to **understand their experiences, their wishes and feelings and their hopes** for the future. We will listen to children and young people in supporting and caring for them in their individual plans. We will promote **consultation and participation** with children and young people about improving the quality of our practice and how services are delivered. We will be creative and use tools which help different ways of communicating with children who have special educational needs or are living with a disability.
11. Our looked after children and care leavers will have social workers and personal advisors who spend time with them, understand their needs, build **positive and respectful relationships** with them and ensure they have opportunities and the required support in order to succeed. These relationships will focus on our looked after children and care leavers understanding the decisions that are being made, why they are being made and, when they disagree, they will be able to express their views and have a clear response which they understand.
12. Acting as the **corporate parent**, we have a duty to look after children in care, to keep them safe and to promote their well-being, always seeking to ensure they achieve the **best outcomes** possible. We will work hard to make sure that they are not further disadvantaged. Our role as corporate parents is significant and far reaching and we will exercise this with commitment and full accountability. We will aim high, share children's aspirations and support them for as long as they need and benefit from our care.
13. We expect everyone working with looked after children and care leavers, in every agency and every part of our service, to **expect the best** and go the extra mile to safeguard a looked after child and care leaver and to promote their wellbeing.
14. We will provide **high quality care** in a foster family or where necessary, a high quality residential setting. We expect to make these alternative care arrangements as geographically close as possible to children's families and communities.
15. Having suitable placements available is key to our **Sufficiency Strategy** for looked after children and care leavers. **Staying Put** is a policy and delivery priority for us so that looked after children have the same longer term opportunities to live within families as all children and beyond the age of eighteen.
16. As any good parent would, we want the children and young people we look after to have the same nurturing experiences as other children. We want them to have healthy and happy childhoods, to be safe and to feel secure. We will make every effort to ensure that they are able to grow up in a **stable and supportive** environment with a sense of belonging and identity, able to follow their chosen religion and customs wherever they are living. We will offer to support carers who are caring for children living with a disability through short breaks to provide respite.

Looked After Children and Care Leavers Strategy 2018-21

17. Children and young people in our care and leaving care will have access to services to promote and support their physical and emotional **health** needs. This includes opportunities for regular health checks, appointments for dental care, psychological screening and age appropriate health advice and education.
18. We will prioritise **education, training and employment** for looked after children and care leavers. Our senior managers in partnership with our **Virtual School** Head Teacher will oversee the progress children and young people make and the support they are offered to catch up if they have fallen behind. Our social workers will prioritise relationships with the schools their children attend and are expected to keep a close watching brief on progress and attainment, intervening where necessary to offer support and guidance. We will work to ensure that children with special educational needs or disability have their needs matched with a school place.
19. Our looked after children will grow and develop into young adults who have a good education, emerging skills to be independent, feel confident about themselves and are able to reach their full potential. The transition between being a looked after child and a young care leaver will begin early and have good quality assessment and a pathway plan with support in place. When they leave our care, our children will be able to **live independently**, accepting support from personal advisors who have meaningful relationships with them, so that they are able to have stable, secure lives and hopeful futures. Plans for young people who have special educational needs or are living with a disability will continue until the age of twenty five to support transition to employment and/or further/higher education and give a pathway for their future.

Needs analysis of our looked after children and care leavers

20. Analysis of the cohort of our looked after children and care leavers as at 31st March 2019 identifies a number of key findings :
 - The total number of looked after children reduced from 505 at end of the 2013-14 period to 429 at end of 2017-19 period. This figure has stabilised over the past three years and is similar to our statistical neighbours.
 - The primary reason for children coming into care is abuse or neglect, accounting for 51% of children entering care in the 2018-19 period. This trend is echoed in the children in need cohort, whereby the most common primary factors at the end of assessment were domestic abuse in the home, the mental health of parents and substance misuse issues. Children with these experiences are likely to have emotional wellbeing and mental health needs arising from poor attachment and trauma in the child's home.
 - Our looked after children cohort includes a disproportionate number of males and this gap has increased from 57% of the cohort being male in 2013-14 to 60% male in March 2018. The greatest proportion of the looked after children population (38%) are now aged over 15. The proportion aged between 10-14 years old has fallen to 34% from 44% in 2018.

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- Haringey has a disproportionate number of children in care of Black ethnicity when compared to the wider population. 47% of the looked after children cohort is Black, compared to 25% of the under-18 population of the borough.
- Children of White and Asian ethnicity are under-represented in our looked after children cohort as they comprise 29% and 3% respectively of Haringey's looked after children population, but 48% and 8% of the local 0-17 population.
- As of March 2019 53 looked after children (12% of the looked after children population) were Unaccompanied Asylum Seeking Children (UASC) and a large majority (90%) of this cohort were male and all over the age of 10.
- 3% of looked after children were children with disabilities and out of this cohort the primary reason for being looked after was because their parents were unable to meet the levels of care needed.
- The number of young people who were aged between 18 and 24 and receiving a leaving care service as at 31st March 2019 was 507. This number of care leavers is has increased as young people are now eligible, and ask for, support from a personal adviser up to the age of 25 through the implementation of additional responsibilities in the Children and Social Work Act 2017.

