

Report for: 6 March 2018

Title: Response to the Joint Targeted Area Inspection and consequent required actions

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Ward(s) affected: N/A

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

1. Describe the issue under consideration

1.1 This report makes a number of recommendations based on the need to address and incorporate recent findings from the Joint Targeted Area Inspection (JTAI) of the multi-agency response to abuse and neglect in Haringey, which took place in December 2017 and the vision referred to in the letter published by the JTAI on 30 January 2018, with the “Future Operating Model for Children’s Services” approved in March 2015, and with reference to legislative changes which will replace Local Safeguarding Children’s Boards with new local partnership arrangements.

1.2 The report also seeks agreement to a review of those services in the Council (e.g. services provided to children and/or their parents by Public Health or Adult Services) ensuring that services provided to support better outcomes for children and families are effectively co-ordinated and aligned into a “Think Family” approach. In time this will produce a fully developed operating model increasingly reflecting a “whole authority” collaboration that maximises outcomes for vulnerable children and their families in Haringey.

1.3 The ambition to create a corporate family-centric approach to family based “Early Help” is in line with national policy guidance in “*Working Together 2015*” (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/592101/Working_Together_to_Safeguard_Children_20170213.pdf) which has been revised to “*Working Together 2018*” (https://consult.education.gov.uk/child-protection-safeguarding-and-family-law/working-together-to-safeguard-children-revisions-t/supporting_documents/Consultationdocument.pdf) scheduled to come into effect from April 2018. This updated corporate approach to early help is further fuelled by JTAI findings of over reliance on Children’s social care, and the changing legislative landscape as a result of the Children and Social Work Act 2017. The updated corporate approach being considered here should start to shape services to families in the context of the next “Borough Plan.”

2. Cabinet Member Introduction

2.1 The proposals in this Cabinet report reinforce our commitment to providing the right support, at the right time to children, young people and families in Haringey.

The report builds upon the development and implementation of an Early Help service which has, since October 2015, supported over 1,500 families and provided additional support and guidance to a significant number of schools and early years settings across the borough. It recognises the changes that must be made, in light of the recent Joint Targeted Area Inspection, the changes introduced by the Children and Social Work Act 2017, and the new inspection regime for Children's Services. And it seeks to move at pace towards a new operating model which will enable multi-agency partners to play a full role in supporting and safeguarding children in Haringey.

2.2 Haringey has been hit hard by the budget cuts imposed by central Government. Our borough, home to some of the most vulnerable families in the country, and where one in three children still lives in poverty, has lost over 40% of its funding since 2010. But, even against this background, we continue to strive to achieve the best outcomes for our children and young people.

2.3 I am sure you will all join me in agreeing this report and looking forward to even better partnership working and increasing join up of our services to improve the lives of children and families in Haringey.

3. Recommendations

3.1 Cabinet is asked to:

- a) Note the published letter from the Care Quality Commission (CQC), Her Majesty's Inspection of Constabulary (HMIC), Her Majesty's Inspection of Probation (HMIP) Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), and Ofsted dated 30 January 2018 emerging from the Joint Targeted Area Inspection (JTAI) of the multi-agency response to abuse and neglect which took place in Haringey between 4-8 December 2017, a copy of which is attached as Appendix 2. Also, the next steps for the Director of Children's Services to prepare a written statement of proposed action responding to JTAI findings.
- b) Note that the written statement should be a multi-agency response involving the national probation service (NPS), the community rehabilitation company (CRC), the clinical commissioning group for Haringey (CCG), the metropolitan police service (MPS) and the local authority including its health providers. The response should set out the actions for the above partners individually where appropriate and for the partnership as a whole.
- c) Note that the written statement of action must be sent to Ofsted no later than 11 May 2018 and that the statement will inform the key lines of enquiry (KLOEs) at any future joint or single agency activity by the inspectorates.
- d) Note the need for a comprehensive timely and detailed response to JTAI findings (representing all partners including the LA and its health providers) as the next inspection of Local Authority Children's Services (ILACS) is expected during the current calendar year.
- e) Note the legislative changes identified in the "Children and Social Work Act 2017" with particular reference to the proposed abolition of Local Safeguarding

Children's Boards and their replacement by local arrangements made by the police, the CCG and the Local Authority.

