

Corporate Parenting Panel AGENDA

DATE: Tuesday 18 December 2012

TIME: 7.30 pm

VENUE: Committee Room 5,
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chairman: Councillor Mitzi Green

Councillors:

Margaret Davine
Varsha Parmar

Christine Bednell (VC)
Janet Mote
Lynda Seymour

Reserve Members:

- | | |
|---------------------|------------------|
| 1. William Stoodley | 1. Chris Mote |
| 2. Raj Ray | 2. John Nickolay |
| 3. Mrs Rekha Shah | 3. Jean Lammiman |

Contact: Vishal Seegoolam, Senior Democratic Services Officer
Tel: 020 8424 1883 E-mail: vishal.seegoolam@harrow.gov.uk

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Panel;
- (b) all other Members present.

3. MINUTES (Pages 1 - 14)

That the minutes of the meeting held on 29 October 2012 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS

To receive questions (if any) from local residents or organisations under the provisions of Executive Procedure Rule 51 (Part 4D of the Constitution).

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 49 (Part 4D of the Constitution).

6. DEPUTATIONS

To receive deputations (if any) under the provisions of Executive Procedure Rule 51 (Part 4D of the Constitution).

7. APPRENTICESHIPS FOR CHILDREN LOOKED AFTER AND YOUNG PEOPLE WHO ARE LEAVING LOCAL AUTHORITY CARE (Pages 15 - 30)

Report of the Corporate Director of Children and Families.

8. ANNUAL REVIEW OF THE HARROW PLEDGE FOR CHILDREN LOOKED AFTER (CLA) (Pages 31 - 50)

Report of the Corporate Director of Children and Families.

9. UPDATE ON IMPROVEMENT - OFSTED (Pages 51 - 72)

Report of the Corporate Director of Children and Families.

10. UPDATE ACCESS TO LEISURE FACILITIES FOR CHILDREN LOOKED AFTER AND YOUNG PEOPLE WHO ARE LEAVING LOCAL AUTHORITY CARE (Pages 73 - 80)

Report of the Corporate Director of Children and Families.

11. INFORMATION REPORT - PERFORMANCE UPDATE (Pages 81 - 88)

Report of the Corporate Director of Children and Families.

12. PROGRESS REPORT FROM NHS HARROW (To Follow)

Report from NHS Harrow.

13. AGENDA TRACKER (Pages 89 - 90)

14. ANY OTHER URGENT BUSINESS

Which cannot otherwise be dealt with.

AGENDA - PART II - NIL

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CORPORATE PARENTING PANEL MINUTES

29 OCTOBER 2012

Chairman: * Councillor Mitzi Green

Councillors: * Husain Akhtar (1) * Lynda Seymour
* Christine Bednell * William Stoodley (1)
* Margaret Davine

* Denotes Member present
(1) Denotes category of Reserve Member

87. Welcome

The Chair welcomed Ugo Egenti and Ganimete Vucaj, representatives from Beyond Limits, to the meeting.

RESOLVED: That the representatives from Beyond Limits be allowed to speak on all agenda items during the meeting.

88. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Members:-

Ordinary Member

Councillor Brian Gate
Councillor Janet Mote

Reserve Member

Councillor William Stoodley
Councillor Husain Akhtar

89. Declarations of Interest

RESOLVED: To note that there were no declarations of interests made by Members.

90. Minutes

RESOLVED: That the minutes of the meeting held on 10 July 2012 be taken as read and signed as a correct record.

91. Public Questions, Petitions and Deputations

RESOLVED: To note that no public questions were put, or petitions or deputations received.

RESOLVED ITEMS

92. Corporate Parenting Panel Update from NHS Harrow

The Chair welcomed the Designated Doctor and Designated Nurse for Looked After Children from NHS Harrow to the meeting.

The representatives from NHS Harrow provided the Panel with an update on the inspection conducted in Harrow by Ofsted and the Care Quality Commission (CQC) in May 2012 and made the following points:

- the inspection conducted had highlighted that improvements were needed in a number of areas including the timeliness and quality of health assessments conducted for Children Looked After (CLA);
- a CQC action plan and wider improvement plan from the Council had been developed to address areas of weakness identified;
- one area that was required to be addressed included ensuring better control on the health assessment process. Work had been conducted with a range of providers and a clear process for health assessments had been devised. This would involve referrals being sent to the Lead Nurse with Social Care teams from the Council providing all relevant information and proper consent for the assessment;
- the Designated Doctor had conducted a significant amount of work on what information was required during the health assessment process. The revised process had been agreed by NHS Harrow and the Council and as a result further training had been conducted for social workers;
- there was greater emphasis on achieving tangible outcomes when performing health assessments. This required robust health plans being developed and incorporated in care plans;
- it was anticipated that the changes made as a result of the findings from the inspections, would assist towards comprehensive health assessments and in helping children to understand that health assessments were important.

In response to queries raised by Members of the Panel, the representatives from NHS Harrow reported as follows:

- health assessments usually took 1½ hours to conduct. However these assessments could take a longer amount of time depending on the issues involved and who attended;
- the last two cases dealt with by the Designated Doctor had worked well in terms of getting information from the Council. However, in her view, it was taking time to change principles and perceptions from some social workers. NHS Harrow had been firm about obtaining proper consent and the information it required which had caused some initial delay;
- if a child was removed from their family, this created a difficult situation for the relevant child which could impact in health. It was important that social workers had an extensive dialogue with the child's parents and requested information from the GP to ensure the child's health needs are known. This health information should be passed to foster carers and was the same requested by NHS Harrow to ensure comprehensive health assessment;
- a holistic approach was adopted in relation to the health assessment. Educational and emotional issues were addressed, which also highlighted why a significant amount of information was required from the Council;
- consent to conducting Health Assessments was important. Consent meant that the parent and child had a choice on whether to have a health assessment or not. It was important to note that although the need to conduct health assessments had a statutory basis, it did not mean that this was a mandatory requirement. No routine health assessment should ever be conducted against the child's wishes as the main concern was around their emotional well being so the child's co-operation had to be obtained;
- consent was usually sought from the parent of the child as most children were placed voluntarily. Usually consent was also required for all children over 10 years who had capacity to understand the health assessment. If a child was subject to a care order, consent could be given by the relevant social worker;
- there was currently a backlog in the health assessments that were required to be conducted, but NHS Harrow were working closely with the Council to deal with this effectively. Additionally some relevant CLAs' GPs were being asked to conduct health assessments in some cases;
- the changes highlighted to the Panel had commenced a process of change and improvement. The process relating to health assessments had been improved and training for social workers had been conducted. Consultant paediatricians were also in support of the new arrangements. However it was acknowledged that difficulties were still

being encountered particularly in relation to health assessments taking place within 28 days of a referral;