21. A more detailed analysis of the needs of looked after children and care leavers is attached as Appendix B.

Reference to local strategies

22. A **Participation Strategy** for 2018 onwards is being put in place to set out the range of initiatives and actions which will harness the views of service users, including looked after children and care leavers, and influence practice and service delivery.

23. The **Looked After Children Sufficiency Strategy** for 2018-21 has been drawn up based on the analysis of needs of our looked after children and care leavers as at 31st March 2018-21 and will continue to be reviewed over this period.

24. The Sufficiency Strategy sets out five objectives which will support the overall aims for children and young people in care , or leaving care, to live in stable, high quality settings where their needs can be met and outcomes improved and enable them to return home when this is in their best interests. Each objective has a set of actions which are detailed in the strategy. The objectives are :

- a) Objective 1: strengthen our '**edge of care**' offer.
- b) Objective 2: grow our **in house fostering** provision
- c) Objective 3 :improve how we **commission placements** from the market focusing on specialist and therapeutic placements
- d) Objective 4 : build **pathways to adulthood** in semi-independent and supported living

Looked After Children and Care Leavers Strategy 2018-21

e) Objective 5 :strengthen **legal permanency options**

25. The strategy for looked after children and leaving care also sits alongside the work involved through other important strategies :

- a) **Early Help** – Haringey's Early Help strategy and service offer is intended to ensure that families are given the best possible chance of remaining together and reflects the council's belief that most children are likely to thrive and achieve good outcomes if they are cared for within their own families. This is being reviewed as part of the work in the Borough Plan and developing a delivery plan for early help.
- b) **Joint Commissioning Strategy for SEND** – Formulated to ensure integrated planning and commissioning for individuals with special educational needs and disabilities between Haringey Council and Haringey NHS Clinical Commissioning Group.
- c) **Housing Strategy 2017- 2022** – The strategy pledges to help young people, including care leavers, to secure and maintain independent housing and provides vulnerable children and young people with services to learn and develop independent living skills.

National guidance and legislation

26. There is significant guidance and legislation which also has to be taken into account in developing the strategy for looked after children and leaving care. Most recently these are :

- a) **Working Together to Safeguard Children 2018:** This guidance focuses on the core legal requirements, making it clear what individuals, organisations and agencies must and should do to keep children safe. In doing so, it seeks to emphasise that effective safeguarding is achieved by putting children at the centre of the system and by every individual and agency playing their full part. This child centred approach is fundamental to safeguarding and promoting the welfare of every child. A child centred approach means keeping the child in focus when making decisions about their lives and working in partnership with them and their families.

All practitioners should follow the principles of the **Children Acts 1989 and 2004** that the welfare of children is paramount and that they are best looked after within their families, with their parents playing a full part in their lives, unless compulsory intervention in family life is necessary.

- b) **'Keep on Caring'** : the strategy was published in July 2016 and is about supporting young people from care to independence. This promotes the embedding of a corporate parenting culture and young people experiencing stability and feeling safe and secure, including staying put.

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- c) **The Children and Social Work Act 2017:** this outlines the seven principles of corporate parenting which local authorities must abide by for looked after children and care leavers. Significantly, the Act extends the personal advisor role to care leavers up to the age of 25 years, irrespective of their educational status. There is also a requirement to publish our local offer of services for care leavers.

The **corporate parenting principles** are to have regard to:

- I. the need to act in the best interests of, and to promote the health and wellbeing of relevant children and young people;
- II. the need to encourage relevant children and young people to express their views, wishes and feelings;
- III. the need to take account of a relevant child or young person's views, wishes and feelings;
- IV. the need to help relevant children and young people to gain access to and get the best use of the services provided by the local authority and its partners;
- V. the need to promote high aspirations amongst relevant children and young people and the need to secure the best outcomes;
- VI. the need for relevant children and young people to be safe and for stability in their home lives, relationships and education or work;
- VII. and the need to prepare relevant children and young people for adulthood and independent living.

The strategy and priority outcomes

27. We are taking in to account the views of children and young people, the analysis of their needs, and links to local strategies and legislation and national guidance. We also have a clear view about the principles which underpin our practice. From these we can identify a number of **priority outcomes** which we want the strategy to achieve for children and young people.

28. Stability and feeling safe

Children and young people are in good placements where they feel safe and supported, and can remain for as long as they need to. They have the opportunity to experience stability in their placement. They receive information about their placement in advance and are listened to if they have concerns about it at any time. The placement feels like home and provides them with a positive experience of family life or residential care. Placements are as close to family as possible if that is in the child or young person's best interests. We will also promote arrangements to support Connected people where this meets a child or young person's best interests.