- f) Agree the principles of the evolving model of Early Help and as set out in paragraphs 6.4, and 7.2 to 7.10.
- g) Agree that the vision to enable children to access help at an earlier stage and to use resources more effectively will be complimented by a corporately led review of the Council's commissioned services for children and Families such as those provided to parents by Public health and Adults services to take account of the principles of "Early Help" listed in this report at 7.2. This will involve all Council partners involved with providing services to children and/or their parents becoming aligned into a "Think Family" approach.
- h) Agree that the "Early Help Strategy 2015-2018" should be revised in the light of all of the above.

4. Reasons for decision

- 4.1 As a consequence of the JTAI in December 2017, statutory partners including the local authority are required to respond with a written statement of action designed to address the areas of improvement stipulated in the published JTAI letter. The statement will inform the future lines of enquiry at any future joint or single agency activity by the inspectorates. Statutory JTAI partners are the National Probation Service (NPS), the Community Rehabilitation Company (CRC), the Haringey Clinical Commissioning Group (CCG), the Metropolitan Police Service (MPS), and the Local Authority, including its health providers. The Director of Children's Services in Haringey must send the written statement of action by 11 May 2018. As a further inspection of Children's Services is expected later in 2018, the response of all partners to the JTAI acquires additional significance, owing to the essential contribution of partners in inter-agency working to safeguard and promote the welfare of children.
- 4.2 Changes to legislation brought about by the Children and Social Work Act 2017, which amongst other things abolishes Local Safeguarding Children Boards with effect from April 2019, mean that new statutory partnership arrangements between the MPS, the CCG and the Local Authority must be capable of providing continuity of oversight and challenge in the effective delivery of Safeguarding services across the new arrangements in addition to the delivery of an effective response to the JTAI findings.

4.3 Budget Challenge

- 4.3.1 At the same time as demand for services has increased, resources have decreased across the Council as part of the national austerity measures imposed by central government. This has further compounded the challenge of addressing demand in Haringey and galvanised a renewed sense of urgency to transform. Demand and budget pressures together will mean that Children's services with the support of the whole council must continue to manage and deploy resources efficiently, in order to improve outcomes for children, young people and families in Haringey.
- 4.3.2 This situation is far from unique to Haringey, as recent national reports confirm rising demand for Children's services against reducing budgets. Local comparisons anecdotally confirm that neighbouring authorities are experiencing very similar recent pressures. In areas where patterns of demand have been successfully changed, e.g. in Hertfordshire County Council, and in other local authorities benefiting from innovation grants from government, reductions in demand for statutory services have been effected.
- 4.3.3 To continue to deliver improved outcomes for children and young people within a reduced budget, Children's services will be able to operate more efficiently and effectively by embedding with internal partners a single integrated multi-disciplinary approach across the borough, through the new Borough Plan and potentially right across strategic partnerships in Haringey as new safeguarding arrangements for children and young people begin to take effect.
- 4.3.4 As new local safeguarding partnership arrangements for children and young people take effect no later than April 2019, it is imperative that partners collectively make a collaborative and coherent response across all resource provisions to maximise outcomes and value.

4.4 Increased Demand on Children's Services

- 4.4.1 In addition to the budgetary pressures that the service must mitigate against, demand has increased significantly across a number of key statutory areas. There has been a 4% increase in the number of children and young people (0-25 years old) from a population of 87,306 in 2013 to 90,828 in 2016. Whilst the vast majority of people living in the borough are supported by universal services, demand for services for families with additional, acute or complex needs is rising consistently year upon year.
- 4.4.2 Where an organisation or member of the public has concerns about a child or a family, they are required to contact Children's social care services. When those concerns warrant further consideration, a referral is made. Annual referral activity is measured by a rate of 1 per every 10,000 children in Haringey aged 0-17. For the year ended March 2015, the rate of referral was 379, for the year ended March 2016 the rate increased to 539, for the year ended March 2017 the rate increased to 643 and the current rate for the year to date is 733.

4.4.3 These figures produce an overall increase in referral rate of 93% over the last three years since March 2015 when the original operating model was approved. Care applications to the Court are made where a child is deemed to be at such risk of significant harm that legal controls are required. The rate of applications to the Court increased in the same period by 77%. In the current national economic climate, there is no prospect of increasing resource in line with this level of increased demand. Analysis of all available data supports the need to progress with pace towards a new phase of the Local Authority's approach to children and families so that ever increasing demand challenges can be appropriately and collectively addressed.

