



Haringey Local Safeguarding Children Board

ANNUAL REPORT

April 2018 – September 2019

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Consultation	Board Members
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Contents	Page No
Forward- David Archibald Independent Chair	3
Introduction	4
Overall LSCB progress and performance	5
Local Background and Context	7
Children's social Care in Numbers 20182019	8
The LSCB arrangements	9
The New arrangements	10
Child Death Overview Panel	11
Key Achievements of the JTAI Improvement Plan	11
Developments in the MASH	12
Effective Safeguarding Governance	13
LSCB Learning and Improvement: learning from practice through thematic audits	14
LSCB Multi-Agency Practice Week	15
The Management of Allegations regarding professionals	18
Appendix 1 LSCB budget	22
Appendix 2 List of LSCB agencies	23
Appendix 3 Glossary	24

Foreword – David Archibald LSCB Independent Chair

I am pleased to introduce the final Annual Report of the Haringey Local Safeguarding Children Board for 2018/19.

It has been a privilege to Chair the Children's Safeguarding Board in Haringey, since July 2018 until it transitioned to become the Haringey Safeguarding Children's Partnership on 29th September 2019. The three Statutory Partners agreed to retain the role of the Independent Chair, and currently I am chairing the Haringey Safeguarding Children's Partnership in the first phase of its work.

In establishing the new multi-agency safeguarding arrangements required by the 2017 Act, the Statutory Partners (Local Authority, Police, and the Clinical Commissioning Group) have recognised the continuing importance of maintaining a strong partnership body which will continue to focus on local needs and local accountability within Haringey.

It remains crucial that there is excellent joint working, communication, and information sharing, across all agencies. I am grateful to frontline practitioners, partners and all stakeholders for their commitment to achieving the best for the children and young people of Haringey. As Independent Chair, I would like to thank all Haringey Safeguarding Partners including front line practitioners across the partnership, for the important contribution they make to the vital work of keeping children and young people safe in Haringey.

1. Introduction

1.1 This report reflects work undertaken in 2018/19 and provides both quantitative and qualitative information about safeguarding activity in Haringey including key partnership achievements. It identifies and summarises key issues for consideration and evaluates the partnership's ability to continue to drive change and improvement. The report also sets out the arrangements to safeguard and promote the welfare of children in Haringey and provides an assessment of those arrangements.

1.2 This is the final report of the LSCB, which ceased to exist as a statutory body on 29th September 2019 with the implementation of the Children and Social Work Act 2017, and the creation of the Haringey MASA, which operates as "Haringey Safeguarding Children's Partnership". At this time next year, a report will be published by an independent scrutineer detailing the work conducted by partners in the new safeguarding arrangements, commenting on the standards achieved and where improvements may be required.

2. Overall LSCB Progress and Performance

2.1 A major focus of our work during 2018-2019 has been around the Implementation of the Joint Targeted Area Inspection (JTAI) Action Plan and developing our new multi-agency safeguarding arrangements (MASA). Please see our website

<https://haringeyscp.org.uk/p/about-us/welcome-to-haringey-multi-agency-safeguarding-arrangements>

2.2 Children and young people in Haringey are safe and safeguarding arrangements are robust and well respected. Outline plans for a more streamlined structure and system were agreed by the three Statutory Partners during 2018-19. Since then, real progress has been made in strengthening partnership and collaboration across agencies in Haringey. We have developed a culture where constructive challenge and scrutiny were welcomed in order to improve service provision effectively. The new arrangements allow us to focus more directly on front line practice and build on the collaboration across agencies.

2.3 During 2019-20 further work continues on integrating functions across the Partnership. Considerable work has also been undertaken between LSCB meetings by our subgroups, task and finish groups and highly committed members.

2.4 This year the partnership has continued to work on Haringey LSCB priorities. Neglect remains a concern, and partners have developed a Neglect Strategy with the appropriate tools and guidance to enable front line professionals to identify cases of neglect and put resources in place to support and help families and children. There is evidence that progress has been made in this area as evidenced during the first Multi-Agency Practice Week. Neglect remains a critical area of Safeguarding in Haringey and there will be further partnership engagement in order to make further progress.

2.5 Preventing the criminal exploitation of children and young people has continued to be a priority for the LSCB. Haringey has a well-established Children's Social Care Exploitation Prevention Panel which works in partnership with a wide range of organisations, including the Police, Probation, Health and the third sector. In recent months the Panel, along with the Community Safety Partnership (CSP) Board, have been reviewing the delivery of services for a particularly vulnerable group of people involved and exposed to the risk from the context in which they live. There has been progress in the way partners are working together. In particular, the multi-agency group are able to identify vulnerable young people and put protection in place for them. While we have made progress in this area, preventing the criminal exploitation will continue to be a focus for all partners over the next year within the new arrangements.

2.6 In terms of Leadership, the JTAI implementation Action Plan demonstrated that we strengthened our partnerships to improve the visibility of the LSCB and ensured that safeguarding children is still a key priority for all agencies. As a Board, we were confident that we developed effective core training that responded well to LSCB priorities. Despite increasing pressures on partner agency staff we have a skilled pool of trainers who deliver a significant volume of our training "in house". However, we have also commissioned specialist sessions when appropriate. This includes the expertise of Professor David Shemmings (an expert in relationship based approaches to working with families) who delivered a full day multi-agency training for frontline staff across agencies. We continue to carry out work to ensure that our training has an impact on frontline staff to ensure that the sessions lead to improved outcomes and provide the Board with best value for money.

2.7 In preparation for new arrangements, the Board took the opportunity to reflect on how far we have travelled as a partnership over the last year. The implementation of the JTAI action

plan and the Multi-Agency Practice Week identified some significant strengths as a partnership. Senior Leaders across the partnership agreed that the commitment of partners to working together has undoubtedly increased. We have seen consistent attendance from key partners, at a suitably senior level, and a willingness to engage directly and honestly in any challenges and issues that have arisen.

2.8 The outcome of the JTAI Ofsted report led to a range of concerns amongst partners. Strong Leadership from the Independent Chair has ensured that the levels of trust among senior Leaders across the partnership have improved. Partners are much more confident about raising issues, responding to challenges and taking seriously the need for us all to be accountable to each other.