29. Respect and Involvement

All those involved with children and young people treat them with respect, listen to their views and are reliable and trustworthy. Children and young people are involved in, and understand, the decisions made about their lives. They know their rights and entitlements, how to get the information, advice and support they need, and how to complain.

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30. Identity

Children and young people know who they are, why they are looked after and understand their heritage. They feel valued by others, and their individual needs arising from race, culture, religion, sexual orientation or disability are understood and met.

31. Relationships

Children and young people are supported to maintain, build and sustain positive relationships with others, including their birth families, siblings in care, carers and their peers.

32. Education

Children and young people receive a planned and stable education which enables them to fulfil their educational, social and emotional potential, and to have high aspirations for their future.

33. Health and Wellbeing

The health needs of children and young people are assessed and planned for, and they have appropriate access to all the health services they require. They are well and happy, and choosing healthy and active lifestyles. Children and young people have any need for additional emotional support and mental health needs recognised and addressed, and have the knowledge and skills to achieve emotional stability, resilience and self-confidence.

34. Moving to Independence and Adulthood

Children and young people enter adulthood in a planned way, with a home to live in, the skills to look after themselves and the ability to earn a living or continue in education. They feel confident about the future.

35. The children's voice

Through consultation with, and listening to children and young people. We want to ensure that their voice has an impact and influence on practice and service delivery

Looked After Children and Care Leavers Strategy 2018-21**Plans**

36. The actions to achieve the strategy and outcomes for looked after children and care leavers, and commitments made in the Corporate Parenting Pledge, are incorporated in the Children's Services Improvement Plan which has a number of work streams and activities.
37. **High quality practice:** to drive and support quality of practice for our work with children, young people and families which includes looked after children and care leavers. This work stream is overseen through the Quality and Performance Network meeting of managers in the Children and Young People's Service.

High Quality Practice	
Work stream	Activity
Model and standards	<ul style="list-style-type: none"> • Embed values and vision • Set of expectations in place and further develop practice standards • Model of practice • Practice tools, policies and procedures and quality of recording • Recruit Principal Social Worker to support and develop best practice
Management oversight ,performance and quality assurance	<ul style="list-style-type: none"> • Put in place set of expectations for managers • Scheme of delegation checked, in place and communicated • Refresh and communicate supervision policy, including training for managers • Review and relaunch the Quality Assurance framework • Annual programme of audits in place with reports for the Directorate Management Team and Quality + Performance Network and practice ensures completion of actions • Integrated performance framework in place and being monitored and reported at all levels • Improve feedback and learning from children and families for quality of practice and service design and points of handover • Ensure practice is shaped by learning from serious case reviews, complaints and feedback, audits, learning reviews and Ofsted inspections • Ensure practice recognises cultural needs and diversity in the borough • Independent Reviewing Officer (IRO) and Child Protection chair challenge with protocol and escalation policy in place and embedded • Clear schedule of annual reports in place (e.g. Local Authority Designated Officer , IRO and complaints)

38. **Improve outcomes for looked after children and care leavers :** focusing on issues which are specifically related to making a difference for looked

Looked After Children and Care Leavers Strategy 2018-21

after children and care leavers. There will be regard for the needs of children and young people who have special educational needs or are living with a disability throughout the activities in the plans. The work involved in the work streams will be overseen by a multi agency working group for this purpose.

Improve Outcomes for Looked After Children and Care Leavers	
Work Stream	Activity
Corporate Parenting	<ul style="list-style-type: none"> • Pledge for children in care and care leavers is published, communicated to staff, carers and partners and provided for children and young people • Looked After Children and Care Leavers strategy in place • Celebrate the achievements of children and young people • Ensuring rights and entitlements for children in care and care leavers is made clear • ASPIRE as the children in care council are supported to represent the voice of children in shaping and influencing practice
Permanency Planning	<ul style="list-style-type: none"> • Permanency planning embedded in practice and Panel in place • Plans progress in a timely way • Legal tracking meetings in place • Review plans for children accommodated through section 20 • Special Guardianship Orders reviewed to ensure plans in place that meet requirements • Model of life story work further developed • Opportunities for children to be adopted in a timely way • Specialist age assessments for Unaccompanied Asylum Seeking Children and appropriate provision of placements
Placement matching and sufficiency	<ul style="list-style-type: none"> • Deliver and monitor the looked after children sufficiency implementation plan – strengthen edge of care, increase in-house fostering, specialist and therapeutic placements, pathways to adulthood in semi-independent and supported living, strengthen legal permanency options
Education, Health, Wellbeing and Leisure	<ul style="list-style-type: none"> • Children in care attend good/outstanding schools • Ensure Personal Education Plans (PEPs) in place and good quality • Introduce attendance action plans • Put in place plans to identify children at risk of exclusion and reduce risk • Identify needs regarding cohorts of children for priority action • Review post 16 access to education and address gaps • Supporting children and young people to learn about their culture and identity • Help children and young people to access leisure and sports activities, school holiday and weekend activities