4.5 Recent Inspection Outcomes

4.5.1 The recent Joint Targeted Area Inspection (JTAI) in December 2017 reviewed actions of all Local Safeguarding Children's Board (LSCB) partners operating in Haringey in the context of 'the multi-agency response to abuse and neglect'. Inspectors recognised a number of strengths across the partnership, but also found an over-reliance on children's social care by the partnership (LSCB), and a corresponding under development of multi agency early help, also across the LSCB partnership. The JTAI findings confirm the need for an updated and speedier approach to improvement from the LSCB as the current lead body which holds partners to account for their safeguarding activities. When adopted, the updated vision and the expanded early help approach could include all relevant council services operating as single integrated collective providing safeguarding services within a "family centric" approach. Once achieved this approach should deliver what the JTAI referred to as "coherent commissioning".

4.5.2 As part of the JTAI inspection summary, inspectors commented positively on the Interim Director's development of a 'clear vision to enable children to access help at an earlier stage and to use resources more effectively'. The recommendations in this report ask the Council to note the JTAI findings and how the updated expanded vision of Early Help begins to inform future safeguarding partnership arrangements that improve outcomes for children at an early stage avoiding over reliance on a social care model.

4.6 Legislation

4.6.1 Recent legislative changes will impact on both the opportunities and challenges within Children's Services, as set out in the Children and Families Act 2017. Cabinet has already agreed a report describing increased statutory responsibilities for the local authority for care leavers, which will further compound the demand pressure described above.

4.6.2 In addition, the Act will abolish the current children's safeguarding partnership arrangements (Haringey Local Safeguarding Children Board) with effect from April 2019, and instead require the local authority, police and the clinical commissioning group (CCG) as the new statutory safeguarding partners to make local arrangements for safeguarding and promoting the welfare of children on a basis of equal responsibility and ownership. The change in statutory partnership arrangements presents a timely opportunity to increase

the flexibility and autonomy for safeguarding partners to develop an operating model for delivering children's services as a single integrated multi agency system based on the updated expanded vision of early help noted by inspectors. The current LSCB accepted the updated vision in its meeting in September 2017. JTAI partners have also agreed to frame their responses to the JTAI findings against the updated vision. Although discussions are not yet concluded, so far, all partners have positively welcomed the updated vision and can see how it can be used to enhance current arrangements for delivering early help services to children, young people and their families, and reducing reliance on children's social care.

4.6.3 Whilst all local authorities are considering with statutory partners how best to continue to increase the impact of local safeguarding arrangements, national standards are also being updated. "*Working together to safeguard children*", is a statutory guide to inter-agency working to safeguard and promote the welfare of children. It is a national policy document which describes the statutory functions of local authorities and their partners in respect of safeguarding children and promoting their welfare, describing safeguarding and promoting the welfare of children as:

- protecting children from maltreatment
- preventing impairment of children's health or development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes.

4.6.4 Local agencies including the police and health services have a duty to ensure they consider the need to safeguard and promote the welfare of children when carrying out their functions. Local authorities and their safeguarding partners are currently operating under "*Working Together 2015*", and government is currently consulting on an updated version of "*Working Together*" scheduled for implementation with effect from April 2018. Haringey's updated vision for Children's services, including an expanded corporate role for Early Help, is consistent both with the current guidance (*Working Together 2015*) and the updated version "*Working Together 2018*".

4.7 Regulation

4.7.1 In addition to the statutory changes described above, Ofsted, has recently implemented what they refer to as a new system of Inspections called ILACS (Inspections of Local Authority Children's Services) designed to "catch children's services before they fall" by being proactive and more continuously involved. The ILACS system or framework relies on a continuing conversation between Ofsted and local authorities to support its triennial inspection approach: Local authorities provide Ofsted with their self-evaluation of the current impact of Children's services on improving outcomes for children in their area. This is to confirm for Ofsted that Local Authorities have a sound grasp of their strengths and challenges and are planning accordingly. Inspectors' judgements in respect of the quality of leadership of Children's services will in part be informed by the relevance and application by the local authority of plans for continuous improvements in children's services. Even in poor circumstances a good plan will

