

## NOTICE OF MEETING

# CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL

**Thursday, 19th September, 2019, 6.30 pm - Civic Centre, High Road,  
Wood Green, N22 8LE**

**Members:** Councillors Erdal Dogan (Chair), Dana Carlin, James Chiriyankandath, Julie Davies, Josh Dixon, Mike Hakata and Tammy Palmer

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

Quorum: 3

### **1. FILMING AT MEETINGS**

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

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

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

### **2. APOLOGIES FOR ABSENCE**

### **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 - 8)**

To approve the minutes of the meeting of 13 June 2019.

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

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

#### **8. FINANCE UPDATE - CHILDREN AND YOUNG PEOPLE (PAGES 9 - 14)**

To receive an overview of the financial performance of the services within the Children and Young People Service at the end of quarter 1 of 2019/20.

#### **9. NEW MULTI AGENCY SAFEGUARDING ARRANGEMENTS (PAGES 15 - 46)**

To report on the new arrangements for Multi-Agency Safeguarding.

#### **10. THE ROLE OF THE LOCAL AUTHORITY DESIGNATED OFFICER (LADO) AND ANNUAL REPORT (PAGES 47 - 64)**

To consider activity by the LADO in the year April 2018 to March 2019, including themes identified in the annual report and conclusions from activity during the last year.

**11. INDEPENDENT REVIEW OFFICER (IRO) - ANNUAL REPORT 2018-19 (PAGES 65 - 82)**

To consider the Annual Report of the IRO for 2018-19.

**12. UPDATE ON THE ALTERNATIVE PROVISION REVIEW (PAGES 83 - 86)**

To consider progress with the review of alternative provision in Haringey and its implementation.

**13. OFSTED ACTION PLAN - PROGRESS (PAGES 87 - 102)**

To report on progress with the implementation of the action plan arising from the Ofsted inspection of Children's Social Care Services, that was completed on 9th November 2018.

**14. WORK PROGRAMME UPDATE (PAGES 103 - 114)**

To consider an update on the work programme for 2018-20.

**15. NEW ITEMS OF URGENT BUSINESS**

To consider any items admitted at item 3 above.

**16. DATES OF FUTURE MEETINGS**

Rob Mack, Principal Scrutiny Officer  
Tel – 020 8489 2921  
Fax – 020 8881 5218  
Email: [rob.mack@haringey.gov.uk](mailto:rob.mack@haringey.gov.uk)

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

Wednesday 11 September 2019

This page is intentionally left blank

## **MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE'S SCRUTINY PANEL HELD ON THURSDAY 13TH JUNE 2019**

### **PRESENT:**

**Councillors: Tammy Palmer, Dana Carlin, James Chiriyankandath, Julie Davies, Erdal Dogan (Chair) and Mike Hakata**

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

### **18. FILMING AT MEETINGS**

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

### **19. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Dixon.

### **20. ITEMS OF URGENT BUSINESS**

None.

### **21. DECLARATIONS OF INTEREST**

None.

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

None.

### **23. MINUTES**

#### **AGREED:**

That the minutes of the meeting of 19 March 2019 be approved.

### **24. TERMS OF REFERENCE AND MEMBERSHIPS**

#### **AGREED:**

That the terms of reference, protocol for Overview and Scrutiny and policy areas/remits and membership for each Scrutiny Panel for 2019/20 be noted.

## 25. CABINET MEMBER QUESTIONS - COMMUNITIES AND EQUALITIES

Councillor Mark Blake, the Cabinet Member for Communities and Equalities, reported on developments within the areas of his portfolio that fell within the Panel's terms of reference as follows:

- The Children at Risk strategy had now been finalised and this had established a strong framework for addressing key priorities, such as youth violence. The challenge now was to deliver results and attract additional funding, particularly from external sources. Detached youth workers were to be employed as part of the Haringey Community Gold initiative but there were only six of them and there were limits to the areas of the borough that they were able to cover. They would nevertheless be able to play an important role in engaging with young people, especially those at risk, and working with Police colleagues;
- The Community Gold projects had been established and would be a major part of the summer programme. They would include basketball and the Exodus project to divert young people away from gangs. There was a young person's advisory group that had been established as a requirement of the funding to provide feedback. Progress reports would be provided to the Panel in due course;
- Engagement had taken place with a community provider in Tottenham that worked with young women at risk of criminality or sexual exploitation in order to develop a community advocacy scheme. Previous engagement with young people had shown a large amount of distrust and estrangement between young people and state agencies and, in particular, there had often not been good relationships with the Police. The Mayor's Office for Policing and Crime (MOPAC) showed Haringey currently had the lowest level trust and confidence in the Police. However, the mistrust amongst some young people was wider than this and also covered children's services, schools and the NHS. There was a potential role for community organisations in providing advocacy for young people and to support better engagement with a range of services; and
- A seminar would take place during the autumn on reducing the criminalisation of children, which was an objective within the Borough Plan. The purpose of this would be to consider with community and voluntary sector organisations and partners how this could be progressed. There were particular concerns regarding the demographic of young people who were coming into contact with the Police and discussions were already taking place regarding this.

In answer to a question regarding the meeting on knife crime that had taken place in Muswell Hill, he reported that it had been organised by local parents and they had invited him to attend. The Council would be arranging some meetings on concerns relating to violent crime and Muswell Hill would be included within these. The Panel noted that a letter had been read out at the meeting from the Headteacher of Fortismere School. Parents had felt that they needed to take action and it appeared that there had been a lot of under reporting of incidents. The Headteacher of Woodside High School had held a meeting of parents in March to which over 200 parents attended.

Ms Hendricks reported that the Youth at Risk Programme would be supporting up to 40 schemes that were aimed at supporting young people. At the moment, the scale of interventions was being mapped out. She agreed to provide further details on the

number of opportunities that were being created, the number of youth workers employed and what it was hoped that the overall impact would be. She estimated that the total number of youth workers employed was in the region of 50.

Panel Members commented that the top priority for Homes for Haringey residents was more youth services and suggested that there might be scope for these to be offered under resident services. Ms Hendricks thanked Members for their suggestion and agreed to raise it with Homes for Haringey.

In answer to a question regarding Police Safer Neighbourhood Teams, the Cabinet Member reported that he had recently spoken to the new Borough Commander regarding the need for Police on the street in violence hot spots within the borough. He felt that there had not been enough consideration of the Police's role in developing relationships within communities. However, there were constraints on what the Police were able to do due to the effects of austerity. The Mayor had recently increased the mayoral precept to the maximum possible though and all the additional funding had gone to the Police.

In answer to a question regarding Section 60 stop and searches, the Cabinet Member stated that he had written to the previous Borough Commander expressing concern at the lack of consultation that there had been regarding changes to this that had been announced by the Home Secretary. The new Borough Commander had acknowledged the need for proper consultation on such issues. This was particularly pertinent for Haringey due to its history. The tensions that could arise from stop and search did not normally concern Haringey based Police officers but ones brought in from outside the borough. There was no specific issue about the Section 60 powers. When used effectively, its use could prevent violence and disorder but it could also generate resentment if used inappropriately. There were particular concerns at the potentially negative impact of stop and search on younger children.

### **AGREED:**

1. That the Cabinet Member be requested to provide further details of the Exodus programme to the Panel; and
2. That the Assistant Director for Safeguarding and Social Care be requested to provide further details for the on the Youth at Risk programme and, in particular:
  - The number of opportunities that were being created;
  - The number of youth workers employed; and
  - What it was hoped that the overall impact would be.

## **26. YOUTH SERVICES**

Carolann James, Head of Early Years and Prevention, reported that the Youth Service had suffered from cuts in its budget of £1.6 million between 2011 and 2015. However, funding had been increased since 2017 although by a modest amount and the service was now able to provide both universal and targeted services. As a result of the additional Young Londoners funding that had been obtained for the Haringey Community Gold scheme, there were now detached youth workers working within the community and who were able to address areas of concern. Funding had also been

offered for a programme of activities during the school holidays. The activities to be provided would include arts, leisure and sport. There was also a programme of youth mentoring and targeted activity which was being funded in addition to the Community Gold programme. A successful bid for £1.5 million had been made for Troubled Families funding and some of the youth initiatives had been funded by this.

Panel Members highlighted the abortive plans that had been made to develop a Youth Zone on a single site in the borough. They asked whether the money that had been earmarked for investment in the scheme could now be used to develop provision across the borough rather than on a single site. Schools had been provided with funding through the Networked Learning Communities initiative to develop their facilities and it was therefore felt that they should be used as venues for youth activities.

In response, Ms James agreed to report back to the Panel on further plans for the development of youth provision. She also stated that the Bruce Grove Youth Centre did not just provide a service on a single site but worked across the borough. The Cabinet Member reported that the issue of the potential use of schools for youth activities had been raised with the Cabinet Member for Children and Families.

In answer to a question on attendance levels of young people who attended Bruce Grove Youth Centre, Ms James reported that there were approximately 150 young people there on a Monday evening. She agreed to provide the Panel with more comprehensive figures. She stated that the Centre was very welcoming but acknowledged that there might be barriers, perceived or otherwise, to some young people attending it. Peripatetic work was therefore also taking place in the community including provision of a youth bus to undertake outreach work. It was nevertheless acknowledged that more needed to be done. She also reported that engagement had taken place with young people regarding the venues where they would like to go to for activities, including schools and Children's Centres.

Beverley Hendricks, Assistant Director for Safeguarding and Social Care, reported that the Youth Council was very active. There was a core group within it that included the leadership team and there was also an outreach team. The Youth Council followed the UK Youth Parliament model. It had addressed a number of big issues for the borough including recruitment, policy issues and how services aimed at young people should be shaped. She agreed to draft a detailed note on the impact of work undertaken by the Youth Council during the past year.

Panel Members stated that children and young people in the west of the borough could often be as vulnerable as well as those in the east and that there was a lack of places for them to go where they felt safe. Councillor Mark Blake, the Cabinet Member for Communities and Equalities, stated that he wanted to see more Police officers on the street at peak times and the new Borough Commander had taken this issue on board. He had recently attended a meeting organised by parents in Muswell Hill on knife crime. Those who had attended wanted to see a visible Police presence on the street. A number of positive ideas had come out of the meeting, including approaching schools regarding the use of their premises for youth activities. There had been cuts to many early intervention services and this had been a factor in the



increase in violent crime. Whilst the new resources that had become available for services were welcome, more was needed. It had been noted that although a number of acute services were statutory, this was not the case for early intervention services. Early intervention had the potential to save a lot of money that was spent on acute services by preventing problems from escalating.

The Panel felt that there was a need to involve the voluntary and community sector, including faith communities. Not all of these were linked to the Bridge, which acted as the voluntary and community sector umbrella organisation for the borough and the Council could play a role in co-ordinating provision. One idea that had come out of the meeting in Muswell Hill was that first aid courses be provided for children and young people in schools. Ms James reported that youth services had recently began doing some first aid training with schools. Ms Hendricks commented that consideration needed to be given as to how professionals and parents could be empowered to reduce the burden on young people that taking responsibility for matters like first aid could entail.

Panel Members reported that parents who had attended the meeting in Muswell Hill had requested training on when and how to intervene if they witnessed young people in difficulties. There appeared to be an escalating level of fear and concern and it was important that a community response was developed.

### **AGREED:**

1. That a briefing note be prepared for the Panel on alternative proposals for the further development of the Youth Service following the decision not to proceed with the proposal to establish a Youth Zone, including how services will be spread across the borough;
2. That further details be provided to the Panel on:
  - Attendance levels at Bruce Grove Youth Centre; and
  - The impact of work undertaken by the Youth Council during the past year.

## **27. REVIEW ON RESTORATIVE JUSTICE**

In answer to a question, Ms. Coyle reported that a presentation on the issue would be made to the Secondary Headteachers Forum and measures were being taken to embed the role of schools within this. It was an issue that Headteachers were particularly interested in. Restorative Practice had been shown to be very effective elsewhere when good relationships had been established with schools. The Panel suggested that there was also a role for school governing bodies in developing it and Ms. Coyle agreed to give this issue further consideration when developing the action plan. In addition, Panel Members suggested that the views of young people be sought and Ms Coyle also agreed to consider this further.

The Cabinet Member commented that some schools would engage on this issues whilst others might not. The Council now had an agenda around inclusiveness but not all schools would necessarily have the same priorities. Restorative practice was a fantastic concept and some schools were already undertaking good work that was

based on it. However, schools were facing funding challenges and these could make progress more difficult.

In answer to a question, Ms Hendricks reported that Waltham Forest had used Restorative Practice very successfully in its work with looked after children.

**AGREED:**

That the Children and Young People's Service be request to consider engagement with school governing bodies and children and young people in developing Restorative Practice further.

**28. APPRENTICESHIPS**

Steve Carr, Assistant Director for Economic Development and Growth, reported that the Apprenticeship Levy was a national programme that was financed by a levy on employers above a certain size. It covered the costs of training only. Employers could pass on the cost of up to 25% of their contribution. In Haringey, there was a borough wide target for the creation of 200 apprenticeships. This target was shared with schools.

The Haringey employment and skills team was currently based at Wood Green library and was shortly to be re-branded as Haringey Works. The function of the team was to market opportunities. They had recently held a successful event with Transport for London which had resulted in 19 residents taking up a range of opportunities. Discussions were taking place with a range of other employers, such as the BBC, Open Reach and the Metropolitan Police regarding possible similar future events. The strategy was now to try and attract employers to come into the borough rather than encouraging young people to attend careers fairs elsewhere.

The other area of development was the construction programme, which involved requiring building contractors to take on apprentices. Other contractors had taken apprenticeship pledges as part of their pitches to do business with the Council. There were also apprenticeship requirements in planning, with all developers with Section 106 obligations required to take them on. Benchmarking was taking place with other London boroughs. Statistics from London Councils suggested that Haringey had a way to go to achieve the same level of success as other London boroughs, many of which had more mature apprenticeship programmes that had been running for a number of years.

£700,000 per year was so far being collected. The target for 2019/20 was for 130 apprentices to be taken on by the Council and schools. Work was currently taking place with Human Resources to see how a better support mechanism could be developed for apprentices so that training plans can be developed and there was greater pastoral care. Consideration was also being given to how apprenticeships could be promoted more effectively alongside other opportunities, particularly within schools. An Apprenticeship Strategy and Programme was starting to be developed and he was happy to report further to the Panel on this once further progress had been made.

Panel Members noted that Islington's Fairness Commission had led to them to require every contractor to provide apprenticeships and that their procurement function had facilitated this. The cost of the wages of an apprentice was not high and unlikely to be a major barrier to employing them. Homes for Haringey currently employed a significant number of apprentices and it was felt that there was scope for the Council to do more and to be ambitious.

Mr Carr reported that the Council had learnt from Homes for Haringey and was now trying to embed apprenticeships as part of its own provision. New procurement processes required contractors for contracts over a certain size to offer apprenticeships. These would start to come through this year. Consideration was being given to how much pay would be appropriate for apprentices and the possibility of offering graduate level apprenticeships. Directors were now having to consider including provision for apprentices in any restructuring exercise.

In answer to a question, Mr Carr reported that the Cabinet Member for Local Investment and Economic Growth had raised the issue of a more co-ordinated London wide approach to apprenticeships with London Councils and the possibility of obtaining assistance from the Mayor's office. Most apprenticeships lasted between 18 months and 2 years. The Council was currently working with Haringey Business Alliance and through Tottenham Opportunity Investment Fund to promote apprenticeships in smaller companies and there had been some notable successes. The Cabinet Member wished to progress the Community Wealth Building agenda and saw apprenticeships as a key part of it.

Panel Members commented that the Apprenticeship Levy had been in place since 2017 and progress had been slow until recently. The previous lack of a Human Resource function had been a barrier to progress. It was noted that there were currently more people over the age of 65 working for the Council than under 25 and there were also approximately 500 agency or supply staff. There was a need for rapid progress so that the need to return funding was avoided.

Mr Carr responded that the development of apprenticeships was a triangular process involving economic development, procurement and human resources. He was unaware of any need to return funding but would check and report back. In answer to another question, he stated that apprenticeship levy funding had been used as a training fund and included training for middle managers. Creative ways of using the funds were being explored.

Panel Members felt that bringing back services in-house could provide additional opportunities for promoting apprenticeships. In addition, partnerships could be formed with charities and further education institutions. It was noted that a wide range of Council services were involved in developing the Apprenticeship Strategy, including youth services. The needs of care leavers were also being considered, which was of particular importance in view of the Council's corporate parenting responsibility.

**AGREED:**

That the Assistant Director for Economic Development and Growth be requested to confirm to the Panel that there has not been a need for the Council to return any funding received under the Apprenticeship Levy.

**29. WORK PROGRAMME 2018-20**

The Panel noted that the current workplan was for two years, including the remainder of the current year. The review on Special Needs and Disability (SEND) was continuing and would require at least one additional evidence session.

The following suggestions for further issues to be added to the work plan were made:

- Nurseries and the two and year old offer;
- School place planning and the impact of falling school rolls on primary school finances;
- School capital estates planning. School governors were aware of condition surveys being undertaken of schools but were unclear of the status of this exercise;
- Borough Plan. There were educational aspirations within this but there was as yet no delivery plan on how they would be implemented;
- School improvement. When exam performance had been discussed previously, the under performance of certain groups such as Turkish and African Caribbean children had been highlighted. Haringey Education Partnership could be requested to provide clarity on what their strategy there was for addressing these; and
- Academies and free schools. It was suggested that the status of schools and the implications of this for the Council and its partners be looked at.

In view of the limited space within the workplan, it was agreed that the issues regarding the school capital estates planning and the Borough Plan be raised in Cabinet Members Questions for the Cabinet Member for Children and Families, at the next meeting of the Panel.

**AGREED:**

That, subject to the above mentioned comments and additions, the work plan for the Panel be approved.

CHAIR: Councillor Erdal Dogan

Signed by Chair .....

Date .....

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

**Title:  
Report** Finance Update – Children & Young People

**authorised by :**



Ann Graham, Director of Children Services

**Lead Officers:** Paul Durrant, Head of Finance for People  
Email: [Paul.Durrant@haringey.gov.uk](mailto:Paul.Durrant@haringey.gov.uk)

Andrew Osei, Finance Business Partner  
Email: [Andrew Osei@haringey.gov.uk](mailto:Andrew.Osei@haringey.gov.uk)

**Ward(s) affected:** All

**Report for Key/**

**Non Key Decision:** Not a key decision

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

1.1 This report provides an overview of the financial performance of the services within the Children & Young People service at the end of quarter 1, 2019/20.

### **2. Forecast outturn 2019/20**

2.1 The Children & Young People Service is projecting a forecast underspend of £246k against a budget of £66,437,826 at the end of the first quarter of 2019/20.  
The table below shows a breakdown of the reported variances

<b>Priority 1 - Budget Position at Period 3</b>				
<b>2019/20</b>				
<b>Description</b>	<b>Revised 2019/20 Budget</b>	<b>Actual to date</b>	<b>Current Month Forecast</b>	<b>Projected Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Safeguarding and Social Care	39,865,375	14,385,750	39,793,344	(72,031)
Prevention and Early Intervention	13,300,557	6,551,112	13,431,705	131,148
Director of Children Services	1,171,440	474,142	991,554	(179,886)
Schools and Learning	2,951,354	1,196,776	2,835,631	(115,723)
Commissioning	3,238,030	(329,720)	3,228,300	(9,730)
Public Health	5,911,070	72,016	5,911,070	0
<b>Total</b>	<b>66,437,826</b>	<b>22,350,076</b>	<b>66,191,605</b>	<b>(246,221)</b>

2.2 Safeguarding and Social Care is forecasting a £72k underspend based on the current levels of staffing and placements.

2.3 Prevention and Early Intervention is reporting an overspend of £131k overspend. This is a result of challenges in generating income in the managed Children's Centres. Actions being taken to address this include additional income generation through opening rooms for under 2's and reviewing contracts for catering.

2.4 Schools & Learning projected underspend of £116k is as a result of improved income being forecast

2.5 There is an underspend of £180k in the Director's Budget as a result of Transformation Funding being released for programme management support to deliver the Invest to Save Programme

### 3. Savings Delivery

The service is on track to deliver a significant proportion of the savings planned for this financial year.

<b>Saving proposal</b>	<b>Description</b>	<b>Responsible Officer (Dir/AD)</b>	<b>2019/20 £'000s</b>	<b>2019/20 Savings (surplus)/shortfall £'000s</b>	<b>RAG Status (Delivery of 2019/20 Saving)</b>
Reduce the number of agency staff	Reduce the number of agency staff through delivering an effective recruitment and retention strategy.	Beverley Hendricks	196		Green
Reduce operational costs	Reduce operational costs through streamlining management and staffing and improving efficiency in teams	Beverley Hendricks	69		Green
		Anne Coyle	248		Green

		Eveleen Riordan	30		Green
Reduce the costs of placements	Reduce the costs of placements through an effective inhouse foster carer recruitment and retention strategy and through effective brokerage and negotiation of placements	Beverley Hendricks	90	15	Amber
	Timely adaptation of properties for children with disabilities	Beverley Hendricks (with Eveleen Riordan)		175	Red
	Commission a range of supported housing services for young care leavers	Beverley Hendricks (Gill Taylor)	136		Green
	Commission respite care following the agreed closure of Haslemere	Eveleen Riordan	145		Green
	Enhance the brokerage teams to improve negotiation of packages and management of direct payments	Eveleen Riordan with Beverley Hendricks	75		Green
	Ensure that children with Special Education Needs and Disabilities placed in out-of-borough schools are receiving independent travel training to encourage independence where appropriate	Eveleen Riordan		25	Amber
Safeguarding and Social Care and Early intervention and preventing demand	Prevent demand and costs through an effective prevention and intervention approach that means children and families are supported to avoid the care system and that where children are in care (particularly young adolescents) they are supported to return home safely wherever possible.	Beverley Hendricks and Anne Coyle			Green
Increase income generation	Increase income through delivering services to schools and work with partners to ensure fair contributions to services for children.	Eveleen Riordan with Beverley Hendricks			Green
			<b>1,602</b>	<b>215</b>	

#### 4. Key Risks

Key risks identified in the service and currently being monitored include:

- Social work activity and placements
- Families with no recourse to public funds or those intentionally homeless
- Staffing and agency costs
- Legal costs

## 5. Capital

Children's Service is forecasting a £1.03m underspend on the capital programme at Period 3

Column A	Column B	Column C	Column H (E + F + G)	Column K (I + J)	Column L (K - H)	Column Q
2019/20 Capital Budget Monitoring Report @ Period 3			19/20 Full year Revised Budget	2019/20 Full year Forecast Outturn	Budget Variance (Underspend) / Overspend	Scheme Progress Comments (for SLT, Capital board and Cabinet report) - Please update
SCHEME REF	SCHEME NAME	SCHEME OWNER	£'000	£'000	£'000	
101	Primary Sch - repairs & maintenance	Eveleen Riordan / Avril Rogers	1,797	1,797	(0)	The costs projected include (but are not strictly limited to) - <ul style="list-style-type: none"> <li>- Urgent &amp; Emergency works for the Schools wave works - waves 2,3 &amp;4</li> <li>- Reactive maintenance</li> <li>- Statutory compliance works arising from compliance surveys</li> <li>- Resilience works to plant rooms where systems constantly failing and or not fit for purpose with the ultimate outcome being school closure</li> <li>- Staff costs</li> </ul> This is across the entire Schools portfolio where LBoH are the Corporate Landlord
102	Primary Sch - mod & enhance (Inc SEN)	Eveleen Riordan / Avril Rogers	10,378	14,267	3,889	
103	Primary Sch - new places	Eveleen Riordan	365	4	(361)	There is currently an oversupply of primary places in Haringey (a theme seen across most of London) as a result of falling birth rates and changes in migration. This pressure has now moved the secondary phase and year 7 places and we are currently providing a number of additional classes in schools to meet this rising demand.