Looked After Children and Care Leavers Strategy 2018-21

Leaving Care	<ul style="list-style-type: none"> • Pathway plans in place and reviewed in required timescales • Manage leaving care transitions sensitively, from social worker to personal advisor • More care leavers are supported into education, employment and training and including career planning • Support to young people who go to University • Young people leaving care have opportunities to stay put in foster placements • Implementation of Section 3 of the Children and Social Work Act 2017 to provide support through personal adviser up to the age of 25 • Local offer for care leavers to be agreed and published including website and app
Transitions	<ul style="list-style-type: none"> • Review protocol for transitions planning • Develop and deliver transition plans so young people are supported and prepared for adulthood

Governance

39. The Children's Services Improvement Plan is being overseen through the **Children's Improvement Board** and programme of work streams and activities.
40. A **Looked After Children and Care Leavers group** of Children and Young People's Service staff and relevant professionals from other agencies is being re-established as a working group which will report to the Children's Improvement Board and the Corporate Parenting Advisory Committee about progress being made in the strategy, the Sufficiency Strategy and the Corporate Parenting Pledge.
41. The existing **Quality Performance Network** meeting of senior managers in the Children and Young People's Service will progress the range of actions which concern high quality practice and performance in our work with children, young people and their families.
42. The **Corporate Parenting Advisory Committee** (CPAC) will receive reports regarding the outcomes for looked after children and care leavers and scrutinise particular areas of work concerning these. The terms of reference for CPAC are attached as Appendix C .

Appendix A : Corporate Parenting Pledge

Corporate Parenting Pledge

We, the Council as Corporate Parent , pledge:

Staying Safe

- ✎ We will make sure that your social worker visits you once during the first week of your placement and then at least every 6 weeks after.
- ✎ We will only change your social worker if absolutely necessary and informing you of these changes and outlining the reasons why it has happened will be a priority.
- ✎ We will raise awareness of issues that place children and young people at risk so they can make choices about how to keep themselves safe.
- ✎ If we feel that you are not safe, we will speak to you and make appropriate decisions for your safety and wellbeing.
- ✎ We will try our best to place you as close to your family as possible if that is what you want and it is in your best interests.
- ✎ We will place you in a welcoming home.



DREAM, BELIEVE, ACHIEVE



Inclusion & Your Identity

- ✎ We will make sure that you are able to request to 'Stay Put' with your existing foster carers, if you wish, up to the age of 21 and we will try our best to make that happen.
- ✎ We will make sure you are up to date about local activities for children and young people.
- ✎ We will help you to get a passport, NI number and all other forms of identification when you are

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legally allowed obtain them.

- ✎ We will give you the opportunity to learn about your culture.
- ✎ We will support you in identifying/expressing all elements of your identity.
- ✎ We will help you understand your journey through care.

Health & Well Being

- ✎ We will make sure that you receive a health assessment once a year (Under 5's will be assessed every six months) and support you in accessing all health services that you need.
- ✎ We will help you understand your own health needs, physical, mental and emotional.
- ✎ We will help you access leisure and sports activities, school holiday activities and weekend activities and trips.
- ✎ We will ensure that you receive regular dentist appointments.
- ✎ We will encourage you to access age-appropriate help with your mental and emotional wellbeing, including CAMHS/mental health services and/or counselling.

Wishes and Feelings

- ✎ We will ensure that your voice is listened to at all stages of your time in care and leaving care, including through our Children in Care council.
- ✎ We will ensure that your social worker operates in a child centred way, puts your needs first, and listens to your wishes and feelings.
- ✎ We will celebrate your achievements and provide opportunities for you to share those achievements with others.
- ✎ We will manage your leaving care transition sensitively, ensuring your social worker and personal advisor work closely together.
- ✎ We will make sure there are various channels in which you can communicate your thoughts and feelings; this could be through your social worker/ personal advisor (PA), through consultations/questionnaires, an advocate or Aspire. We will make sure you can meet with your Independent Reviewing Officer before your review to share your thoughts and feelings.

Education

- ✎ We will provide support from Haringey Virtual School so that you can achieve the best results overall, including access to equipment and resources that are essential to your success.
- ✎ We will ensure that you have access to advice and guidance in order to help you plan your future career.
- ✎ We will support you post-16 into further education, university, training or employment.
- ✎ We will make sure that you have accommodation available during holidays if you decide to go to university outside London.

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- ✎ We will always try to help you to go to good/outstanding schools where you live.

Rights & Entitlement for Children in Care & Care Leavers

- ✎ We will explain what it means to be in care and what to expect throughout your time in care. When you leave care we will help you understand how to look after yourself. Your social worker should explain what a pathway / care plan / PPG / PEP meeting is and revisit regularly, checking your understanding.
- ✎ We will make clear to you your rights and entitlements, and your social worker or PA will help you to understand what is available at each stage.
- ✎ We will help you become more independent and empower you to learn skills that will help you in future, for instance workshops on housing and money management.
- ✎
- ✎ We will work with you to find suitable/safe accommodation and help you to maintain your tenancy when you leave care.