be regarded as a strength in leadership capacity. As a result of informal dialogue with Inspectors during the JTAI, we were advised of the probability of an ILACS inspection in Haringey around October 2018. In this context it becomes absolutely essential that Haringey can evidence impact on JTAI's recent view of our areas of strength and areas for improvement. As the JTAI positively endorsed the "*clear vision to enable children to access help at an earlier stage and to use resources more effectively*" as explained in this report, it follows that the Authority needs to demonstrate progress in implementing the vision as part of the multi-agency response to the JTAI findings. JTAI also noted that the Local Authority has convened a Children's services Improvement Board, chaired by the Deputy Chief Executive, to improve early help and children's social care. JTAI were satisfied that "*plans have been developed to address the main deficits identified during this inspection.*"

5. Alternative options considered

- 5.1 The proposed expanded vision of Early Help in the operating model builds upon the previously agreed Children's Services model approved by Cabinet in March 2015. Alternative options were considered at this time.

6. Background Information

- 6.1 The London Borough of Haringey has an increasing population. There has been a 4% increase in the number of children and young people (0-25 years old) from a population of 87,306 in 2013 to 90,828 in 2016. Whilst the vast majority of people living in the borough are supported by universal services, demand for services for families with additional, acute or complex needs is rising.
- 6.2 At the same time as demand for services has increased, resources have decreased across the Council as part of the national austerity measures imposed by central government. This has further compounded the challenge of addressing demand in Haringey and galvanised a renewed sense of urgency to transform. Demand and budget pressures together will mean that Children's services with the support of the whole council must continue to manage and deploy resources efficiently, in order to improve outcomes for children, young people and families in Haringey.
- 6.3 This situation is far from unique to Haringey, as recent national reports confirm rising demand for Children's services against reducing budgets. Local comparisons anecdotally confirm that neighbouring authorities are experiencing very similar recent pressures. In areas where patterns of demand have been successfully changed, e.g. in Hertfordshire County Council, and in other local authorities benefiting from innovation grants from government, reductions in demand for statutory services have been effected.
- 6.4 In March 2015, Cabinet approved the report "Future Operating Model for Children's Services". This set out the Early Help approach to working with families, establishing a service to work in partnership with others (including Housing, Health and Immigration) to prevent needs arising, tackle emerging problems and target support at those at risk of becoming vulnerable. It was agreed that "in the future, as this capacity is built within Early Help, it will enable

social workers to focus on child protection, looked after children and the most complex cases where support beyond that provided through early help is needed. The core social care function will work with children and families where there are acute or highly complex needs and/or a safeguarding risk.”

- 6.5 This report also recognised “universal, targeted and specialist services provided by CYPS are part of a wider system of children’s services, which also includes partners and families themselves.” Effective partnerships are therefore essential to improving outcomes for children and young people.

7. Children’s Services and the Future Operating Model

- 7.1 It is clear that there are a number of issues that must be addressed as part of the updated vision for children’s services, including better outcomes, sustainable budgets, legislative changes, and addressing recent inspection findings. These challenges represent shared statutory and regulatory obligations and therefore tangible opportunities to draw partners further together to work more collaboratively as part of a single integrated system, in order to maximise the impact from the proposed changes.

- 7.2 Headline principles that underpin the Early Help approach are characterised by:

- Children are kept safe
- We provide services at the earliest opportunity
- We use a child centred approach
- Safeguarding is everyone’s responsibility
- We work together and co-operate at all levels and stages
- We improve outcomes by SMART (Specific, Measurable, Achievable, Relevant, Timely) commissioning and SMART reporting
- We use Early help assessments to identify need proactively
- Targeted services are family friendly, enabling, accessible and promptly delivered
- Services to parents “Think Family”.

- 7.3 Within Children’s Services, there are a number of tiers of service. Tier 1 represents universal services which are accessible by all, and not limited by need. Tier 2 services provide support to families at risk of becoming vulnerable. In the updated vision the expanded provision of early help confirms that families can receive supportive services at Tier 3 with access to a social work assessment if the ranges of services being provided are not producing the expected impact i.e. improving outcomes for the child. This approach is designed to reduce the numbers of children currently receiving a social work assessment and progressing to a Child In Need (CIN) plan. The integration of social work assessment with Early Help and family support approaches together provide families with better opportunities to engage with multi agency services prior to a social work assessment or a CIN plan and will allow concentrated social work resource to focus more exclusively on child protection and looked after children. Children and young adults leaving care receive an approach that is described in “*Working Together*” as Early Help so all care leaving provisions should in future be able to demonstrate a range of integrated accessible and relevant approaches

from all relevant multi agency partners providing opportunities for improved engagement with service users as described in chapter 1 of “*Working Together*”.