- success for the new process would be measured by a number of factors. These included health plans for Looked After Children being available within 28 days of coming into care, effective quality assurance and holistic health plans and ensuring that health plans were implemented at the first review for any CLA;
- it was important to differentiate between an initial Looked After Children health assessment and a forensic assessment. A forensic assessment would only take place in cases involving suspected abuse i.e. neglect, physical, sexual or emotional abuse. A forensic assessment had an even stricter requirement regarding consent as the purpose was to look for evidence of abuse and any information obtained would be shared with Social Care teams and police;
- it was believed that strategic joint working between NHS Harrow and the Council had improved. There had been constructive discussions between the organisations and it was anticipated that there would be a much more open relationship in the future;
- the Council had updated its case management system which would now generate a range of information for health assessments and would allow health assessments to be monitored effectively.

The Chair requested that a progress report be provided at the next meeting of the Panel.

RESOLVED: That

- (1) the report be noted;
- (2) a progress report be submitted to the next meeting of the Panel on 18 December 2012.

93. INFORMATION REPORT - Activity and Performance

The Panel received a report which set out the latest performance position and key data relating to Children Looked After (CLA) and Children with Child Protection Plans.

An officer advised that the report highlighted significant improvements that were being achieved. The timeliness of CLA adoptions following an agency decision was improving as was the length of placement under the CLA Placement Strategy.

The officer also highlighted that the Forum previously had concerns regarding the percentage of Care Leavers in suitable accommodation. When the figures were analysed more closely, 12 out of 16 former care leavers were in suitable accommodation. Out of the other 4 care leavers who were not in

accommodation, 3 of these were not in contact with the Council and one was currently in police custody. It was also believed that 2 of the care leavers without accommodation were asylum seekers.

During the discussion on this item, Members of the Panel raised a number of queries which officers responded to as follows:

- information relating to the number of placement moves of CLA and the length of time relating to placements had been contained in National Indicator 62 and 63;
- in relation to concerns that Harrow had been nearly 50% over the national average in 2010/11 for the number of placement moves for CLA, it was important to note that since then the Council had made great strides. The latest figures for this year had shown this figure drop to 2.0 for quarter 1 and 6.9 for quarter 2. This was well below the national average and in line with the Council's target.

The Chair advised that if there were any further queries on this report, this be raised directly with officers.

RESOLVED: That the report be noted.

94. Children Looked After Life Chances Forum Action Planning

The Panel received a report which provided information of the progress of the Children Looked After Life Chances Forum action planning, in respect of support for children looked after who leave Local Authority Care.

An officer introduced the report and reported the following:

- the Children Looked After (CLA) Life Chances Forum (The Forum) had been established in 2007. The purpose of the Forum was to improve the life chances and outcomes for CLA and young people leaving care;
- the Forum had evolved over the last 5 years and strategic leadership, governance and performance had all been significantly improved since then;
- membership of the Forum had been developed to ensure targeted attention in the delivery of the Forum's Action Plan. The Forum had also developed specific Terms of Reference;
- membership of the Forum consisted of a Core and an Affiliate membership. The Core membership had been expanded to include representatives from the Youth Offending and Leisure Services;
- the Action Plan developed by the Forum, had been designed to focus on specific activities and actions required to make service improvements for delivery. This would lead to better outcomes for CLA and care leavers;

- the first section of the Forum's Action Plan related to reviewing and providing suitable housing options and standards of accommodation. There had been a significant increase in the demand for single occupancy one bed social housing accommodation and there was a shortage of these properties. Whilst the housing department had increased the quota for care leavers to 25 for 2012, there were still 14 young people who required a review of their accommodation needs;
- the Care Leavers and Housing Sub-Group had reviewed these 14 cases and established that in some cases the young people could remain in their existing accommodation and have short term tenancies identified to meet their needs;
- the Care Leavers and Housing Sub-Group also revised and distributed a protocol for working with care leavers in respect of referrals for housing, support with bidding for tenancies and post support with managing a new tenancy;
- the next section of the Forum's Action Plan, related to engaging with young people and recognising achievements. As part of this, a 'day to day' recognition protocol had been developed which enabled social workers to identify daily achievements from CLA and care leavers;
- an X16 project had been initiated. This was a work experience / apprenticeship programme launched on September 2012, where vulnerable groups of young people had been nominated and placed in a number of work based placements in Harrow Council;
- CLA and care leavers were continued to be provided with support for access to an advocate;
- another section of the Action Plan related to supporting the transition to adulthood. The Council had established a case transfer protocol to support the transition of CLA to the Leaving Care team and service to support independency;
- the Life Skills Programme had been developed and was tailored to meet unique needs and individual circumstances for CLA. The Life Skills Programme had been issued on 1 June 2012 to all CLA between the ages of 14-17 years;
- the next section on the Action Plan related to prioritising health needs. This focused on leisure activities. During this current week, Harrow Leisure Centre were holding a registration session for all CLA;
- promoting a learning culture was another section of the Action Plan. Under this theme, more engagement was required with CLA. A CLA 'Lets Talk' session had taken place in the summer of 2012 which involved the Portfolio Holder for Children, Schools and Families, the

Corporate Director of Children and Families and other senior managers within the Council;

- Beyond Limits would continue to engage with CLA and care leavers. A report would be provided to the Panel at its meeting on 18 December 2012, on the feedback and evaluation from the Lets Talk session.

During the discussion on this item, Members of the Panel raised a number of issues which officers responded to as follows:

- an independent housing grant was provided to care leavers when moving into other suitable accommodation. This assisted them with purchasing various necessities required on a day to day basis. This was part of the Leaving Care Charter, which was also required to be reviewed. In addition to this the Life Skills Programme ensured that care leavers were equipped with the right skills and knowledge to be able to adapt once living independently;
- ensuring that mainstream educational provision provided by all schools in the borough addressed the educational needs of CLA was an issue that required partnership working. The CLA Life Chances Forum Membership was made up of a number of different agencies. It was clear that the more stable CLA were, the more they engaged with educational provision;
- the Care Leavers and Housing Sub Group monitored all care leavers and identified their needs. Their needs were then managed to assist their transition stage. Any young child was referred to the Leaving Care team when they were 17½ years old who assisted with providing them with the relevant skills for their progression. The Leaving Care Programme provided young people with the skills required to manage bills and food and budget.