Complaints Procedure

- ✎ We will provide or let you nominate someone neutral to speak to about any concerns you have and ensure you have the information you need to contact them.
- ✎ If you are not happy with your social worker / PA, you or an adult you trust will be able to contact their manager easily and arrange a meeting with them if you want.
- ✎ The manager will get back to you within 2 working days and give a time frame for responding to the issues you have raised.

Looked After Children and Care Leavers Strategy 2018-21**Appendix B :****Sufficiency and the needs profile of Haringey's children in care as at 31st March 2019**

The primary reasons for children entering care in Haringey are abuse and neglect, followed by absent parenting. According to data from Haringey's Children in Need (CIN) census, domestic violence was the most prevalent factor identified, which indicates that a large proportion of looked after children – who are likely to have been Children in Need at one time – may have emotional support needs, stemming from past traumas in the home environment. This is echoed by Haringey's March 2018 Looked After Children Strengths and Difficulties Questionnaire (SDQ) results, in which a third of looked after children had an SDQ score that was a 'cause for concern', highlighting the prevalence of emotional or behavioural disorders within this cohort.

In addition to this, as alluded to by the SDQ scores, at least 10% of Haringey's looked after children cohort of 429 children (March 2018) have significant behavioural or conduct difficulties and are at risk of involvement in criminal activities. In 2016/17 9% had at least one exclusion from school, 7% of looked after children aged 10 and above had been convicted or subject to a final warning or reprimand during the year and 9% were detained on youth justice legal statuses.

A small proportion of Haringey's looked after children cohort have extremely complex needs and are highly vulnerable. According to 2017 looked after children reviews, 7.5% of our children in care are at risk of involvement in gangs and 2-3% percent are at risk of Child Sexual Exploitation (CSE). Furthermore, 2% of looked after children who had been looked after for at least 12 months have been identified as having a substance misuse problem. Although the percentages are small, these statistics reflect incredibly complex young people in need of a range of tailored, highly specialist services to ensure that they overcome any difficulties and are no longer at risk.

The needs which arise from experiences of neglect and trauma are often manifest in poor emotional wellbeing and increased levels of mental illness in looked after children in Haringey. This is echoed by national statistics which estimate that approximately 45% of looked after children in the UK suffer from some form of mental ill health compared to 10% of children in the general population. Whilst we have commissioned targeted mental health services for looked after children, social, emotional and mental health and wellbeing issues remain significant.

In addition, we know that whilst national statistics show children aged 11 to 16 years from Black, Asian and Minority Ethnic (BAME) groups may have a higher prevalence of mental health problems than other groups, they are less likely to approach local Child and Adolescent Mental Health Services (CAMHS) for support and interventions. As 48% of looked after children are from a BAME group this cohort constitutes a significant proportion of the looked after children profile.

A distinct group within the BAME population is the cohort of Unaccompanied Asylum Seeking Children (UASC). This group comprise 23% of looked after children entrants between March 2018 and March 2019, of which the majority are male and within the 16-17 years age range. Many of these young people may have experienced good parenting and a

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secure upbringing, but will need culturally appropriate support to successfully integrate into Haringey's communities.

The composition of Haringey's looked after cohort and the proportion of children with complex needs is reflected in the council's current placement mix and the increasing demand for specialist and therapeutic placements. These are key areas of focus for this strategy as we need to develop capacity to respond to the increasingly complex needs and behaviours being displayed by some children and young people. At the same time, we are developing a wider vision (as described earlier) for children and young people which should ensure that some of these needs are addressed earlier, in family settings and in the community rather than through services at the edge of or in care.

Haringey's Early Help offer seeks to deliver preventative support through a variety of mechanisms including the provision of parenting and strengthening family programmes and approaches to prevent crime, violence and anti-social behaviour. We are also working to ensure appropriate access at an earlier stage to services for children's and parents' mental health and wellbeing, substance misuse and domestic violence to avoid family breakdown.

The desired outcomes and achievements for Haringey's children in care

A fundamental element of delivering this Strategy, is ensuring that all children in care are given sturdy foundations to ensure that they have the best start in life and achieve positive outcomes. A recent study conducted by Coram Voice and the University of Bristol highlighted the positive impact that care can have upon a child, with 83% of looked after children across 16 local authority areas stating that being in care has improved their lives. Haringey aims to ensure that all children experience an improvement to their wellbeing, attainment and quality of life whilst being looked after by the authority.