- 7.4 The Early Help service was launched in October 2015 and is now well established across the network learning communities in Haringey, having delivered support and interventions to over 1,500 families and additional support and capacity to a significant number of schools and early years settings across the borough. However, whilst providing support to Tier 2 families has delivered successful outcomes for a large number of families in the borough, it has not impacted upon the demand to social care sufficiently at Tier 3 and above as reported here. The updated vision considers the fusion of family friendly accessible services provided through an expanded early help approach with elements of statutory social work provision to provide a single model that stops constant exchanges of family based casework between early help and social care.
- 7.5 The previous Cabinet paper confirmed that once embedded, Early Help services would deliver interventions at Tier 3, so that social care staff are freed to work more effectively with families most in need of help and protection (child protection, acute and complex casework). As part of the next tranche of transformation activity, the service will continue with the mandated agenda, where Early Help and family support services will work with families who are in need of help and support at Tier 3 and where they could be better supported by a suite of multi-agency services which avoid over reliance on social care as a form of intervention and a sole driver of changes in family circumstances.
- 7.6 Social work oversight will be maintained as part of the model, in order to ensure that emerging risks are managed safely and effectively and family’s needs are accurately assessed so that an appropriate range of multi-agency services can be provided at the right time, with the right level of support as indicated by JTAI findings.
- 7.7 The wider strategic partnership currently represented by the LSCB but also including Public Health, Commissioning, Adults services and Schools will together address improvements in response to the JTAI inspection findings to ensure that the system operates more effectively to address the wide-ranging issues impacting on families in the borough.
- 7.8 When fully implemented this should mean that families are better supported by more appropriate interventions, rather than costly and bureaucratic social care services or families and children “to-ing and fro-ing” across tiers of interventions resulting inadvertently in “over intervention” and thus failing by default to provide the right intervention, at the right time for our families and their children.
- 7.9 As a consequence of deploying an expanded version of Early Help to reduce over reliance on Children’s social care the Council would expect to see a reduction in child in need cases, which should positively impact on child protection demand and on numbers of looked after children. Over time, this will enable Children’s services to become more financially sustainable and support the Council to reach a financially sound position.

7.10 The consistent rise in concerns for the well-being of children in the Borough must be met by an agreed range of services provided in the community that address and mitigate concern. This applies to care leaving services as much as it does to younger children who are being referred. Most statutory services the Council has to provide for children, young people and their families, lend themselves to a multi-disciplinary and multi-agency approach which addresses need by providing services rather than referring need on to social workers who are less able to supply services than the referring agencies. This infers that the authority will need to re-consider how other services that parents and children need, can be arranged, in order to improve their outcomes. The JTAI refers to a “Think Family” approach which could be adopted by services accessed by adults where up until now little or no consideration has been given to the role of that adult as a parent and what impact the parents need for a service could have on their parenting capacity. Increasing the effectiveness of services to parents where children are vulnerable and ensuring that the family is supported will increase parenting capacity and reduce demand on higher levels of social care provision so need to be included in the updated and expanded model. This applies to substance misuse services, mental health services, services to adults with disability and services concerned with addressing domestic violence. Consequently a council wide review of service provision and commissioning in these sectors is required to identify enable and promote more family friendly service led arrangements within “*Working Together*” guidance as opposed to risk led reactive approaches.

8. Contribution to strategic outcomes

8.1 Our vision for children and young people in Haringey is set out within the Corporate Plan: **“Enable every child and young person to have the best start in life, with high quality education (2015-18)”**.

8.2 This consists of six areas:

1. All children will have the best start in life.
2. Children and young people across Haringey excel at school, making the most of their potential.
3. All young people will have access to excellent employment or higher education opportunities.
4. Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time.
5. Children and families who need more support will be helped earlier before issues escalate.
6. All children and young people will be safeguarded from abuse.