104	Early years	Eveleen Riordan / Avril Rogers	112	0	(112)	
109	Youth Services	Anne Coyle	124	(10)	(134)	
110	Devolved Sch Capital	Corporate Finance	513	513	(0)	
114	Secondary Sch - mod & enhance (Inc SEN)	Eveleen Riordan	3,752	62	(3,690)	Evidence for modernisation and enhancement will come via the condition and suitability surveys currently being finalised. We also need to consider moving the funding currently attributed to primary, into the secondary phase to address rising numbers at year 7.
115	Fortismere Secondary School Development	Eveleen Riordan	400	0	(400)	There was some tentative feasibility work to see if and how development of a part of the school's grounds could be used to fund the rebuild of the sixth form block. Work to the school is currently expected to be prioritised according to the outcome of condition and feasibility studies of all of our community/foundation schools and also reference to the capital pot available for these works.
117	Children Safeguarding & Social Care	Beverley Hendricks	170	170	0	
118	Special Educational Needs Fund (New Provision Fund)	Corporate Finance	223	0	(223)	
199	P1 Other (inc Con't & Social care)	Eveleen Riordan	571	571	0	
<b>Total</b>			<b>18,404</b>	<b>17,374</b>	<b>(1,030)</b>	

This page is intentionally left blank

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

**Item number:**

**Title:** New MASA arrangements

**Report**

**authorised by :**



Ann Graham, Director, Children and Young People's Service

**Lead Officer:**

Fatmir Deda, Strategic Safeguarding Partnership Manager

[fatmir.deda@haringey.gov.uk](mailto:fatmir.deda@haringey.gov.uk)

**Tel:** 020 8489 5837

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

## 1. Describe the issue under consideration

1.1 The purpose of this report is to outline the way in which Haringey Council, Haringey Clinical Commissioning Group (CCG) and the Metropolitan Police ('the safeguarding partners') will work together with other partners to deliver the new multi-agency safeguarding arrangements in order to safeguard and promote the welfare of children and young people in Haringey and in accordance with the Working Together to Safeguard Children Guidance July 2018 (WT 2018). The new arrangement is to be referred to as 'Haringey Safeguarding Children's Partnership'. Although there are clear expectations in WT 2018 about what must be included in the new arrangement, the safeguarding partners recognise that 2019 will be a year of transition, involving a programme of work to bring in new arrangements in a planned and managed way, designed to achieve maximum impact. There is likely to be considerable local and national learning and further development into 2020 and beyond as new arrangements prove their effectiveness. The partners strongly support continuing improvement of its multi-agency safeguarding arrangements (MASA).

1.2 Following Cabinet approval on 18<sup>th</sup> June 2019, the new arrangements were forwarded to DfE and will become operational by 29<sup>th</sup> September 2019.

1.3 The Council and Haringey CCG are also required to make new arrangements for the review of each child death in its area. A parallel CDOP process, led by Haringey Public Health, is setting out the direction of travel for the new Child Death Review System and how this may be operationalised across North Central London.

## 2. Background

2.1 As required by the WT 2018, the new arrangement includes the following:

- a) How the safeguarding partners will work together to identify and respond to the needs of children in the area;
- b) How the arrangements will include the voice of children and families;
- c) Arrangements for commissioning and publishing local child safeguarding practice reviews;
- d) How effectiveness of the arrangements will be scrutinised including how the arrangements will be reviewed and how any recommendations will be taken forward.
- e) Who the three local safeguarding partners are;
- f) The geographical boundaries and which relevant agencies safeguarding partners will work with, why they have been chosen and how they will work together;
- g) How the arrangements will be funded;
- h) How early years settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements;
- i) How any youth custody and residential homes will be included in the safeguarding arrangements;
- j) How safeguarding partners will use data and intelligence to assess the effectiveness of the help (including early help) being provided to children and families;
- k) How inter-agency training will be commissioned, delivered and monitored for impact, and how multi-agency audits will be undertaken;
- l) How the learning from child safeguarding practice reviews will be embedded across local organisations and agencies;
- m) How the threshold document setting out local criteria for action aligns with the arrangements; and
- n) How the partnership will be led and supported to deliver the new MASA arrangements.

2.2 The safeguarding partners (through their lead representatives i.e. Director of Children's Services, Borough Commander and the CCG Chief Operating Officer) met regularly between October 2018 and April 2019 as a new shadow Executive Group, to drive partnership improvement and to shape the new arrangements. They decided to:

- a) use the new arrangements as an opportunity to improve the partnership focus on safeguarding priorities and the effectiveness of multi-agency working;
- b) identify opportunities to strengthen the governance arrangements and improve effectiveness through joint working with other partnerships e.g. Safeguarding Adults Board and Community Safety Partnership;
- c) reduce unnecessary bureaucracy and simplify the structure, and
- d) develop a new, sustainable model which focuses on improved relationship-based practice

2.3 The new arrangements have given the partners the opportunity for a 'cultural shift' review to change some of their ways of working, focusing on how they can make a real difference to multi-agency frontline practice to improve outcomes for children, young people and their families in Haringey.

## 2.4 Legislative context

2.4.1 In response to several disappointing outcomes of Local Safeguarding Children Board (LSCB) Inspections, the Government commissioned Alan Wood in December 2015 to undertake a review of the role and functions of LSCBs. The review concluded that LSCBs were not sufficiently effective, confidence in LSCBs was not strong and the effectiveness was dependent on the ability of the Independent Chair. Many LSCBs were identified as lacking the willingness and ability to hold partners to account when there were shortfalls and failures in services to children.

2.4.2 Alan Wood recommended the abolition of LSCBs and their replacement by a stronger partnership consisting of key statutory agencies (Police, Clinical Commissioning Groups and Local Authorities) who would, in turn, determine local safeguarding arrangements.

2.4.3 In its May 2016 response, the Government said that it agreed with Alan Wood's analysis and proposed a stronger, but more flexible, statutory framework to support local partners to work together more effectively to protect and safeguard children and young people, embedding improved multi-agency behaviours and practices. In April 2017, the Children and Social Work Act 2017 (The Act) was enacted. The Act abolished the LSCB. In its place, the Act requires the local authority, Clinical Commissioning Groups and police (referred to as the "safeguarding partners") to make local arrangements for safeguarding and promoting the welfare of children in their area. There will be greater flexibility and autonomy for the safeguarding partners to determine the local approach to safeguarding children.

2.4.4 The WT 2018 guidance sets out the changes needed to support the new system of multi-agency safeguarding arrangements established by the Act. The safeguarding partners have equal and joint responsibility for the local safeguarding arrangements. They must co-ordinate their safeguarding services, provide strategic leadership and implement local and national learning including from serious child safeguarding incidents. The lead representatives for the safeguarding partners are the local authority chief executive, the CCG accountable officer and the police chief officer. The lead representatives, or those they delegate authority to, should be able to:

- a. Speak with authority for the safeguarding partner they represent;
- b. Take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters;
- c. Hold their own organisation or agency and any services they commission to account on how effectively they participate and implement the local arrangements.

2.4.5 In Haringey, the safeguarding statutory partners are the following senior officers:

<b>Statutory responsibility</b>	<b>Delegated responsibility</b>
Zina Etheridge (CEO for Haringey Council)	Ann Graham (Director of Children Services)
Helen Pettersen (Accountable Officer for Haringey Clinical Commissioning Group)	Tony Hoolaghan, (Chief Operating Officer for Haringey Clinical Commissioning Group)
Treena Fleming (Chief Superintendent Enfield & Haringey)	Tony Kelly (Detective Superintendent Enfield & Haringey)

2.4.6 The new safeguarding arrangements must be agreed by the safeguarding partners, published by June 2019, and implemented by September 2019. The published arrangement must include provision for scrutiny by an independent person of the effectiveness of the arrangements.

2.4.7 The Act includes provision for child death reviews for the local area. The local authority and CCG are the statutory partners responsible for child death reviews. They must make arrangements for the review of each death of a child normally resident in their area and, if they consider it appropriate, for any non-resident child who has died in their area. They must also make arrangements for the analysis of information about deaths reviewed. The purpose of the review or analysis is: a) to identify any matters relating to the death or deaths generally, that are relevant to the welfare of children in the area or to public health and safety; and b) to consider whether it would be appropriate for anyone to take action in relation to any matters identified. Where it would be appropriate for a person to take action, they must inform that person. The transition from current LSCB Child Death Overview Panel (CDOP) to the new child death review arrangements began on 29<sup>th</sup> June 2018 and must be completed by 29<sup>th</sup> September 2019. The current CDOP will continue until the child death review partner arrangements is in place. Haringey's Public Health Team and the CCG are setting out the direction of travel for the new child death review arrangement and how this may be operationalised across North Central London.

2.4.8 The key differences between the LSCB and new arrangements are set out in the table below:

<b>Local Safeguarding Children's Board</b>	<b>Haringey Safeguarding Children's Partnership</b>
Accountability - LSCB Independent Chair to the Local Authority	Three Equal Partners – Local Authority, CCG, and Police
LSCB Independent Chair role	Independent Person and Scrutineer
Serious Case reviews	Two-tier National and Local Child Safeguarding Practice Review
Standardised process – WT (2015) national and regional	“Innovation” – Working Together to Safeguard Children (2018)
Local Child Death Reviews	Sub regional Child Death Reviews
Large scale partnership	Desire to move to a more agile structure

## 2.5 The current LSCB arrangements

2.5.1 Under the current legislation, regulations and statutory guidance, the LSCB is required to co-ordinate work to safeguard and promote the welfare of children and to ensure that it is effective.

2.5.2 The LSCB carries out the following functions:

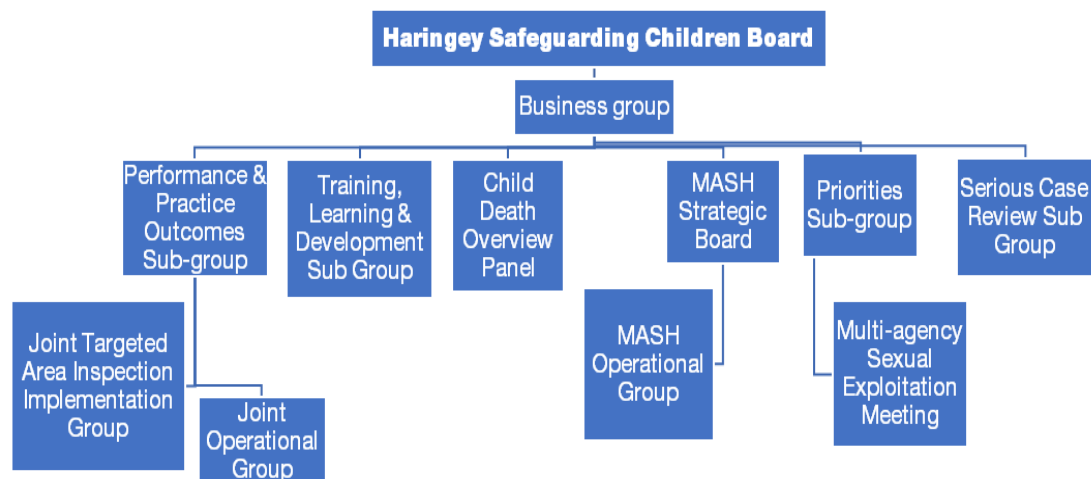
- a) the provision of policies and procedures covering a range of issues and approval of the Thresholds Guidance (Pathway to Provision);
- b) communicating with persons and bodies in the area about the need to safeguard children and raise awareness;
- c) monitoring and evaluating the effectiveness of safeguarding work by partner agencies and advising on ways to improve;
- d) participating in the planning of services for children;
- e) undertaking serious case reviews.

2.5.3 The LSCB structure has an Independent Chair and a number of subgroups chaired by a senior member from across the partner agencies. The Independent Chair is accountable to the Chief Executive of the Local Authority for chairing the LSCB and overseeing its work programme. The role of the Vice-Chair is undertaken by the Director of Children's Services. Although there are some existing and successful Haringey arrangements relating to children's safeguarding, it is recognised that a small number of partners attend multiple subgroups leading to a sense of inefficiency and duplication. The revised arrangements provide a significant opportunity to impact effectiveness in the current ways of working, when a small number of people are drawn upon to work on the children's safeguarding agenda.

2.5.4 The partner agencies represented on the LSCB are drawn from a range of statutory and non-statutory organisations. They include Haringey Council representatives from relevant departments, Police, Clinical Commissioning Group (NHS), Health Providers, National Probation Service, Community Rehabilitation Company, CAFCASS, Homes for Haringey, Haringey Legal Services, London Ambulance Service, the voluntary sector (Bridge Renewal Trust) primary and secondary school head representatives and the Cabinet Member for Children's Services.

2.5.5 The chart below describes the current structure of the LSCB:





## 2.6 The changes - Haringey Safeguarding Children Partnership (HSCP)

2.6.1 The new arrangements have been presented in draft on three occasions to the three statutory partners for comments and feedback. Helen Millichap (former Chief Superintendent for Enfield & Haringey) represented the Police in those statutory partners consultations meetings. In addition to regular meetings, and as part of preparing and consulting stakeholders for the new arrangements, the three statutory partners held an Away Day in January 2019 and two task and finish groups meetings in February 2019 with other senior leaders across the partnership. As a result of this consultation process, it was agreed that the proposed safeguarding arrangements should only cover Haringey and that there should not be a proposed merger with another LSCB. Opportunities for the new MASA to align itself more with the Safeguarding Adults Board (SAB) and Community Safety Partnership (CSP) were also examined. However, the three statutory partners agreed to keep the new arrangement separate to other Boards, while seeking opportunities to work more closely together on shared areas of interest.

2.6.2 The three statutory partners considered a number of options and agreed that the partnership should be called: "Haringey Safeguarding Children's Partnership" (HSCP). The proposed functions of the HSCP are to:

- a) Co-ordinate work undertaken by partners to safeguard and promote the welfare of children and young people;
- b) Monitor, evaluate and challenge – listen to children and young people's feedback;
- c) Have a dedicated focus on quality assurance as we recognise that good and effective services require robust quality assurance work to ensure children are safeguarded as well as they can be;
- d) Develop relationships where creativity, challenge and innovation can flourish;
- e) Develop our workforce through a vibrant Learning and Improvement framework;
- f) Ensure a greater focus on practice and service user experience;
- g) Ensure effective policy and procedures including thresholds, training, recruitment, supervision, allegations;
- h) Communicate and promote safeguarding to raise awareness;



- i) Use performance data, qualitative information and local strategic needs analysis to identify partnership priorities.

2.6.3 WT 2018 guidance states that, to achieve the best possible outcomes, children and families need to receive targeted services to meet their needs in a co-ordinated way and that there should be shared responsibility and effective joint planning between agencies to safeguard and promote the welfare of all children in a local area. Safeguarding children draws upon a wide range of expertise across the Borough and although the three statutory partners are tasked to take the lead and share responsibility for safeguarding arrangements, it is only with collaboration from education, youth services, health providers, the voluntary sector and hearing the voices of children and their families can progress be made.

## 2.7 The Vision

2.7.1 The partnership will provide the strategic leadership, vision and influence which ensures:

- a) that at every opportunity the lived experience of children and young people (CYP) is integral to how we safeguard and protect;
- b) there are improved outcomes through strengthening partnership workforce and community resilience; and
- c) our relationship-based practice is strengthened, demonstrating continuous improvement.

2.7.2 The partnership will support the vision by:

- a) Using digital technology and building workforce development;
- b) Working to a Standard Operating Procedure (SOP) that makes us operate as three organisations in one partnership;
- c) Reducing bureaucracy and doing what is best for children; and
- d) Proactively and continually assessing the needs for safeguarding services in Haringey and ensuring that these needs are met within the resources we have available.

## 2.8 The Values

2.8.1 The safeguarding partners are committed to delivering their vision according to a set of agreed values and principles and these govern the work of the whole Partnership:

- a) Listening to the voice of the child is paramount
- b) We will put the best interest of children at the centre of what we do;
- c) We will always strive to continually improve professional practice in the safeguarding and protection of children;
- d) We commit to using evidence and best practice in our approach to safeguarding local children;
- e) We commit to providing strong, visible leadership from our partnership to ensure the new children's safeguarding arrangements work optimally; and

- f) We will do everything within our means to intervene early and keep children safe and away from harm.

## 2.9 The Focus

As they introduce the new arrangements, partners have agreed to focus on four key elements:

- a) Measuring impact linked to practice;
- b) A strong evidence base;
- c) Workforce development; and
- d) Sustainability.

## 2.10 Other Key Changes

2.10.1 The safeguarding partners have agreed there is a need to strengthen the multi-agency response to safeguarding children. This covers all safeguarding aspects, including the frontline practitioner (who identifies an 'at risk' child) making a referral to the local authority and leaders who determine local strategic and operational responses to safeguarding issues. There is a commitment by the HSCP to ensure this is right for any child who experiences abuse or neglect in Haringey.

2.10.2 Addressing contextual safeguarding, such as extra-familial threats, is a key objective across the partnership. Examples include exploitation by criminal gangs and organised crime, such as county lines; trafficking and modern slavery; online abuse; sexual exploitation; young people with other vulnerabilities and the influences of extremism leading to radicalisation.

2.10.3 The partnership recognises that a more fluid and 'transitional safeguarding' approach is needed for young people entering adulthood. Haringey has made efforts to improve the response to young people at risk of exploitation at the point of transition. However, we wish to create greater alignment between children's and adults' safeguarding, particularly in recognition of the contextual harm young people and young adults can face.

2.10.4 The safeguarding partners have agreed the following changes for the new arrangements:

- a) To maintain the role of the independent chair for chairing and providing leadership and challenge.
- b) To use various mechanisms of independent scrutiny that include the independent chair, commissioning an independent person to audit the new arrangement, conducting annual Section 11 Children Act 2004 audits and the local authority Overview and Scrutiny Committee and the Children and Young People's Scrutiny Panel. These scrutiny processes will contribute to the HSCP annual report.
- c) Streamlining current LSCB subgroups (Performance Practice and Outcomes, Serious Case Review, Priorities and Training, Learning and Development) to two subgroups (Quality, Performance & Outcomes and Practice, Learning & Workforce development)

- d) The Business Unit supports the work of the HSCP. The statutory partners have agreed that the Independent Chair direct and prioritises the Business Unit's work.
- e) There will be monthly partnership meeting between the Detective Chief Inspector, the CCG designated professionals and a social care lead which will be facilitated by the Strategic Safeguarding Partnership Manager. This will ensure that children and young people are central to partnership strategic thinking, decision making and operational practice.
- f) There will be stronger links to practice, through multi-agency practice week, audits, and training and development events
- g) There will be greater emphasis on Joint Targeted Area Inspections (JTAI) themes and contribution to all other Ofsted inspections including Care Quality Inspections and Youth Offending Inspections where the partnership responsibility is scrutinised. The partnership will continue to focus on practice in preparation for Ofsted led JTAI and as appropriate support all agencies in their inspections.

## 2.11 The Key Drivers

### 2.11.1 The drivers for the new partnership include:

- a) Maintaining a local Haringey focus, and strengthening the scrutiny and performance across the partnership leading to practice improvement;
- b) Increasing partnership ownership of resources and delivery within Haringey;
- c) Having the most appropriate level of leadership at meetings to make decisions;
- d) Establishing fair and transparent funding arrangements;
- e) Being responsive to the outcomes of previous or future inspections related to safeguarding; and
- f) Using data to generate a more intelligence-led approach to identify needs, trends and issues.

2.11.2 The partners' delivery plan for the new arrangements will also reflect the local authority's ambition to provide early help under its Borough Plan to enable children and families to have positive outcomes and reach their full potential independent from additional services. The new partnership, along with the strong political support it receives, will be a driving force in developing and maintaining safeguarding partnerships, challenging the safeguarding system and ensuring that the safety and welfare of Haringey children remains a priority. The partners require:

- a) A cultural shift towards a more integrated system, and understanding roles, responsibilities, collaboration, participation and representation;
- b) To further develop multi- agency '*custom and practice*';
- c) To ensure a transparent approach to the sharing of risks to operational multi-agency safeguarding practice;
- d) Increasing clarity of what each agency can offer to families; and
- e) Clear, defined pathways of intervention to enable the embedding of a shared understanding of thresholds and risk.

## 2.11 Priorities for 2019-2021

2.11.1 The partners have agreed that the next three years partnership priorities will be the following three Ofsted JTAI future themes:

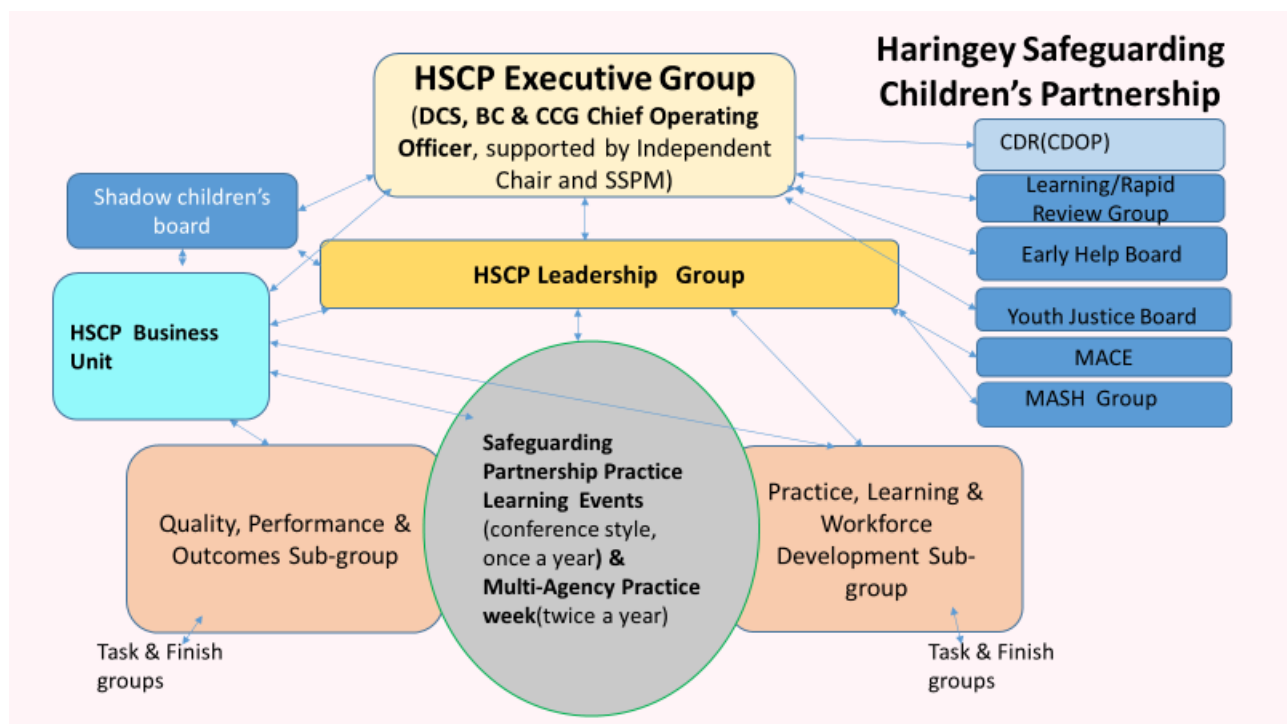
- a) children living with mental health issues;
- b) prevention and early intervention;
- c) older children in need of help and protection, and contextual safeguarding, including exploitation.