The Chair commented that at the next meeting of the Panel on 18 December 2012, a further report would be provided focusing on apprenticeships. The Portfolio Holder for Planning and Regeneration would be invited to this meeting.

RESOLVED: That

- (1) the following issues be noted for consideration on future Cabinet or Portfolio Holder Decisions:
 - the Panel support the collective endeavours of Corporate Parents to promote partnership working to improve the outcomes of CLA and care leavers;
 - the Panel support the recognition of the day to day achievements of children looked after and young people leaving care;

- the Panel support the CLA Life Chances Forum with implementing the Forum's Action Plan;
 - the Panel support the consideration to review the Leaving Care Charter as part of the review of Harrow Pledge.
- (2) a report on apprenticeships be presented to the next meeting of the Panel on 18 December 2012.

95. INFORMATION REPORT - Review of CLA Performance at GCSE Level 2011/2012

The Panel received a report which outlined performance of Children Looked After (CLA) in the Summer 2012 GCSE examinations, the factors affecting the performance of individual students and issues for future years.

An officer reported that the information detailed in the report could be interpreted in two ways. Firstly the information could simply be compared to the examination results achieved last year. However this would be a superficial assessment as the number of CLA involved was so small, fluctuations were not significant. The second way to interpret the report was to compare them against the Key Stage 2 results for that relevant child, which was widely considered to be the best indicator of potential, and the length of time that the relevant child had spent in care.

The officer reported the following points:

- 6 out of 19 children assessed at Key Stage 2 at Level 4, who should have collected 5 GCSEs, had not done so. This was disappointing;
- in mitigation, out of these 6 children, 2 had been in care at Key Stage 2. These 2 children had performed better than the remaining 4 children, who had come into care between 2012 and 2011;
- it was also important to highlight that there were CLA who had not achieved Level 4 at Key Stage 2 and yet had made significant achievements at GCSE level. One CLA achieved 6 GCSEs including one at grade C and 2 BTEC qualifications. In this case the relevant foster carer was an excellent advocate for children. This was a strong example of what could be achieved.

During the discussion on this item, Members raised a number of queries which officers responded to as follows:

- the research suggested that definite improvements were identified the longer a child was in care provided they were not experiencing a chaotic situation in their personal circumstances;
- there were issues in that some mainstream schools were inappropriate for some CLA to attend and gain an education from. Schools did have

a responsibility to ensure that all children obtained an education and fulfilled their potential;

- it was believed that all CLA were being challenged enough educationally in Harrow;
- if a CLA was in alternative provision for example a Pupil Referral Unit, they may not be able to sit exams. Similarly if they underwent a move during Years 10 and 11, this could impact on their ability to sit exams.

During the discussion on this item, Members of the Panel made a number of comments as follows:

- all foster parents within the borough were committed to ensuring children within their care went to school and achieved educational qualifications;
- for those CLA who attended school, that school had a duty to ensure the achievement for that child was the maximum it possibly could be. Schools had a responsibility to ensure that all their systems were correct.

RESOLVED: That the report be noted.

96. Housing for Careleavers

The Panel received a report which provided information regarding housing assistance for care leavers. An officer presented the report and highlighted the following issues:

- the quota for social housing for care leavers was agreed between Housing Services and the Children and Families Directorate in January / February each year;
- in the year 2011/12, the quota agreed was 22 allocations and in the year 2012/13, the quota agreed had increased to 25;
- despite the increased numbers in the quota, it still did not meet the needs of all young people ready to leave care in 2012/13. In order to address future needs there were three possible scenarios that could be adopted;
- the first scenario involved removing the quota altogether and treating care leavers as priority homeless. This would involve care leavers being housed in the private rented sector;
- the second scenario involved continuing with the current quota system. This may not match the demand of young people leaving care and it was important to note that this year there was a 40% reduction in social housing units available for letting. The quota may therefore have to be adjusted in future years;

- the third scenario involved a combination of utilising both social and private rented lettings to meet the demand;
- there were significant financial implications to consider. If a person was declared homeless, the Housing Team would fund the associated costs. For the other options, the Housing Team would seek funds from the Children and Families Directorate to assist with the process.

During the discussion on this item, Members of the Panel raised a number of issues, which officers responded to as follows:

- in dealing with the private rented sector, arrangements would be put in place to ensure that a Service Level Agreement was established and that arrangements were clear between all parties;
- it was important to note that all Members had responsibility as Corporate Parents and in light of this officer recommendation was that the third scenario was the best approach to adopt. The first scenario was not advised;

During the discussion on this item, Members of the Panel made a number of comments as follows:

- if the private rented sector was utilised, it was important to guard against potential negative attitudes from landlords who were not always willing to rent to those receiving benefits;
- if CLA were in employment, then obtaining contributions from them toward their rent may be an option to consider in the future. In addition to this, it had to be considered that any tenants in the private sector were always at risk from being evicted with relatively short notice.

The Chair summarised that it was clear from the discussions that the Panel would support the third scenario suggested on using a combination of social and private rented lettings to meet demand for care leavers requiring accommodation. However it was also evident that further exploration on the options was required, especially in relation to the relevant financial implications. The Panel requested that officer perform further work on this and provide a report back to the Panel on 22 April 2013.

RESOLVED: That

- (1) the report be noted;
- (2) a further report on this subject be provided at the Panel meeting scheduled for 22 April 2013.

97. Update on Improvement - Ofsted

The Panel considered a presentation of the Corporate Director of Children and Families which detailed the planned actions to improve services to children in Harrow following the recent Safeguarding and Looked After Children Inspection.

An officer reported that Harrow had received a Safeguarding and Looked After Children inspection in May 2012, which found that these relevant arrangements were rated as adequate overall. Recommendations had been made which were required to be addressed immediately and those which had to be addressed in the medium to long term.

An improvement board had been established which included a range of Members including a range of the Council's partners and the Council's senior officers.

During the discussion on this item, Members of the Panel raised queries which officers responded to as follows:

- the outcomes detailed in the Improvement Development Plan (The Plan) were the measures for success. The biggest challenge facing the Plan was the timescales associated with the improvements required. Some of the timescales were difficult to achieve in order to ensure maximum impact;
- a shorter summary of the Plan could be prepared for submission to the next Panel meeting, to provide a clear indication on what its success criteria involved;
- it was agreed that young people should wherever possible be allocated a social worker whom they knew and wished to work with;
- the inspection conducted had taken place when the new operating model in Children's Services had been in operation for only 4 months.