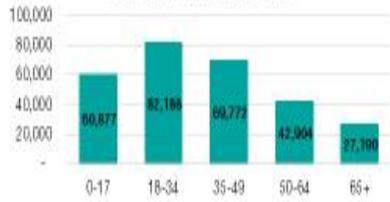
2.9 We have improved the way in which we gather and analyse multi-agency data, though in common with much of London we still have challenges in receiving good data from some agencies. More importantly, we have become better at using data to review what is really happening within the services we jointly oversee. We have examples now of where data has alerted us to something which might be happening, giving us time to reshape our responses. Examples of this includes our response to MASH referrals.

2.10 LSCB has built very positive engagement with Haringey's schools. We have benefitted from consistent committed input from heads, who ensure the Board understands what the range of Haringey Heads are thinking, and who ensure messages from the Board are fed back. Haringey schools are very high performing (100% of Haringey schools are good or Outstanding), and we know that children tend to be safer if they are in good schools.

2.11 However, we have also been clear about further improvements required by the LSCB. This includes aligning our work with the Safeguarding Adult Board, strengthening the voice of Children and young people through the creation of the 'Shadow Children's Board', further developing our Training and Development core offer and improving our partnership performance data.

2.12 The Independent Chair is also working with the three statutory partners to equalise the LSCB budget contributions and reduce what is still seen as an unreasonable financial burden on the Haringey Council. These issues, and several others, will be addressed during the implementation of the Haringey MASA.

Age Breakdown: 2018



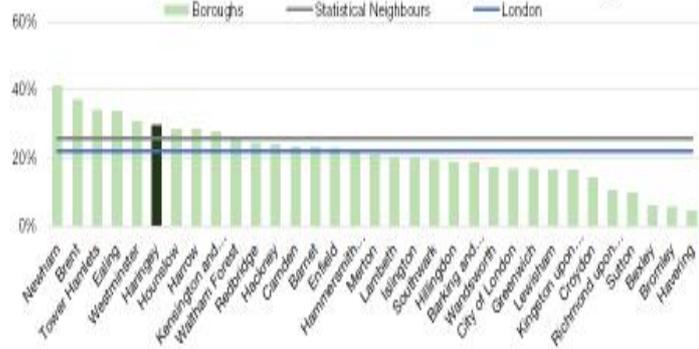
There are 60,877 children aged 0-17 in Haringey, representing 22% of the population. 63% of the Haringey population are from a BME group or Other White ethnic groups compared to 58% in London.

Deprivation

Haringey is one of the relatively more deprived authorities in the country, ranking 49 out of 317 local authorities, although this has improved over time with Haringey no longer in the top 10% most deprived authorities. Haringey was ranked 13th most deprived in 2010 and 30th most deprived in 2015.

Haringey is the 4th most deprived borough in London – Barking & Dagenham, Hackney and Newham are more deprived. In London Haringey was ranked the 4th most deprived in 2010 and 6th most deprived in 2015.

Proportion of Residents whose main language is not English



Over 180 languages are spoken by Haringey residents, and 30% of Haringey residents do not speak English as their main language.



16.9% of Haringey pupils from Reception to year 11 (aged 4 – 16) claim free school meals, compared to a national average of 13.1%.

CHILDREN'S SOCIAL CARE IN NUMBERS 2018/19

- We received 12,968 contacts (19% more) compared to 10,884 contacts received in 2017/18. The highest proportion of contacts came from the police (45%), followed by health services (16%) and schools (14%)
- 46.9% of contacts go onto referrals

↑ 12,968
Contacts



- 3,560 referrals were received in 2018/19 compared to 3,923 referrals received in 2017/18 (9% less)
- Of the referrals received, 21% were re-referrals. Higher in comparison to 2017/18 when the re-referral rate was 15%

↓ 3,560
Referrals



- 2,832 assessments were completed in 2018/19, 16% fewer assessments than in 2017/18 at 3,370
- 94% of assessments were completed within 45 working days; an increase from 2017/18 at 90%

↓ 2,832
Assessments



- There were 4,492 Children in Need who had received a service at any point within 2018/19 compared with 4,530 CiN in 2017/18
- Excluding CP, LAC and care leavers at the end of 2018/19 there were 3,538 CiN

↓ 4,492 CiN



- At 31 March 2019 there were 429 Looked After Children
- The rate of CLA was 71 per 10,000 children in Haringey, equal to the rate in 2017/18
- 219 CLA started and 224 CLA ceased during 2018/19

→ 429 CLA



- 187 children were the subject of a Child Protection Plan at the end of 2018/19; a 44.8% decrease from the number of children Subject to a CPP at the end of 2017/18 (339)
- 293 children started and 441 ceased to be subject of a CP

↓ 187 CP



- 1,582 new families engaged with Early Help services compared to 811 in 2017/18, a 95% increase.
- Of the 1,348 families closed to Early Help services in 2018/19, 465 (34%) were closed with a successful and sustained outcome

↑ 1582
Early Help



- 1,096 children were the subject of a Section 47 enquiry during 2018/19
- This equates to a rate of 182 children with a S47 enquiry per 10,000 children in 2018/19, a 19% decrease on the rate for 2017/18 at 224 per 10,000 children

↓ 1,096 S47



- 391 Initial Child Protection Conferences took place during the year, 26% fewer than 2017/18 (529)
- Of the 391, 297 (76%) occurred within 15 working days of the child's S47 start date. Better than Haringey's statistical neighbours (72%)

↓ 391 ICPCs



- 2,011 assessments were identified to have a Domestic Violence, Mental Health or Substance misuse factors at the end of the assessment
- 27% more assessments in 2018/19 had one or more of these factors compared to 2017/18

↑ 2,011
Toxic Trio



- The rate of first time entrants to the criminal justice system per 100,000 of the 0-17 year old population was 379 in 2018/19
- This is lower in comparison to the rate in 2017/18 at 403, a 6% decrease

↓ 379 FTEs



- 58% of care leavers aged 17-21 are in education, employment or training in 2018/19 a 3% increase on 2017/18 where 56% of care leavers were known to be in EET
- 95% of care leavers aged 19-21 are in suitable accommodation, 83% last year

↑ 58% Care
Leavers EET



- 276 Children had a Education, Health and Care Plan finalised in 2018/19, compared to 2017/18 when 108 children's EHC plans were finalised
- There was a 15% increase in the number of EHCP requests, 447 in 2018/19 compared to 388 in 2017/18