2.11.2 The partnership will also revisit, on a six-monthly basis, the JTAI (2017) combined action plan to see how practice has moved forward since the closure of the JTAI implementation group and ensure that progress has been sustained. However, the partnership will be visiting multi-agency actions from all safeguarding inspections across the partnership to ensure effective implementation and improved outcomes for children and their families.

## 2.12 Leadership and Governance

### The Structure

2.12.1 The diagram below describes the new Haringey Safeguarding Children’s Partnership structure.



2.12.2 The partners have agreed to appoint an Independent Chair for the first year who will undertake the chairing responsibility of the HSCP. The post of the Independent Chair and the Business Unit function for the HSCP will be hosted by the local authority. The Independent Chair is accountable to the three statutory partners. In order to ensure coordination with other partnership arrangements in Haringey, there will be at least an annual meeting between the Independent Chair and all other Haringey Boards with a safeguarding remit for vulnerable children and adults that operate across the council. The Independent Chair will also develop and embed new multi-agency safeguarding arrangements that meet the requirements set out in WT 2018.

2.12.3 In an unlikely event where there is a performance or other issues with the Independent Chair, the local authority in consultation with the CCG and police will hold him/her to account and address the matter.

2.12.4 The three statutory partners will have equal and joint responsibility for safeguarding arrangements. They will also have responsibility to make safeguarding arrangements which allow all schools (including multi Academy Trusts), colleges and other educational providers in the local area to be fully engaged. The local authority also assumes responsibility for ensuring that Youth Offending Services and registered providers of residential provision for Looked After Children and Care Leavers are fully engaged in safeguarding. The CCG will have responsibility for overseeing the effectiveness of safeguarding arrangements across primary care, acute, mental health and community health services and health partners, secondary and NHS service providers.

2.12.5 The partners will report to their own internal management, quality and assurance processes to satisfy themselves of their own safeguarding responsibilities, evidence of which will be shared with the HSCP Executive group.

2.12.6 In supporting its working principles, Public Health exists as both a function to assist Haringey Safeguarding Children's Partnership and as a commissioning partner with relevant agencies to improve health and wellbeing outcomes for children. A public health approach will promote and encourage the partnership and its relevant agencies to maintain those working principles by remaining outcome focused, maximising prevention, promoting greater integration of services and utilising epidemiological and other forms of intelligence, research or evidence to support planning and decision-making.

### **2.13 Children and young people's voice and family/community involvement**

2.13.1 HSCP is committed to engaging with children, young people and their families at an individual, service and strategic level. Our new approach will work with young people, developing into a more enduring model that focuses on understanding strengths and assets, as well as contextual safeguarding issues. The partnership's ambition is to engage with all children and young people who experience services, particularly those harder to engage.

2.13.2 Agencies and organisations will make sure that the information, help, protection and services are available at the right time and the right place leading to better outcomes where children and young people are resilient and safe. There will be a strengthened partnership approach to understanding the views and experiences of children, young people and families, particularly the most vulnerable. There will also be opportunities to further develop new and innovative ways of working collaboratively leading to co-production that builds on individuals' strengths and assets.

2.13.3 We will make use of the various systems, processes, groups and forums in place to gather the views of children, young people and families, either directly through services via independent voice representatives or via established groups and networks. There are forums where children and young people have their say, share their views and experiences, challenge and support local decision-makers and shape and influence strategic planning, commissioning and service provision at an individual, service and strategic level. These include:

- Youth Council
- Aspire group (LAC)

2.14.4 Through our MASA implementation we will further develop our engagement mechanisms with children and young people through the establishment of a Shadow Children's Board by September 2020. Children and young people will be consulted on the establishment of this Board to ensure that they are the driving force in this process.

2.14.5 Two lay members will be appointed as members of the HSCP Leadership Group to inform the work of the Partnership. They will support stronger public engagement in local child safety issues and contribute to an improved understanding of the partnership's Early Help and child protection work in the wider community and provide independent challenge to organisations on the effectiveness of their services in relation to safeguarding.

## 2.15 HSCP - Functional responsibilities

### The Executive group

2.15.1 **Role:** The HSCP Executive group is the high level, overarching local governance for the partnership that will primarily focus on safeguarding systems, performance and resourcing. This Group will have the statutory accountability for children's safeguarding arrangements in Haringey. It will:

- a) Have strategic ownership of the safeguarding arrangements in Haringey, with stronger joint responsibility for the whole system;
- b) Be responsible for financial, strategic and reputational risk;
- c) Be responsible for ensuring cross-partnership collaboration and agency participation, convening and supporting participation in the HSCP Leadership group
- d) Have responsibility for ensuring that independent scrutiny of the partnership's effectiveness is regular and has impact; and
- e) Review progress of priorities work.

2.15.2 Part of this group's agenda will include assurance and challenge sessions where senior officers from partner agencies are invited to provide evidence regarding the effectiveness of their safeguarding arrangements for children and young people within their agency.

2.15.3 **Membership:** The membership of this group will be the strategic leads: Director of Children Services (DCS); Borough Commander, and Chief Operating Officer of the CCG. The group will be chaired by the Independent Chair and supported by the Strategic Safeguarding Partnership Manager. In an event where a statutory partner lacks specific expertise in child protection, arrangements for accessing this (for example through designated professionals) could be required via pre-meetings. However, where necessary, CCG designated professionals, Detective Superintendent and the Assistant Director of Social Care will be invited to attend this group, as and when required, for specific agenda items.

2.15.4 **Chair:** To be chaired by the Independent Chair for the first year with a review in September 2020.



**2.15.4 Frequency of meetings:** Quarterly with additional meetings to be convened if required.

## 2.16 The Leadership group

**2.16.1 Role:** This group will act as the ‘engine room’ of the partnership where senior officers from the statutory partners and the relevant agencies, including lay members, authorise the policy, process, strategy and guidance required to support partnership priorities and effective safeguarding. Meetings will be themed around agreed local and national safeguarding priorities, and areas identified through data and performance, focusing on outcomes. The group will be accountable to the HSCP Executive group and responsible for the progress of the two subgroups. The main focus for the HSCP Leadership group will be the management of risk to operational safeguarding and to the delivery of the work of the subgroups via a risk log. The HSCP Leadership group will:

- a) Drive the work of the partnership, delivering on priorities and ensuring learning from practice and development opportunities have an impact;
- b) Challenge evidence of agency contribution and impact against HSCP priorities
- c) Be driven by the management and mitigation of safeguarding risks in the community and understand the risks to operational delivery;
- d) Direct audit activity;
- e) Arrange Safeguarding Practice Learning events to learn lessons and develop increasingly effective frontline practice;
- f) Analyse relevant performance data to draw out themes and hold partners to account;
- g) Analyse relevant partner annual reports to measure the outcomes for children against set objectives;
- h) Analyse inspection reports to learn lessons, agree and monitor multiagency actions;
- i) Analyse audit information to learn lessons, agree and monitor actions; and
- j) Analyse MASH performance and interagency collaboration at the front door, including the effectiveness of Strategy Meetings, Child Protection Investigations, Child Protection Conferences and, most importantly, the voice of the child.

**2.16.2 Membership:** This Group will have a wide strategic membership of stakeholders and ‘relevant agencies’: Local Authority Assistant Directors (Social Care, Early Help, Community Safety); CCG designated leads (doctor, nurse); Assistant Director Public Health; Assistant Chief Officer (Probation); Detective Superintendent; Primary School Head representative; Secondary School Head rep; and Directors of health providers. Amongst this group will be the Cabinet Member for Children’s services and two lay members.

**2.16.3 Chair:** To be Co-chaired by the Independent Chair and Director of Children Services for the first year with a review in September 2020.

**2.16.4 Frequency of Meeting:** quarterly

## 2.16.5 The Delivery Subgroups

2.16.5.1 The new arrangements are designed to reduce duplication and improve integration with other local partnerships. The number of subgroups forming the Partnership is significantly reduced and the new subgroups will focus strongly on improving practice and ensuring an emphasis on learning, enabling a feedback loop across partner agencies and the front line.

2.16.5.2 It has been decided that the HSCP will have two Delivery subgroups: Quality, Performance and Outcomes Subgroup; Practice, Learning and Workforce Development subgroup. The previous subgroups, chaired by statutory leaders, were often cancelled (due to the burden of day jobs), seen as too time consuming and perceived as dominated by social care. In order to remain independent, both subgroups will be Chaired by the Strategic Safeguarding Partnership Manager with representation from a wider group of agencies including the private, voluntary and independent sectors. The HSCP Business Unit will support and co-ordinate the work of the subgroups, providing a mechanism for the members to meet regularly outside of normal scheduled meetings, undertake analysis, monitor plans and approve work completed by their task and finish groups. This will ensure that there is co-ordination and information-sharing between subgroups. Both subgroups will report to the HSCP Leadership group. These delivery subgroups will be assisted by smaller task and finish groups to develop and deliver specific outcomes. It is anticipated that the new subgroups will operate from 29<sup>th</sup> June 2019.

#### 2.16.6 Quality, Performance & Outcomes Subgroup

2.16.6.1 **Role:** This Delivery Subgroup is central to changing and improving quality and effectiveness of multi-agency frontline practice. It will define operational impact of priorities work and new risks as well as identify the key areas of learning for dissemination. There is a need to ask key questions around how we know we are making a difference and to challenge agencies to gather feedback and evidence.

2.16.6.2 The subgroup will produce an annual work plan outlining the multi-agency audit and review activities scheduled for the next 12 months. This group will:

- a) Include analysis of early help data as well as data from safeguarding and specialist services;
- b) Conduct a series of multi-agency audits per year, informed by data intelligence, partnership priorities and findings from case reviews. It is expected that at least four major 'deep dive' audits will be conducted per year, in addition to smaller 'deep dive' audits which may be multi- or single-agency, depending on the identified need;
- c) Develop and monitor action plans, resulting from multi-agency audits or identified performance risks, and ensure that actions are completed in a timely manner (within six months);
- d) Identify whether practice has changed as a result of completed audits and action plans, through performance data review and re-auditing where necessary;
- e) Ensure that all relevant safeguarding partners are included in multi-agency performance data analysis and audits, including schools;
- f) Receive, analyse and challenge relevant single agency audit reports and performance reviews, and identify any significant issues that need to be monitored and/or raised to the partnership;



- g) Ensure clarity, high quality and consistency in practice in carrying out Safeguarding practice reviews and ensure that the partnership learn lessons can improve the response to children and families;
- h) Report findings and recommendations from audit and performance reviews to the HSCP Leadership group on a quarterly basis;
- i) Identify and analyse relevant trends and risk to performance.
- j) Be responsible for maintaining an up-to-date threshold document.

**2.16.6.3 Membership:** Membership of the group will include representatives from the safeguarding partners and relevant agencies that have responsibility for safeguarding performance and quality assurance within their organisation (Head of Services; Service managers; named leads; specialist Service managers from the local authority; health, NHS representatives and police). The local authority Assistant Director with portfolio for Children's Social Care and, the Detective Superintendent and the CCG designated professionals will be invited to participate when relevant.

**2.16.6.4 Frequency of Meeting:** quarterly

### **2.16.7 Practice, Learning & Workforce Development Subgroup**

**2.16.7.1** This subgroup will produce an annual work plan, outlining practice, learning and workforce activities scheduled for the next 12 months.

**2.16.7.2** It will focus on developing a safeguarding development framework around effective working together, dissemination of learning from practice and innovative opportunities including practice learning events. Evaluation of the training delivered will test out how the early help and statutory systems are responding to needs across the continuum and the impact on lives of children and young people in Haringey. The subgroup will:

- a) Be responsible for planning and organising appropriate multi-agency safeguarding learning and development activities, as well as challenging or influencing the activities delivered by individual agencies;
- b) Ensure identified multi-agency safeguarding learning needs are addressed for the children's workforces;
- c) Deliver consistently high-quality multi-agency safeguarding learning and development activities that incorporate relevant research, national good practice and learning from case reviews and safeguarding adult reviews;
- d) Take ownership for maintaining and further developing the partnership training pool;
- e) Evaluate multi-agency learning and development activities to seek assurance that delivery is of high quality and has met requirements and to inform future planning;
- f) Report annually to the HSCP Leadership group on multi-agency training delivered through the training pool and monitored for impact, including how learning will be embedded across different agencies;
- g) Review learning and development for individuals, teams and organisations involved in safeguarding;
- h) Respond to specific training needs around the partnership priorities, identification of training needs across the partnership, ensuring the best practice standards, professional curiosity and creativity; and
- i) Manage partnership communications and the website.

**2.16.7.3 Membership:** Membership of this Subgroup will include representatives from the safeguarding partners and relevant agencies with responsibility for workforce development, learning and practice improvement (Head of Services; Service managers; NHS representatives, CCG named leads; specialist practitioners from the local authority; health; and police).

**2.16.7.4 Frequency of Meeting:** quarterly

**2.16.8 Quorum for the Executive Group, Leadership group and subgroups:**

The quorum for any multi-agency meeting is 100% attendance of three safeguarding partner at the time of the meeting. Relevant agencies must send representation and non-attendees (without valid reason) will be reported to their agency's line manager.

**2.16.9 Safeguarding Partnership Practice Learning Events & Multi-Agency Practice Week**

2.16.9.1 The aim of the Safeguarding Practice learning events will be to analyse lessons from practice locally and nationally, to improve practice and to achieve ambitious outcomes for all children. The events will develop and mature collaborative and authentic partnership relationships and find creative and innovative solutions to achieving better outcomes for children. Practitioners will take part in a series of talks and workshops aimed at improving the outcomes for children and their families. The workshops will be led by a mixture of local experts, leading academics and national policy leads giving practitioners the chance to reflect on current thinking and practice to support their knowledge and skills.

2.16.9.2 The events will use service-user feedback, practice week feedback and the voice of the child in practice, to challenge and promote practice growth and continuous development. The HSCP Business Unit will gather information from a variety of sources and present this to the HSCP Leadership group in order to inform the first set of discussions about the practice issues/themes being considered. This will include analysis of current data and performance, evidence from self-assessments, multi-agency audits and peer challenge, S11 findings, success and impact measures and relevant statutory and other guidance. The HSCP Executive group will make the final decision on themes.

2.16.9.3 Findings from the local reviews undertaken in Haringey will be shared with relevant parties locally through large Partnership Practice Learning Events and there will be regular auditing to ascertain progress on the implementation of recommended improvements. The sustainability of these improvements will be monitored regularly and followed-up by the HSCP Business Unit to ensure that there is a real impact on improving outcomes for children. The events are aimed at providing interactive learning opportunities, building relationships and problem-solving.

2.16.9.4 Partners have agreed to use learning from the recent JTAI as the first theme and have tasked the current Independent Chair and the SSPM to lead this event. The Safeguarding Partnership Practice Learning events and the Multi-Agency Practice week will:

- a) Brief frontline staff across the partnership on emerging themes affecting our children and develop practitioner led interventions to reduce the impact.
- b) Consult on, and contribute to, changes to policy and procedure.
- c) Brief frontline practitioners on national policy, procedure and legal changes and develop local strategies to incorporate changes to practice.
- d) Analyse collaborative working through multi-agency audit and service-user feedback, learn lessons, increase interagency review and assessment and agree creative and innovative ways of working to reduce the number of touch points for families.
- e) Identify and celebrate good practice.
- f) Identify barriers to good practice and develop innovative and creative solutions to break barriers down.
- g) Learn from children, young people and their families to strengthen practice.
- h) Own the learning of Child Safeguarding Practice Reviews and Domestic Homicide Reviews to change and strengthen authentic partnerships and further improve practice.
- i) Evaluate the multi-agency 'front door' for child protection, when children at risk of harm first become known to local services.
- j) Conduct 'deep dive' investigations in order to provide an opportunity to explore joint responses to children and young people.
- k) Evaluate multi-agency arrangements for the response to all forms of child abuse, neglect and exploitation at the point of identification.
- l) Evaluate multi-agency arrangements for the quality and impact of assessment, planning and decision-making in response to notifications and referrals.

2.16.9.5 Terms of reference for the Multi-Agency practice week will be developed by the current JTAI implementation group led by the DCS and the Independent Chair, supported by the SSPM.

#### 2.16.9.6 **Accountability and Reporting Arrangements**

The Safeguarding Partnership Practice Learning event & the Multi-Agency Practice week are accountable to the HSCP Leadership group. The HSCP, alongside the Quality, Performance and Outcomes subgroup, will complete a child and family impact analysis following each learning event/practice week outlining key learning and actions to strengthen authentic safeguarding practices to address priorities and need. The Safeguarding Partnership Practice Learning Events will be led by the Independent Chair supported by the HSCP Business Unit. The multi-agency practice week will be led by the three statutory partners taking turns jointly with the Independent Chair. The next multi-agency practice week theme (Neglect, September 19) will be led by the local authority DCS.

2.16.9.7 **Frequency:** One Safeguarding Partnership Practice Learning event and two Multi-Agency Practice week will take place every year.

#### 2.16.9 **The HSCP Business Unit**

2.16.9.1 The Business Unit's primary focus will be to support the operation and ongoing development of the multi-agency safeguarding arrangements.

2.16.9.2 In consultation with the HSCP Leadership group and its subgroups, the Business Unit will prepare for approval an annual Business Plan in April of each year. This document will clearly set out the priorities for the HSCP on an annual basis, plan for multi-agency audit, scrutiny and workforce development, and specific actions to deliver on the priorities. Progress against delivery will be reviewed on a quarterly basis.

2.16.9.3 In addition, the HSCP Business Unit will prepare for approval an Annual Report in June/July of each year to be published on the HSCP website. This will clearly set out evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers. It will confirm delivery against agreed actions, findings from audits, scrutiny activity, child safety practice reviews and learning from local case reviews and engagement events. The annual report will also include an analysis of any areas where there has been little or no evidence of progress on agreed priorities. Based on local and national evidence it will also highlight the priorities which should feed into the next annual Business Plan.

2.16.9.4 The staff of the Business Unit will continue to be 'hosted' within an agency with regards to employment, leave, pension and so forth. For continuity and simplicity, it remains appropriate for that to be the local authority. It is important that the HSCP Business Unit serves the three statutory partners equally and is seen to be independent. This will be facilitated by retaining the Independent Chair, who will direct its work on behalf of the three statutory partners. However, in an unlikely event where there are staffing issues, the local authority will address the matter according to their internal procedures.

2.16.9.5 There may be a need for a review of the staffing structure when the new partnership arrangements are in place and have bedded in. Consideration will be given to opportunities for key officers in other agencies to be co-located in the HSCP Business Unit as an in-kind contribution resource.

## **2.17 Haringey threshold document**

A new Threshold Document has been produced and published on our current LSCB website which aligns with the requirements of WT (2018) and is used in multi-agency training. This guide is aimed at all practitioners, and volunteers, supporting, or working with, children and / or their families within statutory, voluntary, private or independent organisations in Haringey. It aims to help professionals when wanting to access services or making a referral for services to ensure children and families get the right level of support at the right time. It should be read alongside the London Child Protection Procedures and the London Threshold: Continuum of Help and Support. As well as preventative measures, such as having a range of safeguarding policies, safe practice also involves safer recruitment and consistent procedures for dealing with abuse allegations against staff. Therefore, we support all areas of professional practice with a detailed resource of relevant documents, including:

- a. local and national guidance
- b. guidance on specific areas and contexts of child protection work
- c. Safeguarding and Child Protection practice is supported by the legal framework and both statutory and non-statutory guidance.

- d. The London Safeguarding Children Board issues guidance and London-wide child protection procedures to ensure consistency in the practice across the 32 London boroughs.

## **2.18 Inter-agency training and multi-agency audits**

2.18.1 The HSCP will develop a partnership learning and development framework based identified needs to enable the partnership to deliver and reflect on priorities, assess partnership performance against the priorities, change and review practice accordingly. Given the current limited resources, the HSCP aims to deliver the core programme of activity with partners through a training pool identified by the partnership. All multi-agency training will be co-delivered by two trainers from partner agencies.

2.18.2 The HSCP will have oversight of the quality and provision of single and inter-agency safeguarding. In order to meet this responsibility, a practitioner Section 11 audit of single agency will be undertaken. In addition, the HSCP will set minimum standards which have to be met by all providers of single and interagency training.

2.18.3 Our evaluation method will be based on the London Training Evaluation and Impact Analysis Framework, which was developed by the Safeguarding Training Subgroup and endorsed by the London Board as good practice with the following:

- a. relevance, currency and accuracy of course content;
- b. quality of training delivery;
- c. short and longer term outcomes; and
- d. impact of working together and inter-professional relationships.

2.18.4 The HSCP will also develop a partnership performance management framework which will be aligned with Haringey's Children's Social Care quality assurance framework. It will consist of six levels:

- i. Section 11 self-audits - undertaken by all statutory agencies within Haringey in compliance with the Children Act 2004
- ii. Safeguarding Practice Reviews (SPR) – undertaken where appropriate
- iii. Performance Reporting and Performance Indicators - on a range of safeguarding areas such as child protection conferencing data and a regular review of the comprehensive data set
- iv. Single agency audits – both individual and themed.
- v. Multi-agency practice audits - looking together at individual cases and assessing the effectiveness and multi-agency practice (the current theme is neglect as per JTAI recommendation)
- vi. Themed reviews - Providing detailed analysis of a broad area of safeguarding practice or process as identified by the HSCP such as neglect, core groups and thresholds. These reviews should consider evidence from a range of sources.