During the discussion on this item, Members made a number of comments as follows:

- the Plan should provide more emphasis on what the success measures were. This was not clear and this was important to allow the Panel to be able to appropriately review the Plan;
- trust between young people and their relevant social workers was a key part of the Plan.

RESOLVED: That

- (1) the presentation be noted;

- (2) a summary report highlighting the measures for success of the Improvement Development Plan be presented to the next meeting of the Panel on 18 December 2012.

98. Agenda Tracker

The Panel received the latest version of their work programme and made the following comments:

- an item on apprenticeships for CLA, an update from NHS Harrow on the progress of health assessments and a report on summarising the outcomes for success on the Improvement Development Plan would be presented to the meeting scheduled for 18 December 2012;
- a report on reviewing the Leaving Care Charter as part of the review of Harrow Pledge and on further information relating to housing for care leavers be presented to the meeting scheduled for 22 April 2013.

RESOLVED: That the work programme be updated in line with the Panel's comments.

99. Chair's Announcements

The Chair announced that on 1 November 2012, there would be a Celebration of Achievement event held at the Premier House Banqueting Suite. All Panel Members were encouraged to attend.

The Chair also announced that there would she would be asking the Panel at the meeting on 22 April 2012 whether they should continue to meet regularly at 7.30 pm or revert back to the previous start times of 6.00 pm.

(Note: The meeting, having commenced at 7.30 pm, closed at 9.14 pm).

(Signed) COUNCILLOR MITZI GREEN
Chairman

Officer Attendance:

Kamini Rambellas – Interim Divisional Director Targeted Services
Catherine Halsall – Virtual Headteacher
Nick Crick – Service Manager Children Looked After Service
Adeline Abraham – Children in Care Participation Officer
Sue Dixon – Designated Nurse for Looked After Children
Dr Ximena Poblete – Designated Doctor for Looked After Children
Jon Dalton – Service Manager Housing Needs

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REPORT FOR: Corporate Parenting Panel

Date of Meeting:	18 th December 2012
Subject:	Apprenticeships for Children Looked After and Young People who are Leaving Local Authority Care
Key Decision:	No
Responsible Officer:	Catherine Doran Corporate Director of Children and Families
Portfolio Holder:	Councillor Mitzi Green, Portfolio Holder for Children, Schools and Families
Exempt:	No
Decision subject to Call-in:	N/A
Enclosures:	X16 interim report October 2012

1.0 Summary and Recommendations

- This report seeks to inform the Corporate Parenting Panel about how children looked after and young people leaving care will be supported with access to apprenticeships in Harrow.
- Panel members are invited to consider recommendations contained in section 3.11 and give guidance on subsequent Cabinet or Portfolio Holder decision making arrangements.

2.0 Introduction

2.1 Children looked after (CLA) and young people who are leaving care (care leavers) must be supported by Harrow Council, as Corporate Parents to support them to achieve economic wellbeing

2.2 In order to support apprenticeships for CLA and young people leaving care, more effective communication and partnership working network needs to be established with Early Intervention Service and The Xcite Team in Economic Development. The Chair of the CLA Life Chances Forum (who is also an officer member of the Corporate Parenting Panel) has begun to develop a positive relationship to support the role of the Council as Corporate Parents. The intention will be to promote and support CLA and young people leaving care to have apprenticeship opportunities more available and integrate this with the Lifeskills Programme and transition to adulthood.

2.3 The terms of reference for the CLA Life Chances Forum focus on improving the life chances and outcomes for CLA. The forum is to scrutinise current processes, maximise the benefit of local partnerships and address specific issues to support apprenticeships. An integral aspect of this work will be to ascertain the views, wishes and feelings of CLA and care leavers.

2.4 Representatives of the CLA Life Chances Forum and partnership with Early Intervention is:

- CLA Service Manager
- Children's Placement Service Manager
- Virtual Head Teacher
- Early Intervention Service Manager
- Leaving Care Team Manager
- CLA Team Manager
- Unaccompanied Asylum Seeking Children Team Manager
- CLA Nurse practitioner
- Children with Disabilities Team Service Manager
- Harrow Foster Carer's Association
- "Beyond Limits" Child in Care Council
- Independent Visitor Scheme co-ordinator

3.0 Issues

Children Looked After and young people leaving care have require additional support to help with transition to adulthood and opportunities in developing work experience and apprenticeship opportunities to enable better opportunities and more permanent employment. These vulnerable groups do not achieve as well academically as their peers who are not looked after or leaving care and academic achievement is consistently poorer.

3.1 Please see Appendix A regarding the x16 Project.

3.2 Apprenticeships and work experience placements provide young people with skills, experience, expertise and an opportunity to develop and build upon with their curriculum vitae and enable a valuable reference for permanent employment. As Corporate parents and the largest employer within the borough, we should provide more opportunities and an integrated approach with existing schemes and initiatives.

3.3 The Sustainable Procurement policy was adopted in October 2011. Since then 28 companies have agreed to take on 35 apprentices to help deliver contracts. This includes highways contractor May Gurney (6), housing repairs and maintenance contractors Slade and Linbrooks (16) and gas contractor Quality Heating Services (3). The 24 different firms within the Corporate Repairs & Maintenance and Capital Frameworks will now compete on price for specific contracts. Each has committed to taking on apprentices based on contract value (one apprentice per £1m to £3m of contract spend), creating a likely total of around 10 apprentices.

3.4 The council is using its role as an enabler to create apprenticeships through the planning process. In the last 12 months this has generated apprenticeships with Home Group at the Rayners Lane Development and with Catalyst on the Mill Farm development. Section 106 agreements have been finalised on the Lyon Road site providing financial contribution for the employment and training with Whichford. This will provide resources to support the placement of apprentices following the commencement of development. Negotiations are in place with Land Securities providing financial contribution for the employment and training on the "Kodak" site. An employment and training plan will be agreed to provide resources to support the placement of apprentices on site. An independent evaluation of the construction training initiative funded through the Honey Pot Land development

3.5 We would want to ensure that we meet our responsibilities in respect of legislation and Corporate Parents to promote and support the leisure activities and participation for CLA and young people leaving care.

3.6 Apprenticeships and Work Experience Programmes

The X16 Programme was launched in September 2012, offering work experience placements to vulnerable groups. Dedicated spaces were offered to CLA and careleavers, Please see appendix A, which is a 3-month review prepared by Programme Coordinator, Sarah Davies, from the Youth Development Team in Early Intervention Service .

