

## NOTICE OF MEETING

# CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL

**Tuesday, 19th March, 2019, 7.00 pm - Civic Centre, High Road,  
Wood Green, N22 8LE**

**Members:** Councillors Mahir Demir (Chair), Josh Dixon, Tammy Palmer, Dana Carlin, James Chiriyankandath, Julie Davies and Khaled Moyeed

**Co-optees/Non Voting Members:** Mark Chapman (Parent Governor representative), Yvonne Denny (Church representative) and Luci Davin (Parent Governor representative)

Quorum: 3

### 1. FILMING AT MEETINGS

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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

### 3. ITEMS OF URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with as noted below).

#### **4. DECLARATIONS OF INTEREST**

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

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

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

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

#### **5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, Paragraph 29 of the Council's Constitution.

#### **6. MINUTES (PAGES 1 - 6)**

To approve the minutes of the meeting of 4 February 2019.

#### **7. TRANSITIONS PROJECT UPDATE (PAGES 7 - 12)**

To provide a progress update on the developments to date and next steps of the transitions project 'Preparing for Adulthood'.

(To be considered jointly with the Adults and Health Scrutiny Panel)

#### **8. CABINET MEMBER QUESTIONS - CHILDREN AND FAMILIES**

An opportunity to question the Cabinet Member for Children and Families, Councillor Elin Weston, on developments within her portfolio.

#### **9. OFSTED INSPECTION - ACTION PLAN (PAGES 13 - 30)**

To consider and comment on the action plan that has been developed in response to the inspection by OFSTED of Haringey social care services.

#### **10. REVIEW ON CHILD FRIENDLY HARINGEY: UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS (PAGES 31 - 70)**

To consider an update on the implementation of the recommendations of the Scrutiny Review on Child Friendly Haringey.

**11. SERVICES TO SCHOOLS AND HARINGEY EDUCATION PARTNERSHIP (PAGES 71 - 74)**

To report on the services offered to schools by Haringey Education Partnership.

**12. WORK PROGRAMME UPDATE (PAGES 75 - 84)**

To consider that work plan for the Panel and approve any amendments that may be necessary.

**13. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 3 above.

**14. DATES OF FUTURE MEETINGS**

- 1 April 2019 (evidence session for review on SEND).

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Wednesday, 13 March 2019

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## **MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON MONDAY 4TH FEBRUARY 2019**

### **PRESENT:**

**Councillors: Mahir Demir (Chair), Josh Dixon, Tammy Palmer, Dana Carlin, James Chiriyankandath, Julie Davies and Khaled Moyeed**

**Co-opted Members: Mark Chapman (Parent Governor representative), Yvonne Denny (Church representative), Luci Davin (Parent Governor representative)**

### **10. FILMING AT MEETINGS**

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

### **11. APOLOGIES FOR ABSENCE**

None.

### **12. ITEMS OF URGENT BUSINESS**

None.

### **13. DECLARATIONS OF INTEREST**

None.

### **14. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS**

None.

### **15. MINUTES**

#### **AGREED:**

That the minutes of the meeting of 18 December 2018 be approved.

### **16. EDUCATIONAL ATTAINMENT AND PERFORMANCE**

James Page, the Chief Executive of Haringey Education Partnership, reported on educational attainment and performance data for children taking tests and exams within Haringey schools in 2018. The data from these had only recently been validated externally. It had previously been presented to the Panel by the relevant

Assistant Director within the Children and Young People's Service but responsibility had now passed to Haringey Education Partnership.

He reported that 76% of Haringey pupils within early years had reached a Good Level of Development (GLD), which was above the London average. There was nevertheless some evidence of lower performance by Turkish children. In Key Stages 1 and 2, there had been a considerable increase in performance in phonics but there was evidence of slight underperformance in this by Black Caribbean and Turkish children. In Key Stage 1 tests, outcomes at the Expected Standard and the higher Greater Depth standard were now above national averages in all subjects. However, there were lower levels of performance amongst Turkish and Black Caribbean children. For Key Stage 2, attainment in all subjects was in line with or above national averages. A high percentage of those achieving the Greater Depth levels of performance were from the affluent white communities within the borough.

For Key Stage 4 (GCSE), Haringey pupils scored 0.16 in the Progress 8 figures, which was above the national average. Haringey was 24<sup>th</sup> out of the 32 London boroughs. Pupils from white British backgrounds performed substantially better than other groups. Black Caribbean, black African and Turkish pupils were not performing to quite the same levels though. However, there was evidence that the gap in attainment for Turkish pupils was diminishing. In respect of post 16, the Panel noted that 51% of young people, including 80% of those in the east of the borough, went outside of the borough. The average grade achieved at 'A' Level was C+.

In answer to a question regarding what was being done to improve the performance of Turkish children, Mr Page reported that work was taking place with schools and Key Stage 2 was being looked at specifically. There was a BAME Achievement Group that was looking at underperformance and, in particular, linking up with similar London boroughs. The underperformance of Black Caribbean and Black African children was a national issue but that of Turkish children was a more localised matter. All schools received a data pack outlining performance, including those of different groups and how results compared with those in London and nationally. School improvement partners visited each school that had bought into the services of Haringey Education Partnership at least three times per year. Some schools had bought additional support. Schools also learnt from each other through the peer partnership programme.

Mr Page stated that school improvement partners looked at relevant data with schools and worked with their leadership teams. They also went into classrooms and made suggestions on how teaching practice could be improved. High quality teaching was the most effective way of addressing underperformance and, in particular, overcoming language difficulties and disaffection with school.

In answer to a question regarding supplementary schools and additional tuition, Mr Page stated that it was difficult to determine how effective they were. The boroughs which had the most of such provision tended to have the 11 Plus. Haringey performance at early year's stage was near the top in London. By Key Stage 1, it was just above average and it was in the bottom third for London by Key Stage 4. The boroughs near the top tended to be those with selective schools.

Councillor Elin Weston, the Cabinet Member for Children and Families, commented that there was no suggestion that Haringey schools were underperforming. Haringey was one of only five local authorities where all schools were rated as either being good or outstanding.

In answer to a question regarding ESOL (English for Speakers of Other Languages) classes, Mr Page stated that the College of North East London was able to provide teaching for this and were keen to assist.

In answer to another question regarding help for children who found it difficult to access quiet space and the facilities to complete their homework satisfactorily, the Cabinet Member stated that there were examples of schools that provided additional help. However, there was pressure on all school budgets and, whilst they did their best, it was difficult for them. She stated that Haringey Education Partnership was contracted to deliver school improvement services for those schools that had bought into the service. Specific recommendations could be made to schools if necessary and this was something that could be considered.

## **17. HARINGEY LOCAL SAFEGUARDING CHILDRENS BOARD**

David Archibald, Interim Chair of Haringey Local Safeguarding Children's Board (LSCB), reported on the LSCB's Annual Report for 2018. The period covered by the report included the appointment of a new Director of Children's Services and LSCB Board Manager, as well as the publication of the new "Working Together". From September this year, there would no longer be a requirement to have a LSCB and it would be the responsibility of each local authority and Police and NHS partners to agree suitable local arrangements. In the meantime, the focus was on ensuring that it was business as usual. There had been 11,827 contacts with the service during 2018 and 327 child protection plans had been put together by partners by the end of the year.

He reported that consideration was being given to what would work best regarding future safeguarding structures. The new guidance in "Working Together" had also suggested that different arrangements would be needed for child death reviews in the future. However, it needed to be noted that 90% of child deaths arose from medical issues and were not connected to safeguarding issues.

In answer to a question regarding the merger of Haringey and Enfield Police functions, the Cabinet Member for Children and Families stated this had resulted in Police responsibility for safeguarding being brought back into the borough. Police officers who were now leading on safeguarding had also worked in Haringey before and she had therefore been reassured that there were unlikely to be adverse effects arising from the merger. Mr Archibald commented that he had been impressed by the involvement of the Police in the LSCB.

Gill Gibson, Assistant Director for Early Help and Prevention, reported that demand for Early Help services had doubled with 1004 and families contacting the service. Ofsted had commented that the service was working well with the Multi Agency Safeguarding Hub (MASH). It was noted that work had taken place to look at where contacts with the service were coming from. There had also been training regarding

thresholds. OFSTED had commented that there appeared to be a good understanding of thresholds amongst safeguarding partners.

In answer to a question regarding the role of the Local Authority Designated Officer (LADO), Mr Archibald stated that the low number of referrals was consistent with national patterns. The Panel noted that the recent OFSTED inspection report had praised the performance of the LADO. Suspension of staff who were the subject of allegations was a last resort. The LADO worked closely with Human Resources and consulted with Headteachers. There was also a written protocol. It was agreed that the LADO would be invited to attend a future meeting of the Panel to present the annual report of the LADO.

Ms Gibson reported on progress with the implementation of the recommendations of the Joint Targeted Area Inspection (JTAI) that had taken place last year. She stated that progress was closely monitored. Some of the recommendations were for individual agencies whilst others were for the partnership as a whole. Each recommendations had either been allocated to a sub group of the LSCB or an individual agency. 56 recommendations had so far been completed. Progress of 42 of the remaining recommendations had been RAG rated as green, 6 were amber and 3 were red. Further work was being undertaken on the recommendations that had not yet been completed. The focus was on making sustainable progress. Further reports on progress would be made in due course.

**AGREED:**

That the LADO be invited to attend a future meeting of the Panel to present the annual report of the LADO.

**18. SCHOOL EXCLUSIONS**

Eveleen Riordan, Assistant Director for Schools and Learning, reported that a review of exclusions had been undertaken by the Council's Corporate Delivery Unit. This had begun in the autumn and the final report of this was due shortly. Findings had so far shown that the rate of exclusions in Haringey was increasing and was above that of neighbouring boroughs. Disproportionate numbers of children and young people with Special Educational Needs and Disabilities (SEND) and from Black and Minority Ethnic (BAME) communities were being excluded. The Council had a statutory duty to ensure that children and young people who had been excluded received an education. A review of alternative provision would take place once the review on exclusions had been completed.

The Panel noted that the number of fixed term exclusions was now going down. However, it took time for relevant data to filter through. Figures for permanent exclusions from secondary schools were as follows:

- 2014/15; 36
- 2015/16; 19
- 2016/17; 16
- 2017/18 (1 term only); 28



The figures for 2017/18 were of some concern, particularly as they only covered the Autumn Term of 2017.

In answer to a question, Ms Riordan stated that exclusions were not concentrated on any specific schools and there was no clear pattern. The Panel noted that primary schools were in a better position to support pupils as they were smaller in size. Some children could find it difficult to adjust to secondary school after moving up from primary school. Efforts were being made to encourage secondary schools to work closely with the Council to address these issues.

In answer to a question regarding alternative provision, Ms Riordan reported that there was a range of provision. The upcoming review would look at whether it was meeting the needs of children and young people in the borough. In answer to another question, she stated that exclusions were for a wide range of issues including bringing weapons into school, drugs and persistent bad behaviour. It was generally used as a very last resort. Some pupils were placed in alternative provision as a short term temporary measure. There was an in year fair access panel that allocated pupils who were being re-integrated into mainstream schools. Each school was expected to take a proportion of these.

