



Haringey Council

Report for:	Children and Young People Scrutiny	Item Number:	
Title:	Corporate Plan, Priority 1: Best Start in Life		
Report Authorised by:	Jon Abbey, Director of Children’s Services		
Lead Officer:	James Page, Head of Transformation and Strategy, CYPS		
Ward(s) affected: All	Report for Key/Non Key Decisions: N/A		

1. Introduction

We are looking forward to working together closely with members of Children and Young People (CYP) Scrutiny Panel to ensure clear and transparent engagement as we deliver on Priority 1 / Best Start in Life in the Council’s Corporate Plan.

At the Scrutiny Cafe, a number of suggestions were made to help focus the work of the Overview and Scrutiny Committee (OSC) and CYP Scrutiny Panel. The links are made below with the overall work that sits in Priority 1 / Best Start in Life.

2. Priority 1 / Best Start in Life – vision and objectives

The Corporate Plan “Building a Stronger Haringey Together” set out the Council’s plans for children and young people in Haringey. Our vision is to “enable every child and young person to have the best start in life, with high quality education”.

To achieve this, and provide a clear focus for our work, we identified six objectives:

1. All children will have the best start in life supported by strong relationships and be ready for school
2. Children and young people across Haringey excel at school, making the most of their potential



3. There will be excellent education and training opportunities for young people aged 16 plus, enabling all to develop the right skills and experience for good quality, sustainable employment
4. Children and young people will be healthier, happier and more resilient supported by stronger families
5. Children and families who need extra help will get the right support at the right time to tackle issues before they escalate
6. All children and young people will be safeguarded from abuse and offered the best possible care if they cannot remain with their own family.

In order to measure progress against our vision and objectives, we are in the process of identifying a number of outcome measures and setting performance targets for the next three years. Our current thinking is reflected in the sections below. Once finalised along with indicators for the whole of the Corporate Plan, we expect to publish our performance prominently and transparently on the Council's website in real time. This will provide a common picture for all of our stakeholders, including particularly members, residents and partners.

3. Major projects for scrutiny

Scrutiny cafe highlighted the desire to focus on two major areas: early help for children and young people and early years.

Both of these areas correspond directly with the objectives under Priority 1 / Best Start in Life, with outcome indicators being developed and a change project aimed at delivering the benefits.

Early help

Our work on early help (which began under the Haringey 54,000 programme) is intended to deliver the outcomes described in both Objective 4 and Objective 5 in Priority 1 / Best Start in Life.

Building on the outcomes outlined in the Corporate Plan, we have identified the following performance indicators, though these remain in draft form at this stage:

Objective 4 –

- Main indicators: A child wellbeing survey (to be commissioned), asking two questions (i) “Pupils reported they are , in general, 'quite a lot' or 'very much' satisfied with their life at the moment” (ii) “Pupils that feel there is someone they can talk with about almost everything”
- Other indicators:
 - Percentage of overweight and obese (year 6) to be maintained at 38% until 2018
 - Teenage Conception rate to reach 12.2 per 1,000 females by 2018



- Increase in the number of schools achieving silver and bronze Healthy School status
- Early access for women to maternity services, with 80% access achieved by 2018
- 95% immunisation rate for MMR to be achieved by 2018

Objective 5 –

- Main indicator: Reduce the number of referrals to social care. We plan to be in the lowest five in London by 2018
- Other indicators:
 - Children's exclusions from school are low
 - Children's attendance at school is high
 - Reducing the number of young people offending for the first time, remaining below London levels to 2018

The early help project itself is currently in the midst of an independent evaluation led by Malcolm Newsam, which is expected to report in July. There is also a great deal of activity underway, with a revised early help forum structure recently in place and consultations on the internal early help structure and reconfiguration of Children's Centres underway. Looking further ahead, the following delivery dates are likely to be of interest:

- Consultation on children's centres complete in September 2015 with Cabinet decision in October 2015
- New internal early help structure in place by October 2015
- Phase 1 of the Healthy Child Programme complete in November 2015
- Youth Offending Service redesign complete by March 2016
- Cabinet paper awarding school nurse contract by March 2016

This work is led by Gill Gibson, Assistant Director for Early Help and Prevention, supported by Charlotte Pomery, Assistant Director for Commissioning, and Susan Oti, Assistant Director for Public Health.

Early Years

Our work on early years corresponds directly with Objective 1. It is also intimately linked with the wider work on early help, not least through the reconfiguration of children's centres.

The main indicator which has been identified for this area is to maximise the proportion of child care settings (including childminder and private and voluntary settings) that are good or outstanding by 2018. We will also want to track outcome measures for 0-5 year olds, especially around school readiness, though we are aware that the national indicators based on the Early Years Foundation Stage are going to become difficult to use from the next academic year. We will continue to work on this.



Haringey Council

The proposed timing for scrutinising this area early in 2016 will allow us to embed some of the major changes underway with the reconfiguration of Children's Centres, transfer of 0-5 Public Health commissioning and the new childcare entitlements.

This work is led by Charlotte Pomery, Assistant Director for Commissioning, along with Ngozi Anuforo, Early Years Commissioning Manager, and Susan Otit, Assistant Director for Public Health.

4. Scrutiny update reports

We understand scrutiny update reports will be considered over the coming 12 months.