3.7 Outstanding CLA Success in X16

This is a case summary of a CLA young person on the x16 programme:

RM is a resident of Harrow Council Semi Independent Unit. He is 17 years old and been in the care system since he was ten years old. Despite a Level One Certificate in Painting & Decorating (his only qualification) he was unsure of his employment pathway. He shared no interests and displayed low aspirations apart from aiming to see his estranged daughter.

RM started the Catering Assistant role at Harrow Council's Retreat and made excellent progress Week 1-5. RM displayed enthusiasm to learn, reliability, motivated other X16 peers and an overall responsible attitude to work and learning. RM was on bail for an offence committed before the start of X16, his commitment deteriorated during the period immediately prior to sentencing. His attendance and professional communication slipped. He behaved more erratically. He went 'missing' from his placement in Honeygot Lane and missed work experience hours. Despite this change he maintained 100% attendance at the training day. Since being sentenced we have seen stability return. Fully supported by the team in Retreat, RM is attending his work placement regularly.

The December issue of Harrow People will feature Xcite Employment Package and focuses on X16 graduate RM. The article (agreed by RM) reads very positively. He opted for an inside slot and declined to be on the cover. Despite being on track to complete the X16 Programme, RM is not employment ready, but displays growing job readiness skills which need nurturing in a supportive environment. Economic Development, X16 and The Catering Department are currently exploring pre-apprenticeship opportunities for RM to remain in his placement in Harrow's staff canteen for further 12-months and currently researching the cost.

RM is on track to gain two good employment references, Certificate in Employability and an up-to-date CV.

3.8 Access and opportunity

As Corporate Parents, it is important that we enable our CLA and young people to use all services and facilities operated by the Council, to promote engagement, healthy living and aspirations. CLA and careleavers are the most disadvantaged group in our communities, so it is important that we demonstrate our responsibility as Corporate Parents and ensure our CLA and young people leaving care have the opportunity and access to services and facilities that would otherwise be too costly to participate with.

3.9 Life Skills Programme & Healthy living

In supporting CLA readiness for apprenticeships and developing skills for training and employment, the Life Skills Programme will ensure consideration and opportunity is made available to CLA. The Life Skills Programme provides an individual programme tailored to meet the unique needs and circumstances of all care leavers to equip them with the necessary skills, confidence and experience to live independently.

3.10 In partnership with the Virtual Head Teacher, the X16 Programme Coordinator from Youth Development Team in Early Intervention service will draft an employment readiness module for the Lifeskills Programme This will focus on Work readiness preparation including building self belief, aspiration and resilience for a greater chance of securing employment for CLA.

3.11 Proposed Recommendations

The Corporate Parenting Panel is asked to consider the following recommendations in order to address the Council's corporate parenting responsibilities for children looked after and care leavers:

- a) To support all CLA and young people leaving care to have access to apprenticeships
- b) Support CLA Life Chances Forum to establish integrated apprenticeship program

- c) To support the development of a lifeskills unit regarding preparation and readiness for employment is prepared
- d) To support the collective endeavours of the CLA Life Chances Forum and task them with the responsibility for developing clear operational systems and processes for monitoring and reviewing how the access to leisure project and partnership with Community Services for CLA and young people leaving care will be addressed by the Council

4.0 Environmental Impact

There is no specific environmental impact from the issues outlined in this report.

4.1 Financial Implications

Apprenticeship schemes are expensive, costing £8-£15K for one placement. Costs differ depending on age and vulnerability of the person.

There are only 2 Apprenticeships currently in Harrow. Key learning from X16 suggests a Pre-apprenticeship programme aimed at a level 1 learner would be more successful. Economic Development and X16 are currently researching the implications and possibility of a pre-apprenticeship being offered to a CLA as an extension of a current X16 placement.

Currently there are several funding opportunities, particularly for 16-17 year old vulnerable young people who are NEETs (Not in employment education or training). For example London councils are offering up to £100k for 32 boroughs to support hardest to help youth into apprenticeship and employment with the Voluntary Sector.

4.2 Risk Management Implications

All related risks are recorded in the Children's Services risk register. There is a significant reputational risk from a poor inspection of social care, where support to children looked after and young people leaving care are crucial to mitigate risks and demonstrate developing practice and procedure support to this cohort.

4.3 Equalities implications

CLA and care leavers are additionally vulnerable child in need. The 2009 statutory guidance "The Roles & Responsibilities of the Lead Member for Children's Services and the Director of Children's Services" highlights the need for Local Authorities to work corporately to improve the well-being of looked after children and young people leaving care, to make their needs a priority and seek the same outcomes that any reasonable caring parent would want for their own children. CLA consistently fare worse than their peers across a range of indicators including health, education, training, employment, homelessness and offending.

4.4 Corporate Priorities

CLA and care leavers are additionally vulnerable by virtue of the experiences that led them into Local Authority care and in respect of the poor outcomes that many CLA and care leavers experience when compared to their peers, The Council's corporate priorities include providing care and protection to those who are most in need and this includes CLA and care leavers.

4.5 Statutory Officer Clearance

Name: Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 5 December 2012		
Name: Helen Ottino	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 December 2012		

5.0 Contact Details and Background Papers

Contact:

Nick Crick, CLA Service Manager, Children's Services

Tel: 0208 736 6976

nick.crick@harrow.gov.uk

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE*

*(for completion by Democratic
Services staff only)*



*3 Month Programme Review &
An Employment Pathway Proposal*

Report to the Corporate Parenting Panel
December 2012

Sarah Davies
X16 Programme Coordinator
Early Intervention and Youth Development Division

Context

X16 is a 10-week pilot work experience and job readiness programme targeted at 16-25 year old clients receiving services from Harrow Children and Families Service. The name was chosen to be consistent with Harrow Council's Xcite employment package.

The X16 programme responds to the challenging climate for young people in achieving economic independence and recognises the additional barriers some young people may face in entering the workplace and sustaining employment.

The programme was planned to run twice in 2012/ 2013 to support forty 16 – 25 year olds who are not in employment, education or training (NEET) to build knowledge, skills and gain confidence to:

- be 'work ready'
- continue education or training or
- gain employment

The X16 programme consists of:

- The provision of supported and supervised work experience within Harrow Council
- enrolment and supported learning to achieve Entry Level 3 City & Guilds in Employability and Personal Development
- Employment Broker Role from X16 Programme Coordinator.

Young people for whom we have corporate parental responsibility were prioritised for this programme.