She reported that the review on exclusions had looked at children with SEND and whether exclusions were due to unmet need or behavioural issues. On a national basis, children with SEND were six times more likely to be excluded but the level for Haringey was slightly below this. The Cabinet Member for Children and Families commented that all excluded children had some sort of need that required meeting. Schools needed appropriate challenge regarding how well they were managing the process. It was not being suggested that schools were using exclusions inappropriately. Schools already tried to avoid exclusions and consideration was being given to what additional support they might need. Headteachers needed to ensure that the school community was safe and exclusions were sometimes necessary as a last resort to ensure this.

Ms Davin commented that a disproportionate number of children who were excluded appeared to live in housing provision that was insecure. Ms Riordan agreed to look further into this issue.

**AGREED:**

That a further report on exclusions be made to the Panel when the final report of the review of exclusions has been completed.

**19. REVIEW ON SUPPORT TO CHILDREN FROM REFUGEE FAMILIES**

Ms Gibson reported that good progress had been made in implementing the recommendations of the review. 160 cases had been audited and key areas of practice examined. Action had been taken to address issues that had come to light in the course of this, including revision of the NRPF policy, regular "Child in Need" meetings on all open cases and work to reshape existing resources allocated to the NRPF team. An experienced NRPF social work practitioner had also recently been recruited and undertaken reviews of cases leading to a reduction in the number of

NRPF cases. Where there were disputes with other local authorities regarding responsibility for support of NRPF families, addressing and meeting the family's needs were now prioritised. There was also closer work with the voluntary and community sector, with regular meetings taking place and better relationships established.

In response to a question regarding whether consideration could be given to paying for legal advice up front where necessary and cost effective, she agreed to report back to the Panel in due course. The Panel also requested further information about comparative levels of subsistence paid by other boroughs.

**AGREED:**

That further information be provided to the Panel on:

- The provision of legal advice for NRPF and whether consideration is given to the payment up front of legal costs where this might be cost effective; and
- Comparative data on levels of subsistence that are payable in different boroughs.

**20. WORK PROGRAMME UPDATE**

**AGREED:**

1. That the work plan for the Panel be noted; and
2. That the meeting scheduled for 7 March be moved to 19 March 2019 and take place immediately following the joint meeting with the Adults and Health Scrutiny Panel meeting already arranged for this date, that will be looking at the issue of transition.

CHAIR: Councillor Mahir Demir

Signed by Chair .....

Date .....

**Report for:** Joint Children and Young People and Adults and Health Scrutiny  
Panel, March 2019

**Item number:**

**Title:** Transitions project update

**Report authorised by:** John Everson, Assistant Director for Adult Social Care  
Gill Gibson, Assistant Director, Early Help and Prevention

**Lead Officer:** Shana Nessa, Project Manager, Transformation

**Ward(s) affected:** N/A

**Report for Key/**

**Non Key Decision:** N/A

**1. Describe the issue under consideration**

- 1.1 To provide a progress update on the developments to date and next steps of the Transitions project 'Preparing for Adulthood'.

**2. Recommendations**

- 2.1 None – the report is for information only.

**3. Background information**

- 3.1 The Preparing for Adulthood, Transitions project is part of a Transformation programme and reports to both Children's and Adult's directorates. The current project is in phase 2 and builds on the previous work programme on Transitions.
- 3.2 The focus of the project is in line with the key elements of reform detailed in the Care Act 2014 and the Children and Families Act 2014 in relation to preparation for adulthood. The purpose of the project has been to ensure the right pathways, support and processes are in place, with a focus on achieving better outcomes for young people with special educational needs and disabilities, learning difficulties and mental health who are moving towards adulthood. By delivering improved outcomes and by providing the right support at the right time in the right setting, the project seeks to enable improved value for money provision across Adults and Children's Services.

**4. Contribution to strategic outcomes**

- 4.1 The Transitions project supports the strategic direction in the Draft Borough Plan 2019-2023, that is linked to Priority 2: People and specifically Objective 6: Young people will feel prepared for adulthood.

Other outcomes this project supports are:

- "Every young person, whatever their background, has a pathway to success for the future"

- “All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities”
- “Strong communities where people look out for and care for one another”

## **5. Looking Back 2018**

5.1 The objective for Transitions project for year 1 was to develop a seamless service between Children’s and Adult pathways, so that young people receive support before reaching adulthood, one that maximises their opportunities for independent living.

5.2 The Transitions project focused on four work areas in 2018 these include:

- Preparing for adulthood – Ensuring key processes are in place to deliver early help and support independence away from social care.
- Case management – Ensuring data reporting mechanisms are in place to support good Transitions planning
- Families and carer engagement – a focus on improving information, advice and guidance through co-production with families and professionals
- Brokerage and Commissioning – Assessing quality of services being delivered for young adults and ensuring value for money for the Council

5.3 Progress on these areas were reported via the monthly Transitions Steering Group, chaired by the Assistant Director for Adult Social Services / CYP Early Help and Prevention. The key achievements include:

- New guidance issued on the role of the Transitions panel to ensure clarity on role and responsibility of panel members
- A revised protocol developed on the process for Transitions from children’s to adult services to ensure a smooth and seamless Transition takes place
- A proposed 14-25 model of Transitions developed and awaiting implementation to ensure early referrals and assessments process is in place across the partnership
- An improved pathway offer for young people aged 16+ with low level mental health needs to access early help via the Haringey Wellbeing Network
- Secured funds from Department of Work and Pensions to deliver employment opportunities for 27 young people work with learning difficulties with our delivery partner my AFK (formerly Action For Kids)
- A Continuing Health Care pathway process for young people with complex health problems transitioning from children’s to adult services to ensure continuity of services where necessary and eligible
- Improvements to the Mosaic database to record Transitions data for young people with an Education, Health and Care plan to support strategic planning and commissioning intentions.

5.4 In addition, as part of the Families and Carers engagement workstream, a monthly Moving On co-production group was set up in January 2018 and is represented by staff, parents and local organisations. The group has developed the following:

- Enhanced the SEND Local Offer web pages to include information on post 16 choices, colleges, preparing for adulthood, news, policies and procedures and links to adult social care web content.
- Improved information on the Haringey adult social care web pages related to Transitions information and advice, housing and support.
- Developed a Moving on Tool for young people with disabilities to help find information and advice quickly
- Co-produced the Preparing for Adulthood pathways guide in print format for SEND families and professionals and this has been distributed to schools, libraries GP surgeries and community centres for families
- Strengthened the Haricare directory of services to include medical centres and community organisations not already listed
- Co-produced a survey in 2018 on how useful information on Transitions is in the borough. Group designed, surveyed and collated results that has helped shape changes made to Transitions information in Haringey
- Group helped to co-produce and collate a survey at the Transitions Event 2019 to capture service user feedback on Transitions Information.

## 6. Looking forward 2019

6.1 The objective for Transitions project for year 2 is to ensure that young people have a smooth transition from children's services to adult life. This will ensure they know what their personal local offer is before age 17.5, so that they can maximise their opportunities for independent living.

6.2 Year 2 of this project will concentrate on the following preparing for adulthood outcomes:

- Planning for good health and wellbeing;
- Enabling independent living in the community;
- Development of friendships and relationships in the community
- Support into employment pathways

6.3 The project exclusions are:

- Young people not known to children's services
- Adults aged 25+
- Development of systems and processes that underpin brokerage and the use of direct payments

6.4 The key deliverables are:

- Better information sharing between Children's and Adult services in relation to Transitions cohort for next five years
- To hold a joint Transitions Event with Adults and Children's services for young people with SEND and their families.
- To develop a new model of transitions for young people aged 14-25
- To ensure young people not eligible for adult pathways are identified at the age of 16 and that they are signposted appropriately to community services or employment pathways
- To ensure young people know what their local offer is before the age of 17.5
- To develop clear referral pathways that will enable continuity of services for people eligible for adult services
- To develop clear pathways and referral processes for people with mental health needs
- To develop clear pathways people not eligible for adult services i.e. employment support
- To ensure new processes for Continuing Health Care (CHC) pathways are implemented so that assessments take place before the age of 18
- To ensure Transitions panels for SEND and mental health are aligned to deliver optimum benefits
- To co-produce an up to date Transitions Policy
- To oversee that information and advice on preparation for adulthood is available in a variety of formats
- To engage with internal stakeholder to ensure accurate management information is available to support strategic planning and commissioning intentions
- To develop proposals for a 0-25 model of transitions

**7. Transitions event 2019**

- 7.1 In January 2019 Adult's and Children's services jointly held a Transitions event at Tottenham Leisure Centre. This was attended by the respective Directors of services and Members for Children's and Adults and Health services who launched the [Preparing for Adulthood Pathway Guide 2019](#). The event was held to support young people and their families with post 16 options and was attended by more than 47 parents/carers and 20 professionals. Attendees also had access to 17 information and advice stalls made up of community, health and council support services. Families appreciated being able to network with those in similar situations and to speak with professionals about the things that matter to them.
- 7.2 Feedback from the Transitions event has been captured and will help shape future events and inform gaps on Transitions information.

**8. Next steps**

- 8.1 The Transitions project will continue to work on the deliverables outlined in 6.4 which continues to report to Children's and Adult's services.

**9. Statutory Officers comments**

**8.1 Finance**

There are no immediate financial implications arising directly from this report.

**8.2 Legal**

There are no immediate legal implications arising from this report.

**10. Use of Appendices**

None

**11. Local Government (Access to Information) Act 1985**

None

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**Report for:** Children and Young People's Scrutiny Panel – 19 March 2019

**Item number:**

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

**Report**

**authorised by:**  Ann Graham, Director of Children and Young People's Services

**Lead Officer:** Karen Oellermann, Karen.oellermann@haringey.gov.uk

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision: Non Key**

## **1. Describe the issue under consideration**

- 1.1 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. Recommendations**

- 2.1 Members are asked to note the Ofsted report and the plans in place to address the findings to further improve services and outcomes for children who are in need of help and protection, in care and for care leavers in the Borough.

## **3. Background information**

- 3.1 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.
- 3.2 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.

3.3 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.

3.4 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

3.5 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.

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.

3.6 An action plan focused on these areas is under development and will be sent to Ofsted in advance of their deadline of 18<sup>th</sup> March 2019. The action plan will be overseen by the Children's Improvement Board and progress will be reported to Corporate Board and Children and Young People's Scrutiny Panel.

#### 4. Findings from the inspection.

4.1 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'.*

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

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

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.

#### 4.2 The experiences and progress of children who need help and protection

4.2.1 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.

4.2.2. 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.

4.2.3 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.

4.2.4 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.

- 4.2.5 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.
- 4.2.6 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.

## **5. The experiences and progress of children care and care leavers**

- 5.1 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.
- 5.2 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.
- 5.3 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.
- 5.4 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 services approach to improvement in this area and this will continue to be monitored through the implementation of the action plan.
- 5.5 The service was also aware of the variability in the quality of personal education plans (PEP). 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 process was in the process of being rolled out and implemented at the time of the inspection and had not been in place long enough to see evidence of impact.

## **6. The impact of leaders on social work practice with children and families**

- 6.1 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, that the 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 Dec 2017 JTAI and the arrival of the new director.

- 6.2 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”.*

- 6.3 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.
- 6.4 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. And that young people from ASPIRE, our children in care council are well supported by their participation officer to meaningfully participate in the development of a local offer for the care leavers service.
- 6.5 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.

## **7. Communication of findings.**

- 7.1 The findings of the inspection have been shared with staff through a number of roadshows that took place on 18<sup>th</sup> December. Staff have had opportunities to discuss the report in their teams and to contribute to the development of their service plans that are being used to inform the action plan to be sent to Ofsted.
- 7.2 Partner agencies have been informed of the outcome of the inspection at relevant partnership meetings and boards including the local safeguarding children board. Cabinet received a briefing on 10<sup>th</sup> January and Corporate Board also received a report in January.