Through the improvement of placement stability and the provision of the highest-quality packages of care and support to all looked after children, Haringey aims to ensure that looked after children's educational achievement continues to improve, reaching the same levels as in the wider 0-17 population. Currently Haringey's educational attainment rates for looked after children are ranked among the best of our statistical neighbours, and we will seek to further improve on these levels. The average looked after children attainment 8 score is 34.2 but in the future the improved confidence and emotional and mental wellbeing of looked after children will see attainment levels increase and move closer to the average for Haringey's 0-17 population (46.5).

The Council strives to guarantee that within each placement, the physical and emotional wellbeing of looked after children is improved, that they positively use their time and develop the skills necessary for the transition to independence. Ultimately, the high quality support and care that all children will receive whilst being looked after should translate into positive outcomes and destinations for young people when they become care leavers. Currently 53% of care leavers (aged 19-21) are in Education, Employment or Training (EET), which is above our statistical neighbour average. We will continue to encourage and support, from an appropriate age, more looked after children to be able to undertake education, employment and training upon transition to adulthood and therefore become more financially independent. Achieving these improved outcomes for our looked after children is directly connected to the council's strategy for commissioning a range of high-quality placements, which are able to meet the needs of each individual child.

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To contribute to achieving the desired outcomes for looked after children, Haringey will ensure that placement providers are effectively linked into the wider network of services available for children and young people through establishing new communication forums for children and young people's provision. This will help to ensure that placement providers work collaboratively with education, health, wellbeing, welfare and leisure services to improve outcomes for children and young people in their care.

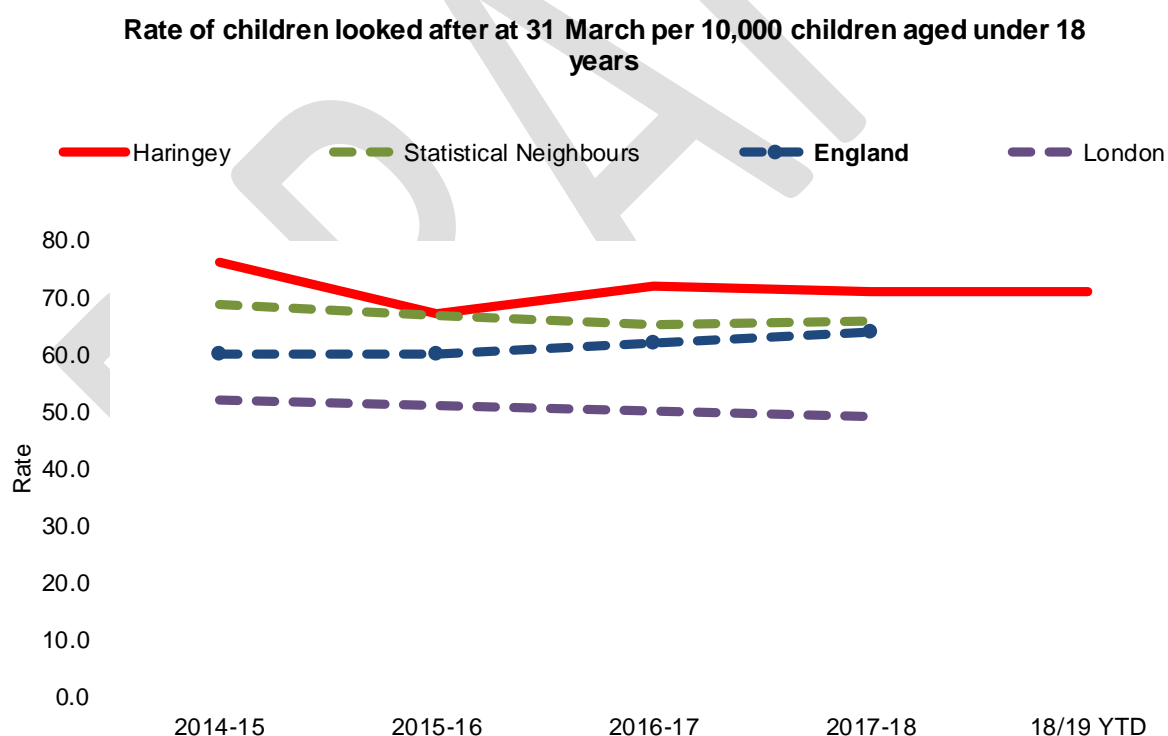
Demographics of Haringey's looked after children population

Over the period of the previous Looked After Children Sufficiency Strategy 2014-17 Haringey significantly reduced its numbers of looked after children from 505 in 2013/14 to 429 in March 2018. Haringey's looked after children population per 10,000 is now similar to our statistical neighbour average.