Sufficiency of school places is managed by the schools and learning team as part of business as usual. Preparation and planning can be reported on at any point for scrutiny.

Educational attainment for different groups, including children with special educational needs and disabilities (SENDs) will be measured as part of Objective 2. At present, we are suggesting the following measures, which will be broken down for different groups:

- Main indicator: Achievement of 5 or more A* to C grades, including English and maths. We plan to be at London top quartile by 2017 and in the top 10% by 2018.
- Other indicators:
 - All schools to be good or outstanding by 2016
 - Key Stage 1 (age 7) results for reading, writing and maths are among the best in the country. We plan for all of these to be in the London top quartile by 2016
 - Key Stage 2 (age 11) results are among the best in the country. We plan for reading, writing and maths at Level 4+ to be in the London top quartile by 2017

These areas of work are led by Anji Phillips, Interim Assistant Director for Schools and Learning.

Foster carers and adoption and child safeguarding and preventing violence against the child are both key planks in achieving Objective 6. We have a change project underway for our looked after children (LAC) service as well as broader service improvement across the whole of social care which will contribute to delivering on these areas. The Local Safeguarding Children's Board (LSCB) is also critical as an independent voice and source of partnership working, especially around key areas such as child sexual exploitation.

The draft indicators for Objective 6 are currently:



Haringey Council

- Main indicator: school results for care leavers are the best in the country by 2018
- Other indicators:
 - Re-referrals to social care within 12 months are in the London lowest quartile by 2018
 - Reducing the average length of time children are in care before being adopted or achieving permanence

These areas of work are led by Neelam Bhardwaja, Assistant Director for Safeguarding and Social Care. Sir Paul Ennals is Chair of the LSCB.

Child obesity is being taken forward as part of the early help offer under Objective 4. As above, we are planning to track, and reduce, the proportion of children who are overweight and obese in Year 6. The lead for this area is Susan Otit, Assistant Director for Public Health.

5. 'Maybes' for scrutiny

Two further areas were picked up as 'maybes': young people and employment / further education opportunities; and youth offending. We would be happy to work with CYP Scrutiny to develop these.

Young people and employment / further education opportunities corresponds directly with Objective 3, for which the proposed measures are currently:

- Main indicator: The proportion of 16-19 years in education, employment and training is among the best nationally and in London (EET), with Haringey in the London top quartile by 2018
- Other indicators:
 - Sustained employment for 18 and 19 year olds. We are working on the indicator and target for this
 - Attainment of 18 year olds to be in the London top quartile by 2018
 - The proportion of young people entering Higher Education and top Universities is above the national and London average by 2018

As above, youth offending is a key part of our early help work. We are proposing to measure how effectively we prevent young people from offending for the first time. The redesign of the Youth Offending Service is also underway, expected to be complete by March 2016.

6. Summary of change projects and key dates

We are continually looking to improve the way we undertake our business and are delivering a number of change projects to support this. Several of these are referenced above. The full list is set out below along with a summary of headline delivery dates in 2015/16 for reference:



- Early help, including public health:
 - Consultation on children's centres complete in September 2015 with Cabinet decision in October 2015
 - New internal early help structure in place by October 2015
 - Phase 1 of the Healthy Child Programme complete
 - Youth Offending Service redesign complete by March 2016
 - Cabinet paper awarding school nurse contract by March 2016
- Social care service improvement :
 - Strengthened front door to be fully operational alongside early help by December 2015
 - Introduction of Signs of Safety practice model, including re-design of conference facilities by October 2015
 - Service improvement to be supported by quarterly independent evaluations of the service and quarterly performance network
- Looked after children and sufficiency:
 - Process mapping and review of policies, practice and guidance leading to a clear action plan in July 2015
 - Action plan to respond to financial review of the service in July 2015
 - Implementation, alongside early help and service improvement, by March 2016
- Workforce development:
 - Increase in permanent staff and reduction in agency staff, especially among social workers throughout the year
 - Agreement of team structures across early help and social care by October 2015
 - Updated social care head of service posts filled by September 2015
 - Permanent Director of Children's Services appointed (date to be confirmed)
- Schools and learning projects:
 - Traded services to schools continues to build revenue, with quarterly reviews of trading and a renewed offer developed in February 2016
 - A new partner is found for Pendarren with a Cabinet report on the final decision in November 2015
- Special education al needs and disabilities
 - Effective and accessible website established with a new approach to transitions ready for implementation in April 2016
- IT projects:
 - Implementation of phase 2 of MOSAIC (the casework software which replaced Framework I in March)



Haringey Council

- Integration of IT systems across the Children and Young People's Service, including requirements gathering completed by September 2015 and a contract for the solution developed by December 2015.

We look forward to working closely and openly with Children and Young People's Scrutiny over the course of this year as we implement these changes and deliver on our vision in the Corporate Plan.

7. Comments of the Chief Finance Officer and financial implications

- 7.1 The Chief Finance Officer has been consulted on this report and can confirm there are no direct financial implications. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications these will be highlighted at that time.

8. Comments of the Assistant Director of Corporate Governance and Legal Implications

- 8.1 The Assistant Director of Corporate Governance has been consulted on this report and can confirm there are no direct legal implications.

9. Use of Appendices

None.

10. Local Government (Access to Information) Act 1985