Allocation priorities for the first programme (October – December 2012) were as follows:-

- 8 places to Harrow's Children Looked After and Leaving Care Teams
- 4 places to Harrow's Youth Offending Team or Triage
- 6 places to Harrow's Early Intervention Services including Young Carers
- 2 places for young people with disabilities

On successful completion of X16, all young people will have;

- A reference from a place of work
- A reference from a professional advocate
- An entry Level 3 City in Guilds qualification in Employability
- Gained interview experience(s)
- Produced an up-to-date CV
- Identified and have available 3 up-to-date pieces of identification (passport, birth certificate, bank account etc.)
- A supported onwards plan

Key Delivery Partners

X16 secured 2 essential partners in Stanmore College and Harrow Job Centre Plus. X16 young people are enrolled with Stanmore College; studying one-day per week towards City and Guilds Entry Level 3 in Employability. Teaching is delivered in-house at Harrow Council. This partnership generates an income for X16, earning £100 per graduated student.

X16 is also now a recognised Work Experience Scheme with Harrow Job Centre Plus (JCP), allowing any 18-25 year old young person registering with JCP to be referred to X16 and still claim JSA.

This means that X16 is a recognised element in the local response to youth unemployment with job centre recognition and accredited learning

Budget

The Co-ordinator role is funded for this year only from EIG. X16 was scoped with an annual budget of £20K (non staffing costs), but with smaller numbers we will not utilise all the funds this year.

Reviewing the First Programme

This review focuses on the participation and progress of looked after children, the learning to date and recommendations arising from this.

Profile and Progress of Young People

	Referred	Started	Completed Programme	Retaking X16	Obtain Qualification	Employment Ready
LCT	4	0	0	0	0	0
EIS	8	5	3	1	2	2
LAC	2	2	1	1	2	1
CIN	1	1	0	1	0	0
YOT	7	2	0	1	0	0
Totals	22	10	4	4	4	3

Of those young people starting X16, the following roles were fulfilled (*those in bold were filled by young people who have had experience of the care system*):-

2 x places - Catering Assistant (Harrow Council Staff Canteen)

2 x places - Receptionist (Access Harrow)

1 x place - Caretaker (Harrow Council's Children's Centre's)

1 x place - Youth Music Worker (Ignite Trust)

1 x place - Youth Worker (Harrow Council)

1 x place - Administration Assistant (Harrow Council's Children's Centre's)

1 x place - Junior Web Editor (Harrow Council's Web Team)

1 x place - Administration Assistant (Access Harrow)

Four of the ten young people starting the programme have had experience of the care system:

- 2 live at Honeypot Lane
- 1 is an ex Honeypot Lane resident
- 1 x Child In Need

During the programme one X16 young people became homeless. EIS have been working intensively to prevent her from coming in to care.

Of these four young people, two are job ready and seeking employment. Two completed but missed a lot of placement hours. They recognise they are not work ready and are retaking the programme. None of the four young people referred from Leaving Care Team started the programme.

X16 Case Studies

RM

RM is a resident of Harrow Council Semi Independent Unit in Honeypot Lane. He is 17 years old and been in the care system since he was ten years old. Despite a Level One Certificate in Painting & Decorating (his only qualification) he was unsure of his employment pathway. He shared no interests and displayed low aspirations apart from aiming to see his estranged daughter.

RM started the Catering Assistant role at Harrow Council's Retreat and made excellent progress Week 1-5. RM displayed enthusiasm to learn, reliability, motivated other X16 peers and an overall responsible attitude to work and learning. RM was on bail for an offence committed before the start of X16, his commitment deteriorated during the period immediately prior to sentencing. His attendance and professional communication slipped. He behaved more erratically. He went 'missing' from his placement in Honeypot Lane and missed work experience hours. Despite this change he maintained 100% attendance at the training day. Since being sentenced we have seen stability return. Fully supported by the team in Retreat, RM is attending his work placement regularly.

The December issue of Harrow People will feature Xcite Employment Package and focuses on X16 graduate RM. The article (agreed by RM) reads very positively. He opted for an inside slot and declined to be on the cover. Despite being on track to complete the X16 Programme, RM is not employment ready, but displays growing job readiness skills which need nurturing in a supportive environment. Economic Development, X16 and The Catering Department are currently exploring pre-apprenticeship opportunities for RM to remain in his placement in Harrow's staff canteen for further 12-months and currently researching the cost.

RM is on track to gain two good employment references, Certificate in Employability and an up-to-date CV.

LR

LR is a resident of Harrow Council Semi Independent Unit in Honey Pot Lane. She is 17 years old and has been in the care system since she was thirteen years old. LR has no qualifications; she enrolled on a child development course prior to X16 but never attended. LR recognised she had no clearly defined employment pathway and wanted the X16 to 'test' a few of her interests.

An administration role within Harrow Children's Centre's was drafted and LR seemed excited about starting. This role was subject to an enhanced CRB check, unfortunately LR did not have three pieces of identification suitable for this check, and this added significant delays. Eventually LR's placement was ready to start, however circumstances out of her control caused further delays, for example social care meetings; staff rota's and changes at the Children's Centre's during October half term. LR then had a range of sickness, doctors appointments and seemed unable to get out of bed. In total LR attended the placement twice, both driven and supported by X16 Project Coordinator. Despite this she maintained 100% attendance at the training day.

During weeks 4-6 LR's motivation deteriorated. Week 6 she explained she was not interested in working within a Children's Centre and was now not clear what she wanted to do. She explained she was nervous meeting new people.

LR will complete the Certificate in Employability and will then re-take the X16 Programme in February. Various visits will be arranged for LR to her proposed placement during January to get her X16 ready.

Key Learning Points

1. Profile and characteristics of all the YP which showed more strongly in LAC

Challenges:

- 16 year olds fared less well – chaotic lifestyles
- 19 yrs LC YP were all (for varying reasons) unable to commit to the programme
- Most YP have no GCSE's
- All had been involved with the police
- YP especially LAC tended to be self limiting in aspiration, despite grades predicted at C/D English and Maths opting for "easier" roles, fearful they would not manage a more demanding placement
- High SEN, ADHD, School refusers and social care involvement
- Self confidence was low amongst LAC young people
- They struggled to deal with new situations and new people
- Have not built resilience to everyday work place conflicts and would often handle inappropriately
- Some YP may have undiagnosed mental health issues – ADHD and possibly depression
- Most YP dealing with large pressure – accommodation, caring duties, financial matters, living independently and parenting responsibilities. This has impacted adversely on their capacity to sustain involvement with the programme
- More trades roles than we had available would have been welcomed

2. Reaching the Young People

- Enrolling with Stanmore College, free weekly travel and lunch were successful incentives.
- Good take up from NEET's post 22 years.
- Social Workers strongly advise to 'keep the door open' for those who didn't start or dropped out.
- The timetable from interview to placement must be planned, unchanged and continually reinforced, or attendance suffers.
- Placements have been more successful when the work experience placement/environment (e.g. Retreat) recognises the aim(s) of X16 and is able to be flexible, firm and sympathetically support the needs of the YP whilst on their work experience.