## **8. Action Plans for improvement**

- 8.1 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.
- 8.2 The 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 close involvement of the lead

member for Children's Services. There will also be feedback to Ofsted through the regular engagement meetings.

8.3 Some of these improvement areas are as follows;

- **Quality Assurance.** A revised quality assurance framework is also now in place and there are new arrangements for the auditing and reporting of the quality of practice. The service also has additional capacity, two auditors, who will help managers and staff to improve practice.
- **Quality of practice.** We will be working with Professor David Shemmings to support the 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.
- **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 2019 to 29.5% in December 2019. A report on actions to recruit and retain staff was presented to the Staffing and Remuneration Committee on 17 December 2018.

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



## **9. Future Inspections**

- 9.1 It is expected that in the next 12 months we are likely to have at least one other inspection. This is likely to be the Ofsted inspection into services for children with special education needs.
- 9.2 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.

## **10. Contribution to strategic outcomes**

- 10.1 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
- 10.2 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.

## **11. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

- 11.1 Children's Social Care services are delivered to fulfil the Council's statutory responsibilities towards children in the Borough who are in need of help and protection or are in care or are leaving care. Services are regulated by legislation and by statutory guidance.
- 11.2 The programme of service improvement plans is supported by approved budgets and MTFs for 2019-20, plans for the commissioning of services and bids for additional monies through innovation from regional and national initiatives.

## **12. Use of Appendices**

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



# Haringey Children's Service Ofsted Action Plan March 2019



The Ofsted inspection of Children's Social Care Services completed on 9<sup>th</sup> November 2018 and the report of the findings of the inspection was published on 14<sup>th</sup> 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: -

<b>RED – R</b>	Not on track - exceptional reporting required
<b>AMBER – A</b>	Concern in progressing actions taking action to resolve and get back on track
<b>GREEN- G</b>	Online to be completed within agreed timescales
<b>BLUE - B</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. <b>Baseline</b> 38% of audits had good quality of supervision in February 2019

Impact of actions	Target / Timescales
	<b>Targets</b> 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
7.1 There will be a shared approach to minimising the risks to criminally exploited children.  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.	By April 2019.
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.	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
8.1 Social workers refer all children for a return home interview when they have gone missing  There is increased take up of return home interviews from the baseline of 47% in quarter 3, 2018.	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:**

**Item number:**

**Title:** **Child Friendly Haringey - Scrutiny Review Progress**



**Report authorised by:** Ann Graham, Director of Children's Service

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

**Ward(s) affected:** ALL

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

**1. Describe the issue under consideration**

**This report gives an update on work undertaken to progress the response to recommendations from the Children's Scrutiny Panel Review June 2017.**

The report made five recommendations:

1. That the council declares its intention to become a "Child Friendly" Borough
2. That an application be made by the Council to become a Unicef Child Rights Partner.
3. That a "Child Friendly borough" strategy be developed for Haringey and that this should include:

A clear local vision of what a "Child Friendly" borough should look like:

- Enhanced arrangements for listening and responding effectively to the voice of the child;
  - Engagement of children in the design, implementation and evaluation of services designed for them;
  - Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;
  - Action to ensure that children know their rights; and
  - A coordinating mechanism.
4. That, as part of the development of a "Child Friendly" strategic approach, engagement take place with partners and the voluntary sector in order to secure their collaboration.
  5. That the following issues, are key priorities for children and young people in the Council's new Young People's Strategy and the focus of any projects developed as part of the Unicef Child Rights Partners scheme:

- community safety for young people and, in particular ensuring that they are able to travel safely around the borough;
- youth facilities and activities which provide fun as well as opportunities for personal, educational and social development;
- mental health and the promotion of social and emotional well-being;
- housing and, in particular, the avoidance of homelessness; and
- reducing the percentage of children living in households living in poverty.

**6. Cabinet Member Introduction**

N/A

**7. Recommendations**

7.1 That the Children's Scrutiny panel note the progress towards implementing its recommendations set out above as outlined in **Appendix 2** of the report.

**8. Reasons for decision**

8.1 N/A

**9. Alternative options considered**

9.1 N/A

**10. Contribution to strategic outcomes**

10.1 Priory 1 of the Corporate Plan – 'Enable every child and young person to have the best start in life, with high quality education'- and Priority 4 - 'Drive growth and employment from which everyone can benefit'.

**11. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

N/A

**12. Use of Appendices**

Appendix 1 – Report of Scrutiny Panel

Appendix 2 – Response by the Children's Service to recommendations

**13. Local Government (Access to Information) Act 1985**

NA

# Scrutiny Review: Child Friendly Haringey

A Review by the Children and Young People's Scrutiny Panel

2016/17

Panel Membership	Cllr Kirsten Hearn (Chair)
	Cllr Mark Blake
	Cllr Toni Mallett
	Cllr Liz Morris
	Cllr Reg Rice
	Uzma Naseer (Co-opted Member)
	Luci Davin (Co-opted Member)
	Ms Y Denny (Co-opted Member)
	Mr C Ekeowa (Co-opted Member)

Support Officer: Robert Mack, Principal Scrutiny Support Officer

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## CHAIR'S FOREWORD

What does Child friendly mean? Such laudable intentions don't always deliver. Failure can consign such notions to the bin of the worthy sound bite. We wanted to explore different models of so-called "Child Friendly" Councils to see if we could avoid the pitfalls associated with such wide-sweeping intentions and learn from others to inform what we might do, to deliver real change for all Haringey's children.

When applied to local authorities, "child friendly" generally means the process for the implementation of the United Nations Convention on the Rights of the Child. This means ensuring that children know their rights, can access services when they need them and are involved in designing, implementing and evaluating services aimed at them. It also means making sure that services work with children rather than doing things for or to them. In addition, it recognises that children have a wide range of needs and wants which go beyond just the services specifically designed for them. Being "child friendly" invites politicians, Council workers, contractors and organisations delivering something on behalf of the people of the borough to always have at the front of their mind, "what is this service like for children", so that from street design to bin collections, from development of open spaces to the first point of contact, we bring children to the heart of all we do. That can only make what we do better for everyone.

The Panel has been inspired by the work that several other "child friendly" local authorities have undertaken. This has included a whole Council approach to committing to being child friendly, clear focussed objectives; engaging and involving children in making the Council "child friendly"; insisting that every worker from Councillors and the chief executive all the way through the organisation down, commits to the aim and acts to make it a reality. Adopting a similar approach in Haringey would make a real difference to the lives of Haringey's children. Action should also be taken to include partners and especially the voluntary sector in this.

Gains from becoming a "Child Friendly" borough will not be achieved overnight and will not happen unless partners are also on board. It is a long term process. It is also important that there is real substance and commitment to change within such an approach. Were the Council to also become a Unicef Child Rights Partner, this would assist with the development of a meaningful strategy and provide robust external challenge, thus providing firm foundations. It would also provide accreditation and therefore additional recognition of the progress that has been made by the Council in recent years.

The Council's ultimate ambition should be to ensure that Haringey becomes a truly great place to grow up in. Becoming a "Child Friendly" borough puts the ambition at the forefront of future plans for children and young people in Haringey. In becoming child friendly, we commit wherever we encounter children, to do our utmost to protect and promote their human rights, no matter or who they are or the difficult circumstances they present to us with.



Kirsten Hearn  
Chair



## RECOMMENDATIONS:

1. That the Council declares its intention to become a “Child Friendly” borough, with this approach embedded in everything that the Council does and driven by strong political and officer commitment.
2. That a “Child Friendly borough” strategy be developed for Haringey and that this includes the following:
  - A clear local vision of what a “Child Friendly” borough should look like;
  - Enhanced arrangements for listening and responding effectively to the voice of the child;
  - Engagement of children in the design, implementation and evaluation of services designed for them;
  - Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;
  - Action to ensure that children know their rights; and
  - A coordinating mechanism.
3. That, as part of the development of a “Child Friendly” strategic approach, engagement take place with partners and the voluntary sector in order to secure their collaboration.
4. That an application be made by the Council to become a Unicef Child Rights Partner.
5. That the following issues, based on feedback and performance information, are key priorities for children and young people in the Council’s new Young People’s Strategy and the focus of any projects developed as part of the Unicef Child Rights Partners scheme;
  - Community safety for young people and, in particular ensuring that they are able to travel safely around the borough;
  - Youth facilities and activities which provide fun as well as opportunities for personal, educational and social development;
  - Mental health and the promotion of social and emotional well-being;
  - Housing and, in particular, the avoidance of homelessness; and
  - Reducing the percentage of children living in households living in poverty.

## 1. Background

- 1.1 As part of the work planning process for 2016/17, it was suggested that the Panel should look in depth at how Haringey could become a “child friendly” borough. This would include considering what would constitute a “child friendly” borough and the actions that might be required by the Council and its partners to achieve such a goal.

### *Terms of Reference*

- 1.2 It was agreed that the terms of reference would be as follows:

“To consider and make recommendations on the feasibility of the Council declaring its intention to become a Child Friendly City, including;

- What it may entail;
- Potential benefits;
- Risks and resource issues; and
- What a scheme for Haringey might look like.”

### *Sources of Evidence:*

- 1.3 Sources of evidence were:

- Research and policy documentation from Unicef and a number of different local authorities;
- Interviews with officers from the Council, other local authorities and Unicef;
- Consultation responses for a range of young people within Haringey; and
- Performance information.

- 1.4 A full list of all those who provided evidence is attached as Appendix A.

### *Membership*

- 1.5 The membership of the Panel was as follows:

Councillors: Kirsten Hearn (Chair), Mark Blake, Toni Mallett, Liz Morris and Reg Rice.

Co-opted Members: Ms Uzma Naseer and Ms Luci Davin (Parent Governor representatives), Ms Y Denny and Mr E Ekeowa (Church representatives).

## 2. Introduction

- 2.1 A number of local authorities in the UK have undertaken initiatives that have aimed to make them become “child friendly”. These have included Leeds, Bristol, Calderdale and Brighton. Action to achieve this has focussed upon ensuring that children:
- Know their rights;
  - Can access services when they need them; and
  - Help to design, implement and evaluate services designed for them.
- 2.2 All of the initiatives undertaken have been inspired, to a greater or lesser degree, by the concept of “Child Friendly Cities”. This is the process for the implementation of the United Nations Convention on the Rights of the Child, led by local government. It is a global initiative led by Unicef (the United Nations International Children's Emergency Fund), with the aim of fulfilling the right of every child and young person to participate in and express opinions on the city in which they live, safely, equally and with respect and influence.
- 2.3 The initiative has been running for 20 years and has covered 20 different countries and 195 local authorities. The objective of it is to embed children's rights into everything that local authorities do and improve the lives of children by “recognising and realising their rights”. It is envisaged as a practical process that must engage actively with children and their real lives. The concept is considered to be equally applicable to the governance of all communities which include children, irrespective of their size.
- 2.4 There is a Unicef framework dating from 2004 that is intended to provide a foundation for all localities. A Child Friendly City is expected to guarantee the right of every young citizen to:
- Influence decisions about their city;
  - Express their opinion on the city they want;
  - Participate in family, community and social life;
  - Receive basic services such as health care, education and shelter;
  - Drink safe water and have access to proper sanitation;
  - Be protected from exploitation, violence and abuse;
  - Walk safely in the streets on their own;
  - Meet friends and play;
  - Have green spaces for plants and animals;
  - Live in an unpolluted environment;
  - Participate in cultural and social events; and
  - Be an equal citizen of their city with access to every service, regardless of ethnic origin, religion, income, gender or disability.
- 2.5 The Unicef framework also contains “building blocks” to assist local authorities in developing their schemes and these may be more relevant to authorities in the UK. They provide an outline of what might be the necessary pre-requisites for becoming “child friendly”:
1. Children's participation;

2. A child friendly legal framework;
  3. A city wide Children's Right Strategy;
  4. A Children's Rights Unit or coordinating mechanism;
  5. Child impact assessment and evaluation;
  6. A children's budget;
  7. A regular "State of the Borough – Children" report;
  8. Making children's rights known; and
  9. Independent advocacy for children
- 2.6 Some local authorities in the UK have taken this original Unicef initiative and used it as a starting point for developing a framework of their own. Although schemes are focussed on local authorities, they have also involved active involvement from a range of partners as well as the voluntary sector. Some have also included private sector involvement.
- 2.7 The development of Child Friendly Cities is based on recognition that children have a wide range of wants and needs. They require a co-ordinated and strategic response from local authorities so the children's rights and the voice of the child are embedded in the full range of Council activities – not just Children's Services - as well as partnership bodies and governance.