2.18.5 Reports will go to the Quality, Performance & Outcomes Subgroup before being taken to the Leadership group and a judgment made about which reports need to be tabled and which circulated for information only. The Leadership group will retain the right to request specific audit reports as and when it sees appropriate or in response to specific issues that may arise. Each of the above should be undertaken with a view to ensure that there is a culture of continuous learning and improvement across the



organisations that work together to safeguard and promote the welfare of children, identifying opportunities to draw on what works and to promote good practice.

## **2.19 Responding to Serious Incidents of child health/serious harm**

2.19.1 There is to be a two-tier system - local and national - for safeguarding practice review (SPR) (currently known as serious case reviews (SCR)). The responsibility for how the system learns lessons from SPR at a national level lies with the Child Safeguarding Practice Review Panel (the Panel) and at a local level with the safeguarding partners.

2.19.2 The safeguarding partners are required to make arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area. They must commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken.

2.19.3 Where a case meets the criteria for a SPR - where, (a) the child dies or is seriously harmed in the local authority's area, or (b) while normally resident in the LA's area, the child dies or is seriously harmed outside England and the local authority knows or suspects that the child has been abused or neglected) - the local authority must notify the Panel within 5 working days of becoming aware of the incident. The authority should also notify its safeguarding partners. The Assistant Director of Children's Social Care will undertake this responsibility on behalf of the local authority.

2.19.4 The safeguarding partners are required to undertake a rapid review of serious safeguarding cases. The aim is to: a) gather the facts about the case; b) determine whether there is any immediate action needed to ensure children's safety and share any learning; c) consider the improvements to safeguard and promote the welfare of children; and d) decide the steps that should be taken next, including whether or not to undertake a child safeguarding practice review.

2.19.5 On being informed of a notifiable incident, the HSCP will undertake a Rapid Review in line with published guidance in Working Together 2018. The 'Rapid Review' will be undertaken within 15 days when a child dies or is seriously harmed and abuse or neglect is suspected. Any immediate action needed to ensure children's safety or share learning will be identified and the safeguarding partners will decide, in conjunction with other organisations that have been involved, if a more in-depth review is needed. The report on the rapid review will be shared with the national Panel including the decision on whether a local or national SPR is appropriate.

2.19.6 The responsibility for undertaking these tasks rests with the Learning Review/Rapid Review Group which will make a recommendation to the Executive Group. The Executive Group with support from the HSCP business unit will be responsible for commissioning a Safeguarding Practice review using regional and national information on known reviewers and their expertise. Reviews will be published as outlined in Chapter 4 of WT (2018) on the HSCP website.

2.19.7 The Learning Review/Rapid Review Group will work with the Practice, Learning & Workforce Development Subgroup to ensure that the lessons learned from the Learning Reviews/Rapid Reviews are well understood by the partnership workforce and embedded in practice. Actions may include:

- a) Revision of existing single or multi-agency training
- b) Creation of a learning summary and arrange accompanying events to disseminate the learning from the review
- c) Adding any completed / amended policies / protocols to the practitioner's toolkit and promoting their use
- d) Commissioning / developing specialist training or e-learning
- e) Focused evaluation of practitioner knowledge on a particular area of practice.

2.19.8 The Practice, Learning & Workforce Development Subgroup will take responsibility for the provision of training events and resources to support the dissemination of the lessons and changes to practice and the Leadership group will focus on assurance that the lessons have been embedded across the partnership and that these changes to practice are having an impact on outcomes for children and families in Haringey.

## **2.20 Relevant agencies**

2.20.1 According to WT 2018, relevant agencies are those organisations and agencies whose involvement is considered by the safeguarding partners as a requirement to safeguard and promote the welfare of children with regard to local need. The list of relevant agencies is set out in the Child Safeguarding Practice Review and Relevant Agency (England) Regulations (2018). The safeguarding partners have agreed which relevant agencies can bring the targeted help and support that children and families need in Haringey (Appendix 3). However, it should be noted that the safeguarding partners may include any local or national organisation or agency in their arrangements, regardless of whether they are named within the regulations. Those organisations that are listed in the regulations have a statutory duty to act in accordance with the arrangements.

2.20.2 Acting in accordance with the safeguarding arrangements requires safeguarding partners and relevant agencies to work together and:

- a) Fully engage with Haringey's Safeguarding Children Partnership functions as set out within this document;
- b) Provide information which enables and assists the safeguarding partners to perform their functions to safeguard and promote the welfare of children in their area, including as related to local and national child safeguarding practice reviews;
- c) Ensure that their organisation works in accordance with the inter-agency safeguarding procedures approved by the partnership;
- d) Have appropriate robust safeguarding policies and procedures in place specifically relevant to their organisation;
- e) Provide evidence of the above to the Safeguarding Partnership Leadership Group.

2.20.3 All organisations that were previously members of Haringey LSCB at the point of the new safeguarding arrangements being implemented have been named as relevant agencies. Each relevant agency has been provided with details of their ongoing responsibilities and the expectations placed on them by the new arrangements in Haringey. The local arrangements in Haringey have been developed in consultation with as wide a breadth of partner agencies as possible and the arrangements now adopted reflect their commitment to improving outcomes for

children and young people. The safeguarding partners expect relevant agencies to co-operate with them in the same way as agencies have been co-operating with Haringey Safeguarding Children Board since its inception.

2.20.4 However, membership of the HSCP leadership group and its subgroups will be reviewed. This ensures that the valuable contribution of those organisations to safeguarding work will continue to be taken forward collaboratively. In addition to the three main statutory safeguarding partners, various other relevant agencies will work as part of the Partnership. These agencies will be members of the Partnership Leadership Group and participate in the Partnership Learning events and some will also be members of subgroups who have the decision-making authority for the safeguarding partner they represent. Anyone entrusted with attending in their place will need to have similar delegated authority.

2.20.5 As recommended by WT (2018), all schools (including independent schools, academies and free schools), colleges, early years and other educational providers in Haringey are designated as relevant agencies. The list of relevant agencies will be reviewed by the safeguarding partners at least annually. The intention will be to use the opportunity of introducing new arrangements to broaden the reach of the safeguarding arrangements and, in time, consider how sports clubs, religious institutions, armed forces, the voluntary sector, private providers of health services and children's homes, for example, can be further engaged.

2.20.6 Whilst the legislation and statutory guidance draws a distinction between safeguarding partners and relevant agencies to ensure clarity around accountability, it is clear that all members of Haringey's Safeguarding Children Partnership have a shared responsibility to work collaboratively to provide targeted support to children and families. Schools will be engaged as part of the partnership Leadership group and subgroups to ensure joint working to safeguard children within a multi-agency shared approach.

2.20.7 The Partnership will aim to build on established relationships with schools and education providers to ensure they remain a key partner agency when the landscape of school organisation is changing. There will also be a focus on exploring how schools can contribute to ensuring the voices of children and young people contribute to safeguarding developments and priorities. The termly Designated Safeguarding Leads forum led by Haringey Education Partnership will act as a mechanism for schools to learn and promote our safeguarding arrangements. The SSPM delivers regular presentations to this forum with safeguarding local and national updates and this will continue.

## **2.21 The role of Youth Offending and custody services, Children living away from home**

2.21.1 The Youth Offending Service reports to the Youth Justice Partnership Board chaired by the DCS. Our new safeguarding arrangements will continue to actively support effective delivery of their services through the HSCP Leadership group and its subgroups. The Youth Offending service will continue to submit annual overview reports to the HSCP for scrutiny and promotion of their local offer across the partnership. The Youth Offending Service is directly represented on the HSCP Leadership Group and on other sub-groups.



2.21.2 The HSCP will also ensure that those responsible for looking after children in settings away from home, including residential homes for children, foster carers and youth custody settings, have effective safeguarding arrangements. Where there are incidents identified, use of HSCP escalation policy is triggered.

2.21.3 The Multi Agency Criminal Exploitation group (MACE) identifies the Child Sexual Exploitation profile of Haringey and oversees Haringey's CSE Strategy and Action Plan. It aims to reduce incidents of sexual exploitation through the delivery of an integrated strategy, sharing information and intelligence and producing data on current trends and threats. The MACE group will continue to produce an annual report to the HSCP for overview and scrutiny.

## **2.22 Use of data and intelligence**

We will develop a new Performance Management Framework for the partnership setting out the way performance information is provided to the Leadership Group to inform its assessment of the effectiveness of the help being provided to children and families (including early help). Data relating to key safeguarding processes and particularly vulnerable groups of children will be provided each quarter with an analysis that provides an explanation of any trends and issues for attention of the group. This will be supplemented by specific reports on topics that have been identified by the Executive Group as requiring assurance monitoring.

The framework will be subject to regular review by the Leadership Group and therefore the issues covered may vary according to the needs of children in Haringey and risks identified.

## **2.23. Partnership Integration**

The Independent Chair will take a strategic lead in developing partnership working with the three statutory partners, wider partners and stakeholders including across the voluntary and community sector to improve outcomes for children and young people in Haringey. The Strategic Safeguarding Partnership Manager will work closely with the designated health leads, directors of providers, social care leads and the DCI/Detective Superintendent to address barriers, problem solve and escalate as required to ensure that risks are managed and mitigated to remain on track. Their monthly meetings will support the development of key strategic relationships between the three organisations and wider senior partners in relation to the delivery of the new arrangement and the partnership priorities.

## **2.24 Independent Scrutiny**

2.24.1 WT 2018 states that the new arrangements should include scrutiny of its effectiveness to safeguard and promote the welfare of children by an independent person. The scrutiny is intended to provide the necessary assurance in judging how effective the multi-agency arrangement is to safeguard children including arrangements to identify and review serious child safeguarding cases. The independent person will be objective, act as a constructive critical friend and promote reflection to drive continuous improvement.

2.24.2 Part of the role of the independent chair is to provide challenge and a level of scrutiny. In addition, the partnership will commission a scrutineer to provide independent evaluation of the effectiveness of local multi-agency arrangements to safeguard and promote the welfare of all children. The scrutineer will provide an assessment of the safeguarding partners' leadership of the arrangements for inclusion in the partnership's yearly report. He/she will focus on the impact of the partnership arrangements and working rather than processes. In effect, his/her role would be to find evidence that the partnership is making a positive difference to children and young people. The scrutineer will provide assurance to the Safeguarding Partners that organisations have strategies in place for addressing priorities, gaps and risks and how effective they are. The scrutineer will also scrutinise the findings and outcomes of any safeguarding reviews and how agencies are held to account for the effective implementation of recommendations identified. He/she will report to the safeguarding partners any recommendations from their scrutiny and/or assurance activities. The scrutineer will be independent from the statutory partners and will have expertise in child safeguarding, an understanding of local need and effective partnerships.

2.24.3 The independent scrutiny arrangements will also include a wider system of scrutiny; peer reviews, the CYPS overview scrutiny panel, LA Departmental Management Team, independent inspectorates' single assessment of the individual safeguarding partners (for example, Ofsted, HM Inspectorate of Constabulary, Care Quality Commission inspection reports) and Joint Targeted Area Inspections.

## **2.25 Dispute Resolution**

Haringey safeguarding partners and relevant agencies will proactively work together to resolve any disputes locally. In the event that dispute arises all staff, from partners and relevant agencies, will proactively work together to resolve any disputes locally through timely dialogue, discussion and where necessary escalation (see HSCP/LSCB escalation policy on the LSCB website). Any public bodies failing to comply with their obligations under law will be held to account through a variety of regulatory and inspection activity.

## **2.26 Geographical area**

It is acknowledged that two statutory partners (Police and CCG) to these arrangements have responsibility for services outside Haringey due to their organisational boundaries overlapping other local authority areas. The new HSCP/LSCB Escalation policy makes a reference to cross-borough boundaries, interagency safeguarding children procedures and includes operational guidance for circumstances where a child and or their family is living in another area or moving between areas. It may also be necessary for some partners to these arrangements to work with another area's arrangements, for example during a child safeguarding practice review commissioned by another area, and the HSCP Business Unit will help facilitate communication with other areas and engagement by partners.

## **2.27 Financial Consideration**

2.27.1 The WT 2018 guidance makes it clear that safeguarding partners should agree the level of funding secured from each partner and relevant agency to support the new safeguarding arrangements. Decisions on funding are for local determination but contributions should be equitable and proportionate to meet local needs. In the absence of a nationally prescribed funding formula, local negotiations will need to reach agreement as to what is proportionate and equitable.

2.27.2 There is a concern about the cost of paying for independent authors and the inconsistent quality of the reports. There is also some concern about the restrictions regarding the methodology that can be used to carry out the reviews – the methodological approach is overseen nationally. Going forward, in the event of a child safeguarding practice review, funding will be met by the three safeguarding partners and, where necessary, each partner will contribute equitable and proportionate funding over and above the normal allocation in order to fulfil the full costs of any child safeguarding practice review arrangements.

2.27.3 The new safeguarding arrangements will commence with the continuation of the current levels of funding. Currently there is a total of £30,102 partnership contribution and £165,000 local authority contribution. Clearly the local authority makes the largest contribution to these arrangements, followed by health services, with the police/MOPAC making a small contribution. Currently, the local authority is the de-facto lead for these partnerships, and this is reflected in the local authority's commitment to the management and resourcing of this partnership. The Independent Chair will support the SSPM to manage the pooled budget for the HSCP ensuring its most effective deployment, adhere to Best Value principles, control cost and enhance value, within the context of the council's budget monitoring process and financial controls. The Independent Chair will also ensure that partner agencies contribute

towards the running costs of the HSCP. The safeguarding partners have agreed that the current arrangement for funding will be kept under review.

## **2.28 Risk Assessment**

2.28.1 There is a risk that the quality of scrutiny and quality assurance could be compromised if arrangements are changed in light of the Act. However, all partners have agreed that clear principles must be adhered to when considering any future changes. Any changes need to enhance and further strengthen partnership working and safeguarding practice and the priority will be on safety and protection at all times.

2.28.2 A second risk is the financial implication of setting up and operating a new model which is key to the effectiveness of the new arrangements. This will be mitigated by the three statutory partners addressing all financial matters so it is clear what the expectations would be on all partners who have safeguarding responsibility

## **2.29 Implications for Haringey Council's priorities**

Ensuring that children and young people are safe from harm is a core statutory duty for the Council. It is essential that that elected members are informed and able to be assured of how effectively this duty is discharged via a robust performance and quality assurance framework.

## **2.30 Equalities**

2.30.1 The Council, the Police, and the Clinical Commissioning Group have a Public Sector Equality Duty under the Equality Act (2010) to have due regard for the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- 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.

2.30.2 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

2.30.3 It is not anticipated that these changes will have any direct or indirect negative effect on service users, residents or staff. It is therefore not foreseeable for any direct or indirect discrimination against any individual or group protected by the Equality Act 2010 to occur as a result of the change.

2.30.4 The strategic objective of the changes is to improve the effectiveness and sustainability of multi-agency frontline practice in order to improve outcomes for children, young people and their families in Haringey. It is therefore reasonable to anticipate that the changes will make the partnership more able to meet the specific needs of children, young people, and parents of young children, and to minimise or

remove disadvantages they experience that are inherent to these characteristics and so the changes are also likely to help address known inequalities in Haringey.

### **2.31 Transition timeline**

2.31.1 As indicated above, the new safeguarding arrangements were agreed by the safeguarding partners, the Cabinet and published at the end of June 2019. They will be implemented by 29<sup>th</sup> September 2019.

2.31.2 The transition from current LSCB Child Death Overview Panel (CDOP) to the new child death review arrangements began on 29<sup>th</sup> June 2018 and must be completed by 29<sup>th</sup> September 2019. The current CDOP will continue until the child death review partner arrangements are in place.

2.31.3 The new arrangements were published on each partner agency website and sent to the Secretary of State for compliance checks. There will be a 12-month period for LSCBs after new arrangements are in place to complete and publish any outstanding Serious Case Reviews. There will be a 4-month grace period for Child Death Overview Panels (CDOP) (under the LSCB) to complete child death reviews. Once the arrangements have been published and implemented, the LSCB will no longer exist.

### **2.32 Consultation**

2.32.1 The LSCB members have been widely consulted on the new multiagency safeguarding arrangements and the workings of the proposed HSCP. The final draft arrangement was presented and ratified by the representatives of the statutory partners at their meeting on 16<sup>th</sup> April 2019.

2.32.2 Through the implementation of the new arrangement, the partners will further develop their engagement mechanisms with children and young people through the establishment of a Shadow Children's Board by September 2020. Children and young people will be consulted on the establishment of this Board to ensure that they are the driving force in this process.

### **2.33 Looking beyond Wood Review and next Steps**

The arrangements will enhance the scrutiny and monitoring role of the partnership and further enforce effective joint working arrangements within a context of trust and commitment to safeguarding. The overall effectiveness of the new arrangements will be reviewed in the summer 2020. Following this review, partners will agree the frequency, however, the intention is to review the governance arrangements at least every two years.

## **3. Contribution to strategic outcomes**

People delivery plan

## **4. Use of Appendices**

Appendix 1 – List of relevant agencies

Appendix 2 - Glossary

This page is intentionally left blank

## Appendix 1

## List of Relevant agencies

<b>AGENCY</b>
<b>CAFCASS</b>
<b>HARINGEY COUNCIL (CYPS)</b>
<b>Haringey Education Partnership</b>
<b><u>Health Services:</u></b>
<b>Clinical Commissioning Group</b>
<b>North Middlesex University Hospital</b>
<b>Whittington Health</b>
<b>Barnet, Enfield &amp; Haringey Mental Health Service</b>
<b>LA Housing Department</b>
<b>Public Health</b>
<b>LBH Legal Services</b>
<b>Police</b>
<b>National Probation Service (NPS)</b>
<b>London Community Rehabilitation Company (London CRC)</b>
<b>Lead Member CYPS</b>
<b>Primary School Head rep</b>
<b>Secondary School Head rep</b>
<b>London Ambulance Service (LAS)</b>
<b>Adult Social Services</b>
<b>General Practitioners</b>
<b>Haringey Association of Voluntary and Community Organisations (HAVCO) (Vol Sector)</b>
<b>The Bridge Renewal Trust (Vol Sector)</b>

**Appendix 2**

**GLOSSARY**

**AD – Assistant Director**

**BC – Borough Commander**

**CAFCASS – The Children and Family Court Advisory and Support Service**

**CCG – Clinical Commissioning Group**

**CCO - CCG Chief Operating Officer**

**CDOP – Child Death Overview Panel**

**CDR – Child Death Review arrangements**

**CRC – Community Rehabilitation Company**

**CSC – Children’s Social Care**

**CSP – Community Safety Partnership**

**CYP – Children and Young People**

**DCI – Detective Chief Inspector**

**DCS – Director of Children’s Services**

**HoS – Head of Service**

**HSCP – Haringey Safeguarding Children Partnership**

**ILAC – Inspecting Local Authority Children's Services**

**JTAI – Joint Targeted Area Inspection**

**LA – Local Authority**

**LAC - Looked After Children**

**LBH - London Borough of Haringey**

**LSCB – Local Safeguarding Children’s Board**

**HSCP – Haringey Safeguarding Children’s Partnership**

**MACE – Multi Agency (meeting for) Criminal Exploitation**

**MASA – Multi Agency Safeguarding Arrangements**

**MASH – Multi Agency Safeguarding Hub**



**MOPAC – Mayor’s Office for Policing and Community**

**MPS – Metropolitan Police Service**

**NCL – North Central London (Haringey/Enfield/Barnet/Camden/Islington)**

**NHS – National Health Service**

**Ofsted – Office for Standards in Education, Children's Services and Skills**

**SAB – Safeguarding Adults Board**

**SCR – Serious Case Review**

**SEND – Special Educational Needs and Disability**

**SOP – Standard Operating Procedure**

**SPR – Serious Practice Review**

**SSPM – Strategic Safeguarding Partnership Manager**

**WT 2015 – Working Together To Safeguard Children 2015**

**WT 2018 – Working Together To Safeguard Children 2018**

**YJB – Youth Justice Board**

**YOT – Youth Offending Team**

This page is intentionally left blank

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

**Item number:**

**Title:** The role of the LADO and annual report

**Report**

**authorised by :**



Ann Graham, Director, Children and Young People's Service

**Lead Officer:**

Sarah Roberts, Local Authority Designated Officer

[Sarah.roberts@haringey.gov.uk](mailto:Sarah.roberts@haringey.gov.uk)

Tel: 020 8489 2968

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

### 1. Describe the issue under consideration

This report will look at the overall activity by the Local Authority Designated Officer in the London Borough of Haringey (LBOH) in the year April 2018 to March 2019. The report will continue themes identified in last years' annual report and draw conclusions from the activity of the last 12 months.

### 2. Recommendations

The Scrutiny Panel Members are asked to note the contents of this report and its recommendations and to endorse the development and action plan for next year, see below:

Areas for Development or Action next year	What will success look like
Continue work with Haringey's Safeguarding Board and adapt the training to raise awareness of the LADO service and role.	Greater understanding of the role of the LADO within the borough across the partnership, to raise awareness of the process for referral and consultation when there are concerns about those working with children

<p>This annual report identifies three areas we can target to promote the role of the LADO with Children and Young People</p> <ul style="list-style-type: none"> <li>• updating the Charter for Children in Care to include the role of the LADO</li> <li>• work with the Comms team to produce a promotional leaflet for LSCB to share with safeguarding partner about responsibilities to refer to LADO</li> <li>• ensure the profile of the LADO is raised with the 11+ LAC cohort- for example via IRO consultations, the CLA welcome pack</li> </ul>	<p>Understanding with the cohort of young people involved in the participation service, of the LADO service in terms of what can be done to quantify how safe children and young people feel within the various services they have contact with.</p>
<p>Roll out Safer Recruitment in house module, in conjunction with HR partners</p>	<p>Deliver the module to managers within CYPS.</p>
<p>Work with Head of SQIP service to ensure expertise in the service is shared</p>	<p>Work on developing a duty service for the LADO so the expertise is spread more widely within the service. Look to develop a succession plan for the LADO and ensure there are robust structures and processes in place that are understood by all.</p>
<p>Work with the Strategic Safeguarding Partnership Manager to ensure the LADO role fits in with the new MASA arrangements</p>	<p>Ensure clear channels for information sharing and appropriate challenge of LADO data</p>

### 3. Background information

As agreed in the London Child Protection Procedures 7.1.4, although the LADO is now called the designated officer in statutory guidance, due to the familiarity with the term 'LADO' the acronym continues to be used widely in Haringey. The term LADO is also used to distinguish between designated safeguarding leads in other disciplines such as health and education, in order to avoid confusion.