↑ 276 New
EHCPs



- Looked after children achievements have been in the top quartile nationally for some years. Their average attainment 8 score was 27.2 is better than the national position of 18.9
- Haringey's CLA average attainment 8 score ranks as the 3rd highest in the country

↑ 27.2 CLA
Attainment 8



- Of the children who ceased to be CLA in 2018/19, 14 (6.4%) were adopted and 13 (5.9%) were subject to a Special Guardianship Order
- Haringey SNs achieved 6% adoptions and 12% SGOs in 2017/18

↑ 27 Permanency
Orders



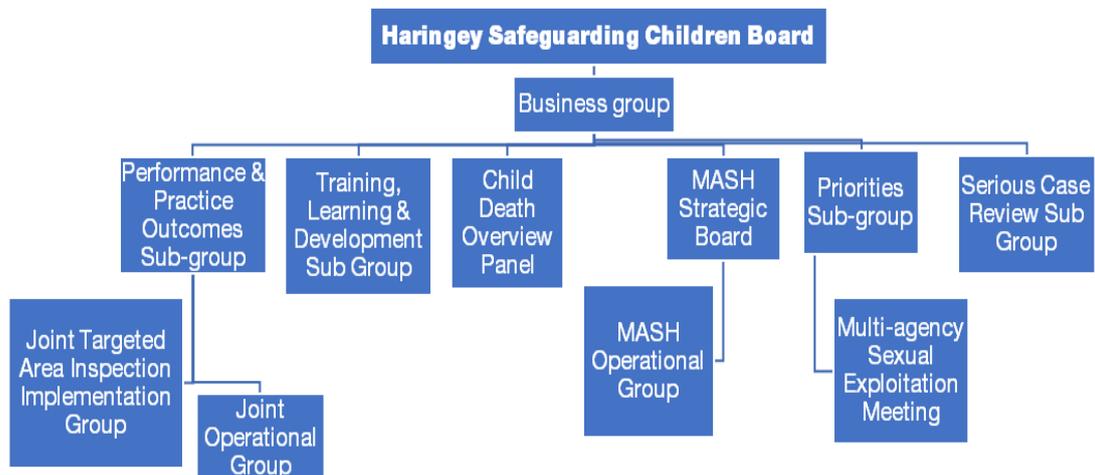
5. The LSCB Arrangements

5.1 Under the previous legislation, regulations and statutory guidance, the LSCB was required to co-ordinate work to safeguard and promote the welfare of children and to ensure that it is effective. The LSCB carried 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.

5.2 The LSCB structure had an Independent Chair and a number of subgroups chaired by a senior member from across the partner agencies. The partner agencies represented on the LSCB were drawn from a range of statutory and non-statutory organisations. They included Haringey Council representatives from relevant departments (Children's Social Care, Education and Learning and Early Help) 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.

The following chart sets out the previous structure of the LSCB:



5.3 The full Board met quarterly until June 2019. Detailed work was undertaken during the transition process through the Shadow Executive Group, the Business Group and Sub Groups, reporting to the main Board. The Business Group, Chaired by the Independent Chair, provided strategic leadership to the LSCB. It scrutinised key areas of work in detail prior to consideration at the full Board, dealt with budget issues, set the agenda for board meetings, and co-ordinated the development of the new MASA arrangements.

5.4 In Haringey, there is a clear commitment from senior leaders across agencies to protecting children and young people and promoting their welfare. This commitment also extends to the strong political support and priority that the elected members of Haringey puts on safeguarding children.

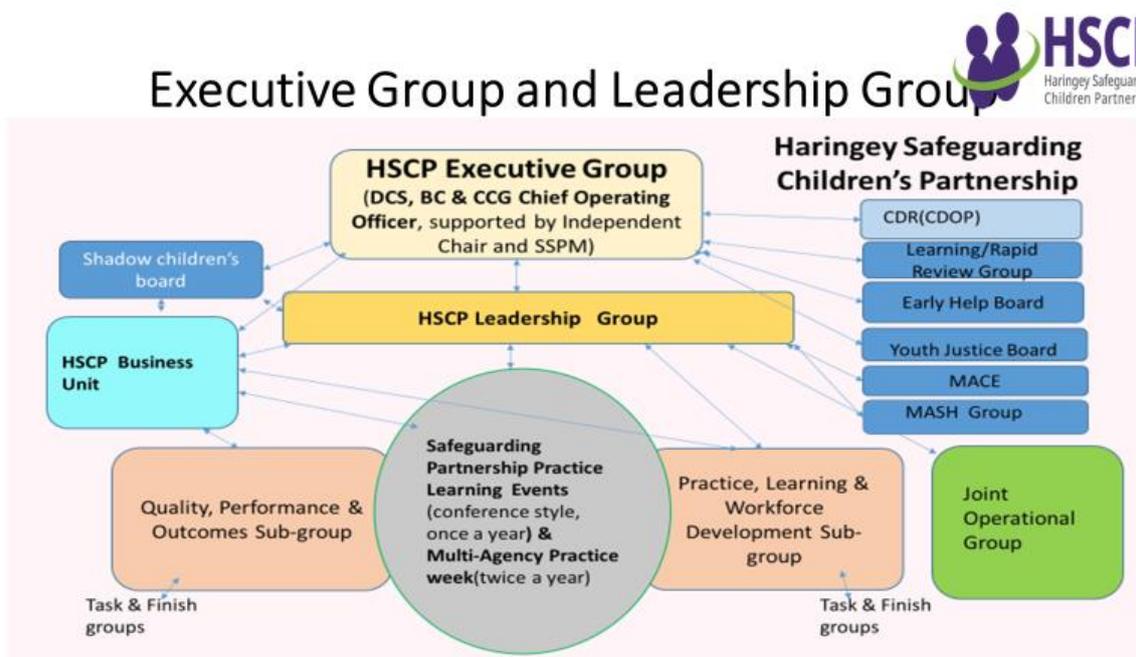
6.Haringey Safeguarding Children Partnership (HSCP) – New Arrangements

6.1 Children’s Safeguarding arrangements have changed as a result of legislation and national guidance (the Children and Social Work Act 2017, and Working Together to Safeguard Children 2018). There is no longer a requirement to have a Local Safeguarding Children Board (LSCB), and there is a new responsibility for the Council, Police, and Clinical Commissioning Group to develop proposals for new multi-agency safeguarding arrangements. The Council, Haringey Clinical Commissioning Group (CCG) and the Police have agreed new local arrangements for safeguarding and promoting the welfare of children in Haringey. The new arrangements were published on 29th June, and went live on 29th September 2019.