*Unicef*

- 2.8 Until three years ago, the Child Friendly Cities initiative was based on the above mentioned generic framework. In recognition of the fact that some of the items on the list of children's rights were less relevant to cities in more highly developed countries, Unicef decided that the initiative would benefit from being more adaptable to local conditions.
- 2.9 A new scheme – Child Rights Partners – was developed for the UK and piloted with five local authorities. It was decided not to accredit authorities at this stage as the scheme was still under development. The local authorities that work was undertaken with were:
- Derry and Strabane;
  - Leeds
  - Tower Hamlets;
  - Newcastle; and
  - Glasgow
- 2.10 The Panel received evidence from Naomi Danquah from Unicef regarding their work. She reported that there is a perception that the role of Unicef is only concerned with aid for countries to the south of the globe. However, Unicef works globally and is a source of expertise for governments across the world. In the UK, their work covers fundraising and lobbying and, in addition, they have also promoted three programmes;
- The Baby Friendly initiative;
  - Rights Respecting Schools; and
  - Child Rights Partners.

- 2.11 The local authorities that were involved in the Child Rights Partners initiative did not want a prescriptive approach but instead wished to learn from each other and fit their programme to local priorities. The projects undertaken by each local authority varied considerably;
- Leeds took on a whole city approach as well as undertaking a specific project on care leavers;
  - Derry and Strabane looked at embedding children's rights in their community plan and ensuring children and young people were involved in its development. They also undertook work to address sectarianism. Mapping took place of where children and young people from different communities went and funding was obtained to develop safe spaces designed by young people from all communities.
  - Tower Hamlets initially undertook a focussed piece of work on commissioning of services for substance abuse;
  - Glasgow focussed on early years. Professionals had found it difficult to challenge parents and joint training was arranged to develop a greater understanding; and
  - Newcastle looked at applying a rights-based approach to their children's social care services. Children and young people also wrote a Children's Rights Charter that became the foundation of the Council's Children and Young People's Plan 2015-2020.
- 2.12 Ms Danquah stated that the initiative had helped to empower children and young people so they were better able to access services. Support had also been provided for staff so that they are able to develop better relationships and improvements made in how services communicate with each other. An evaluation of the pilot scheme was currently being undertaken by Queens University, Belfast. The wider Unicef Child Friendly Cities programme is also being re-modelled and New York has recently adopted the UK model. The aim is to have a standardised model that is contextualised to fit local conditions.
- 2.13 The Panel noted that from 2017, local authorities in the UK will be able to work towards accreditation from Unicef. Local authorities involved will have to take a whole authority approach and, in addition, select six specific areas to focus on at the start of the process. The initiative is intended to be a partnership between the local authority, young people and the third (voluntary) sector. Private sector involvement is also possible. Joint applications from a number of local authorities will be accepted. There are a number of areas that local authorities can focus their work on, such as political commitment, workforce knowledge and improving services. The choice of focus will depend on local issues and priorities.
- 2.14 Five local authorities will be selected initially. Ms Danquah emphasised the fact that it is not intended to be a "tick box" exercise and will require a strong commitment to change. The criterion for involvement are:
- Political commitment. It will require Cabinet sign off and not merely support from officers;

- The commitment shown needs to be both vertical and horizontal in terms of the organisation. There also needs to be a commitment to participation;
- There needs to be a governance group to oversee the process. This can be an existing group; and
- There needs to be evidence of a local vision and it cannot just be thoughtless commitment.

2.15 A fee of £25,000 will be payable by each local authority selected. Unicef are very much aware that this might prove to be a sticking point for many local authorities due to current budgetary issues. Local authorities will receive 40 days of Unicef time in return, including training, mentoring, use of resources and participation in networks. The aim is to build capacity within local authorities so that they are not reliant on Unicef. The scheme is to be launched in May 2017.

2.16 If more than 5 local authorities are interested in participating, involvement can be staggered. Where interest is expressed, Unicef will want to gain an understanding of where local authorities are and what projects they might be interested in pursuing. Although the deadline for expressions of interest was February, the initiative is ongoing so this will not preclude applications being made after this date.

### 3. Work by Other Local Authorities

- 3.1 There are a number of local authorities that describe themselves as “Child Friendly” but, whilst they all appear to be based on the Unicef concept, they have interpreted this in different ways. Whilst most of them are Unicef Child Rights Partners, there are some that are not and it is not necessarily a prerequisite.

#### *Leeds City Council*

- 3.2 The Unicef initiative was the inspiration behind the work that Leeds City Council have undertaken to become a “Child Friendly City” and they are also a Unicef Child Rights Partner. They have used this as a basis for developing a very ambitious scheme aimed at Leeds the best city in the UK to grow up in.
- 3.3 Extensive consultation with children and young people and local performance information was used to develop “12 wishes”. These are the issues and changes that children and young people felt that would make the most difference to their lives in Leeds:

#### **Leeds City Council “12 Wishes”**

1. Children and young people can make safe journeys and easily travel around the city.
2. Children and young people find the city centre welcoming and safe, with friendly places to go, have fun and play.
3. There are places and spaces to play and things to do, in all areas and open to all.
4. Children and young people can easily find out what they want to know, when they want it and how they want it.
5. Children, young people and adults have a good understanding of children’s rights, according to the United Nations Convention on the Rights of the Child.
6. Children and young people are treated fairly and feel respected.
7. Children and young people have the support and information they need to make healthy lifestyle choices.
8. All our learning places identify and address the barriers that prevent children and young people from engaging in and enjoying learning.
9. There are a greater number of better quality jobs, work experience opportunities and good quality careers advice for all.
10. All children and young people have their basic rights met.
11. Children and young people express their views, feel heard and are actively involved in decisions that affect their lives.
12. Places and spaces where children and young people spend time and play are free of litter and dog fouling.



- 3.4 The instigation for the development of Child Friendly Leeds came from the current Director of Children's Services. When appointed, he had stated his ambition to make Leeds a "child friendly city" and the work that had been undertaken subsequently was driven by this.
- 3.5 The Council's Children and Young People's Plan 2015-19 outlined the five outcomes that the Council was seeking to achieve in respect of children. These are:
- All children and young people are safe from harm;
  - All children and young people do well at all levels of learning and have skills for life;
  - All children and young people enjoy healthy lifestyles;
  - All children and young people have fun growing up; and
  - All children and young people are active citizens who feel they have a voice and influence.
- 3.6 There has been a consistent focus on these. There are 14 priorities below these outcomes;
1. Help children to live in safe and supportive families;
  2. Ensure that the most vulnerable are protected;
  3. Improve achievement and close achievement gaps;
  4. Increase numbers participating and engaging;
  5. Improve outcomes for children and young people with special educational needs and/or disability;
  6. Support children to have the best start in life and be ready for learning;
  7. Support schools and settings to improve attendance and develop positive behaviour;
  8. Encourage physical activity and healthy eating;
  9. Promote sexual health;
  10. Minimise the misuse of drugs, alcohol and tobacco;
  11. Provide play, leisure, culture and sporting opportunities;
  12. Improve social, emotional and mental health and well being;
  13. Reduce crime and anti-social behaviour; and
  14. Increase participation, voice and influence.
- 3.7 In addition, 3 "obsessions" had been identified on which there is relentless focus;
- Safely and appropriately reduce the number of children who are looked after;
  - Reduce the number of young people not in education, employment and training; and
  - Improve school attendance.
- 3.8 Three behaviours have underpinned their strategy;
- Listening and responding to the voice of the child;
  - Restorative Practice: doing with, not for or to;
  - Outcomes based accountability: is anyone better off?



- 3.9 The current figures for looked after children are currently the best that they had ever been, with a 14% drop in numbers. The authority had previously been something of an outlier in terms of their number of looked after children. £20 million has now been saved from this budget. In addition, they currently had their lowest NEET rate ever, although they acknowledged that more improvements needed to be made. There has also been a very large reduction in the number of children and young people not in school.
- 3.10 Whilst there had been some adjustments to their strategy, there has been a strong and consistent message. Work has also been undertaken with local businesses to assist in promoting the child friendly approach. There are also 600 child friendly Leeds ambassadors, who come from a wide cross section of the city, including schools and the third sector.
- 3.11 There has been a large amount of learning and development work that has taken place to develop restorative practice, with over 8,000 professionals trained across the city, including NHS officers and refuse collectors. The restorative approach needs to be adopted by everyone and this started at the top.
- 3.12 The use of family group conferences (FGCs) has been expanded from 30 per year to 50 per month. This is a simple but effective model of social care practice that involves sitting down with families to identify solutions jointly. They felt that there had been very positive outcomes from this. They emphasised that it requires a large amount of preparation times and the input of skilled people.
- 3.13 Leeds have also undertaken strong workforce development. There are now only 11 agency social workers out of a work force of 300. There had previously been a large number of newly qualified social workers but many of these have stayed with the authority and the benefits of this are now starting to be seen. There is a deliberate policy of progression and it is possible for staff to begin as students and finish up as director.
- 3.14 The authority has four dedicated officers in its Voice, Influence and Change team who have a role in developing the voice of the child and spreading its influence. There is a Student LSCB that has been running for 18 months and whose purpose is to provide a children and young people's perspective on the work of the LSCB and advise on the most effective methods for engaging children and young people in safeguarding topics. There was also a children in care council and a care leavers council. Whilst there was a no youth council youth, there was a youth forum, which met quarterly. The last forum meeting had involved over 180 primary school children.
- 3.15 There is a children's mayor, who is elected by Year 6 children. Children who are standing wrote a manifesto which is then put to the vote. 35,000 children had voted in the last election. The person elected presents their manifesto to full Council, which was responded to by officers.