3.1 Below is the chart of actions identified in the last report with an update.

Area for development or action	Update
Set up LADO focus group. Develop and strengthen partnership links and continue to raise awareness and understanding of the LADO role.	<p>There was an inaugural LADO focus group which had limited attendance. As an outcome of that meeting, a 'Level 2 LADO workshop' has been developed and is now in the HSCB training programme. The aim is to widen participation particularly with managers experienced in allegations management but with specific topics for discussion.</p> <p>The LADO has also attended team and service meetings across the service and with partners to raise awareness and answer questions about the role- for example, Tottenham Hotspur Safeguarding Team, Unique Residential Children's homes.</p>
Work with the HSCB to consolidate the training offer on allegations management.	<p>There has been one training session for partners on Allegations Management with another one scheduled for later in the year. There have been sessions on allegations management with foster carers within the Safe Caring module of their training and more are scheduled to be delivered. The impact of this is a continued raised awareness of the Allegations Management procedures.</p>
Continue to work with the Participation Service.	<p>The LADO and the Participation Officer have met to discuss ways of working together. As a result it is hoped in 2019/20 the LADO will attend at least one Aspire meeting and consider what joint work we can do.</p>
Continue involvement with the wider LADO groups both within London and nationally.	<p>Haringey LADO has good connections with other London LADO's and is in regular communication with colleagues across London and nationally, leading to learning and partnership working across the boroughs.</p>
Continue to be the contact for queries regarding allegations management in the borough.	<p>As shown by the data in this and quarterly reports, the Haringey LADO continues to have oversight of allegations management in the borough.</p>
Work with the Head of SQIP to build capacity.	<p>This is ongoing. Colleagues in SQIP are supportive of the LADO but the establishment of a stable duty system is affected by the churn of staff. Work continues to develop cover arrangements.</p>

### 3.2 Contacts

All initial consultations and contacts with the LADO are recorded on a secure spreadsheet for tracking purposes. More complex cases and those that require a multi-agency response and the storing of personal information will be recorded on Mosaic in line with the London Child Protection Procedures<sup>1</sup>.

There is careful consideration before data is recorded as electronic records must comply with data protection requirements. The Data Protection Act principles state that data stored should be 'adequate, relevant and not excessive'<sup>2</sup>. If personal details are recorded, the individual is notified that this will be done, and it will be explained why this is necessary. The introduction of GDPR (General Data Protection Regulations) and closer work with the Haringey Data Protection Officer has led to scrutiny of the thresholds for recording and storing of confidential information to ensure processes are complaint. This is discussed further later in this report.

The first part of this report presents an overview on data collected manually over the year. This does not always include the details of the alleged perpetrator and can sometimes be with regard to incidents where an individual has not been identified but the concerns appear to reach the threshold for a LADO investigation.

The second part of the report will look at the data on Mosaic and will provide an indication of the categories and outcomes of the more serious cases.

Finally, there will be an analysis of this years' figures and an overview of activity as well as some suggested areas for development in the future.

### 3.2.1 Who contacts the LADO?

3.2.1.1 This year there were a total of 291 relevant consultations with the LADO which averages at 5.6 a week. This is higher than last year (which was 271). However, the levels fluctuated across the quarters, with school holidays having an impact, for example calls were lower in the second quarter which had the long summer break in it. There does not seem to be any pattern to when calls come in, when looking over the days of the week or the times of the day. There is a slight tendency for calls to come from schools after the end of the teaching day, but this is not particularly significant in terms of numbers.

3.2.1.2 Below is the comparative data from Haringey, unfortunately there is no national benchmark so it is hard to compare Haringey's data with other similar boroughs.

---

<sup>1</sup> London Child Protection Procedures, most recent version.

<sup>2</sup> Data Protection Act 1998 Schedule 1

<b>Date</b>	<b>Number of consultations/ contacts with LADO LBOH</b>	<b>Average per week</b>
2015/2016	276	5.3
2016/2017	301	5.7
2017/2018	271	5.2
2018/2019	291	5.6

3.2.1.3 Some of the contacts were straight forward and could be dealt with by advice given or signposting; some contacts led to a year or more of complex police investigation and resulted in a criminal charge or conviction. Most contacts were somewhere in between these two; seemingly minor matters can develop over time into something more complex and vice versa. Sometimes what appear to be low level contacts can develop into something greater. In such cases, robust recording procedures mean previous information can be referred to and this often leads to greater clarification and can help to avoid confusion.

3.2.1.4 Over the four quarters of the year, data is separately collated, and a quarterly report produced. The highest number of calls came in the first quarter, April to June 2018, with 78 contacts: the second quarter, July to September 2018, had 65 contacts which is the lowest total this year. Detail is provided in each quarterly report.

3.2.1.5 In 2018/2019 out of the total 291 contacts, 85 were from the education sector (29%). These contacts were usually from Head Teachers or Designated Safeguarding Leads.

3.2.1.6 There were 110 contacts for advice, consultation or referral, from social workers either within the London Borough of Haringey, or in other neighbouring authorities (38%).

3.2.1.7 There were 12 contacts from the Early Years' Service (4%); and 20 contacts or referrals direct from the police (7%).

3.2.1.8 There were 15 contacts from Ofsted in the last 12 months (5%). This is almost half the number of last years. This will be discussed in more detail later in the report (see paragraph 13.11).

3.2.1.9 There were 17 calls directly from parents in the year 2018/2019. This is 6% of the total and is a number that has been steadily increasing over the years. There is further discussion on this point later in the report (see paragraph 13.2).



3.2.1.10 There were 17 calls directly from parents in the year 2018/2019. This is 6% of the total and is a number that has been steadily increasing over the years. These numbers refer to contacts *from* various partner agencies, rather than contacts *about* particular professionals.

3.2.2 Who are the calls about?

3.2.2.1 The largest number of consultations were *about*, rather than *from*, those working in the education sector. These amounted to 138 or 47% of the total which is the about same proportion as last year. This included allegations about teachers and school support staff and a very small number of school governors. It includes all contacts so that would cover situations where a concern has arisen in a persons' home life as well as allegations that the staff member has behaved in a harmful way towards a child. There were a higher number of contacts about primary schools than secondary schools- 89 (30%) about primary schools and 49 (17%) about secondary schools. There were 42 contacts about school support staff (14%) and 96 contacts about teachers (33%).

3.2.2.2 The next biggest category was about those working in Early Years, which encompasses nurseries, pre-school settings, and childminders. This accounted for 32 of the contacts, which is 11%. This is slightly lower than last year. Of these contacts, 7 were regarding childminders.

3.2.2.3 The next biggest group included foster carers, both in-house and from the PVI sector, and residential care workers. This group accounted for 41 (14%) of the total which is slightly higher than last year. Of this number, 27 were contacts about foster carers and the rest were workers in residential settings. Some foster carers are in house and some are from PVI agencies. There is a good working relationship with the Haringey in house fostering service and good connections with major PVI providers in the borough.

3.2.2.4 There are a small number of independent providers of residential placements in the borough and they are aware of the LADO and regularly will call for consultation and advice. The LADO has attended the team meeting of one of the providers locally to discuss with staff, the procedure for reporting and investigating an allegation by a resident who is usually a looked after child from another borough.

3.2.2.5 The rest of the consultations and referrals encompassed queries about health sector workers, qualified social workers, professionals or volunteers involved in sports and leisure clubs, police, and a small number of contacts from the faith sector. The police contacts this year were all about situations in police officers' home life; once it is confirmed that the police Directorate of Professional Standards are dealing with the matter and there is no risk in the workplace, there is usually no need for further involvement with the LADO.

3.2.2.6 There is traditionally a low rate of contact from the health sector but this year there were 14 contacts which is higher than usual. The majority of the contacts came about because of child protection concerns in the person's home life; none reached the threshold for a full LADO investigation so did not need a record open on Mosaic, unless it was a case note to confirm the advice given

in a LADO consultation. Many health staff do not work alone with children, as children in clinics and hospitals usually have parents or carers with them, so there are witnesses to any allegation. Also, there is no large general hospital within the boundaries of Haringey, so allegations about staff at work are more likely to go to the authority where the hospitals are based.

- 3.2.2.7 The initial contact with the LADO, when it does not become a Mosaic record, can be closed as 'no further action/ information only' or 'advice given'.

Sector % over the last four years

<b>% of total general contacts</b>	<b>Education Sector</b>	<b>Early Years</b>	<b>Fostering and Residential</b>	<b>Health</b>	<b>Police</b>	<b>Other</b>
<b>2015/16</b>	44%	14%	9%	Not available	Not available	33%
<b>2016/17</b>	45%	14%	13%	2%	>1%	25%
<b>2017/18</b>	46%	14%	11%	7%	>1%	21%
<b>2018/19</b>	47%	11%	14%	5%	>1%	22%

### 3.3 Data from Mosaic

- 3.3.1 There is careful consideration before personal information about an adult is stored on Mosaic as this is an electronic record which must comply with data protection requirements. When a professional or volunteer's name is recorded on Mosaic they must be made aware that a referral has been made and that a record will be kept.
- 3.3.2 If the concern or allegation is serious enough, the name, address, date of birth and other personal details are logged on Mosaic. The person must be made aware of this, usually by their employer or manager who would be involved in any allegation's investigation.
- 3.2.3 Over this year, there were 23 cases which required a record to be made on Mosaic. This is significantly lower than last year (which was 39). This drop in numbers will be discussed later in the report (paragraph 7.6 and paragraph 13.6). The following sections of the report provide some analysis of these

more serious investigations. The charts below refer to the 23 cases that met the threshold to be recorded on Mosaic.

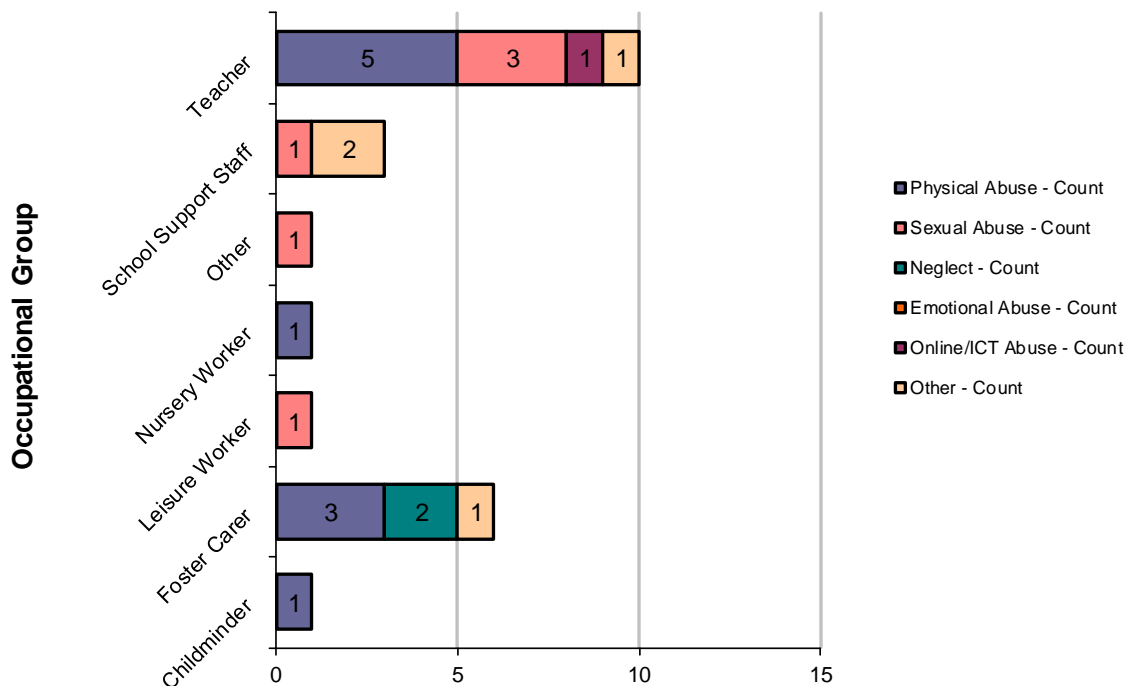
Year	2015/16	2016/17	2017/18	2018/19
Mosaic Worksteps	55	43	39	23

### 3.4 Allegations: Category of abuse/concern.

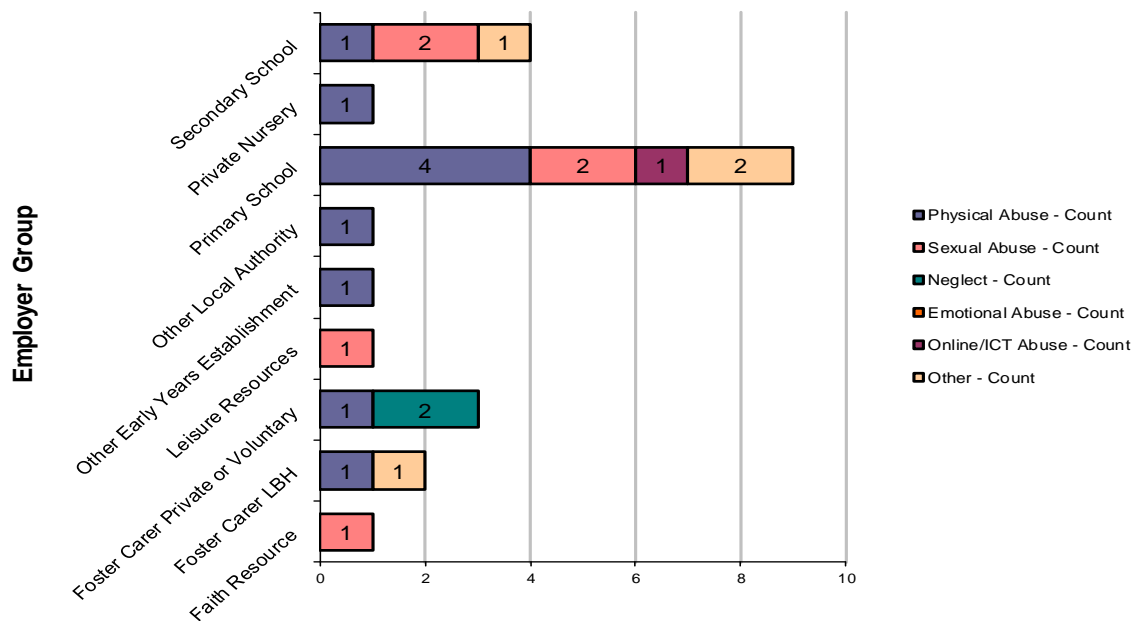
- 3.4.1 The data below shows the category of abuse or concern that was the presenting feature when the referral was received. These are wider than the four abuse categories used within the London Child Protection Procedures as referrals do not always fit neatly in those in the procedures. For example, if a professional or volunteer is arrested for accessing indecent images of children but there have been no allegations of harm or no concerns about them at work, it could be classed as 'online or ICT abuse'. This would be the case if there was no evidence that the professional had behaved inappropriately towards a child in the workplace but the police information suggests that they have been downloading indecent images. These cases take the longest time to resolve as the forensic work by police is detailed and time-consuming. In such situations careful consideration is given during the ASV meeting about whether the person concerned is suspended or not. A risk assessment will be undertaken to establish the safest and fairest way forward. Once the matter is concluded by the police, either by a charge or no further action, the professional network will meet to consider the final outcome.
- 3.4.2 There could be a criminal issue in the home life of a professional or volunteer, which does not involve a child, and their employer confirms there have been no concerns about them at work, this could come under 'other'. An example would be a person arrested for an offence that does not involve any harm to children but raises concerns about the integrity of the professional. Careful consideration is given to risk assessing whether the person concerned should continue to work with children until the matter can be concluded.
- 3.4.3 Allegations of physical abuse are the highest category at 10 of the 23 cases, which is in line with previous findings. It does not mean that large numbers of professionals within the borough are physically abusing children, but that the presenting issue when the referral was made, was of some sort of inappropriate physical contact. Referrals range from allegations that children were hit or slapped, to allegations of shoving or pushing, to incidents that may be a misinterpretation or a misunderstanding; but in order to meet the threshold for inclusion on Mosaic, there has to be enough evidence on first sight that the professional has behaved in a way that could have harmed the child or young person. A large number of consultations with the LADO are of incidents where the caller, often a designated safeguarding lead of the relevant setting, is of the view that the allegation is something they can deal with internally but just wants to talk the matter through. Such cases do not reach the threshold for inclusion on Mosaic however the discussion needs to

be logged as all advice given by the LADO is accountable and a record is made for the purpose of an audit trail. Case Study 2 shows an example of situations where such an audit trail can be of help to the police when investigating a complaint by a parent. Such complaints will usually contain the name of the professional or volunteer so it is important that there is accuracy in case the complaint leads to a police record being made about the staff member.

- 3.4.4 This year there was a lower number of allegations of sexually harmful or grooming behaviour by professionals/volunteers working with children, than last year. Last year the figure was 11 and this year the figure is 6. The numbers are too small to draw significant conclusions about why there has been a drop although it is to be hoped that it is due to robust systems being in place to identify inappropriate behaviour in the early stages.
- 3.4.5 This year there are no referrals that met the threshold for a Mosaic record, regarding statutory partners in the police or the health service (see earlier paragraphs)



Presenting category and occupational group 2018/19



Presenting category and employer group 2018/19

### 3.5 Outcomes

- 3.5.1 Once an allegation reaches the threshold to be recorded on Mosaic a process must be followed and the investigation drawn to a conclusion in line with procedures. The outcomes available within the London Child Protection Procedures<sup>3</sup>, and Keeping Children Safe In Education<sup>4</sup> are ‘Substantiated’, ‘Unsubstantiated’, ‘Unfounded’, ‘Malicious’ and ‘False’ but in Haringey, we also have the option of ‘Concerns about a Professional in their Home Life’. This last category is to enable us to draw out the cases where there is an incident or event in the home life of the professional or volunteer, which brings them to the attention of the LADO. The less serious of these will be noted in a case note rather than a full Mosaic workstep.
- 3.5.2 Such cases come to the LADO’s attention through a number of routes. For example, the Common Law Police Disclosure, gives guidance on when the police should an employer, or the LADO, regarding someone who has come to their attention for a relevant offence and works in what used to be called a ‘notifiable occupation’<sup>5</sup>. The guidance was produced by the Home Office in 2015.
- 3.5.3 Other ways the LADO can become aware of concerns in a professional’s home life, would be through the initiation of a child protection investigation under Section 47 of the Children Act where it is identified that a parent works in a

<sup>3</sup> London Child Protection Procedures 2016 chapter 7

<sup>4</sup> Keeping Children Safe in Education 2015

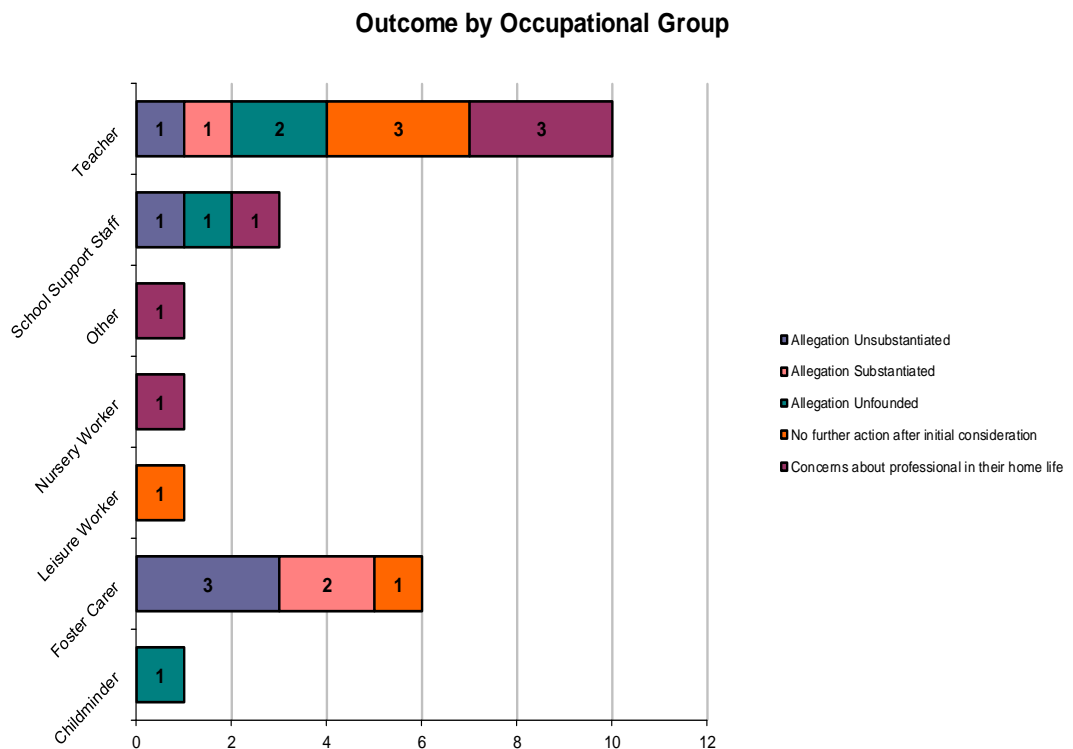
<sup>5</sup> Common Law Police Disclosure

relevant role. Social workers from the assessing authority will usually contact the LADO seeking advice on the best way forward with such cases.

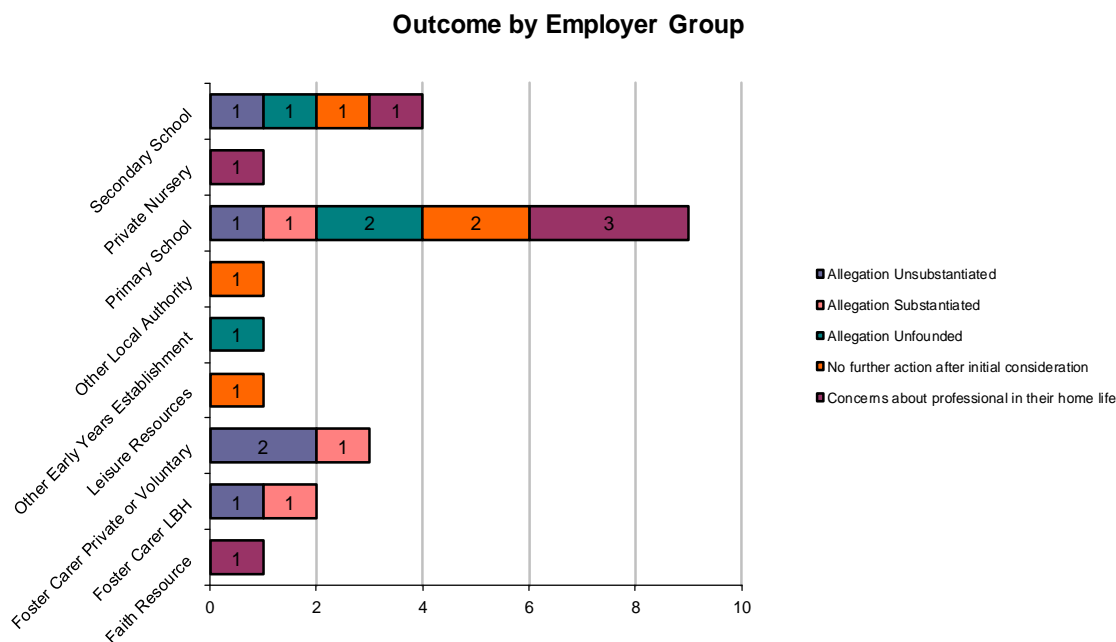
3.5.4 In all such cases consideration has to be given to the data protection implications of sharing personal information with an employer without a persons’ knowledge or consent. This must be balanced against the seriousness of the identified risk and a proportionate response identified. The usual LADO advice is that unless there is a clear and immediate risk to a child, professionals should be given a timescale within which to inform their employer of Children’s Services’ involvement before the social worker makes contact with the employer.