6.2 The Council and Haringey CCG was 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, sets out the direction of travel for the new Child Death Review System and how this is operationalised across North Central London.

The Structure

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



6.3 In consultation with stakeholders, the three statutory partners agreed to have an Executive Group on top of the tree, the Leadership group underneath and three subgroups. 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. The statutory partners have agreed to retain an Independent Chair for at least the first year who will undertake the chairing responsibility of the new HSCP. A launch event of the new partnership was planned for early November 2019, was very well attended, and attracted very positive feedback.

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

6.5 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. There is likely to be considerable local and national learning and further development in 2020 and beyond, as new arrangements prove their effectiveness. The partners strongly support the continuing improvement of its multi-agency safeguarding arrangements (MASA).

7. Child Death Overview Panel (CDOP)

7.1 The CDOP was Chaired by the Assistant Director of Public Health and the Deputy is the Designated Doctor for Safeguarding. The remit of the group was to provide a review of all deaths of children who are under 18 and resident in the borough and to use the information gathered to develop interventions and recommendations to improve the health and safety of children in order to prevent future deaths.

7.2 During 2018/19, there were 19 deaths of children resident in Haringey. 4 rapid response meetings were held in relation to unexpected deaths of children. There were 5 meetings of the CDOP Panel. The new eCDOP recording and reporting system is in place across London including Haringey.

7.3 Haringey's children, local procedures and policies are now governed by the new multi-agency safeguarding arrangements in parallel to the new CDOP arrangements. Haringey designated professionals have been active contributors to the planning and implementation for both sets of arrangements.

8. Key Achievements of the JTAI Improvement Plan

8.1 Between 4th and 8th of December 2017, the partnership was subject to a Joint Targeted Area Inspection (JTAI) of the multi-agency response to abuse and neglect in Haringey. A combined multi-agency action plan was submitted to Ofsted in May 2018 and a JTAI Implementation Group with membership from senior lead agencies and Chaired by the DCS, was established in July 2018. The group met on a monthly basis until March 2019 to monitor, review progress and scrutinise evidence of all agency actions.

8.2 There was a strong focus on challenge between agencies, from the Independent Chair and the DCS. As a result, the JTAI Implementation Group has driven improvement which led to more effective multi-agency working. This was evidenced in many Sign-off reports/ progress updates during the JTAI Implementation meetings and recently in most agency JTAI progress reports. Agencies also reported that they had strengthened their internal quality assurance process and revised their quality assurance framework. Governance arrangements are in place to ensure that actions are taken forward via the relevant subgroups/Boards within LSCB and single agencies. Key JTAI partnership achievements include:

- a. A clear focus on completing the priorities in the JTAI Combined Action plan
- b. Partnership actions were monitored by the LSCB and single agency actions are monitored as part of individual agency Governance arrangements (please see appendices).
- c. Professional challenge between partners has been effective and there is recognition of significant improvement across agencies.
- d. The Sustainability Plan is a separate document to be revisited on a six monthly basis to ensure there is no drift.
- e. New JTAI themes which are confirmed to 2021 have been adopted as priorities in our Partnership's MASA
- f. LSCB and Single agency governance arrangements are in place to ensure that actions are taken forward via the relevant subgroups/Boards within LSCB and single agencies
- g. There is a partnership acknowledgement that we need to evidence the impact on children and young people and the voice of the child
- h. 100% Child and family assessments are completed within 45 days of the referral.
- i. Safeguarding children KPIs are monitored at individual agency level and there is considerable progress of developing the HSCP KPIs data dashboard for implementation once we enter into the new safeguarding arrangements.
- j. The response to JTAI in Haringey has brought about significant improvements within partner agencies through; service reviews, clearly defined roles and responsibilities, robust performance management and workforce development. It also helped partners to better prepare for other Inspections within their own organisation.

9. Developments in the MASH

9.1 For the year 2018-19 significant work has been done to speed up progress in strengthening and improving the performance of the MASH as follows:

- a. Combining the work of the MASH strategic group and MASH operational group to form a new streamlined governance arrangement under the MASH operational management group with new Terms of Reference. This has ensured that the partnership arrangements are effective, well understood and accessible across the Borough. This oversight includes the strategic monitoring and evaluation of the delivery and performance of the MASH. The group met for the first time on 10th October 2019 and thereafter meets quarterly.
- b. Introduced a new workflow in line with an updated MASH protocol with managers screening from the initial point of contact. This system is more efficient, simpler and provides better management of risk where children at immediate risk of significant harm are fast-tracked by the MASH.
- c. Established a dedicated consultation line to offer consistent advice and guidance to the public and professionals. An experience manager has been recruited to this post with consultations recorded to ensure there is clear audit trail with actions and necessary follow up. This has also created additional capacity for the MASH to work proactively with professionals to support them in understanding thresholds and increase confidence in how to manage risk.
- d. Secured a room with telephone conference facility solely for the purpose of strategy meetings. This has improved attendance, engagement and contributions from all relevant agencies and not just between police and children social care as before. A dedicated minute taker ensures decisions and safety plans are prioritised and shared promptly so everyone is clear about their role.

- e. Increased focus in providing better and quicker feedback to referrers on what has happened in relation to contacts they have made to MASH.
- f. Created a learning environment with a strong programme of bite size learning to support the team plan to build up the practice and knowledge base. This learning time is interactive and protected providing a reflective space in the fast-paced, high-risk work of the front door.
- g. Putting greater emphasis on tracking & monitoring performance every day through the daily MASH huddle, dataset and reports made accessible to the whole team.
- h. Running threshold training and MASH team being more visible to wider safeguarding community. The MASH team have started to visit various safeguarding partners and forums to increase awareness of the service, consultation line and escalation policy.
- i. Maximising opportunities to learn from other Front Door models starting with a visit to Leeds on 11 December 2019 to look at good practice and innovation.
- j. Designing a practice and resource folder to support social workers in assessing risk and linking families to appropriate support out in the community.
- k. Co-locating Early Help within MASH to maximise earlier identification of vulnerable children. This project has introduced Early Help Family Support Workers who are specifically tasked with undertaking rapid Early Help assessments in order to reduce delay in families receiving a service.