3. Young People's Capacity to Engage

- Shorter and more regular weekly learning sessions worked better
- Non-school learning environment & learning materials work very well
- Differentiated teaching methods essential.
- All YP obtain a Learning Agreement which entitles Care-to-Learn, discounted student travel and other 16/17 year old benefits.
- YP require daily reminders
- Seem desensitised to certain topics or situations in the work place. For example a work colleague 'having a bad day'
- Greater understanding of money and its value.
- CLA still NEET by 19 years seem harder to make a commitment. Other core pillars in their lives began to change – accommodation/parenting responsibilities/financial arrangements/carer responsibilities etc
- A contradiction to 'youth'; in some aspects have been given great responsibility on immature shoulders. E.G to live independently at a young age.

Key questions:

Do the young people have the tools to succeed? Are we setting them up to fail? How can we build resilience in CLA earlier? What do we do to improve earlier educational achievement?

Planning for the Second Programme

Future referrals for the second cohort (February – April) of X16 will be recruited through Harrow JCP. We still aim to prioritise CLA and recognise the need to keep the door open to those YP already referred to X16. Therefore we aim to offer the following placements:-

- 12 JCP places – new recruits, who meet the selection criteria,
- And re-recruit those YP who dropped out or were non-starters in group one.

And to do what we can to maximise chances of successful engagement and programme completion for these young people by:

- approaching re-recruits from Children's Service in December
- aiming to secure and structure those placements pre-Christmas
- provide placement visits and taster days in January 2013

Sarah Davies will lead a recruitment day at Harrow Job Centre on Thursday 17th January 2013, aiming to start all placements in February 2013.

Looking ahead:

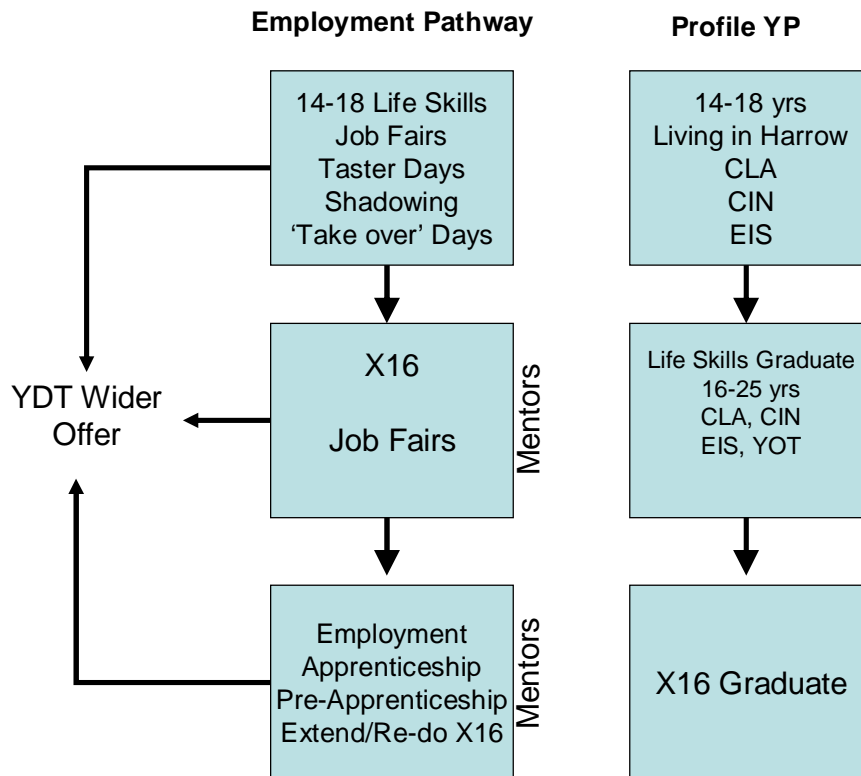
Social workers have endorsed the need for a consistent employment readiness and support pathway pitched at the right level to engage their young people and capable of being developed on a case by case basis i.e. packages bespoke to the individual, recognising the length of time needed and the costs required.

Experience so far suggests that the X16 programme can be a valuable element in the journey of a looked after young person to the world of work, but that some of the young people have not been ready to start or able to sustain even this very supported work experience. Work readiness preparation including building self belief, aspiration and resilience therefore needs to begin with this group of young people before they reach school leaving age

Considering youth employment in a more strategic light, the following LBH Employment Pathways Proposal addressing these areas is attached for consideration and comment and will be put forward for discussion within Children and Families Services and Economic development. We will also be looking at the alignment of X16 with Economic Development and The Building Futures agenda to maximise expertise in this area and further a corporate approach to this key area for young people.

Sarah Davies
X16 Co-ordinator
28.11.12

LBH Employment Pathways Proposal (post April 2013)



Before X16

<i>What</i>	<i>Proposed Outcomes</i>	<i>Operational Who</i>
14-18 Life Skills Programme	<ul style="list-style-type: none"> 🚧 Reinforce/strengthen personal development and skills/knowledge of YP. 	X16 Project Coordinator
One-off Youth Job Fairs	<ul style="list-style-type: none"> 🚧 Prepare/Support job readiness. 🚧 Raise awareness of CLA in Harrow Council 	Virtual Head Teacher
Youth Take Over Day/Job Shadowing/Taster Days/visits to specific working environments	<ul style="list-style-type: none"> 🚧 Provide experience of shadowing a professional/develop interest(s) 🚧 Provide skills and knowledge in respect of professional environment 	CLA Participation Worker
Diagnostic Assessment (itep mapping?)	<ul style="list-style-type: none"> 🚧 Provide basic induction and preparation for X16 🚧 Build trust with X16 Workers and possibly Placement Supervisors. 	Harrow Skills Centre Shaw Trust
	<ul style="list-style-type: none"> 🚧 Link to wider YDT Offer(s) 🚧 Data input – Framework I 	Youth Contract