3.5.5 In all cases, outcomes are reviewed both annually and quarterly by the LADO to establish what learning there could be and whether there is a need to address or improve practice in particular areas.

3.5.6 Below is data showing the outcomes of the formal allegations’ investigations.



The diagram above shows outcomes of the cases that were recorded on Mosaic by occupational group.



O

Outcomes by employer group

3.5.7 The largest outcome category is information shared about professionals in their home life as discussed in the earlier paragraphs. Since the introduction of GDPR, consideration has been given as to whether it would be more appropriate to record a case note on Mosaic rather than a full workstep. For example, if there is an allocated social worker assessing a family and one of the parents is in regulated activity, but a risk assessment identifies that it is only necessary to record that the employer is aware and what safeguards have been put in place, a case note would be a more proportionate response than a full Mosaic workstep. The note can go on the child’s file but will also be copied across to the adult’s file, so is accountable and accessible as a record.

3.5.8 The ‘no further action’ category refers to situations that have already been resolved by the time the LADO is informed, or if the matter is for information only.

3.5.9 Substantiated allegations either result in a criminal charge or caution, disciplinary action arising directly from the safeguarding incident, or a balance of probability decision that there is enough evidence to support the allegation. This decision is made by the ASV meeting (Allegations Against Staff and Volunteers) attended by those directly involved in the investigation.

**3.6 Other data - Ethnicity**

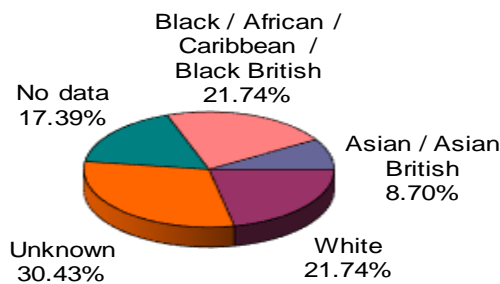
3.6.1 The chart below shows the breakdown of the ethnicity of those against whom allegations were made, where the information was available. This data is limited by the categories available on Mosaic.

3.6.2 This data is also limited by what information is available. The majority of the ‘no data’ cases are existing open files such as Kinship Carers, where the



information has not been recorded on the file by the worker. This is usually updated once it is noted as missing however the update can be too late to show up in the management information. The 'unknown' category tend to be referrals from the police, such as those under the 'Common Law Police Disclosure' for example, a professional who has been arrested for a relevant offence, where the information on ethnicity is not provided in the police referral. Again, the information is requested, usually from the employer, but sometimes is not confirmed in time to be included in the management information. More work will be done to address this in future reports.

### Completed Allegations by Ethnicity

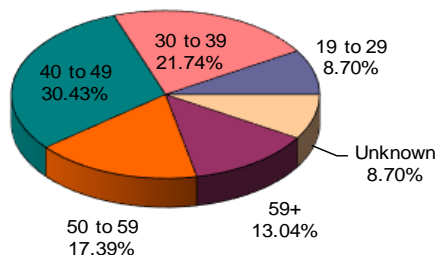


3.6.3 This information shows us that allegations are made right across the diverse community of Haringey.

### 3.7 Other data - Age

The chart below describes the ages of those against whom allegations are made. The data shows that allegations are fairly widely distributed across the age groups of those in the workplace.

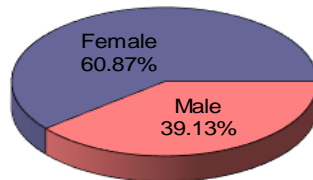
### Completed Allegations by Age Group



### 3.8 Gender

Women are over represented in the childcare workforce, so it would seem to follow that women would be a higher proportion of those against whom allegations are made. The diagram below shows that over 60% of serious allegations were made against women in the childcare workforce.

**Completed Allegations by Gender**

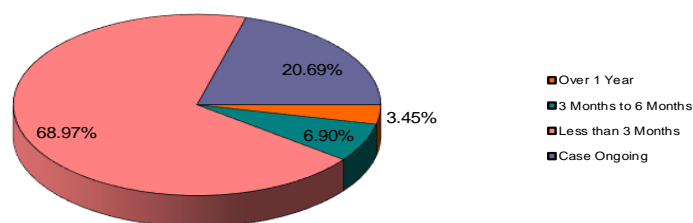


**3.9 Timescales**

3.9.1 Keeping Children Safe in Education and the London Child Protection Procedures outline expectations and timescales for concluding allegations investigations. Data suggests that on the whole, most cases within Haringey met these timescales.

3.9.2 The timescales are that 80% of cases should be resolved within one month, 90% within three months and the remainder within a year<sup>6</sup>. Those cases that are open for over this time are invariably police investigations that are awaiting conclusion. The data below also includes cases that are currently still open.

**Timescales**



Timescales of cases concluded in 2018/19

<sup>6</sup> Keeping Children Safe in Education July 2018 paragraph 218 page 57.

### 3.10 DBS Referrals

A small number of cases will lead to a referral to the Disclosure and Barring Service. This year there were no referrals to the DSB made by the LADO following an investigation that was recorded on Mosaic. The chart below shows the number of referrals to the DBS over the years.

Date	Number of referrals to the DBS either by the LADO or employer following a LADO referral and concluded investigation
2015/2016	3
2016/2017	7
2017/2018	4
2018/2019	0

### 3.11 Developments This Year and Further Discussion Points

The last section of this report rounds up points of interest for the Board and will conclude with suggested actions for the next year.

3.11.1 Inspection: The recent Ofsted inspection report for Haringey contains positive feedback about the LADO service within the borough (paragraph 12, Ofsted Inspection of London Borough of Haringey Childrens Social Care December 2018). The Ofsted inspection describes the service as 'effective and credible' and says the systems in place are 'clear, comprehensive and confidential'.<sup>7</sup>

3.11.2 Referrals: It is of interest to note the increase in direct calls from parents. It is good that parents are aware of the LADO and know how to contact directly either in writing by email or by telephone call. In most cases the contacts referred to incidents which did not meet the threshold for LADO involvement. On occasion it appeared as if some parents were using the LADO process as an alternative complaints policy when in dispute with a school. In a very small number of cases the contacts from parents could be seen as bordering on malicious, making comments about professionals working in the borough.

In quarter 3 for example, four of the six parents who made a direct contact with the LADO, had also made a complaint to the police about an incident in a school. None of these cases reached a threshold for a criminal investigation or a formal LADO investigation. In previous years sometimes parents who

<sup>7</sup> Ofsted Inspection of Children's Social Care Services London Borough of Haringey Paragraph 12; published December 2018

contact the LADO directly also contact Ofsted but that was not the case this year. Please see paragraph 3.11.11 for more information on Ofsted referrals.

- 3.11.3 Social Media: There appears to have been an increase in the use of social media platforms to criticise social workers and other professionals working with children in the borough. This is usually done by a parent or family member, of a child in a school or open to Children's Services. There is often an ongoing dispute with either a school or Children's Social Care. Schools are advised to develop a social media policy to cover this area, and the London Borough of Haringey is also developing a corporate Social Media Policy. There has been a discussion with the Strategic Safeguarding Partnership Manager of the Haringey Safeguarding Children's Board about using the Section 11 audit to understand whether schools have a relevant social media policy and if they think this is an area for further development.
- 3.11.4 Safer Recruitment: Work continues to raise awareness of the importance of Safer Recruitment Practices within Haringey and partners. There has been some discussion with the Safeguarding Board Training Officer about the need to deliver Safer Recruitment Training- this is currently available through the Safer Recruitment Consortium, but there is a charge for this so it is not accessible for all partners. Internally within Haringey the HR Business Partner for CYPs and the LADO have developed a short training module that can be delivered to service meetings of all managers responsible for recruiting and appointing staff who work with children and work is underway to roll this out to relevant managers.
- 3.11.5 Team and Service visits: The LADO continues to visit all teams and services who request a session to enable them to understand the role of the LADO and to ask any questions about specific issues. These visits are both within Haringey council and with partners outside the council.
- 3.11.6 GDPR: In Haringey the LADO also attends the Information Governance Board. As part of the work identified in the ROPA (Record of Processing Activities) there has been a project to archive the old paper LADO files from 2006 until 2014 when the records began to be kept electronically. By March of 2019 over 500 old paper files had been recorded electronically, sent away to be archived and those suitable for deletion had been identified. Also, as a result of the introduction of GDPR, greater scrutiny is now used when an electronic record is made about an adult, when information comes to the LADO. If the allegation or incident requires an ASV (Allegation against Staff or Volunteers) meeting under the London Child Protection Procedures, a full Mosaic workstep is opened. However, in many situations that is not necessary, and it is enough to have a case note on the relevant file on Mosaic. An example would be a parent who is being assessed by social workers following a disclosure by their own child. If the adult works with children in Haringey, but their employer confirms that they have no concerns about that member of staff, and the adult concerned has acted appropriately and informed their employer, after discussion with the assessing social worker and employer it may be agreed that all that is required is a case note from the LADO. It would be disproportionate to open a LADO case unless there is evidence that the member of staff has behaved in way that has harmed a child or presents as a risk to children. If the matter progresses to a child protection conference for

example, that would be an appropriate time to consider a LADO workstep, but not if the matter stays as a Child in Need case.

- 3.11.7 Faith Sector: There have been a small number of contacts regarding Faith Settings in the last year. The Haringey LADO has good connections with relevant safeguarding leads in the main Faith Settings such as the Church of England and the Catholic Church. There have been a small number of issues with people describing themselves as 'Pastors' and in these cases the input of the Community Safety Team has been invaluable.
- 3.11.8 Participation: There continues to be a good working relationship between the LADO and the Consultation and Participation Officer, although there has not been any specific joint project work undertaken this year. There are plans for a specific piece of work in 2019/20 linking directly with the young people in Aspire.
- 3.11.9 Fostering and Placements: The LADO has contributed to training with foster carers and continues to have a good working relationship with the Fostering and Adoption Service, and the Placements Service.
- 3.11.10 Police: The police have undergone a major restructure, and this has had an impact on LADO work. There remains an excellent relationship with colleagues in CAIT who are now located within Haringey MASH. However, some cases that the LADO is involved with are allocated within wider police teams and at times the investigating officers do not have any previous experience of working with a LADO. This can, at times, lead to delays in information sharing, although once contact is made individual officers will always do their best to be helpful.

There have been a number of referrals regarding police officers but as in previous years, the majority of these are regarding incidents in the personal life of the officer rather than behaviour at work. There have been discussions between the LADO network for London and the senior officer at the police Directorate for Professional Standards. The police have named an officer as a Single Point of Contact for concerns about individual police officers. The police view is that in order for a police officer to be in a role that comes under LADO jurisdiction, they have to be in regular contact with children rather than incidental contact. This excludes much of the police force as most contact with children is incidental within their day-to-day activity. The SPOC for the police DPS is available for consultation and discussion if any cases are unclear.

- 3.11.11 Ofsted: It has previously been noted that a large number of what Ofsted would call 'safeguarding referrals' and would send through to the LADO, often did not meet the threshold for a referral and often would not require any safeguarding intervention. A proportion of these were actually meant for Education colleagues, and most of them were parental complaints about incidents in schools. Following discussion with Ofsted the numbers of these 'safeguarding referrals' to the LADO has dropped down from 27 on 2017/2018 to 15 in 2018/2019. This is down by almost half, and the contacts that have been made are more appropriate and in line with thresholds. Ofsted are also able to make direct contact with Education colleagues for matters that do not require LADO involvement.

3.11.12 Strategic links: The LADO continues to attend the Performance and Practice Sub Group of the Haringey Safeguarding Board as well as the Training and Development Sub Group. The LADO attends the Information Governance Board and the corporate Health and Safety Board as Health and Safety Champion for CYPS. The LADO has been attending the Child Death Overview Panel for the last three years. The LADO has links with Haringey Education Partnership and attends the Designated Safeguarding Leads Forum for Early Years whenever possible. The LADO is co-located with the Virtual School as well as working alongside Independent Reviewing Officers and Child Protection Conference Chairs.

3.11.13 MASA: Multi Agency Safeguarding Arrangements: as part of the review of the functions of what was the LSCB/ HSCB, work will be done through the sub groups of the LSCB to ensure that the LADO continues to work with the MASA. There has been discussion about how performance data will be reported back under the new arrangements and these discussions will continue to ensure clear lines of reporting and opportunity for challenge.

**4 Contribution to strategic outcomes**

People priority

**5 Use of Appendices**

N/A

**6 Local Government (Access to Information) Act 1985**

N/A

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

**Item number:**

**Title:** IRO Annual report 2018/19

**Report authorised by :**   
Ann Graham, Director, Children and Young People's Service

**Lead Officer:** Sunita Khattrra, Head of Service  
[Sunita.khattrra@haringey.gov.uk](mailto:Sunita.khattrra@haringey.gov.uk)  
020 8489 1370

Robert Newlands, Interim Service Manager  
[Robert.newlands@haringey.gov.uk](mailto:Robert.newlands@haringey.gov.uk)  
020 8489 5392

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

**1. Describe the issue under consideration**

This is the 2018-2019 Annual report for the IRO service.

**2. Recommendations**

For panel member to identify good practice and highlight issues for further consideration, as outlined in the statutory guidance within the IRO Handbook.

**3. Background information**

- 3.1 The Independent Review Officer (IRO) Service is governed by the IRO Handbook framework and set within the revised Care Planning Regulations and Guidance which were first introduced in April 2011. The responsibility of the IRO has changed from the management of the looked after planning and review process to a wider overview of the children's case management including regular monitoring between Reviews. The IRO has a key role in relation to the improvement of care planning for Looked After Children and for challenging drift and delay in case decisions and plans.



3.2 The NCB research outlines a number of important recommendations with the following three having a particular resonance for IRO work plan priorities:

- where IROs identify barriers to their ability to fulfil their role, or systemic failures in the service to Looked After Children, they must raise this formally with senior managers. These challenges and the response should be included in the Annual Report;
- the IRO method for monitoring cases and how this activity is recorded should be clarified; and
- a review of IRO core activities and additional tasks should be undertaken. There is a need to establish whether IROs additional activities compromise independence or capacity

3.3 The appointment of an Independent Reviewing Officer (IRO) is a legal requirement under Section 118 of the Adoption and Children Act 2002.

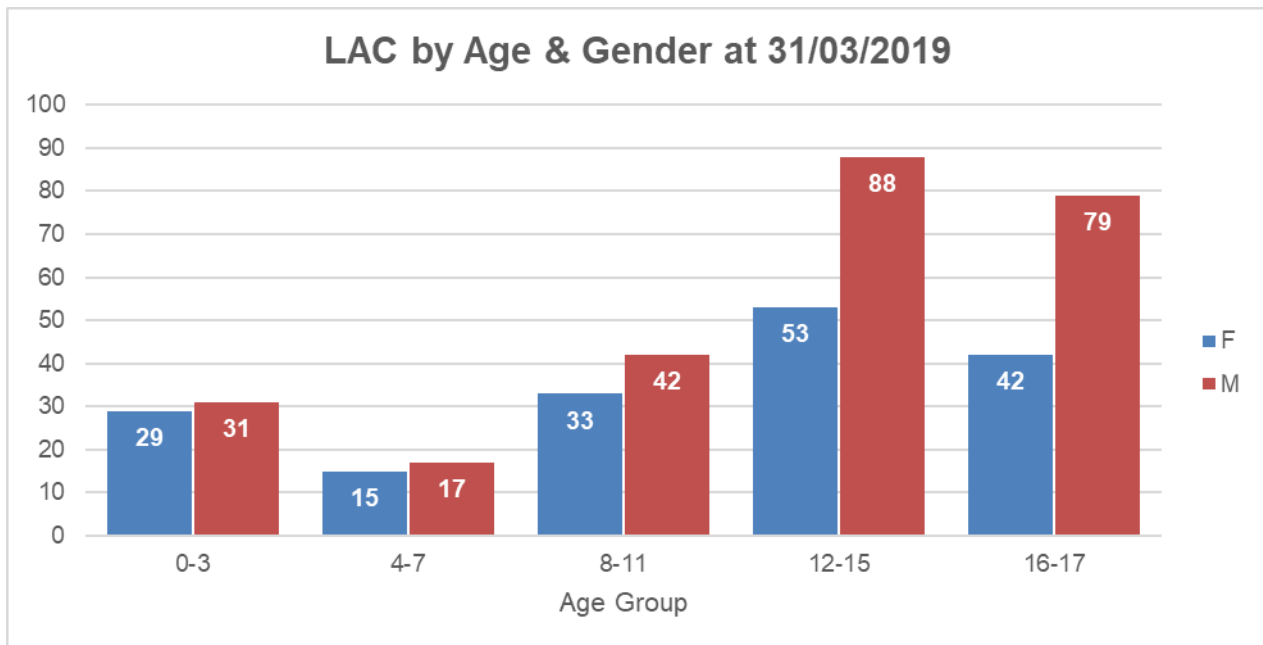
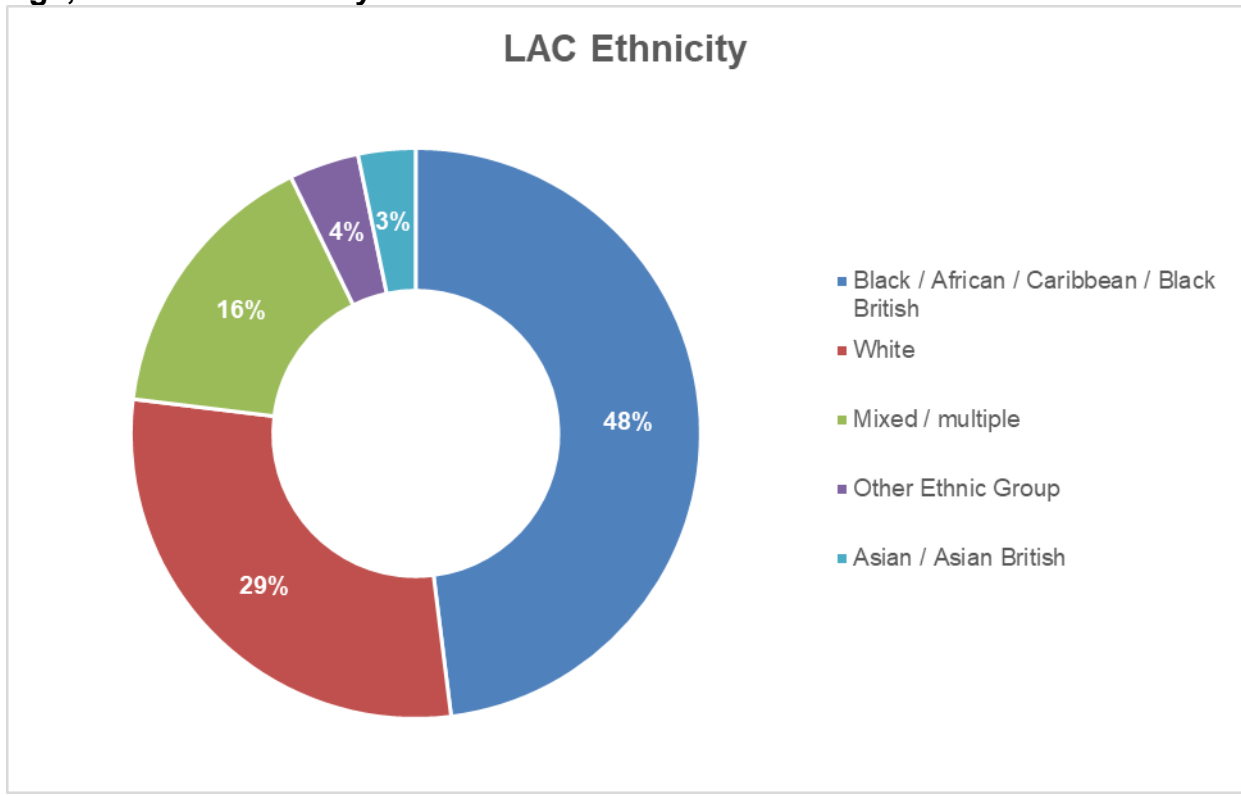
3.4 IROs make an important contribution to the goal of significantly improving outcomes for Looked After Children. Their primary focus is to quality assure the care planning process for each child, and to ensure that his/her current wishes and feelings are given full consideration.

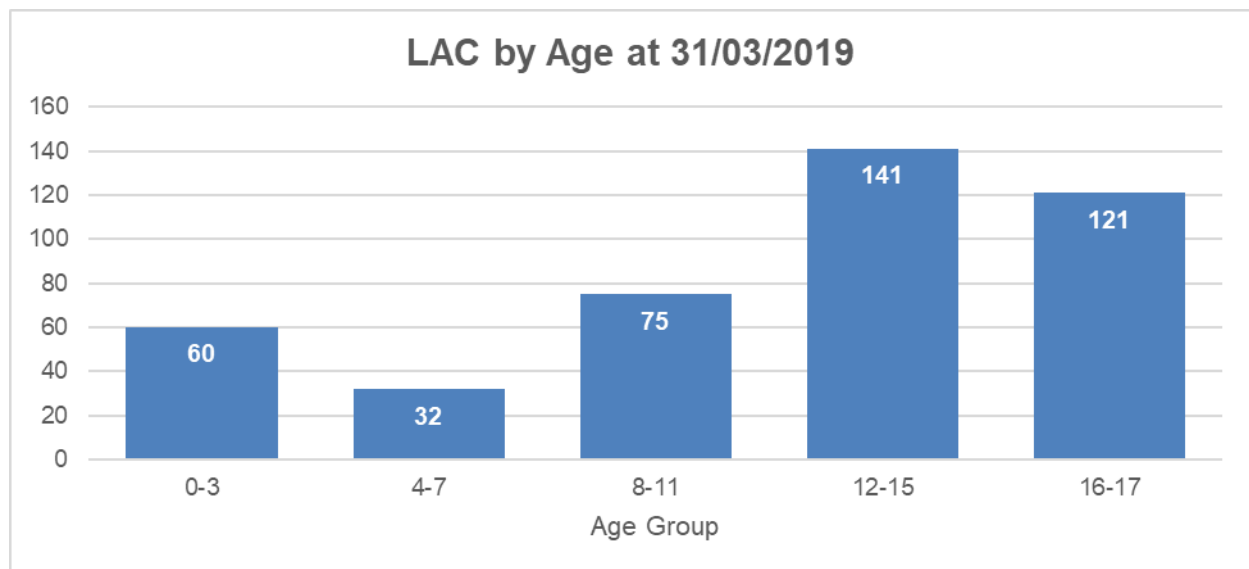
3.5 The statutory duties of the IRO are to:

- monitor the local authority's performance of their functions in relation to the child's case;
- participate in any review of the child's case;
- ensure that any ascertained wishes and feelings of the child concerning the case are given due consideration by the appropriate authority; and
- perform any other function which is prescribed in regulations.