- 3.16 Officers from Leeds stated that it was not just about listening to the voice of children but ensuring that they had influence, which is more difficult. Work is undertaken to ensure that the feedback that is obtained was representative of the city as a whole and areas where there is under representation are targeted. They felt that it is necessary to have a skilled and committed team to support this work.
- 3.17 The progress that has been made by Leeds has been recognised by OFSTED. They had previously been assessed as inadequate in an inspection of safeguarding and Looked After Children that took place in 2010 and had an Improvement Notice placed on them. Following this, a wholesale service restructure took place with a new Senior Leadership Team appointed and a new strategic vision for children's services in the city developed, which was "Child Friendly Leeds". The Improvement Notice was lifted in 2011. In 2015, the authority was inspected again and rated as "good".
- 3.18 There is strong cross part support for the child friendly approach. Members understand that they have an important role to play, particularly in listening to children and young people. The authority is committed to the strategy and has held its nerve when there had been challenges. They had invested in family group conferences and workforce development. Whilst £20 million had been saved through their approach, their budget had gone down more quickly than this. The authority is also trying to manage better the placement of looked after children out of the area.
- 3.19 In respect of the Unicef Child Rights Partners initiative, they had been involved for three years and, whilst this had been an interesting experience, it had not been without its challenges. Unicef had had an international perspective and some of this did not translate well. Whilst they had been glad to be involved, they have decided not to continue, particularly as a charge is being introduced.
- 3.20 The feedback that had been obtained from children and young people, as outlined in the "12 Wishes" had enabled them to challenge other services and partners to respond to issues that were not directly the responsibility of their service.

#### *Tower Hamlets*

- 3.21 Tower Hamlets began working with Unicef in 2013 through their Children and Families Partnership Board. Unicef had approached Tower Hamlets due to the borough's high levels of child poverty. A visit was made to Tower Hamlets on behalf of the Panel to hear the views of officers who had been involved in the initiative there.

- 3.22 They stated that the theoretical model used by Unicef was similar to the approach used in Every Child Matters. Tower Hamlets had been tasked with coming up with a project to focus their activity on and selected commissioning as it was felt that this was an area where they could do better. The area of commissioning that was chosen initially for the work was substance misuse. The Unicef approach involved looking at the needs of children holistically and this is now embedded in their practice. They had found that fewer young people are now exiting substance misuse services early but it is possible that this is due a particularly good provider being appointed.
- 3.23 The Council's Corporate Parenting Board had also re-examined its engagement and participation practices using the child rights based approach. It was found that younger children were not accessing the children in care council. As a result of this, there are now two children in care councils in Tower Hamlets – one for the young children and one for the remainder. In addition, many children are placed outside the borough and a shortfall in engaging with them had been identified. The provider had therefore been asked to work with relevant children and young people and involve them in a national advocacy scheme. Extra money was provided for the commissioning of the service to provide for the additional engagement identified as being necessary.
- 3.24 The child rights approach is now part of commissioning for all children's services. It had also been incorporated into the strategic planning for the development of their Children and Young People's Plan. The Unicef seven child rights principles had provided the analysis framework for the needs assessment. These are:
- Dignity;
  - Participation;
  - Life, survival and development;
  - Non-discrimination;
  - Transparency and accountability;
  - Best interest; and
  - Interdependence and indivisibility.
- 3.25 It was felt that the Child Rights Partner initiative had brought a lot of benefits to Tower Hamlets. It had enabled a shared language to be developed in respect of children's rights. Unicef also brought a lot of expertise and added value to the work that had been done by the Council. In particular, they had provided a lot of training and support, which was considered to be of excellent quality. They felt that they were now better able to meet the needs of children and young people and deliver improved outcomes as services are targeted more effectively.
- 3.26 Although it was felt that the child rights approach was sound, it had been a challenge to generate an understanding of it internally. It could appear overly academic but professionals involved in children's social care tended to understand what it is about. They felt that the approach would not

necessarily cost more and can lead to better outcomes for children and young people. Training is a very large element of the process and it was felt that Unicef are outstanding in delivering this. All commissioners had now been trained in the approach.

- 3.27 It was felt that there may be a need to commit resources in excess of the £25,000 that UNICEF are asking for future participation as a Child Rights Partners though. In particular, it would require someone to administer and co-ordinate the work internally.

*Derry and Strabane*

- 3.28 The Panel heard that Derry had had Unicef Child Friendly City status for a number of years and had focussed its work relating to this on promoting play and engagement. Unicef had then changed the focus of the Child Friendly City initiative in the UK with the introduction of the pilot Child Rights Partners scheme, which they had also participated in.
- 3.29 Local government in Northern Ireland had been restructured in 2015 and Derry and Strabane were brought together as a consequence of this. New Northern Irish legislation had also created a need for community planning. Derry and Strabane had made ensuring that their plan met the needs of children and young people a key objective. As part of the development process, they had gone out into the community to consult with young people on what the important issues were for them and how they felt that they could best be addressed. This had been done through a series of workshops. The role of local government had been explained using images and the Child Rights approach had been central to their work.
- 3.30 Including hard-to-reach groups had proven to be a challenge. It had been felt to be particularly important that there was representation from communities suffering from significant social disadvantage. Neighbourhood renewal and the youth service had assisted with helping to identify suitable young people. The neighbourhood renewal process focussed on the most deprived areas in Northern Ireland and was aimed at assisting with the transformation from conflict to peace. There had been a lot of community engagement as a part of this, with the aim of bringing people from different communities together. This had worked well as there was a shared agenda in addressing deprivation.
- 3.31 They felt that involving children and young people in the community planning process had been the key success of their child friendly initiatives but there had been challenges in bringing about policy change and getting buy-in from senior management.
- 3.32 As part of the Child Rights Partners process with Unicef, training had been undertaken with elected Members and senior management and this had translated well into action. It had not been possible to just go through the motions as part of this process. They had the highest respect for Unicef and

did not think that the work that they had undertaken would have got off the ground without their input. They felt that Unicef had been quite “hands off” in their approach. The Council had needed to come up with solutions themselves and Unicef had helped them by making them think.

### *Bristol*

- 3.33 Bristol’s child friendly initiative differs at it is very much a community generated initiative, with the voluntary sector and higher education institutions taking a prominent role. The local authority does not take a leading role. It is co-ordinated by the Bristol Child Friendly City network, which was initiated by three community organisations, in partnership with the University of Bristol. It is described as being inspired by the Unicef Friendly Cities initiative. The priorities of the Bristol initiative are based around the built environment and the development of a democratic voice for children and young people. It is well regarded locally and is felt to have influenced policy and planning.
- 3.34 The aims for Bristol Child Friendly City are to promote action and change so that all children are better considered in the physical and democratic ‘space’ of Bristol. This is underpinned by wider initiatives to create a safer, healthier, more equal and connected city for everyone.
- 3.35 Following consultation with voluntary and statutory organisations, children, young people and academics in 2015, a three part vision was developed, consisting of longer term aims, each with an ‘action for change’ that can be achieved in the shorter term. These are as follows:
  - “1. All children have safe, independent mobility and access to the city of Bristol and its resources, including streets, communities, green space, the city centre, play, sport, arts, culture/youth culture. Children will have richer, healthier lives where they can discover, connect, pursue interests and abilities, play, learn, enjoy, participate and grow up with a sense of belonging and ownership. Children will be more present and visible, creating a truly inter-generational city. Focus for action/change: Free bus travel for under 16’s in Bristol
  2. All children feel heard and have a say in decision making on things that affect their lives. Children will grow up to feel more trusted, equal, active citizens and engaged, empowered adults. Bristol will benefit from their unique perspectives and contributions, both now and in the future. Focus for action/change: 16 year olds able to vote in mayoral elections. Effective routes identified for civic/democratic participation of under 14’s.
  3. Adults in positions of power make decisions with all children in mind. The planning of new places, spaces and initiatives will consider the needs of children. Bristol will be better for children and people of all ages, and more accountable to young citizens. Focus for action/change: Children become a key consideration in any strategic city processes.”

*The Welsh Government*

- 3.36 The UN Convention on the Rights of the Child has been adopted by the Welsh government as the basis of policy making for children and young people and this was now enshrined in law there. It made a specific commitment to improving the lives of children and young people and stated its aim to provide opportunities and experience for them to grow, to ensure that they know and understand about their rights and that there is help for them as and when they need it. They introduced the Rights of Children and Young Persons (Wales) Measure in 2011 and this embeds consideration of the United Nations Convention on the Rights of the Child into law.
- 3.37 The Measure places a duty on Welsh Ministers to have due regard to The United Nations Convention. It applies to decisions of the Welsh Ministers about any of the following:
- Proposed new legislation;
  - Proposed new policies; and
  - A review of or change to an existing policy and/or legislation.
- 3.38 A Children's Rights Scheme was developed under the Measure and this includes the need to undertake Children's Rights Impact Assessment (CRIA) in respect of any of the above. It is felt that the scheme encourages consideration of the wider impacts of work outside specific policy areas.



## 4. Haringey

- 4.1 In undertaking its work, the Panel considered the areas that might be prioritised for action as part of a “Child Friendly” strategy. The Panel heard from officers in the Children and Young People’s Service about what are the key areas for Haringey, based on performance information:
- Haringey is the 28th most deprived local authority area in the country and the 6th most in London. Conversely, the borough is also contains some of the least deprived wards in the country;
  - When housing costs are taken into account, one third of the borough’s children are living in poverty, which is the 9th highest level in London. Haringey households have been affected significantly by the cumulative impact of welfare reform. The number impacted is 22,696 (20%) households;
  - The number of looked after children has steadily declined from a peak of 610 in 2011 to its current level of 429. It is nevertheless still above the average for London and England;
  - The highest single cause of referrals to social care is domestic violence (22%), followed by physical abuse (16%). There are a growing number of referrals due to homelessness. However, neglect is the biggest cause of children being taken into care (14%).
  - 95.3% of primary schools and 100% of secondary schools were now rated a good or outstanding. Of particular note was the fact that the educational achievement of looked after children was consistently amongst the best in the country.
- 4.2 The Panel noted that there is not currently a specific overarching strategy in respect of the promotion of children’s rights issues. However, there is a Young People’s Strategy as well as a Youth Offer, although a lot of resources have been lost in recent years. Action has also been taken to capture the voice of the child although it was acknowledged that this could be improved. In particular, there is the Haringey Youth Council, which has recently been reconstituted. There is also Aspire, which acts as the borough’s children in care council. It was noted that the Youth Council includes representation from children with disabilities. In terms of looked after children, the Independent Reviewing Officer is required to provide challenge and ensure that the rights of children were observed.
- 4.3 Officers reported that schools have their own systems for promoting children’s rights and some use the UNICEF Rights Respecting Schools framework. This can include the use of young people as mediators, many of whom had proven to be very effective. In respect of looked after children, there was the London wide pledge for children and young people in care, which Haringey has signed up to.

- 4.4 In respect of the evidence that had been received by the Panel from Leeds, it was felt that there was substance behind their child friendly initiatives. They have progressed from being challenged to stability and, in addition, they are also now able to say that they no longer have specific thresholds. The whole process had taken six years in total. Consideration was now given to the potential impact of all Council decisions on children. In addition, the “three obsessions” within the Children and Young People’s Plan had helped to focus action.
- 4.5 In terms of Haringey, officers felt that a “quick win” would be to get the Council thinking corporately about children’s issues. Child and young people are affected by and require a wide range of public services and it was felt there was a need to broaden the sense of responsibility.
- 4.6 The Panel noted that the Corporate Plan has one more year remaining and plans are being put to place to develop the new one. Officers felt that a child friendly focus could be fed into these discussions. Political and senior management commitment would be of particular importance in taking this forward. The approach could be adapted so that it was more specific to Haringey and incorporating local initiatives, such as Signs of Safety which is the model of children’s social care that is currently used. A child friendly approach need not have cost implications – it could focus on the resources that the Council had and how these could be used to best effect. It could also assist in generating commitment. In addition, an ambassador scheme such as that which was in operation in Leeds, with a role in engaging with the community, could also have potential in Haringey.