9.2 The MASH continues to receive a high volume of contact however, this number has remained relatively stable when compared to previous years. The above changes, at pace, have enabled the MASH to significantly improve its performance. The coming challenge will be to consolidate the improvements, maintain performance with focus on achieving quality that is consistently good.

10. Effective Safeguarding Governance

10.1 Section 11 of the Children Act provides a framework for organisations to self-assess whether they are meeting their responsibilities to safeguard children and promote their welfare. In order to fulfil this function, the LSCB has challenged partners both in terms of their response and any action plan that is developed through their self assessment.

10.2 The S11 support and challenge meetings took place between March and June 2019. Those meetings Chaired by the Independent Chair and the Strategic Safeguarding Partnership Manger took place for all partners; BEH, NMUH, CCG, Whittington, Police, Children's Social Care, Probation and CRC. It is clear that partners fully acknowledge the importance of ensuring compliance with Section 11 and have clearly demonstrated a journey of improvement.

10.3 Overall, the partnership demonstrated an inspiring commitment to safeguarding via dedicated safeguarding teams and officers' who provided very clear and accountable governance processes and procedures and excellent evidencing of safeguarding documentation. The S11 process illustrated a desire to deliver best practice around safeguarding. There is evidence of strong leadership and managerial oversight within the safeguarding teams who attend LSCB meetings and actively contribute to the partnership by

providing updates and completing actions that are required. The partners demonstrated an impressive capacity for challenging existing procedures within their organisation.

10.4 There is evidence that collating the voice of the children individually is happening. However, there was not enough evidence around how the views of children, young people and their families have influenced improvement in service delivery and the Haringey offer.

10.5 There are opportunities across the partnership to scope more interagency working. This includes strengthening the Partnership Training, Learning and Development core offer. There are also opportunities for sharing single agency audits for learning and looking for multi-agency/partner audit opportunities.

11.LSCB Learning and Improvement: learning from practice through thematic Audits

11.1 The multi-agency audit of practice is a key ingredient for learning and improvement in Haringey. Through multi-agency thematic audits we ensure that the partnership has a clear grip on the quality of practice at the front line. The LSCB recognises that it is important to get right by balancing the necessary rigour and creating the necessary opportunities for shared reflection, and engaging the expertise of front line practitioners in evaluating the quality of each other's practice, while not making unrealistic demands on very pressurised staff in all partner agencies.

Pre-Birth Audit

11.2 A thematic audit of Pre-Birth practice took place during 2018/2019. There were key practice themes that were evidenced in both health and social worker practice, and are summarised below:

What's working well

- Presenting risk was identified and responded to
- Case recording captures the risk to the unborn child
- The voice of the child was captured through predictive analysis
- All plans evidenced contingency planning
- Information sharing across the partnership was evidenced

Areas for improvement

- Chronologies were not always completed to capture the family history
- There was a lack of professional curiosity beyond the presenting need
- Prospective fathers were not engaged with as part of the assessment
- The use of assessment tools not evidenced
- Strategy meetings did not always have health input and were with Police and Social Care
- Supervision does not always support reflection and analysis

11.3 This audit identified key areas of practice improvement across Children's Social Care and Hospital Midwifery. Social care and Whittington Hospital have reported that since the audited was completed, they have:

- Child and family assessment amended to address shortfall in the quality of the pre-birth assessments – see appendix B
- Whittington Hospital is in the process of reviewing safeguarding supervision arrangements for midwives and health visitors.
- Enhanced section 47 process to include health colleagues in MASH for the initiation of the strategy meeting

Haringey Multiagency Children & YP Mental Health Audit

11.4 A LSCB Task & Finish group from the Practice, Performance and Outcomes Subgroup undertook a deep dive into four cases of children and young people's experience of mental ill-health. The exercise allowed the group time to have a closer look at the experiences of four children, focusing on their journeys. There were key practice themes that were evidenced in multiagency working and are summarised below:

Strengths

- Assessments identified key risks and were responded to.
- Impact of parental mental health on the child outcomes clearly articulated in records.
- Early identification of risk to the unborn and mother.
- Good communication with CAMHS and community health.

Areas for improvement

- Information sharing between CAMHS and Education.
- Evidencing the lived experience of the younger child.
- Initial consultation with "First Step" as part of care planning process.
- Completion of chronologies to capture the history and risk.
- Evidencing the role of the father and impact on family dynamics as part of assessments.
- Improved consideration given to impact of neglect on child's long term mental health and wellbeing by use of neglect tool.
- Supervision to support reflection and analysis in cases