3.6 Profile of the LAC population

Age, Gender & Ethnicity of our 2018/19 LAC cohort

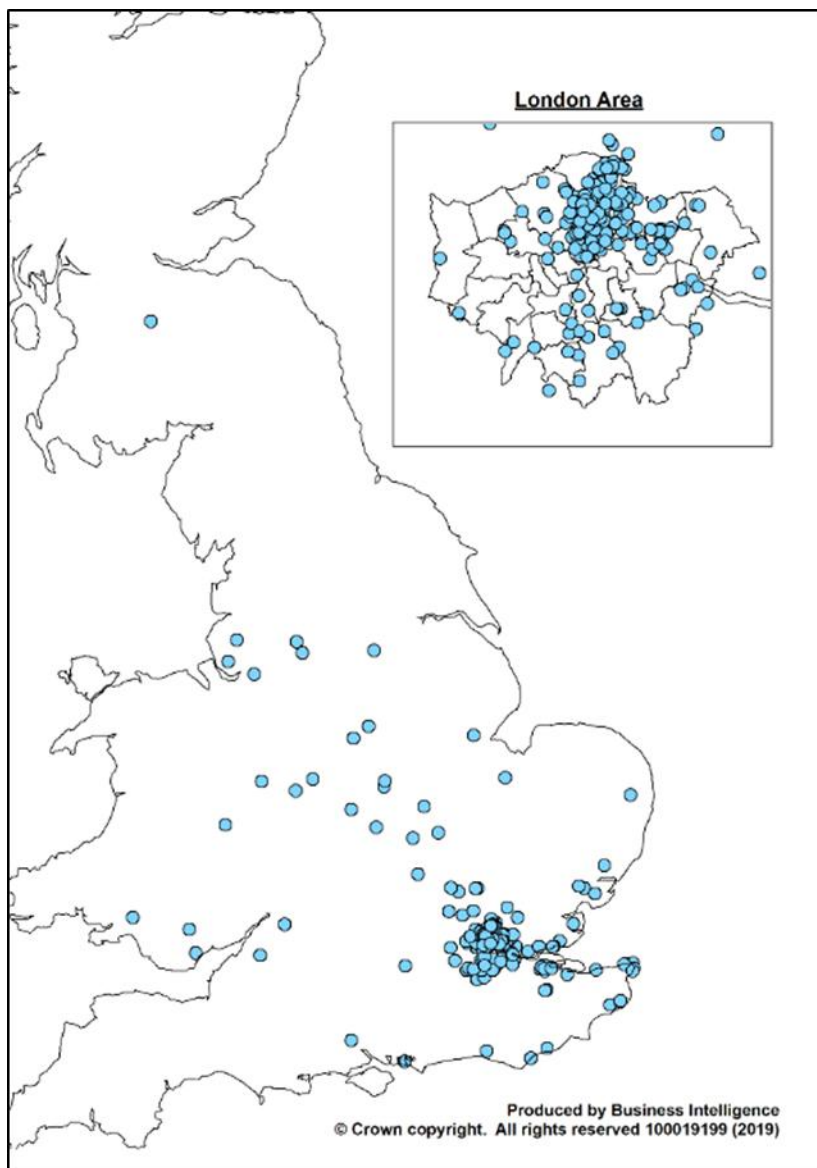




- 15.88% of children who started to be looked after during the year ending 31<sup>st</sup> March 2019 were aged less than 1 year old
- 11.59% of children who started to be looked after were 1 to 4 years' old
- 9.01% of children who started to be looked after were aged 5 to 8 years' old
- 51.93% of children who started to be looked after were aged 13-17 years +

### 3.7 Children placed outside Haringey

330 Looked After Children and young people were placed outside of the local authority area (77% of the LAC population) that resulted in IROs spending a significant period of their working week travelling away from the borough / office. This impacted on their capacity to complete other IRO duties including, on-going monitoring and visits to Looked After Children and young people in line with the IRO guidance. However, they have ensured they have had regular consultations with social workers and accessed electronic case records to ensure they were kept fully informed of the LAC process. IROs have also ensured they have quality assured cases presenting challenging and complex issues – and undertake Midway Reviews on a percentage of their cases.



### 3.8 Professional Profile of the IRO Service in Haringey

- 3.8.1 The IRO Team is part of the Conference and Review Service which sits within the Safeguarding Quality, Impact and Practice Service based at River Park House. The core function of the team is to ensure our LAC children and young people receive an effective and efficient service that embraces their wishes and feelings and ensures they are in an environment where they can develop and thrive as healthy and happy individuals with their aspirations and ambitions supported and encouraged.
- 3.8.2 In this regard our IRO team has many experienced individuals and all are employed at the same grade as Team Managers and all registered HCPC Social Workers.
- 3.8.3 Although there have been some long-term staffing issues, the current team is now made up of mainly all permanent members, which can only reinforce and

improve the current service delivery, and relationships with front line teams. This also provides more consistency and continuity for our LAC population.

### 3.8.4 Supervision Support and Training for IROs

3.8.4.1 IROs have scheduled one-to-one reflective supervision or group supervision every five/six weeks as per the CYPs supervision policy and can obtain management advice, guidance and support on an 'ad hoc' basis when required from their Line Manager or Head of Service.

3.8.4.2 The Supervision session is delivered using the Signs of Safety model focusing on 'what is working well', 'what needs to happen' and 'what we are worried about', taking into account the following headings:

- IROs' working experience and their Personal and Professional Development;
- Language and Communication;
- Relationship-based practice with frontline staff and multi-agency partners;
- Case discussions and decisions at Review Meetings
- Endorsement / non-endorsement of care plans;
- Escalations; and
- Performance Impact.

3.8.4.3 IROs also deliver and participate in the current 'Bite Size Learning' lunchtime workshops in relation to Transition, UASC and permanency and further sessions are planned around Child Criminal Exploitation and Gangs, including CSE, County Lines and Modern Slavery.

3.8.4.4 The majority of IROs are members of National Association of IROs (NAIRO) and regularly make use of their website and the support provided. They have also recently begun to attend the London Independent Reviewing Officers Group following the peer review by our colleagues by Islington. This is being supported and encouraged ensuring our IROs have support from outside Haringey and are aware of national trends and issues.

3.8.4.5 IROs have not been an active member of National IRO Managers Partnership (NIROMP) recently, it is intended that we should also ensure we both attend and become actively involved in the national debate concerning the role of IROs . The priorities recently agreed developed by NAIRO appear to reflect those already in place by Haringey:

- voices of children - loud, proud and entitled
- secure love and care - children feel loved and securely cared for
- relationships, focus on people, networks, wellbeing and resilience
- public affairs; clear vision, leadership and direction.

3.8.4.6 IROs also should ensure their own training is kept up to date so as to have an up to date knowledge of best practice and therefore regularly attend both inhouse and external courses these have included:

- Learning symposium: Domestic Violence – working with adults
- Motivational interviewing and working with challenging behaviours
- Court training (reports writing and giving oral evidence in Court)
- No Recourse to Public Funding training
- Meaningful participation of children and young people in decision making about their care
- Input on autism from Esther Joseph, Haringey autism specialist
- Unconscious bias lecture
- Training regarding systems and practice in the Haringey Reviewing Team (Buddy)
- MIRRA – Memories Identity Rights in Records Access; Information Rights in Children Social Care
- Practice Supervisor Development Programme
- Attachment and Relationship based Practice
- County Line training
- Social work and problematic substance misuse, DARC Conference at Middlesex University
- Training for Facilitators of Schwartz Rounds – Birmingham
- We have recently also signed up with Research in Practice and the IROs have all been encouraged to register to access the wealth of material available.

### 3.9 IRO Establishment

The IRO service is made up of the following:

- a permanent Head of Service who has been in place since April 2017
- an Interim Service Manager who has been in place since April 2017
- 7.5 IROs (6.5 permanent staff).

**Following an OFSTED Inspection in December 2018, the following recommendations were made for the IRO Service:**

*'The Local Authority is working to strengthen the IRO challenge. However, this is not yet consistently evident in their work with children. This was particularly evident through the lack of challenge seen in progressing children's permanence plans' (Ofsted Report 2018, Paragraph 24)*

### 3.10 Practice and performance of the IRO service

#### 3.10.1 Case loads

3.10.1.1 Haringey is committed to ensuring that IROs caseloads are consistent with the guidance within the IRO Handbook

3.10.1.2 The IRO manager should take into account the following in relation to the size of caseloads:

- anticipated requirements set out in primary legislation, regulations and guidance;
- caseloads in comparable boroughs;
- outcomes of quality assurance audits; and
- capacity to support developments within the service, especially in relation to increasing the active participation of children in the review process.

3.10.1.3 It is estimated that a caseload of 50 to 70 Looked After Children for a full time equivalent IRO would represent good practice in the delivery of a quality service, including the full range of functions set out in this Handbook. This range should reflect the diversity and complexity of cases across different local authorities.

3.10.1.4 Average caseload for IROs during 18/19 was in the range 55 to 65 this is regularly monitored and caseloads are not seen simply as a specific number but factors such as complexity, whether out of borough and complex needs; multi-disciplinary plans are also considered when allocating new children to an IRO.

### 3.10.2 Timeliness of LAC reviews

Q6a - No. of Reviews (01.04.18-31.03.19)						
Month	Y	Not In Timescale	%	Not in Timescale		Total Not In Timescale
				Not In Timescale	%	
2018						
Apr	72	90%	10	9.98%	82	
May	122	89%	16	11.31%	138	
Jun	88	88%	13	12.41%	101	
Jul	95	91%	9	9.00%	104	
Aug	67	95%	5	5.04%	72	
Sep	65	92%	7	7.59%	72	
Oct	122	92%	10	8.28%	132	
Nov	121	93%	9	6.51%	130	
Dec	86	91%	7	8.84%	93	
2019						
Jan	95	93%	8	7.31%	103	
Feb	68	93%	7	7.30%	75	
Mar	114	96%	4	3.77%	118	
<b>Grand Total</b>	<b>1115</b>	<b>92%</b>	<b>105</b>	<b>8.18%</b>	<b>1220</b>	

The overall figure of 92% of reviews held on time is good, although some months as many as 12% were out of time, this was due staff sickness and two members of staff leaving Since then we have seen an improvement peaking in March at 96%. The reason for late reviews was not recorded, the case recording system needs to be amended to reflect this. For those that were, the single most common reason was the lack of attendance of key persons.

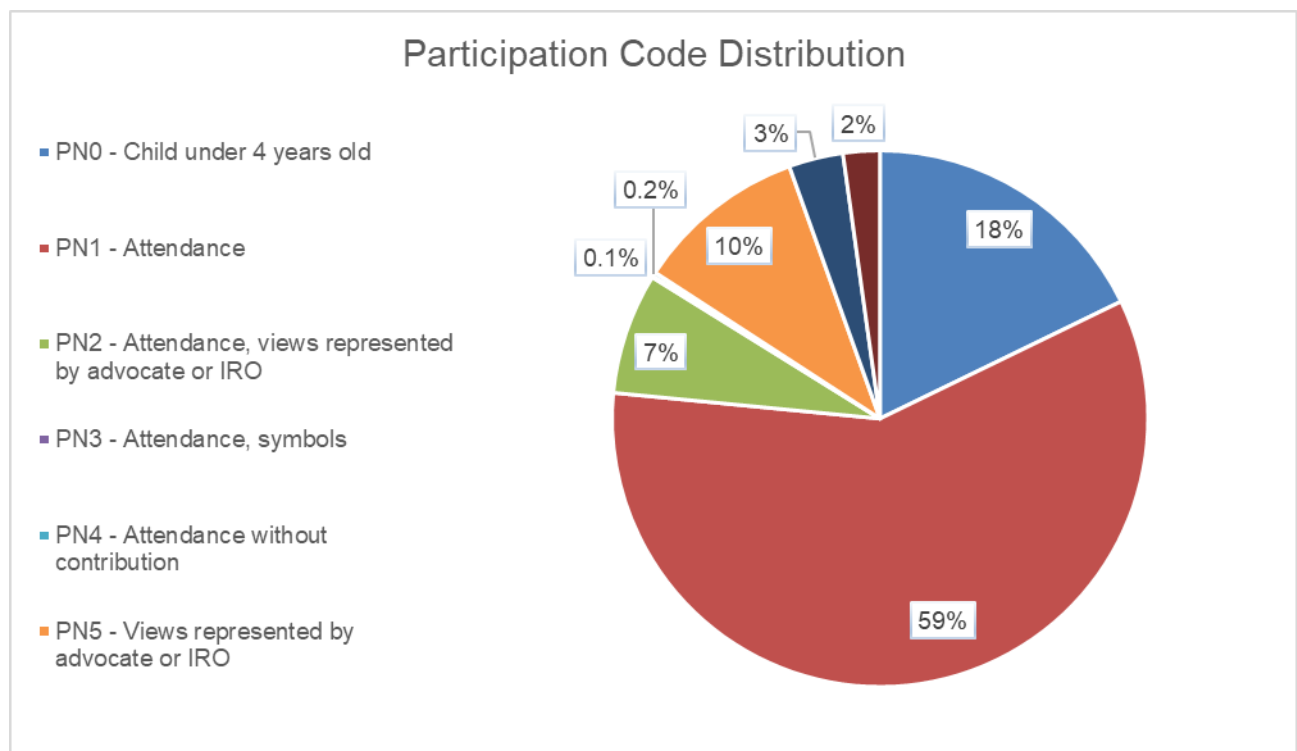
### 3.10.3 Quality of Care Planning

3.10.3.1 Review of Care and Pathway Plans during the reporting year 2018 to 2019 evidence 95% of children having an up to date care plan(up from 89% in 2017/2018) and 88% of young people having an up to date Pathway Plan (down from 92% in 2017/2018) . The IRO Handbook practice standard sets out a clear expectation that all Looked After Children and young people will have an up to date Care Plan, or where appropriate a Pathway Plan which has been a significant and persistent performance priority and is the subject of our targeted improvement action plan.

3.10.3.2 The IRO Team continues to be concerned about a number of children not having up to date Pathway Plans, with individual IROs ensuring they have clear discussions prior to and within reviews meetings which are entered on MOSAIC, as well as escalating their concerns to the relevant social workers and team managers.

3.10.3.3 Work has been undertaken with the Head of Service for Looked After Children and Mosaic to change the IT system to ensure Care plans and Pathway Plans are started by the worker. The escalation process was also updated: to define escalations and alerts, and IROs role to quality assurance the case 5 days prior to the LAC review and alert the team manager on all care / Pathway Plans that require updating for the LAC review.

### 3.10.4 Children’s Participation





Q6b - Participation codes		
Participation codes	No. of reviews	% of reviews
PN0 - Child under 4 years old	217	18%
PN1 - Attendance	717	59%
PN2 - Attendance, views represented	89	7%
PN3 - Attendance, symbols	1	0.1%
PN4 - Attendance without contributio	3	0.2%
PN5 - Views represented by advocate	126	10%
PN6 - Feelings of child conveyed via fæ	40	3%
PN7 - Child does not attend nor are hi:	27	2%
	<b>1220</b>	<b>100%</b>

- 3.10.4.1 As well as chairing Looked After Children Review Meetings, IROs have contact with their allocated Looked After Children and young people through contact via telephone and texts and undertake visits whenever possible. Contact is made by the IRO both prior to LAC Review Meetings and, when possible, in between LAC Reviews at the Midway point. The IRO Service Manager has observed the majority of IROs' chairing of LAC Reviews Meetings and has seen evidence of good direct work with Looked After Children and young people. Within LAC Review records the child and young person's journey and life story is generally well documented.
- 3.10.4.2 Out of 1187 reviews, 19% approximately of children were under 4 so they could not convey their views directly, as a consequence IROs undertook direct observations of the child and information from professionals which assisted to understand the children's wishes and feelings. Of the remaining 81%, LAC reviews were for children above 4 years, 78% of children and young people participated in their Reviews for the year ending 31st March 2019. Participation includes attending and / or contributing to their Review. A majority of the remaining 15% who did not attend their reviews are linked to our increasing cohort of young people who are missing or engaged in child criminal exploitation, child sexual exploitation, gang activity, county lines and modern slavery. Many of these young people are missing at the time of their review – or refuse to participate. However, on many occasions communication is facilitated via our highly trained and skilled Safer London Young People Advocates who undertake Return Home Interviews, as well as hold untold intelligence, data and information on Haringey young people, their associations and their networks. Also, as previously mentioned, Haringey has commissioned the I.T. Application, Mind of my Own (MOMO) [www.mindofmyown.org.uk](http://www.mindofmyown.org.uk), which is a highly acclaimed IT App that our LAC population can access via their mobile phones, iPad or Laptops. MOMO will target all age groups and will support IROs in their engagement and connection with resistant and disengaged young people.

### 3.10.5 Education and Health of Looked After Children

3.10.5.1 IROs review education and health planning processes as part of the LAC Review process. Personal Education Plans (PEP) and Health Assessments (HA) feed into the review process to ensure our LAC children are receiving a good standard of care.

3.10.5.2 As at 31st March 2019 performance was as follows:

- 80% of Looked After Children / young people had an up to date PEP
- 92% of Looked After Children / young people had an up to date HA.

3.10.5.3 Although these figures are a decrease in performance from previous years, this relates to recording issues with PEPS now being recorded on a termly basis rather than previous years when data has been captured annually.

3.10.5.4 To ensure continuity between Social Care and Education/Health, the Head of Service and Service Manager for the IRO Service have and are continuing to reinforce strong relationships with both LAC Health and Virtual School to ensure partnership working and improved performance.

### 3.10.6 Achieving Permanency for Looked After Children

3.10.6.1 Out of 429 children, 45 (10.49%) of them had three or more changes during 2018-19.

No. of changes during the year	No. of children
1	304
2	80
3	25
4	11
5	4
6	2
7	1
8	1
12	1
<b>Grand total</b>	<b>429</b>

3.10.6.2 While it is a concern that 45 (10%) of our children have experienced three or more moves in a year, an audit of these is planned to fully understand the reasons and causes of these moves. It is also the case that over 300 of our children remained in their placement and have experienced a degree of stability.

3.10.6.3 Ofsted said in their recent inspection *'There is insufficient focus on permanence planning for children. Inspectors did not see evidence of those for children in residential care, other than to stabilise their placements, and for some it was not considered at all. Inspectors found several cases where children were waiting for their permanence plans to be endorsed. While these delays have not impacted on the stability of their placements, for example long-term fostering arrangements in place over several years, having permanence plans in place would help children to feel more secure.'*

3.10.6.4 IROs have focused with teams to stabilise placements to avoid breakdowns and moves. We now need to ensure those improvements lead to children achieving permanence endorsed by the relaunched permanency panel.

3.10.6.5 225 children and young people who ceased to be looked after during 2018/19 were for the following reasons:

- 113 ceased to be LAC, mainly due to turning 18 years
- 77 children / young people were rehabilitated home to the care of birth parents
- 13 children were placed with adoptive parents
- 12 children made subject of a Special Guardianship Order
- 1 child / young person was placed with a relative or friend
- 1 young person was detained under the Criminal Justice Act
- 6 children were placed abroad with relatives
- 1 young person moved out of Haringey
- 2 children and young people recorded as 'other'.

### 3.10.6 Pathway Planning

3.10.6.1 As part of their Pathway Plan review process all care leavers in Haringey are provided with information regarding their entitlements in order to help and assist young people stay in education, employment and training up until the age of 21 years and in special circumstances up until 25 years. The level of support provided is dependent on the level of assessed need.

3.10.6.2 All care leavers in Haringey who are in receipt of / or claiming Job Seekers Allowance (JSA) are provided with support via DWP and a work coach to assist them in negotiating the transition into employment and a chosen career. This is explained to each care leaver initially when making a JSA/Universal Credit claim.

3.10.6.3 CYPS policy is to provide each young person with a copy of their needs assessment informing their Pathway Plan.

3.10.6.4 The IRO continues to chair a final Pathway Plan Review and at this review post-18 entitlements are considered and confirmed.

3.10.6.5 At the present time however, there is no established IRO mechanism for capturing if children / young people are receiving the appropriate entitlements or advice about their entitlements, although this is currently being reviewed by the

Head of the Looked After Children Service and a meeting is in the process of being set up.

### 3.11 Quality Assurance

- 3.11.1 An important role for IRO is to participate in audits, and all IRO continue to be involved in the monthly audits, assisting their understanding of the quality of social work practice across teams. While these audits identify lessons, we need to develop a more linked up response to how these lessons are disseminated and impact the practice of social workers. It is the intention of SQIP to undertake a series of themed audits over the next year- two have been identified and we have begun an audit on why Looked After Children are over represented in the criminal justice system, following this we will be considering children who are not in settled placements following 3+ moves in the past year.
- 3.11.2 Recent audits on missing children raised concerns about practice and we are reviewing with IROs how they can be more directly involved in improving the safety of children going missing.
- 3.11.3 IROs also engage in monthly Practice & Performance meetings with the Head of Service to discuss alerts, escalations, shortfalls and good practice – to underpin quarterly reporting to the DCS and AD.
- 3.11.4 There are also monthly IRO Team Meetings where the Service Manager ensures a proportion of time is used for professional development, and partner agencies are invited along to discuss their service and build on professional relationships.
- 3.11.5 The core finding for the IRO service from the Ofsted report was their capacity to challenge; while IROs have escalated significant numbers, we need to build in better systems and feedback ensuring we are identifying the outcomes of the escalations more effectively and identifying themes. Following our inspection the IRO service was subject to a peer review and an action plan is being developed from its recommendations.
- 3.11.6 The IROs through their role identify themes and issues that suggest areas that need to be reviewed or improved, this is not just through escalations but where good practice is identified and provide lessons for other, these can include both direct interventions and procedural issues. These are discussed in team meetings and while we are engaged in identifying areas for improvement, we need to be more proactive in ensuring this learning is disseminated or shared with senior managers.
- 3.11.7 Recent issues that have been explored and discussed have been: delays in finding suitable specialist education provision for excluded children, access to bank accounts particular UASC young people, matching and permanency planning is inconsistent, use of CAMHS services This also suggest the IROs need to develop further their links with the virtual school and CAMHS.
- 3.11.8 It is also recommended that we ensure we have regular meetings with the operational team and senior management to share and reflect their views and

observations.

3.11.9 IROs have found that while the take up of independent visitors is poor, where it does occur they are experienced as helpful and supportive but a significant number of young people are not keen to have an independent visitor, while this may be young people being reluctant to have another person to tell their story to, we need to better understand why children and young people are declining this service and ensure we are more proactive in promoting this for young people.