## 5. Feedback from Children and Young People in Haringey

- 5.1 The Panel obtained feedback from a range of children and young people in Haringey on the issues that are of importance to them. This was inspired by the work undertaken by Leeds City Council in developing their “12 Wishes”.

### *Haringey Youth Council*

- 5.2 At the first meeting of the re-constituted Haringey Youth Council, young people debated the issues that were of most concern to them. The three biggest concerns were identified as follows:

1. Crime and gangs
2. Youth clubs and activities for young people
3. Mental health

- 5.3 It is envisaged that, once the Youth Council’s Terms of Reference are finalised and adopted, future meetings will involve input from the lead officers for these areas within the Council to ensure that the Youth Council’s views are integral to service planning.

- 5.4 The Panel also submitted a number of specific questions to the Youth Council and the responses were as follows:

- *What would make Haringey a better place for you to live and grow up in?*

1. Better access to youth centres and free activities for young people to attend in the evenings after school and weekends.
2. At the moment there is only one council youth club (Bruce Grove) open three days a week and it is only in one area which is not accessible for all young people in Haringey to get too.
3. If the community were more involved in helping to organise itself

- *What sort of things would make you feel safer in Haringey?*

1. More visible Police presence but police that are from Haringey and who have a knowledge of local young people.
2. TSG officers to be less aggressive
3. More street lights for e.g. at the basket ball courts

- *What do you think would improve the mental health of young people?*

1. Easy access to services for mental health problems
2. Online booking facilities for appointments
3. Modern apps that young people can download access to services in a contemporary way

- *In what way could activities and facilities available for young people in Haringey be improved?*

1. More funding and a wider range of activities available for young people to take part in
2. Mentoring opportunities for young people to have one to one support

- *How could the views of young people best be obtained by decision makers? (e.g. through meetings/social media etc.)*
- 1. Put questions directly to the Youth Council
- 2. Questions can also be put directly to secondary and primary schools where opinions can canvassed on a wide range of subjects. If the questions are specific the whole borough can be feasibly asked.

#### *Aspire*

- 5.5 The Panel met with and obtained feedback from Aspire, who are Haringey's Children in Care Council. Aspire members present stated that their priorities were to have fun and be safe and, in particular, to be able to get around without any problems.
- 5.6 They stated that a lot of young people do not feel safe and are worried about gangs. Some are reluctant to travel to other areas of the borough away from where they live due to the "post code" issue. Officers referred to a recent visit that was made to Nandos in Wood Green as a treat for Aspire members where one young person from Aspire had needed to be escorted to safety by member of staff due to concern for his safety. Officers also reported that the post code issue can affect the life chances of young people as they can be reticent to go to other areas for education or training.
- 5.7 Other issues that arose were:
- Street lighting in some areas was felt to be not bright enough. In particular, areas on some housing estates could be dimly lit;
  - There were not enough youth clubs. These allowed young people to meet and make friends;
  - Housing could be a big issue for young people leaving care. They had access to a lot of support when in care, particularly from social workers, and could find it difficult when this was no longer available. Housing services did not appear to make any allowances for them being young or having been in care and it could be very stressful dealing with them.
- 5.8 It was felt that the best way to engage with children and young people was to use social media. Officers commented that how people spoke to young people was important in being able to get messages across.

#### *The Markfield Project*

- 5.9 Feedback was also received from the Markfield Project, who met with young people on their Youth Steering Group. They raised the following issues as being important to them:
- Safety rated very highly in the young peoples' priorities;
  - Mental health support was also an important area;
  - Money/work was an issue for all young people and they stated the need for apprenticeships and work opportunities;

- Inclusion was thought to be of key importance for disabled young people and society generally;
- Social opportunities and fun was an area that came up throughout the discussion, particularly in relation to the needs of disabled young people. The young people wanted to see more youth clubs and activities for young people that promoted choice and independence; and
- Housing and local environment was also an important issue for our young people. They talked of the need for better cleanliness in the streets, less vandalism, litter and generally having a nicer environment. They felt better housing was also needed. Safety arose again in this discussion and one young person said “Living in Broadwater Farm doesn’t feel safe.”

## 6. Conclusions and Recommendations

- 6.1 The Panel is of the view that adopting a “Child Friendly” ethos could have a number of potential benefits for Haringey;
- The development of an enhanced corporate focus on children’s issues;
  - The potential to deliver better outcomes for children and young people by developing, through improved engagement, services that are more responsive to their needs; and
  - A greater emphasis on the key areas that may assist the borough in obtaining a “good” Ofsted rating for relevant services.
- 6.2 The Panel also noted the evidence from Leeds that becoming “Child Friendly” was not incompatible with the need to save money. Savings of £20 million were made by Leeds through a substantial reduction in the number of looked after children and it was felt that this may have been at least in part to their “Child Friendly” approach and its strong emphasis on working together with children and families to find solutions.
- 6.3 The Panel feels that there would be benefit in the Council aiming to become a “Child Friendly” borough, with this approach embedded in everything that the Council does and driven by strong and wide ranging political and officer commitment.

### **Recommendation 1:**

*That the Council declares its intention to become a “Child Friendly” borough, with this approach embedded in everything that the Council does and driven by strong political and officer commitment.*

- 6.4 The new Young People’s Strategy should be developed to support the Council’s aspiration to become a “Child Friendly” borough. It is important that becoming “Child Friendly” is a meaningful process with genuine substance and commitment to change behind it. Plans within the Strategy to become a “Child Friendly” borough should therefore include the following elements, which are based on the Unicef framework;
- A clear local vision of what a “Child Friendly” borough should look like;
  - Enhanced arrangements for listening and responding effectively to the voice of the child;
  - Engagement of children in the design, implementation and evaluation of services designed for them;
  - Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;
  - Action to ensure that children know their rights; and
  - A coordinating mechanism.
- 6.5 Although it has been very impressed by the work undertaken by Leeds, The Panel nevertheless believes that a Haringey model should be adopted that

reflects the needs, characteristics and aspirations of the local area. In particular, Haringey has its own model of social care practice, which is called Signs of Safety and also follows a collaborative approach.

**Recommendation 2:**

*That a “Child Friendly borough” strategy be developed for Haringey and that this includes the following:*

- *A clear local vision of what a “Child Friendly” borough should look like;*
- *Enhanced arrangements for listening and responding effectively to the voice of the child;*
- *Engagement of children in the design, implementation and evaluation of services designed for them;*
- *Child impact assessments and evaluation to be considered within proposed new policies and reviews or change to existing policies;*
- *Action to ensure that children know their rights; and*
- *A coordinating mechanism.*

- 6.6 The Panel feels that action to enable Haringey to become a “Child Friendly” borough will have a greater chance of success if it is not just a Council initiative but involves a range of partners. The Panel would therefore recommend that action be taken to secure the collaboration of partners and, in particular, the voluntary sector.

**Recommendation 3:**

*That, as part of the development of a “Child Friendly” strategic approach, engagement take place with partners and the voluntary sector in order to secure their collaboration.*

- 6.7 The Panel also recommends that consideration be given to applying to become a Unicef Child Rights Partner. The Panel is mindful that there would be cost implications arising from this but is of the view that this would provide a number of benefits, including highly rated training, external challenge and the opportunity to achieve accreditation, which would provide a benchmark of the progress that has been made by the Council. In addition, it would give great standing to the Council’s “Child Friendly” scheme and help ensure that it does not become a “tick box” exercise. Becoming a Child Rights Partner would also provide access to a network of other authorities and the opportunity to share learning through this.
- 6.8 There are a number of options that could be explored for the development of the application, including partnerships with the voluntary sector, private sector involvement and a joint application with other boroughs. However, active involvement of children and young people should be a pre-requisite of any application.

**Recommendation 4:**

*That an application be made by the Council to become a Unicef Child Rights Partner.*

6.9 The Panel has also considered the issues that should be focussed on as part of a “Child Friendly” strategy. It has based this on feedback received from children and young people on what would make Haringey a better place for them to live and grow up in as well as performance information. The following would appear to be the priority areas for children and young people in the borough;

- Community safety. The Panel has heard from young people on a number of occasions about their concerns relating to community safety, violence and especially the “post code” issue that exists in some parts of the borough. This would appear to be a source of worry and, in some cases, risk for many young people. The Panel is particularly concerned at the possibility that it may be adversely affecting the life chances of some young people through deterring them from taking up opportunities in other parts of the borough. Although reference is made to safety in the current Young People’s strategy, it is acknowledged that improvements could be made in work to address this issue;
- Youth facilities and activities. Play, leisure, culture and sport are not only fun but also very important aspects in the development of young people. Unfortunately, youth facilities have suffered as a consequence of cuts made necessary by austerity but it is clear from the feedback from young people that they feel that more priority now needs to be given to them;
- Mental health. There has been a large increase nationally in demand for mental health services for children and young people in recent years, which services have struggled to cope with. In particular, depression and anxiety have increased by 70% in the past 25 years. Haringey has also historically had disproportionately high levels of mental illness. The inclusion of the issue in the top three concerns of members of Haringey Youth Council shows that it is now a very real concern for many young people;
- Housing. The Panel heard evidence of the increasingly adverse impact that housing need is having on children and young people. This came both from feedback from young people – especially care leavers - and performance information, which showed an increasing number of referrals to social care due to homelessness; and
- Poverty. Some areas of Haringey are still amongst the poorest in the UK and action is still clearly required to address this. Giving disadvantaged children the best possible start in life greatly increases their chances of escaping poverty.

6.10 Many, if not all, of the above areas are not just the responsibility of the Council but also of a range of partners. A clear strategic focus on them and the fact that they are supported by feedback from children and young people could enable the Council to challenge partners more effectively.

- 6.11 The Panel would also recommend that, should the Council proceed with its application to become a Unicef Child Rights Partner, the specific areas selected for project work reflect the above mentioned priorities.

***Recommendation 5:***

That the following issues, based on feedback and performance information, are key priorities for children and young people in the Council's new Young People's Strategy and from the focus of projects that may be developed as part of the Unicef Child Rights Partners scheme:

- Community safety for young people and, in particular ensuring that they are able to travel safely around the borough;
- Youth facilities and activities which provide fun as well as opportunities for personal, educational and social development;
- Mental health and the promotion of social and emotional well-being;
- Housing and, in particular, the avoidance of homelessness; and
- Reducing the percentage of children living in households living in poverty.