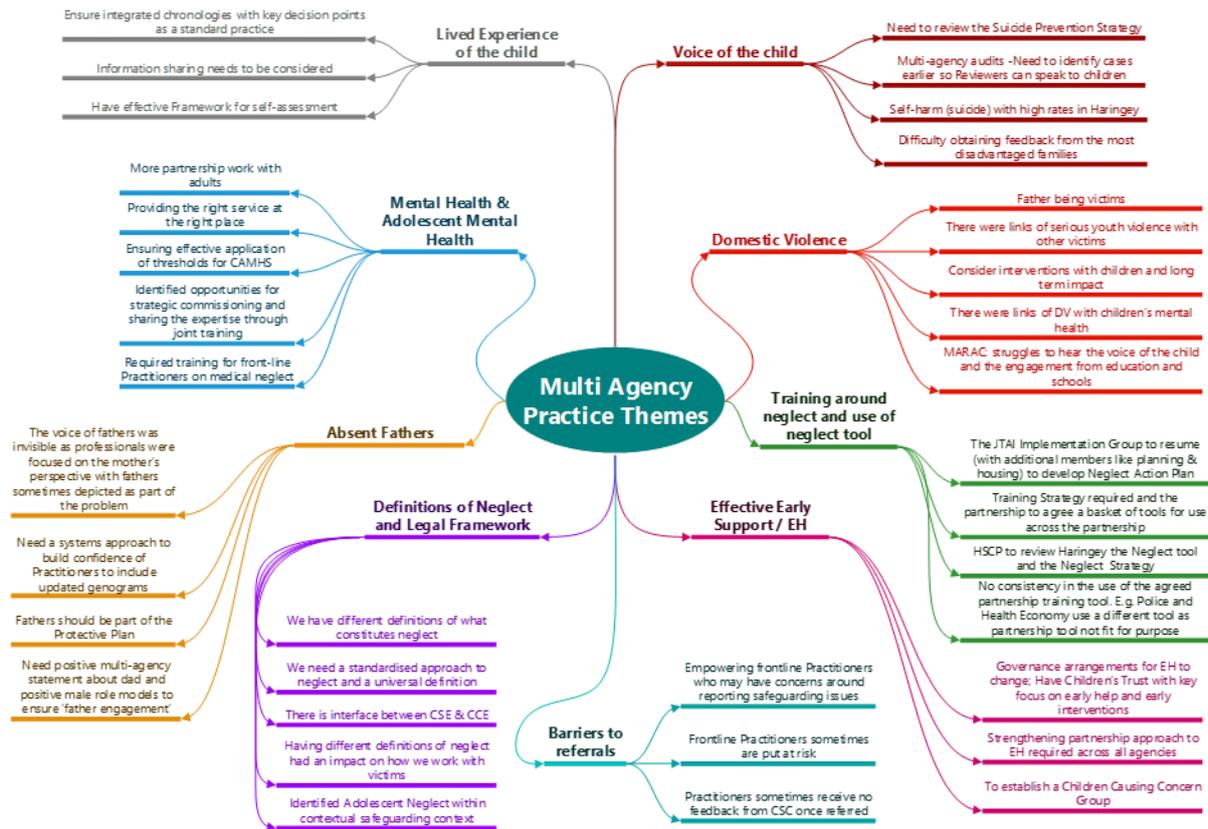
11.5 The audit identified key areas of practice improvement across BEH, (Mental Health Services) WH, (Community Health Services) and NMUH, (Midwifery/ A&E Services), Children Social Care, First Step and Education. The Quality, Performance and Outcomes (QPO) subgroup within the new arrangements will seek assurance from the partnership that the above areas for improvement have been embedded and there is evidence of improved practice.

12. Multi Agency Practice Week:

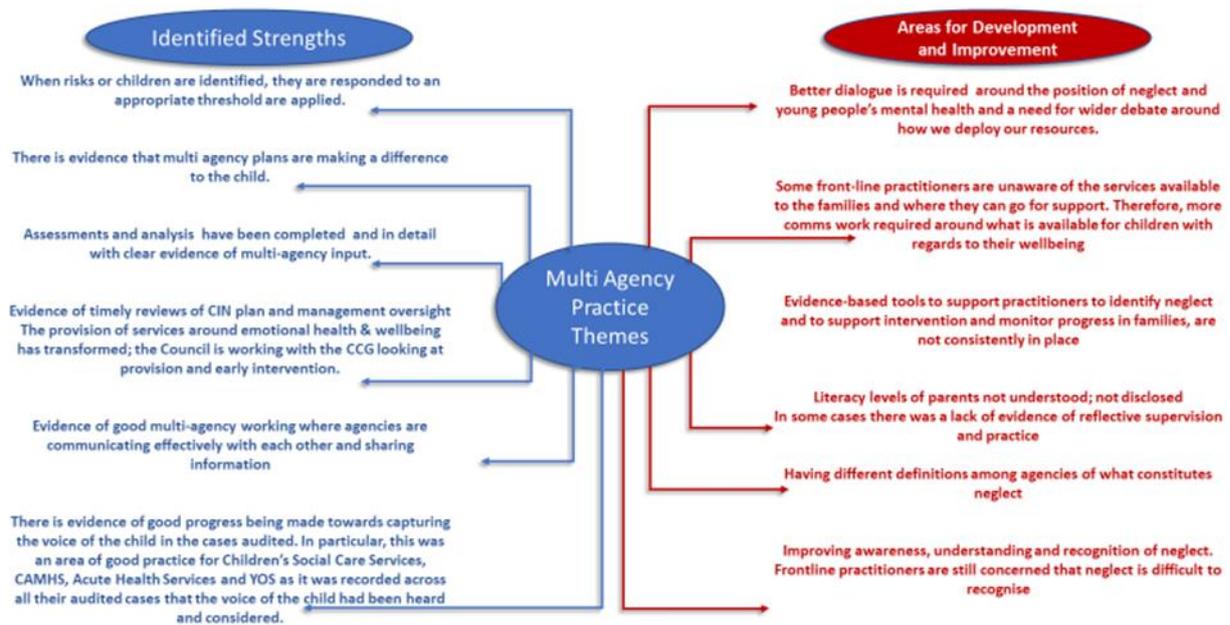
12.1 The Multi Agency Practice week which focused on Neglect took place 16th - 20th September 2019. The following agencies undertook a joint response to abuse and neglect in Haringey:

- Children's Social Care
- Early Help
- North Middlesex University Hospital
- Whittington Health
- Barnet, Enfield & Haringey Mental Health Service
- Community Safety and Environmental Health
- Public Health
- Schools
- Haringey CCG
- Housing
- Youth Offending
- Police

Identified Practice themes and actions:



Identified Strengths and Areas for Development and Improvement



12.2 The multi-agency practice was undertaken to review the current practice around neglect and to understand the impact of the improvements across the agencies since the Joint Targeted Area Inspection (JTAI) 2018. The Action Plan is aligned with the partnership actions identified in the Haringey Clinical Commissioning Group (CCG) neglect report presented at the HSCP Leadership Group meeting on 10th December 2019.

12.3 The Partnership wanted to understand the impact on multi agency practice of the neglect tool that was approved in July 2018 for use across all the partnership. In addition, the partnership wanted to gain a better understanding of practitioners' confidence and competence in working with children and families where neglect is a feature and to identify opportunities where agencies could work better together to meet children's needs and keep them safe.

12.4 The experience of the multi-agency approach to this practice week has been invaluable with extremely positive feedback from all who participated, whether they were senior leaders observing practice or indeed those being observed. The lessons learnt and findings have been pulled into an outcomes-based action plan. Throughout the week it has been evident that front line practitioners know their children and families well and are passionate about achieving the best outcomes for them. There is evidence of improved practice since the last JTAI Inspection, particularly in relation to multi-agency collaboration and a real opportunity to think and drive better practice together.