8.3 The updated model for Children’s services will continue to deliver towards all the strategic outcomes by building upon and embedding the improvements across a number of the Priority 1 objectives, as well as enabling capacity and capability through an increasingly integrated service-based family centric

approach.

- 8.4 The new vision has been welcomed by partner agencies and accepted by the Local Safeguarding Children's Board (LSCB). Partners concerned in the co-production of the next Borough Plan have expressed a keen interest in the approach being promoted as a better way of addressing needs at strategic partnership level. In addition, relevant partners have agreed to use the updated model to frame their responses to the JTAI findings.

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

9.1 Finance and Procurement

This report clearly sets out the imperative for changes to aspects of the current operating model, driven by statutory requirements, response to the JTAI and the need to deliver services and work with both internal and external partners in a new model.

The decreasing funding envelope reinforces the need to implement the stated changes in the most cost effective way possible, whilst still meeting statutory requirements and designing a model of delivery that is ideal for meeting the needs of children and young people.

Partnership working across the organisation with regards to a family-centric Early Help model presents opportunity for streamlining and consolidation of resources across service boundaries. Synergies should be explored to maximise potential benefits, whilst still ensuring the desired outcomes are met.

In addition to this, the future safeguarding partnership arrangement between the Police, CCG and the Local Authority and the resultant shift from over reliance on children's social care could ensure that resources are used more effectively.

As the details of the new Early Help model are finalised, it is important to articulate the anticipated positive impact on children in need cases, and numbers of looked after children, so that a baseline against which results can be measured is established. Post implementation monitoring against this baseline will support future narrative on performance, provide a basis for iteration where this is required, and a measure for assessing financial impact. It would undoubtedly help in designing a final model that has the highest opportunity for success, and which produces the expected benefits by impacting on the identified service user group.

The current Medium Term Financial Strategy (MTFS) includes further savings of £1.748m to be delivered from children's social care budgets in 2018/19. The financial commentary assumes that the implementation of the Early Help model referred to in this report, and changes to safeguarding arrangements will be contained within the MTFS funding envelope by mitigating any resultant pressures. Where the service anticipates a deviation from this, it is expected that a decision paper will be presented in line with governance requirements and Financial Regulations.

9.2 Legal

The report seeks Cabinet approval to the updated vision and model for early help provision for children and families in the borough. The Council has the power to remodel its services to effectively discharge its statutory obligations to children and families under the Children Act 1989 and other related legislations.

The focus on the integrated provision of early help services is in line with expectations in the Working Together to Safeguard Children April 2018 Statutory Guidance which provides that - *“Providing early help is more effective in promoting the welfare of children than reacting later”* and that *“Local authorities should work with relevant local agencies to develop a joined-up early help services based on a clear understanding of local needs”* (Page 14).

The Guidance further provides that *“The provision of early help services should form part of a continuum of help and support to respond to the different levels of need of individual children and families.... It is important that there are clear criteria for taking action and providing help across this full continuum to ensure that services are commissioned effectively and that the right help is given to the child at the right time. These criteria for action should be understood by all practitioners and applied consistently, including for children returning home from care. The safeguarding partners, in making their arrangements, should determine how best to ensure that these criteria for action are transparent, accessible and well understood.”* (Pages 17 & 18).

9.3 Equality

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to 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.

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 applies to the first part of the duty.

Residents who have characteristics protected by the Equality Act (2010) are over-represented among those who are most likely to access Children’s Services. Provision of support to families at the earliest opportunity will enable better outcomes for children and young people and thereby enable the Council to meet its Public Sector Equality Duty to advance equality of opportunity. We will evaluate the impact of the operating model on an ongoing basis in order to monitor and address any differential impact on those with protected characteristics.

10. Use of Appendices

- Appendix 1 – Proposed Children’s Service Model

- Appendix 2 - JTAI letter dated 30.01.2018

11. Local Government (Access to Information) Act 1985

- Cabinet Report of 16th December 2014 'Priority 1: Developing the Future Operating Model'
- Cabinet Report of 17th March 2015 'Future Operating Model for Children's services'
- Children and Social Work Act 2017
- Haringey Joint Targeted Area Inspection 2017 – letter from Ofsted
- Corporate Plan 2015-18
- Working Together 2015 (pages 5-29, and pages 102-105)
- Working Together 2018 (pages 6-37, and pages 121-124)

Appendix 1. Proposed Children's Services Model