## Appendix A

### Participants in the Review:

Naomi Danquah – Unicef

Bonnie Curran - Bristol City Council

Sue Rumbold, Andy Lloyd Head and Jane Kaye – Leeds City Council

Wesley Hedger – London Borough of Tower Hamlets

Helen Harley and John Meehan – Derry and Strabane District Council

Haringey Youth Council

Aspire

Youth Steering Group - The Markfield Project

Jon Abbey and Gill Gibson – Haringey Children and Young People's Service



# Report to Scrutiny Panel 19 March 2019 – Child Friendly Haringey

## Appendix 2

Recommendation & Action	Lead & others to be involved	Timescale	Agreed/ Partially Agreed/ Not Agreed	Comments	FINAL OUTCOME
1. That the Council declares its intention to become a “Child Friendly” borough, with this approach embedded in everything that the Council does and driven by strong political and officer commitment.	Director of Children’s Services and Priority 1 Board	May 2018	Agreed	<p>The Council wholly supports the intention behind UNHRC’s idea of being "child friendly" and welcomes the interesting and varied case studies provided in the report to illustrate how other authorities have taken this forward.</p> <p>We believe that our current Priority 1 vision and objectives incorporate elements of the commitment to being "child friendly" but we recognise the potential value of challenging ourselves (including other Council services) and our partners to demonstrate the practical difference their policies and decisions make for children. We welcome the opportunity to explore what a commitment to being "child friendly" could look like for Haringey specifically.</p>	<p>The new Borough Plan 2019 -2023 has provided a platform on which Haringey can build on its journey to becoming Child Friendly.</p> <p>It sets out the Council’s and key stakeholder organisation’s partners vision for Haringey’s young people: to grow up free from fear or exploitation, are happy, succeed at school and beyond, and are supported by the communities in which they live. The plan also sets out its ambition for young people; setting long term foundations in the early years, to be happy and healthy throughout their childhoods, to feel secure in their family, and communities, that all young people have a pathway to success, live in communities where people look out for and care for one another, and a safer borough.</p> <p>We believe that the Borough Plan’s vision for Haringey’s Children and Young People articulates well the Council’s and key stakeholder</p>



				<p>the voice of the child is being drafted and we will look to consult young people and partners on this strategy over the next 6 months. We aim to complement the strategy with a practitioners' guide, to influence the culture and behaviours of staff who work directly with children and young people.</p> <p>Two areas highlighted in the report that we would like to explore further with colleagues and with children and young people are the ways we might increase understanding of children's rights and whether we might develop a mechanism such as Child Impact Assessments so that the impact of policy decisions on children and young people could be properly evaluated across council services.</p>	<p>strategy include: "whole family" focus and approach and engagement of young people in design of support packages to meet their needs.</p> <p>Haringey's Participation policy (2018) sets out how Haringey's Children and Young People Services (CYPS) will proactively seek the views of children and young people to inform and influence and shapes our services. It references Article 12 of the UHCHR. The policy will ensure that Haringey CYPS engage in meaningful participation with children and young people; and that we will use the information, data and intelligence gathered to develop, reinforce and transform our services. We will continue work to complete the practitioners guide, and consult with the Youth Council, ASPIRE and other young people for their views in implementing the plans in the policy delivery.</p> <p>We will refer to Democratic Services the review of mechanisms for Child Impact Assessments over and above that of Equality Impact Assessments as a tool already being used by the Council in evaluating the impact of policy</p>
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					<p>decisions for children and young people.</p> <p>All reports and policies are signed off by the Director of Children's Services with strategic SMT responsibility.</p> <p><b>ACTION CLOSED</b></p>
3. That, as part of the development of a "Child Friendly" strategic approach, engagement take place with partners and the voluntary sector in order to secure their collaboration.	DCS, Priority 1 Board, supported by Policy & Strategy Team	May 2018	<b>Agreed</b>	<p>The process for developing our new Corporate/Borough Plan will provide extensive opportunities for partner engagement and we will introduce the principles of being "child friendly" into these discussions to determine whether this is a strong unifying theme that resonates with stakeholders in Haringey. Utilising this process will also increase the likelihood that any commitment to being "child friendly" is part of a corporate approach and the contribution of services beyond Priority 1 can be identified and agreed.</p>	<p>The Council's new Borough Plan 2019 – 2023 has been in development since summer 2018. Extensive engagement and participation of key stakeholder partner organisations in its consultation being completed in December 2018 captured views from a wide audience including families in agreeing the Borough Plan's objectives and priorities.</p> <p>The evidence base for the Council's Young People at Risk Strategy; due at March 2019 Cabinet was informed by responses from consultation with Haringey Young People undertaken by the Godwin Lawson Foundation, Haringey's Youth Council, Parents and carers. The views, and commitment of participation of all key stakeholders including the community has steered, and been accounted in the strategy and action plan. The strategy takes a whole systems</p>

					<p>approach that is required to achieve increased co-ordination of several cross-cutting themes and approaches across a range of council departments and stakeholder organisations. In addition partnership collaboration between the council and key stakeholder partner organisations including the VCS has resulted in securing significant external funding to support children, young people and their families. This funding will be used to deliver the Borough Plan and the Young People at Risk Strategy and other key delivery plans.</p> <p>This represents a positive shift in direction with the Council strengthening its partnership working with key stakeholder partner organisations including the VCS and communities.</p> <p><b>ACTION CLOSED</b></p>
4. That an application be made by the Council to become a UNICEF Child Rights Partner.			<b>Not Agreed</b>	Pending the discussions outlined above, and in light of the significant financial contribution required by UNRCH at a time of severe budget pressure, we do not believe that applying to become a Child Rights Partner is the right	<p><b>N/A</b></p> <p><b>Not progressed</b></p>

				decision for Haringey at this time. However we remain open to doing so in the future if agreement can be reached about what the local commitment to being "child friendly" would mean for Haringey and buy-in secured from our partners.	
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<p>5. That the following issues, based on feedback and performance information, are key priorities for children and young people in the Council's new Young People's Strategy and the focus of any projects developed as part of the Unicef Child Rights Partners scheme;</p> <ul style="list-style-type: none"> <li>□□Community safety for young people and, in particular ensuring that they are able to travel safely around the borough;</li> <li>□□Youth facilities and activities which provide fun as well as opportunities for personal, educational and social development;</li> <li>□□Mental health and the promotion of social and emotional well-being;</li> <li>□□Housing and, in particular, the avoidance of homelessness; and</li> <li>□□Reducing the percentage of children living in households living in poverty.</li> </ul>	Jennifer Sergeant & Young People's Strategy Steering Group	September 2018	<b>Agreed</b>	<p>We welcome all feedback from children and young people about what their priorities are and how they would like to see us respond. The issues of Community Safety, mental health services and youth facilities are already picked up as part of our Young People's Strategy 2015-18 and there is work ongoing in each of these areas, which officers would be happy to provide further information on. The Young People's Strategy is due for review in 2018 following the agreement of a new Corporate Plan and further engagement with young people as part of this will help to update our objectives and inform service development.</p> <p>The issues of housing and homelessness for young people have</p>	<p>The Council's new Borough Plan 2019 – 2023 in development since summer 2018. Extensive engagement and participation of key stakeholder partner organisations in its consultation being completed in December 2018 captured views from a wide audience including families in agreeing the Borough Plan's objectives and priorities.</p> <p>The Young People at risk Strategy has succeeded the Young People Strategy 2015-2018.</p> <p>The range of issues set out in these recommendations are reflected as key areas within these key strategy documents.</p>
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				<p>been considered as part of the Supported Housing Review recently completed and we are planning to recommission the youth homelessness pathway. We also recognise the growing challenge relating to housing for young residents and continue to work closely with Homes for Haringey to ensure homelessness prevention is maximised.</p> <p>Child poverty remains a significant concern in Haringey, despite the improvement in the relative deprivation of the borough compared to the London and national picture. Child poverty and improving life chances requires a multi-dimensional response from the council, which is reflected in our commitment to outstanding schools, our work on post-16</p>	<p><b>ACTION CLOSED</b></p>
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				education and reducing NEETs, benefits maximisation and managing the impact of welfare reform, and supporting parents into work by rolling-out the local Early Years offer.	
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**Report for:** Scrutiny, March 2019

**Title:** Services to Schools & Haringey Education Partnership (HEP)  
**Report**

**Authorised by:** Ann Graham



**Lead Officer:** Eveleen Riordan  
Ext 3607  
Email [eveleen.riordan@haringey.gov.uk](mailto:eveleen.riordan@haringey.gov.uk)

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

Scrutiny Panel has asked for an update on the services currently offered to schools and also the service that Haringey Education Partnership delivers to our schools.

**2. Background information**

In 2017 Haringey Traded Services provided 47<sup>1</sup> services across 7 discrete areas of school support, managed by the Schools and Learning Team. The Service had 330 customers in Haringey, London boroughs and other local authority areas. In September 2018, two elements of Trade moved from the Local Authority into the Haringey Education Partnership: School Improvement and Governor Services.

2.1 The service operates with a zero net budget. Income from the services has been tentatively growing and the launch of the Portal in 2015 has helped increase access and management of these services, as well as contributing to the growth. The Portal provides many advantages to the Haringey Traded Services offer:

- Easier access for school buyers in terms of reviewing and purchasing / booking services through the 'basket' function;
- A channel for Traded Services to promote new services and packaged offers;
- Ability for Traded Services to assess levels of trading at any time, and produce dynamic reports on sales and customer participation;
- Advanced purchasing and booking of support services to allow Traded Services teams to better plan resources;
- Ability to calculate school 'basket' costs and raise invoices and receive monies in a timely manner.

2.2 All services operate within a competitive market and Officers and Heads of Service have had to adapt the services provided and benchmark pricing so as to ensure that they remain high quality, offer value for money and are

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<sup>1</sup> Including but not limited to education welfare, early years CPD HR, payroll, music serviced, health and safety, Pendarren.

competitive. Schools are under pressure to improve pupil outcomes whilst operating with less funding, both 'actual' (removal of the Education Services Grant) and 'real-term' (freezing of school funding against increases in salaries, National Insurance and Pensions).

## **2.3 Haringey Education Partnership (HEP)**

- 2.3.1 In September 2018, following an eighteen-month period of scoping and setting up a schools' led model, school improvement, Governor Services and Moderation moved out of the LA and into HEP. Haringey Education Partnership is designed, majority-owned and led by Haringey schools. This model was arrived at following intensive negotiations between the LA and our community and voluntary aided schools.
- 2.3.2 The Council has supported and invested in the creation of HEP (over £450k of Council funding and passed across all central school improvement funding) at a time when school improvement in the Borough would otherwise simply have ceased with the loss of the Education Services Grant. HEP is the focal point for maintaining the family of schools in Haringey, preventing our schools becoming isolated and vulnerable or the system fragmenting with increasing academisation. As such, HEP is also integral to how the Council supports and interacts with its schools across the borough. Haringey schools have almost without exception supported HEP as it is working for the Borough as a whole: focused on raising achievement and closing the gaps across the board for Haringey's children and young people; tackling Haringey wide priorities like Science, Technology, Engineering and Mathematics (STEM), Black and Minority Ethnic (BAME) achievement, post-16 provision and pathways, alternative provision and exclusions; supporting and funding Network Learning Communities (NLCs); and delivering statutory services and moderation.
- 2.3.3 HEP has greatly improved the offer to schools and done so at a lower cost than schools were previously paying for school improvement. As a schools led company, owned and directed by its members, HEP has re-designed how services are delivered to schools and is constantly seeking schools' input to create the best offer available anywhere nationally. The cost of HEP membership is £19 a pupil (and capped for larger schools) where previously schools were top sliced at £33 a pupil. Schools are no longer top sliced and do not de-delegate funding for school improvement to allow room to invest in HEP membership.
- 2.3.4 Fundamentally, HEP is only as strong as its membership. This is true in terms of representing the voices of all schools across Haringey. It is also the case in terms of the financial sustainability and future growth of HEP. So far there are 75 schools and colleges signed up as members, so HEP has already established itself as the way forward across Haringey. The minority of schools not in HEP are very much wanted inside HEP so they can equally benefit from membership, play a full role as a Haringey school and continue to build one of the most exciting Education Partnerships anywhere in the country.
- 2.3.5 The Local Authority (AD-Schools and Learning) works closely with the CEO and other HEP partners, holding them to account in terms of outcomes for all of our children and contact and interaction is on a weekly, sometimes daily basis.