12.5 Compliance with standards for supervision and management oversight has also shown some signs of improvement. We have seen improvements in practitioners' determination to ensure that the child's voice is highly influential in getting the right help and support to children and families. This is and will continue to be a key driver for improvement.

12.6 There have of course been many lessons, one of the most critical lessons being that as a partnership group we have had an inconsistent use of the definition of neglect, resulting in a lack of proper joined up understanding and potentially avoidable barriers in place. For some practitioners this has resulted in a lack of confidence to make judgements about the impact of parental behaviour on their children's wellbeing. The partnership has also recognised the links

between neglect and child exploitation, and the impact of sexual and criminal exploitation of our children.

12.7 The strength of the partnership working demonstrated a very professional desire to do all we can together to support and protect the children of Haringey. For some reviewers this was their first opportunity to be involved in a multi-agency review.

13. The Management of Allegations regarding professionals: The Haringey LADO service - activity and impact

13.1 The Local Authority Designated Officer (LADO) is a well-established role in Haringey. The LADO is based within the Safeguarding & Quality Improvement Service and provides oversight of allegations against people who work with children as well as advice and guidance to agencies. Key data below shows contacts made with the LADO during 2018-2019:

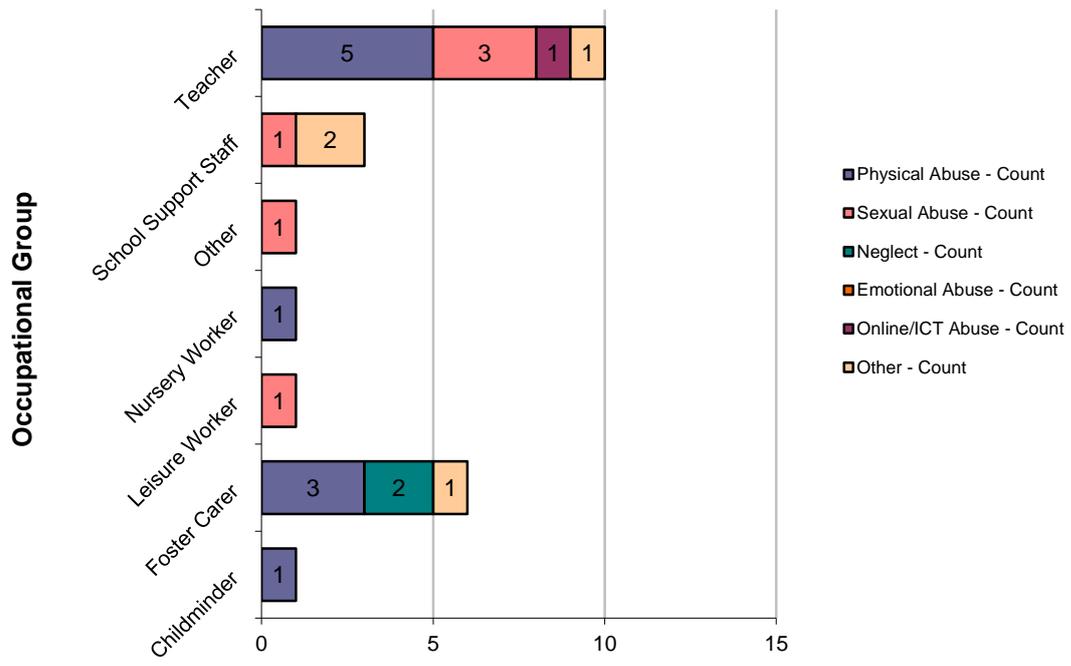
- 85 (29%) were from the education sector, usually from Head Teachers or Designated Safeguarding Leads.
- 110 (38%) were contacts for advice, consultation or referral from social workers either within the London Borough of Haringey, or in other neighbouring authorities.
- 12 (4%) of the contacts were from the Early Years Sector and 20 (7%) were from the police.
- There were 15 (5%) contacts from OFSTED. Most of them were parental complaints direct to Ofsted regarding schools and Early Years settings.

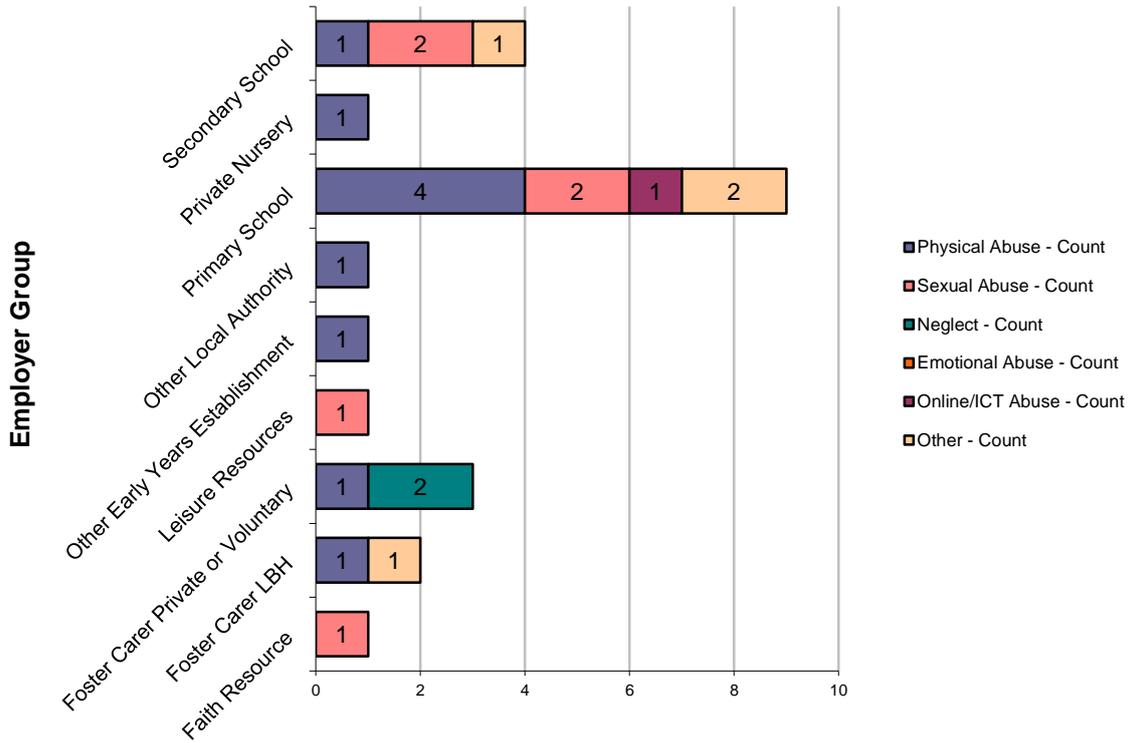
Professionals that were the subject of initial allegations in Haringey during 2018-2019