3.11.10 An area that has been identified internally for improvement is the use of mid-ways which occurs inconsistently, a clearer procedure needs to be put in place such as setting up dates for mid-ways at the review, with a focus on ensuring progress with the child's plan is maintained.

### 3.12 **Dispute Resolution, Escalation and Challenge**

3.12.1 It should also be noted that the IRO Handbook is explicit about the role of IROs in ensuring best practice for example 'As part of the monitoring function, the IRO also has a duty to monitor the performance of the local authority's function as a corporate parent and to identify any patterns of poor practice. Where these more general concerns around service delivery are identified, the IRO should immediately alert senior managers to these concerns.'

3.12.2 IRO Handbook states that 'One of the key functions of the IRO is to resolve problems arising out of the care planning process. It is expected that IROs establish positive working relationships with the social workers of the children for whom they are responsible. Where problems are identified in relation to a child's case, for example in relation to care planning, the implementation of the care plan or decisions relating to it, resources or poor practice, the IRO will, in the first instance, seek to resolve the issue informally with the social worker or the social worker's managers. The IRO should place a record of this initial informal resolution process on the child's file. If the matter is not resolved in a timescale that is appropriate to the child's needs, the IRO should consider taking formal action.'

3.12.3 The OFSTED inspection of Haringey in November 2018 noted that they were 'working to strengthen the IRO challenge. However, this is not yet consistently evident in their work with children. This was particularly evident through the lack of challenge seen in progressing children permanence plans'.

3.12.4 The IROs are fully committed to driving best practice, permanency and good outcomes for our children but we have not always been able to evidence this. The IROs are regularly raising concerns with the teams, initially informally and if this is not resolved the concerns are escalated more formally. In the first quarter of this year there were 70 alerts and escalation these covered a range of issues and concerns, examples such as an individual at high risk of criminal exploitation, risks not being fully acted upon, challenges on delays in identifying suitable placements, delays in approving a placement with parents, concerns at failure to revoke a placement order, contact between siblings not being carried out.

3.12.5 There is a review of our present escalation procedure as it does not fully capture the themes identified and whether resolved. While IROs are robust in their challenge of concerns for individual children and driving appropriate change, we are not capturing the impact of broader resource and policy issues.

3.12.6 There are other methods for identifying these issues such as our regular team meetings which have been reinforced ensuring they are minutes and that have captured the shared experiences of the IROs. It is also intended to meet quarterly with the key service areas to share their experiences, themes and issues identified. It is also recommended that quarterly meetings are set up with the AD to consider any issues.

### 3.13 Overview and Summary

3.13.1 In conclusion the IRO performance and their impact on the outcomes of Looked After Children can be summarised by stating that the IROs provide sufficient rigor and challenge on individual children particularly where there is escalating risk or drift. However the areas of development of the IRO service requires them to be more challenging at strategic level.

3.13.2 As stated earlier in the report the IRO Handbook is explicit about the role of IROs to monitor the performance of the local authority's function as a corporate parent and to identify any patterns of poor practice. Where these more general, strategic or resource concerns around service delivery are identified, the IRO should immediately alert senior managers to these concerns.

3.13.3 These issues are also reflected nationally where the role of the IRO has recently found itself under fresh scrutiny following recommendations from last year's fostering stocktake, and court judgments concerning Herefordshire Council.

3.13.4 The National Association of Independent Reviewing Officers (NAIRO) put together a dossier of cases, which makes clear that the intervention of IROs has significantly improved the lives of many children in care: some serious issues have also been identified. Practice among IROs has been found to be extremely patchy across local authorities, and there are some problems that emerge routinely which have been identified by Ofsted and the judiciary. A key concern is that IRO challenge is not strong enough, these reflect many of the concerns identified here in Haringey.

3.13.5 A common shortcoming – identified in a number of Ofsted reports – relates to the effectiveness of IRO challenge in the face of what may be seen as poor planning or practice. It particularly has been noted that there has been a very small numbers of referrals by IROs to CAFCASS.

3.13.6 NAIRO consequently has made several recommendations on how to improve the role of the IRO:

- Reviewing the IRO Handbook to strengthen the independence of IROs, their status and influence within local authorities and their capacity to challenge.



- Facilitating closer relationships between IRO services and elected members.
- Requiring local management arrangements to support and facilitate effective challenge.
- Enabling closer links with Children in Care Councils.
- Making it a duty of IRO services to assess local authorities' looked-after children services as a whole.

3.13.7 As strengthening the role of the IROs in Haringey is a recommendation of our own Ofsted report, these recommendations and how they might be introduced locally need to be considered.

3.13.8 The Ofsted (2018) inspection of Haringey highlighted the need to strengthen and improve the IRO services for Looked After Children and young people which would enable CYPS to achieve a "good" judgement. As a response to this feedback the IRO service has started an improvement journey in order to strengthen its own practice as well as developing its ability to provide challenge and support to CYPS in relation to care planning and corporate parenting responsibilities. Whilst the role of the IRO can be uncomfortable, especially when challenging practice within the department, it is important that CYPS embraces this aspect of the service as a valuable contribution to ensuring that the needs of Looked After Children and young people are championed and promoted.

3.13.9 The IRO Service has brought rigor and challenge to care planning practice for Looked After Children and young people in the following ways:

- Challenging placement moves which are not in the best interest of the child / young person
- Challenging change of placements and lack of placements relating to vulnerable young people at risk of exploitation
- Challenging drift and delay through use of the Escalation Process
- Working with both Social Workers and Virtual School staff to improve PEP compliance and quality
- Supporting and critically challenging the quality and compliance of individual Care Plans
- Monitoring children who cease to be looked after to ensure that the decision is made in their best interest as part of the LAC Review process or is at least decided in consultation with the IRO
- Using the LAC Review process for placements that are at risk of breaking down
- Learning from shared practice through reflective group supervision
- Ensuring that IRO reflective supervision on each case and management decisions are placed on the child's file
- Attending panels where their LAC child is to be discussed to ensure recommendations from Reviews are actioned
- Ongoing learning and developing expertise in different service areas.

3.13.10 Although there has been progress within the IRO Service and there is evidence the IROs are using more rigor and challenge during 2017/18, the

following areas of development remain a priority to improve outcomes for Looked After Children and young people:

- I. Participation - consulting with children / young people to improve ways in which their views, wishes and feelings are ascertained and acted upon (together with implementing the MOMO IT Application (Mind of my Own);
  - II. Adding further rigor and challenge to care planning issues in respect of the following:
    - a. Ensuring permanency plans are in place at the second LAC Review and attending the Permanency Panel to avoid unnecessary drift and delay
    - b. Ensuring appropriate Special Guardianship support plans are approved and in place in a timely manner
    - c. Ensuring that the process for agreeing matches for Looked After Children and young people living in established long term independent fostering agency placements, is clarified and acted upon in a timely manner
    - d. Ensuring the timely revocation of Placement Orders when necessary and appropriate
    - e. Ensuring the timely revocation of Care Orders where necessary and appropriate
    - f. Ensuring that IROs undertake and complete mid-way reports monitoring progress of care plans, tracking that they are fully implemented;
  - III. Implementing a robust system for recording rights and pursuing advocacy where required;
  - IV. Embedding the IROs' use of authority to record whether proposed Care Plans are endorsed; and
  - V. To provide quarterly reports for Looked After Children and young people in respect of practice, impact and outcomes.
- 4. Contribution to strategic outcomes**

N/A



This page is intentionally left blank

**Report for:** Children and Young People's Scrutiny Panel

**Item number:**

**Title:** Update on the Alternative Provision Review

**Report authorised by :** Charlotte Pomery, Assistant Director Commissioning

**Lead Officer:** Ngozi Anuforo, Head of Early Help Commissioning and Culture

**Ward(s) affected:** All

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

**1. Describe the issue under consideration**

- 1.1 This report sets out progress on carrying out and implementing a Review of Alternative Provision in Haringey. A presentation on the Review will be made to the Panel meeting.

**2. Cabinet Member Introduction**

N/A

**3. Recommendations**

- 3.1 Children and Young People's Scrutiny Panel is asked to note the contents of the report.

**4. Background information**

- 4.1 The Council in partnership with schools and the alternative provision sector is carrying out a Review of Alternative Provision, the aim of which is to improve educational outcomes for all children and young people and to ensure access to mainstream education wherever possible. The Review Group is working as a partnership and is taking a whole systems approach, which looks at the many factors which may lead to a pupil becoming excluded and in need of alternative provision, rather than solely on the alternative provision itself.
- 4.2 At any one time, schools will be able to identify a number of vulnerable pupils whose learning needs, medical needs, behavioural challenges, social difficulties or family circumstances combine to have an impact on their ability to fully participate in, and benefit from, the curriculum on offer to them in mainstream education. The aim is to keep children and young people in our schools, but it is recognised that there will be instances where alternative provision is needed to ensure that the young person's needs are met, but with an assumption in most cases that the young person will return to mainstream at the earliest opportunity, having regard to their needs.

- 4.3 Alternative Provision is 'Education arranged by Local Authorities for pupils who, because of exclusion, illness or other reasons would not otherwise receive suitable education: education arranged by schools for pupils on a fixed term exclusion and pupils being directed by schools to offer off-site provision to improve their behaviour'. It can take a variety of forms as it is designed to meet the needs of a range of children and young people.
- 4.4 Local authorities are responsible for arranging suitable full-time education for permanently excluded pupils, and for other pupils who, because of illness or other reasons, would not receive suitable education without such provision. This applies to all children of compulsory school age resident in the local authority's area whether or not they are on the roll of a school, and whatever type of school they attend.
- 4.5 Schools are the main education provision for the majority of children. Evidence highlights that life chances are significantly reduced for pupils who spend a significant amount of time out of school and whose education is therefore disrupted. It is noteworthy that Alternative Provision for Haringey pupils will support some of the most vulnerable pupils in the Borough, many of whom have a range of needs which no one agency is likely to be able to meet. Indeed, it is the case that challenging behaviour is a manifestation of unmet need.
- 4.6 A number of recent pieces of work have had direct impact on the progress of the Alternative Provision Review: notably, Haringey's Young People at Risk Strategy, the Haringey Exclusions Review and the National Review of Exclusions, led by Sir Edward Timpson, published in April 2019.
- 4.7 The Review of Exclusions carried out in Haringey over the Autumn through to the Spring 2019 has had particular relevance to this Review. It found that the national picture on exclusions is broadly mirrored in Haringey, but with specific variations. White British pupils are excluded at a lower rate in Haringey than nationally and Turkish and Turkish Cypriot pupils are also overrepresented in exclusion statistics – although not to the same degree as Caribbean pupils. Fixed term exclusions for physical assault are also more common in Haringey when compared nationally. The number of fixed term and permanent exclusions in primary schools remains very low, with figures for secondary schools higher and increasing slightly, although Haringey remains below the national average.
- 4.9 The Review is drawing to the close of its formal review phase, which it is aiming to conclude in Autumn 2019. It has considered a range of quantitative and qualitative data, the outputs from a series of interviews with schools and partners and engagement with young people, research into and visits to provision within Haringey and in other authorities, overview and consideration of the academic literature and ideas generated through the Review Group itself. This has led to rich discussions at the Review meetings and over the last month, the Review Group has also been working on an Implementation Plan, which is being refined as new data and information is captured. This Plan attempts to respond to the emerging findings of the Review and the aim is to publish both the Review and the Plan together in order to set out clearly next steps for Haringey.

**5. Contribution to strategic outcomes**

- 5.1 The vision for the People Priority set out in the Borough Plan is for a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential. The completion and approval of a review of Alternative Provision are set out as delivery priorities in the Year 1 Delivery Plan for the Borough Plan, approved by Cabinet in July 2019.

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

N/A

**7. Use of Appendices**

N/A

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

N/A

This page is intentionally left blank

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

**Item number:**

**Title:** Ofsted action plan progress update

**Report authorised by :** Ann Graham, Director, Children and Young People's Service

**Lead Officer:** Beverley Hendricks, Interim Assistant Director  
[beverley.hendricks@haringey.gov.uk](mailto:beverley.hendricks@haringey.gov.uk)  
**Tel:** 020 8489 7061

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

### 1. Describe the issue under consideration

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

This report aims to update members on the progress made against the identified areas following the quarterly monitoring through the Children's Improvement Board, (CIB), regular one-to-one meetings with the cabinet Member for Children, Families and Education and the Director of Children's Services and the outcome of the Ofsted Annual Engagement meeting with the Director of Children's Services.

### 2. Recommendations

Children's Young People Scrutiny Panel continues to receive annual updates on the progress of the Ofsted Improvement Plan.

### 3. Background information

Ofsted is the independent statutory regulator of Children's Services and the improvement plan endorsed by Ofsted will be considered in future inspection activity. The related action plan identified how the Ofsted report published on the 14<sup>th</sup> December 2018 and the recommendations have been implemented across Children's Services to further support children, young people and their families in Haringey to achieve positive life outcomes. The Director of Children's Social Care aim is to ensure that good outcomes are embedded across the directorate and that future activity is focussed on achieving an outstanding service.

### 4. Contribution to strategic outcomes

Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential. This improvement plan contributes to the delivery of this strategic objective.

**5. Use of Appendices**

N/A

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

N/A

# 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.

This report aims to update members on the progress made against the identified areas following the quarterly monitoring through the Children’s Improvement Board, (CIB), regular one-to-one meetings with the cabinet Member for Children, Families and Education and the Director of Children’s Services and the outcome of the Ofsted Annual Engagement meeting with the Director of Children’s Services.

### **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	Original Target / Timescales	Progress
1.1 All managers as part of management oversight and IRO/CPA chairs at reviews to ensure that the child's plan is current and evaluated as relevant, dynamic (SMART) and is reviewed as appropriate, at least annually.	On-going and in line with the child's requirements.	This remains on track and is evidenced through the monthly audits
1.2 Practice standards are reviewed and updated on Tri.x (the online policy and procedures tool).	Completed.	Reviewed and monitored every 6 months by the Director of Children's Services and AD's
1.3 Case file audit tool rolled out and implemented. Audit tool used routinely by all staff.	Completed.	Quality of the audit reviewed and monitored every 6 months by the Director of Children's Services and AD's
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%.	Audit findings indicate that  a) Timeliness of assessment improved 95% b) Quality of assessment improved with 87% classified as good
1.5 Assessment tools in place and used consistently by staff for the improvement of assessments.	April 2019.	Suite of assessment tools designed and available to practitioners.
1.6 Staff are aware of and are trained on the use of	April 2019.	This will be further embedded

Impact of actions	Original Target / Timescales	Progress
assessment tools as appropriate.		through the launch of Children Social Care's Academy in November 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.	This will be further embedded through the launch of Children Social Care's Academy in November 2019 and the appointment of the PSW in October 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 trusted professionals.	Target achieved as evidenced through audits  Evaluation, Service user and professional feedback forms now developed and will be encapsulated as part of BAU operations.
1.9 There is a shared understanding amongst staff and managers of what 'good' social work practice looks like.  Feedback from staff. Communications and engagement events.	By March 2019.	Completed  Staff feedback forms and Senior management engagement meetings scheduled as part of BAU measures in 2019/20.
1.10 Refocused business support/administrative capacity.  Reducing administration frees up social workers to spend more time on purposeful direct work with children and families.	By June 2019.	On target to be delivered by December 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	Original Target / Timescales	Progress
<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>	<p>Completed</p> <p>Final training to be delivered in September 2019</p> <p>Audit indicate quality and timeliness of assessment improved 87%</p>
<p>2.2 All children's service staff have access to training on working with disabled children.</p>	<p>Externally commissioned sessions by June 2019.</p>	<p>Completed internally and will be part of the Haringey Children's Social Care Academy</p>

Impact of actions	Original Target / Timescales	Progress
2.3 All staff aware of practice standards and tools.	Completed.	This remains on track and evidence of use gathered as part of the monthly Quality Assurance Management meetings.
2.4 Findings of audits show continuing evidence of improvement.	Dec 2018 completed and quarterly from April 2019.	This remains on track and evidence of use gathered as part of the monthly Quality Assurance Management meetings.
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 2019.	Review evidenced the need for the development of DCT Eligibility Criteria document protocol to be launched on the 4 <sup>th</sup> November 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.	Absorbed as part of BAU and governance from AD Safeguarding.

### 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	Original Target / Timescales	Progress
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.	Target achieved and monitored as part of BAU processes.
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.	Target achieved and monitored as part of BAU processes.
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  <b>Targets</b> 50% by April 2019 and 80% by Sept 2019.	Target achieved and monitored as part of BAU processes.

#### 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	Original Targets/ Timescales	Progress
4.1 Performance reports demonstrate that all children in care have a permanence decision recorded.	Ongoing.	Completed and monitored through CIC reviews.
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.	Reinforced through Case Management and Resource Panel and IRO's reviews.
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.	On track and embedded as part of BAU processes.
4.4 Care plans are amended in a timely manner and that there is no delay.	By June 2019.	Review identified need for more detailed partnership building work with agencies outside of Haringey.
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.	Peer Review completed July 2019 summary

Impact of actions	Original Targets/ Timescales	Progress
		report on schedule for October 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.	Completed and embedded as part of BAU.



## 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	Original Targets/ Timescales	Progress
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.	Service review identifies challenges and the urgency to adopt Pan London approach
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.	Service review identifies challenges and the urgency to adopt Pan London approach
5.3 Care planning is undertaken early and provides best outcomes for young people.	Ongoing and in line with each young person's needs.	Completed

## 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	Original Target/Timescales	Progress
6.1 The relaunched QA framework is implemented and driving practice outcomes.	Quality Assurance Practice Framework and Guidance completed and launched in December 2018.	Completed and tested as part of the Islington PIP Review
6.2 That all audit reports are of a consistently high standard and lead practice improvement.	Ongoing.	Recruitment of experienced auditors completed, and benchmarking exercise completed to determine Haringey's standards
6.3 Increased audit capacity and thematic audits lead to improved practice	Ongoing.	Recruitment completed and officers established within the Quality assurance team
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.	Annual multi agency practice weeks scheduled for 2019/20 and 2020/21

## 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	Original Target/ Timescales	
<p>7.1 There will be a shared approach to minimising the risks to criminally exploited children.</p> <p>There will be clear governance arrangements and protocols to support effective oversight and decision making so that key services/partners (Community Safety, the Youth Offending Service and the Safeguarding and Quality Assurance/Multi Agency Child Exploitation Panel - MACE) understand where responsibility and accountability for actions sits and what the shared actions are.</p>	By April 2019.	Multi agency Task and Finish group – review completed – changes will be embedded as part of BAU and reviewed annually through the MASA and Exploitation Prevention Panel
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.	First monitoring report to be shared with the new MASA <u>December 2019</u>

## 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	Original Target/ Timescales	Progress
<p>8.1 Social workers refer all children for a return home interview when they have gone missing</p> <p>There is increased take up of return home interviews from the baseline of 47% in quarter 3, 2018.</p>	Ongoing.	Service review resulted in the RHI being delivered internally.
<p>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.</p>	First report in new format produced in March 19 for the period October 18 to December 2018, and then quarterly.	Quarterly reports monitored through Director Children's Services – management group.

## 9. Pathways to private fostering

### Outcome

- That all children and young people who are privately fostered have an assessment 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	Original Target/Timescales	Progress
9.1 All children and young people privately fostered have a robust assessment and that they are supported in their placement.	Ongoing.	Completed for identified cases
9.2 Social workers are fully aware of the pathways to private fostering and the regulations	June 2019	Training delivered and will be annually repeated through the Haringey's Academy
9.3 Increasing number of private fostering arrangements identified.  Increase in contacts from Admissions service to MASH	By March 2019.	Multi agency awareness campaign to be launched on the 4 <sup>th</sup> November 2019
9.3 An increased awareness of private fostering across all agencies and increased reporting as a result.	By March 2019.	Multi agency awareness campaign to be launched on the 4 <sup>th</sup> November 2019

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

**Title:** Work Programme 2018-20 - Update

**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](mailto: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 provides an update on 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 The work programme for the Committee and its Panels that was agreed is for two years – 2018/19 and 2019/20. It was finalised following a wide ranging consultation process that included partner organisations, stakeholders, the community and voluntary sector and local residents. There is nevertheless scope for flexibility and the Panel may update and amend it to taken into account any emerging issues not currently included as it feels fit.

- 5.2 A copy of the current work plan for the Children and Young People's Scrutiny Panel is attached as Appendix "A" to this report.

*Review on SEND*

- 5.3 The Panel has yet to complete its review on Special Educational Needs and Disability provision. It will be meeting again on 30 September 2019 to consider further the key issues that have arisen during the evidence gathering that the Panel has undertaken. A digest of all of the evidence received to date will be circulated ahead of the meeting. Relevant officers from the Children and Young People's Service have been invited to attend to assist with the discussion. The Panel will be considering conclusions and recommendations for the review.
- 5.4 The Panel may wish to consider setting up another review once the review on SEND has been completed. The issue of Alternative Provision has already been selected as an issue for review within the work plan. There is a report on Alternative Provision elsewhere on the agenda for this Panel meeting and this may provide some potential options for specific aspects that the review could focus upon within such a review.

*Forward Plan*

- 5.5 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.
- 5.6 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>
- 5.7 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

## 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
6 September 2018	<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>
8 November 2018	<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>
18 December 2018	<ul style="list-style-type: none"> <li>• Budget Scrutiny</li> <li>• Cabinet Member Questions – Communities</li> </ul>

<p><b>4 February 2019</b></p>	<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>
<p><b>19 March 2019</b></p>	<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>
<p><b>2019 - 2020</b></p>	
<p><b>13 June 2019</b></p>	<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>• Apprenticeships</li> </ul>
<b>19 September 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Alternative Provision</li> <li>• Financial Monitoring</li> <li>• Multi Agency Safeguarding Arrangements</li> <li>• The Role of the LADO</li> <li>• Independent Reviewing Officer (Annual Report)</li> <li>• OFSTED Action Plan – Progress</li> </ul>
<b>7 November 2019</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Communities</li> <li>• Childhood Obesity</li> </ul>

	<ul style="list-style-type: none"> <li>• Mental health services for teenagers and young people (CAMHS)</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> <li>• School improvement and action to address under performance by particular groups of students.</li> </ul>
<b>19 December 2019 (Budget Meeting)</b>	Budget scrutiny
<b>2 March 2020</b>	<ul style="list-style-type: none"> <li>• Cabinet Member Questions – Children and Families</li> <li>• Play and leisure</li> <li>• Chair of LSCB &amp; Annual Report</li> <li>• Unregistered schools</li> <li>• Home schooling and safeguarding</li> </ul>

TBA:

1. Joint meeting on Transitions

2. Nurseries and the two and year old offer
3. School place planning and the impact of falling school rolls on primary school finances
4. Academies and free schools.



This page is intentionally left blank