**3. Contribution to strategic outcomes**

**3.1 Traded Services and HEP contribute towards Objective 5 of the Borough Plan:**

- All of our schools will be outstanding or good and an increasing proportion will be rated as outstanding.

We will:

- Increase the number of Haringey schools that are rated as outstanding including those serving our most deprived wards – whilst ensuring that 100% remain outstanding or good.
- Support all schools to develop a model of quality and excellence through the Haringey Education Partnership (HEP).
- Work with schools to support children in education through positive, clear, achievable and goals which respond to individual stories and circumstances.
- Increase the number of schools achieving the Healthy Schools Award
- All children and young people, whatever their circumstances, will achieve to the best of their abilities.

**4 Cabinet Member Introduction**  
**N/A**

**5 Recommendations**  
**N/A**

**6 Reasons for decision**  
**N/A**

**7 Alternative options considered**  
**N/A**

**8 Contribution to strategic outcomes**  
**N/A**

**9 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**  
**N/A**

**10 Use of Appendices**  
**N/A**

**11 Local Government (Access to Information) Act 1985**  
**N/A**

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**Report for** Children and Young People's Scrutiny Panel – 19 March 2019

**Title:** Work Programme 2018-20

**Report authorised by:** Ayshe Simsek, Democratic Services and Scrutiny Manager

**Lead Officer:** Robert Mack, Principal Scrutiny Support Officer  
Tel: 020 8489 2921, e-mail: rob.mack@haringey.gov.uk

**Ward(s) affected:** N/A

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

### **1. Describe the issue under consideration**

1.1 This report reports on the development of the Panel's work plan for 2018/20.

### **2. Recommendations**

2.1 That the Panel notes its work programme, attached at **Appendix A**, and considers whether any amendments are required.

2.2 That the Overview and Scrutiny Committee be asked to endorse any amendments at its next meeting.

### **3. Reasons for decision**

3.1 The work programme for Overview and Scrutiny was finalised by the Overview and Scrutiny Committee at its meeting on 19 November 2018. Arrangements for implementing the work programme have progressed and the latest plans for the Children and Young People's Scrutiny Panel are outlined in **Appendix A**.

### **4. Alternative options considered**

4.1 The Panel could choose not to review its work programme but this could diminish knowledge of the work of Overview and Scrutiny and would fail to keep the full membership updated on any changes to the work programme.

### **5. Background information**

5.1 An updated copy of the work plan for the Children and Young People's Scrutiny Panel is attached as Appendix "A".

5.2 The Panel has agreed that the first review that it will be undertaking will be on the issue of Special Educational Needs and Disability provision and has so far held evidence sessions on 22 and 30 January and 5 March. A further session has been arranged for 1 April. As well as receiving evidence regarding the

role of schools, the Panel will discuss what, if any, additional evidence may be required to reach meaningful conclusions and recommendations.

#### *Forward Plan*

- 5.3 Since the implementation of the Local Government Act and the introduction of the Council's Forward Plan, scrutiny members have found the Plan to be a useful tool in planning the overview and scrutiny work programme. The Forward Plan is updated each month but sets out key decisions for a 3-month period.
- 5.4 To ensure the information provided to the Panel is up to date, a copy of the most recent Forward Plan can be viewed via the link below:
- <http://www.minutes.haringey.gov.uk/mgListPlans.aspx?RP=110&RD=0&J=1>
- 5.5 The Panel may want to consider the Forward Plan and discuss whether any of these items require further investigation or monitoring via scrutiny.

### **6. Contribution to strategic outcomes**

- 6.1 The contribution of scrutiny to the corporate priorities will be considered routinely as part of the Panel's work.

### **7. Statutory Officers comments**

#### **Finance and Procurement**

- 7.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications these will be highlighted at that time.

#### **Legal**

- 7.2 There are no immediate legal implications arising from the report.
- 7.3 In accordance with the Council's Constitution, the approval of the future scrutiny work programme falls within the remit of the OSC.
- 7.4 Under Section 21 (6) of the Local Government Act 2000, an OSC has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Constitution, the appointment of Scrutiny Panels (to assist the scrutiny function) falls within the remit of the OSC.
- 7.5 Scrutiny Panels are non-decision making bodies and the work programme and any subsequent reports and recommendations that each scrutiny panel



produces must be approved by the Overview and Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols.

## **Equality**

- 7.6 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - Advance equality of opportunity between people who share those protected characteristics and people who do not;
  - Foster good relations between people who share those characteristics and people who do not.
- 7.7 The Panel should ensure that it addresses these duties by considering them within its work plan, as well as individual pieces of work. This should include considering and clearly stating;
- How policy issues impact on different groups within the community, particularly those that share the nine protected characteristics;
  - Whether the impact on particular groups is fair and proportionate;
  - Whether there is equality of access to services and fair representation of all groups within Haringey;
  - Whether any positive opportunities to advance equality of opportunity and/or good relations between people, are being realised.
- 7.8 The Panel should ensure equalities comments are based on evidence. Wherever possible this should include demographic and service level data and evidence of residents/service users views gathered through consultation.

## **8. Use of Appendices**

Appendix A – Children and Young People’s Scrutiny Panel; Work Plan for 2018/20

## **9. Local Government (Access to Information) Act 1985**

N/A

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## Children and Young People's Scrutiny Panel

### Work Plan 2018 - 20

**1. Scrutiny review projects;** These are dealt with through a combination of specific evidence gathering meetings that will be arranged as and when required and other activities, such as visits. Should there not be sufficient capacity to cover all of these issues through in-depth pieces of work, they could instead be addressed through a "one-off" item at a scheduled meeting of the Panel. These issues will be subject to further development and scoping. It is proposed that the Committee consider issues that are "cross cutting" in nature for review by itself i.e. ones that cover the terms of reference of more than one of the panels.

Project	Comments	Priority
Special Educational Needs	<ul style="list-style-type: none"> <li>SEND children are growing in numbers. They can often find difficulty in accessing services due to stretched Council budgets or lack of clarity on how parents can access services;</li> <li>Families can find it a struggle to obtain a formal diagnosis for their children, which is often a prerequisite in getting extra support at school and/or at home;</li> <li>Some groups of SEND children have an increased risk of exclusion from school and there can also be poor outcomes in the classroom, which can have a detrimental impact on families struggling to cope;</li> <li>Early intervention, including diagnosis, is key in order to put relevant support measures in place so that children with SEND can have fulfilling lives with good educational outcomes.</li> </ul> <p>The review will examine and review the role and the effectiveness of the current service children with Social, Emotional and Mental Health (SEMH) issues and autism receive. It will aim to establish;</p> <ul style="list-style-type: none"> <li>Looking in particular at their interaction with the Council and schools, what are the experiences of parents with SEMH and autistic children in trying to access support for their children?</li> <li>What are the waiting times for parents requesting an assessment, obtaining a diagnosis and</li> </ul>	1.

	<p>receiving the extra support required?</p> <ul style="list-style-type: none"> <li>• What are the outcomes of children with SEMH and autism in relation to their diagnoses?</li> <li>• As local authorities move away from statements to Education Health and Care (EHC) plans, what are the challenges parents face in obtaining EHC plans? How many children currently have a statement or EHC plan and how many apply for it? What are the rejection rates of children trying to obtain an EHC plan and what are the reasons?</li> </ul>	
Alternative Provision	<p>The review will look at Alternative Provision (AP) services provided to students who no longer attend mainstream education for reasons such as exclusion, behavioural issues, school refusal, short/long term illnesses as well as any other reasons. The main areas of focus will be:</p> <ul style="list-style-type: none"> <li>• What are the reasons why children in Haringey enter AP?</li> <li>• Once entering alternative provision, what are their outcomes and attainment levels when compared to mainstream schools?</li> <li>• How many children going through the AP route later enter the youth justice system?</li> <li>• How many children enter alternative provision as a result of SEND needs and how many have a statement or a EHCP plan?</li> <li>• The demographics of children entering AP including ethnicity, gender, areas of the borough where children in AP are drawn from and levels of children receiving free school meals prior to entering AP;</li> <li>• What are the challenges schools and local authorities face and what can we do better to meet the needs of children so as to avoid AP altogether?</li> <li>• Are the outcomes from AP providers uniform within Haringey?</li> <li>• How cost effective is AP.</li> </ul>	

2. **“One-off” Items; These** will be dealt with at scheduled meetings of the Panel. The following are suggestions for when particular items may be scheduled.

Date	Potential Items
<b>6 September 2018</b>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> <li>• Service Overview and Performance Update</li> <li>• Cabinet Member Questions; Children and Families and Communities (to cover areas within the Panel's terms of reference that are within their portfolios).</li> <li>• Work Planning; To agree items for the work plan for the Panel for this year.</li> </ul>
<b>8 November 2018</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families.</li> <li>• New Safeguarding Arrangements.</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1.</li> <li>• Joint Targeted Area Action Plan – Update.</li> </ul>
<b>18 December 2018</b>	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Cabinet Member Questions – Communities</li> </ul>

<b>4 February 2019</b>	<ul style="list-style-type: none"> <li>• Educational Attainment Performance; To report on educational attainment and performance for different groups, including children with SENDs. Data on performance broken down into different groups, including children with SENDs, as well as ethnicity, age, household income etc. To include reference to any under achieving groups.</li> <li>• School Exclusions; To consider an overview of current action to address school exclusions and, in particular, the outcome of the detailed analysis of fixed term exclusions.</li> <li>• Chair of LSCB &amp; Annual Report.</li> <li>• Review on Support to Children from Refugee Families (N.B. including NRPF): Update on Implementation of Recommendations</li> </ul>
<b>19 March 2019</b>	<ul style="list-style-type: none"> <li>• Transition (to be jointly considered with the Adults and Health Panel).</li> <li>• Cabinet Member Questions – Children and Families</li> <li>• Ofsted Inspection – Action Plan</li> <li>• Services to Schools</li> <li>• Review on Child Friendly Haringey: Update on Implementation of Recommendations</li> </ul>
<b>2019 - 2020</b>	
<b>Meeting 1</b>	<ul style="list-style-type: none"> <li>• Terms of Reference</li> </ul>

	<ul style="list-style-type: none"> <li>• Work Planning; To agree items for the work plan for the Panel for year.</li> <li>• Cabinet Member Questions – Communities</li> <li>• Youth Services</li> <li>• Review on Restorative Justice: Update on Implementation of Recommendations</li> <li>• Apprenticeship Levy</li> </ul>
<b>Meeting 2</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Chair of LSCB &amp; Annual Report/New Safeguarding Arrangements</li> <li>• Mental health services for teenagers and young people (CAMHS)</li> <li>• Financial Monitoring; To receive an update on the financial performance relating to Corporate Plan Priority 1.</li> </ul>
<b>Budget Meeting</b>	Budget scrutiny
<b>Meeting 3</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Communities</li> <li>• Educational Attainment Performance; To report on educational attainment and performance for different groups, including children with SENDs. Data on performance broken down into different groups, including children with SENDs, as well as ethnicity, age, household income etc. To include reference to any under achieving groups.</li> </ul>

<b>Meeting 4</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Play and leisure</li> <li>• Unregistered schools</li> <li>• Home schooling and safeguarding</li> </ul>
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TBA:

The Role of the LADO

School Exclusions