- 138 (47%) contacts were about staff working in the education sector. This total is the about same proportion as last year. This included allegations about teachers and school support staff. The allegations refer to current and historical situations where a concern has arisen in a person's home life as well as allegations that the staff member has behaved in a harmful way towards a child. About two thirds of these contacts were about primary schools and a third about secondary schools. Roughly two thirds of the contacts were about teachers and about a third concerned school support staff.
- 32 (11%) of the contacts were regarding staff in Early Years settings which includes nurseries, pre-school settings, and childminders.
- 41 (14%) were contacts about the care sector i.e. including foster carers, both in-house and from the PVI sector, and residential care workers.
- The rest of the consultations concerned professionals or volunteers involved in sports and leisure clubs, health professionals, transport providers, the charitable sector and the faith sector.

13.2 Of the 271 contacts 23 cases resulted in a formal meeting under Allegations Management in the London Child Protection procedures. This is a lower number than last year and reflects a review of thresholds in line with Data Protection regulations.

Category of abuse by Occupational Group then Employer Group

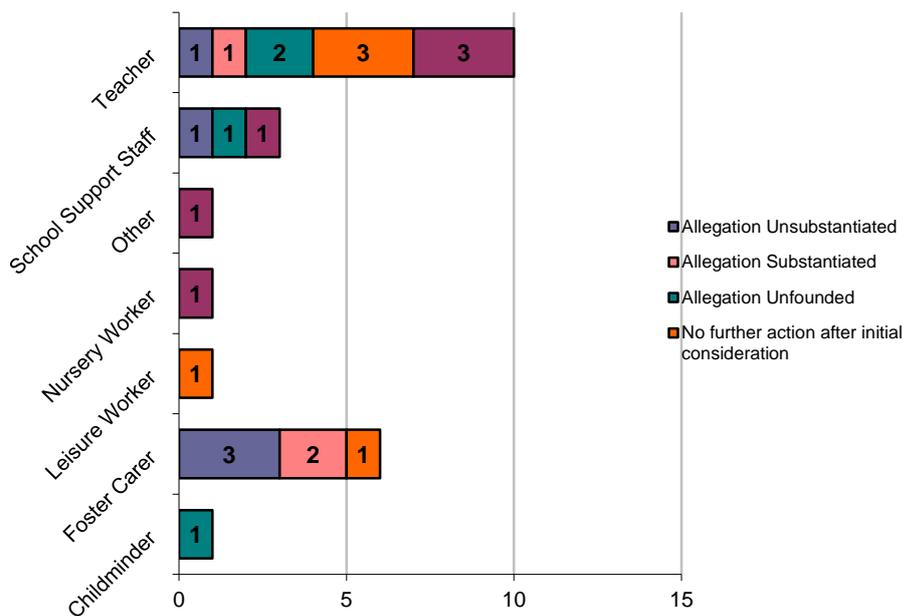




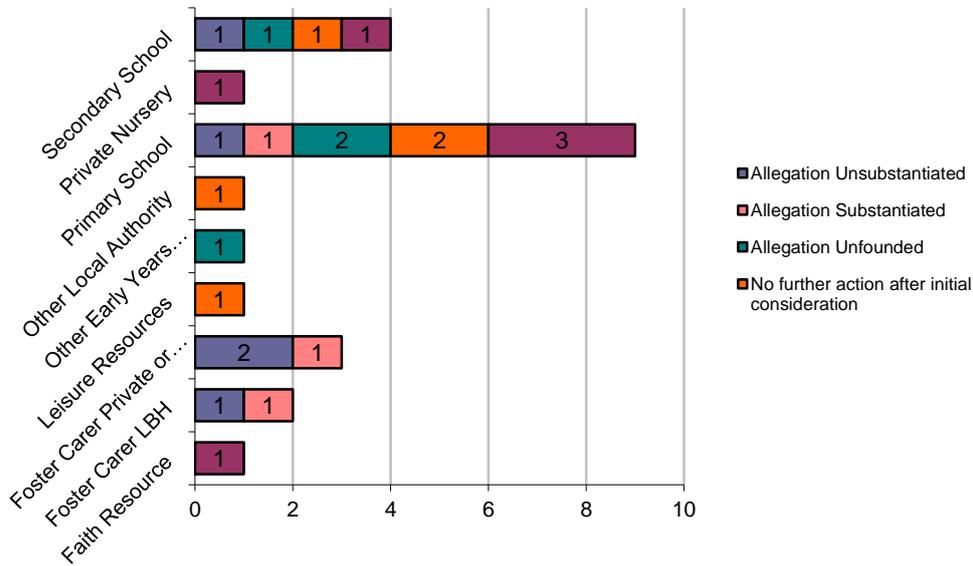
The LADO management of allegations outcomes are shown below in the tables below:

Outcomes by Occupational Group and Employer Group

Outcome by Occupational Group



Outcome by Employer Group



13.3 During 2018-19 an Ofsted inspection of Haringey provided positive feedback for the LADO processes in the borough. The LADO continues to work with partners and service colleagues to offer advice and training around the management of allegations against those who work with children.

Appendix 1

The table below shows the Haringey LSCB budget for 2018 and 2019

HARINGEY LSCB budget 2018-2019	
Contribution	Amount
Metropolitan Police	£5000
Haringey Council, CYPS	£112998
Cafcass	£550
Probation	£2,046
Tottenham Hotspur FC	£2,046
North Middlesex Hospital	£5,115
Whittington Health	£5,115
Barnet, Enfield & Haringey MHT	£5,115
Haringey CCG	£5,115
Grand Total	£143100

Appendix 2

List of LSCB agencies

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

Appendix 3

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