Number of looked after children by year – March 2019

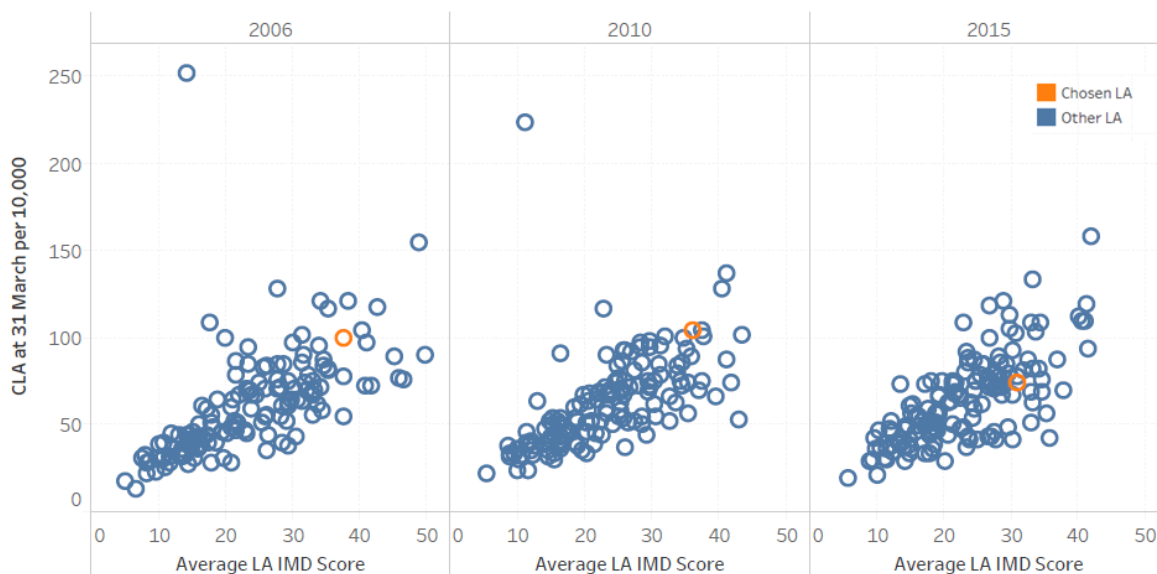
Research has highlighted that there is a correlation between a council's levels of deprivation and the size of their looked after children populations. Based on comparator

data gathered from other local authorities, it is indicated that the current size of Haringey's looked after children cohort is within an appropriate range, considering the borough's average Index of Multiple Deprivation (IMD) score.



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Exploring the relationship between deprivation and need - 2015



Number of looked after children by age – March 2018

- Our looked after children cohort includes a disproportionate number of males and this gap has increased from 57% of the cohort being male in 2013-14 to 60% male in March 2018. The greatest proportion of the looked after children population (38%) are now aged over 15. The proportion aged between 10-14 years old has fallen to 34% from 44% in 2018.
- Haringey has a disproportionate number of children in care of Black ethnicity when compared to the wider population. 47% of the looked after children cohort is Black, compared to 25% of the under-18 population of the borough.
- Children of White and Asian ethnicity are under-represented in our looked after children cohort as they comprise 29% and 3% respectively of Haringey's looked after children population, but 48% and 8% of the local 0-17 population.
- As of March 2019 53 looked after children (12% of the looked after children population) were Unaccompanied Asylum Seeking Children (UASC) and a large majority (90%) of this cohort were male and all over the age of 10.
- As of March 2019 3% of looked after children were children with disabilities and out of this cohort the primary reason for being looked after was because their parents were unable to meet the levels of care needed.

Demographics of looked after children – as at March 2018

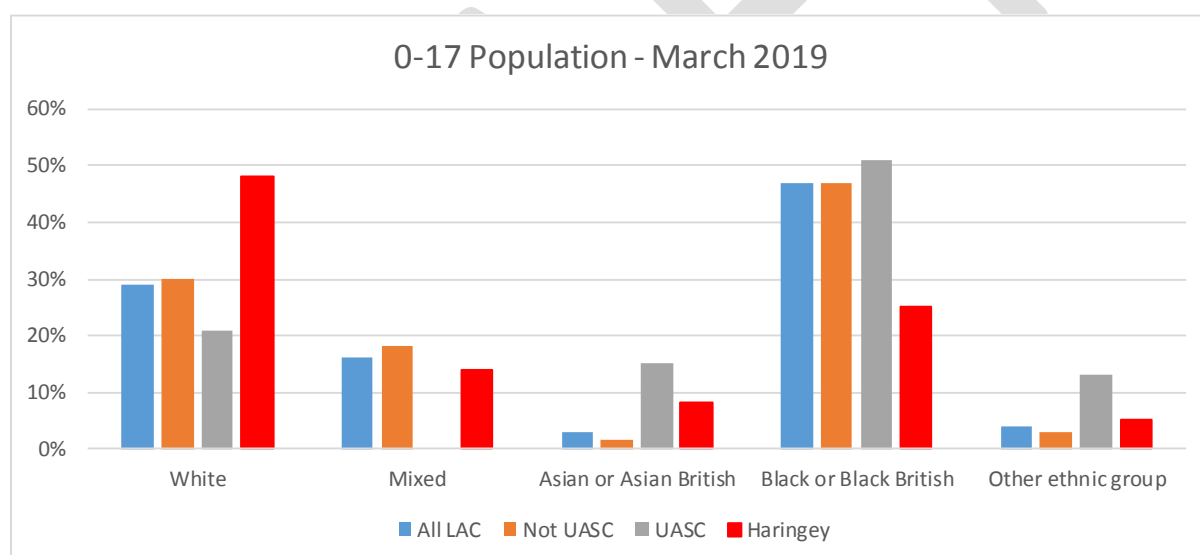
The disproportionality of boys in the looked after children cohort is reflected marginally in the data regarding Children in Need and children with a Child Protection Plan where there are higher numbers than would be expected from the general population. However, for ethnicity, there are markedly higher proportions of Black and Minority Ethnic (BAME) children in both the Children in Need and Child Protection Plan cohorts: 46% of CIN are from a BAME background compared to 28% of the Haringey under-18 population and 41% of those with an open CPP are of BAME origin.

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Whilst there is an interrelationship with the numbers of Unaccompanied Asylum Seeking Children becoming looked after, who are predominantly male and of BAME origin, this is not the sole contributing factor to the over-representation of BAME groups in the looked after children cohort. If all UASC were separated from the looked after children cohort data, there would still be an overrepresentation of BAME children, males and adolescents in comparison to Haringey's under-18 population.

Ethnic background of looked after children – March 2019

0-17 population				
	All Looked after Children	LAC (excluding UASC)	UASC	Haringey Population
White	29%	30%	21%	48%
Mixed	16%	18%	0%	14%
Asian or Asian British	3%	2%	15%	8%
Black or Black British	47%	47%	51%	25%
Other ethnic group	4%	3%	13%	5%



The over-representation of BAME children in the looked after children cohort is a trend evident throughout the country. The phenomenon has been questioned widely but is yet to be fully understood. Deprivation levels are likely to play a role, particularly given the correlation between deprivation and looked after children rates (as demonstrated earlier), as well as the correlation between deprivation and ethnicity. Anecdotally, too, many factors are thought to contribute, from an overall lower number of BAME foster carers and the impact this has on the ethnic identity of BAME children in care¹, to single parent families being more

¹ Community Care, <http://www.communitycare.co.uk/2011/08/23/successful-fostering-of-black-and-ethnic-minority-children/>

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common in Black and Mixed ethnicity households, which can lead to greater vulnerability and instability at home²³

Haringey's placement mix

Since 2013/14 Haringey's placement mix has changed in a number of ways.

- The fostering mix has moved to a majority of in-house compared to Independent Fostering Agency (IFA) carers as the numbers of looked after children overall have decreased.
- Increasing numbers of children are supported to remain at home as indicated by the significant rise in the number of placements where the child is legally looked after by the local authority but is placed with parents. Having access to high quality and effective universal and targeted services to meet their needs will be particularly important for this cohort.
- Semi-independent and residential placements remain consistent in use. This is in part due to the high numbers of looked after children becoming care leavers and because the needs profile of those requiring a residential placement remains stable.
- The location of placements remains similar to the previous period. Whilst it is positive that 82% of looked after children are placed within 20 miles, there continues to be a lower number of placements within the borough (34%) than outside the borough (66%). However, this is a fairly typical spread of placements and mirrors trends seen in other London boroughs, where on average 72% of placements are made outside of the local authority area.

Looked after children by placement type 2013-14-March 2018

- Placement stability will generally reflect that a child or young person is in a placement which can meet their needs and improve their outcomes, offering a safe place for them to develop. Stability is measured by tracking those looked after children who experience three or more placement moves – and a lower rate of moves is preferable for this statistic. 10% of looked after children in Haringey have three or more placement moves, this is small increase from last year.

² Census 2011, <https://www.ethnicity-facts-figures.service.gov.uk/ethnicity-in-the-uk/ethnicity-and-type-of-family-or-household>

³ The Voice Online, <http://www.voice-online.co.uk/article/how-care-system-letting-down-black-children>

Looked After Children and Care Leavers Strategy 2018-21

Appendix C : Haringey Corporate Parenting Advisory Committee (CPAC)

The Council's commitment to our looked after children is overseen by the Corporate Parenting Advisory Committee (CPAC) and is the body with responsibility for facilitating the Council's role as corporate parent for children and young people in care.

CPAC seeks to ensure that the health, education and access to employment of children in care is maximised, monitor the quality of care provided, and also ensure that children leaving care have sustainable arrangements for their future.

These responsibilities are enshrined within the **Terms of Reference**:

- a) To be responsible for the Council's role as Corporate parent for those children and young people who are in care;
- b) To ensure the views of children in care are heard;
- c) 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;
- d) To ensure that the voice and needs of disabled children are identified and provided for;
- e) To monitor the quality of care provided by the Council to Children in Care;
- f) To ensure that children leaving care have sustainable arrangements for their future wellbeing; and
- g) 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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