Xcite - X16

<i>What</i>	<i>Proposed Outcomes</i>	<i>Operational Who</i>
<p>Enrol with Stanmore College</p> <p>Level 1 Employability Award</p> <p>10-weeks work experience placement (designed around YP)</p>	<ul style="list-style-type: none"> • develop 'work readiness' • continue education or training • gain employment • Data input – Framework I • Provide basic induction and preparation for wider Xcite • Continue to raise awareness of CLA in Harrow Council • Continue to build trust and provide a consistent supportive programme • Link to wider YDT Offer(s) • Gradually remove support and encourage independence. 	<p>X16 Project Coordinator</p> <p>Virtual Head Teacher</p> <p>Talentino</p> <p>Job Centre Plus</p> <p>Stanmore College</p> <p>Youth Stop</p> <p>Employment Agencies</p> <p>Keyworkers</p> <p>ASK Drug Training</p>

Post X16

<i>What</i>	<i>Proposed Outcomes</i>	<i>Operational Who</i>
<p>LBH Pre-apprenticeship (L1)</p> <p>LBH Apprenticeship (L2)</p> <p>Continue X16</p> <p>Progression/Employment Mentors</p>	<ul style="list-style-type: none"> ✚ Continue to Reinforce/strengthen personal development and skills/knowledge of YP. ✚ Continue supportive environment and continue success. ✚ Keep door open to all LBH employment offers ✚ Mentoring support for 'green' employees ✚ continue education or training ✚ gain employment ✚ Gradually remove support and encourage independence. ✚ YP earning a wage ✚ Link to wider YDT Offer(s) 	<p>X16 Project Coordinator</p> <p>Virtual Head Teacher</p> <p>Mentors</p> <p>Keyworkers</p> <p>Xcite</p> <p>Shaw Trust</p> <p>Harrow Skills Centre</p> <p>Youth Contract</p>

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**REPORT FOR: Corporate Parenting
Panel**

Date of Meeting:	18 th December 2012
Subject:	Annual Review of the Harrow Pledge for Children Looked After(CLA)
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families
Exempt:	No
Enclosures:	Appendix A - Feedback on Harrow Pledge from Lets Talk Sessions (Aug –Sep 2011) Appendix B - Feedback from Video Consultation at the 'Celebration of Achievement' Ceremony on November 1 st 2012 Appendix C - Extracts from 'Child Looked After Review' Reports

Section 1 – Summary

- The purpose of this report is to provide a review of the effectiveness of the Harrow Pledge.
- Panel members are invited to note the feedback from children and young people as well as the comments from officers

FOR INFORMATION

Section 2 – Report

2.1 Introduction

2.1.1 Central Government expects every Local Authority to have a pledge for the children in their care outlining how they will ensure that young people are well looked after.

2.1.2 Lead members and Directors of Children Services across London signed up to the London Pledge in 2008, which aimed to ensure that children and young people in care across London had equal access to the same range of services and support wherever they lived, go to school, or access employment or training opportunities in London. The intention was then for Local Authorities to use the London Pledge as the basis for drawing up locally agreed pledges that would be reviewed by Local Children in Care Councils

2.1.3 The Harrow Participation Team, working in partnership with Care Matters Partnership and Harrow' Children in Care Council (locally known as Beyond Limits) drafted the Harrow Pledge following a consultation process involving children looked after. The Corporate Parenting Panel signed off the Harrow Pledge in October 2010.

2.1.4 The Harrow Pledge to all Children Looked After, in full is:

The London Borough of Harrow provides care and support to those children and young people who, for whatever reason, cannot live with their birth family.

For some this may be a short time and for others it may be longer. However long or whether you live with foster carers, residential care, adoptive parents or another member of your family we are committed to giving you the best start in life possible – helping you to be the best that you can be.

The Local Authority is your Corporate Parent – which simply means trying to do everything that a good parent does throughout your time in our care. Our commitment to you is made by the politicians, who represent the community in the running of the Council, all Directors and Senior Managers and our staff who provide care and support to you.

Children and young people who are in our care or who have been in our care in the recent past have told us what kind of good care and support they need to be the best they can be. We have listened to this and the commitments we make in this Children's Pledge reflect this.

Our Pledge

We pledge to work together to provide you the best possible care and support to help you be the best you can be in your life – now and in the future. To do this we will:

- 1. Provide you with a safe home to live where you feel happy and taken care of. This means that wherever possible you will have a***

choice about where you live and that you will not be moved from a settled home unless absolutely necessary, or if it is deemed to be in your best interests.

2. ***Provide you with the support you need to do well in education.***
This means that we will make sure you have the opportunity to go to a school where you can flourish, get the support outside of school to do well in exams and have access to college and university.
3. ***Listen to you about things in your own life and about the care that you receive from us.***
This means that we will always make sure that you are involved in decisions that are made about your own life and that we find ways to help you tell us your views if you find this difficult. We will also make sure that there are opportunities to tell us what you think about the care that you receive and that if you have a complaint you get the help to get heard.
4. ***Be honest with you about things that have happened in your life and the decisions that are made about your care.***
We know that at times it is difficult to understand what has happened to you and why certain decisions are made about your care. We can't promise that you will always agree with these decisions. But, we will always be honest with you about the reasons for these decisions and, where possible, what has happened in your life.
5. ***Help you to develop good relationships with the people that you care for and the people in your life that are most important to you.***
This means that, as far as possible, we will provide you with opportunities to see those people that are important to you in your life. We will help you to develop and maintain relationships and friendships with the people that provide care and support for you and other children and young people.
6. ***Provide you with support and opportunities to enjoy your life and have interests and hobbies of your own.***
This means that we will make sure you have information and access to opportunities and activities outside of education that you enjoy.
7. ***Provide you with the support you need when you leave care to become independent and be the best you can be in adult life.***
This means that we will make sure that you have choices about how and when you leave care and that we will make sure we support you to be prepared for independence and have the help you will need to make independence work when you leave care.

We make these pledges to you and will do our best to always fulfil each one. There are many teams involved in helping make these pledges happen – from children's services to housing and health. We will make sure that we work together to do this.

2.2 Implementation of the Harrow Pledge

- All Children Looked After (CLA) and their carers are informed of the Harrow Pledge by their Social Workers.
- The Independent Reviewing Officer (IRO) is responsible for ensuring that this is monitored through the reviewing process.
- All CLA should have their own individual Pledge incorporated into their Care Plan by the second Review. The individual Pledge should not be used as a tick box of what we provide to children/young people. Rather, like our own children, the individual Pledge should consider with each child/young person what he or she needs now, in the near future and in the distant future.
- The Harrow Pledge is not restrictive. Social Workers are encouraged to identify all different ways that a pledge can apply to individual CLA
- All individual Pledges are reviewed at each subsequent child care review. The IRO records on the chairs review report whether the Pledge is in place and whether any adjustments should be considered.
- The review considers the timeliness and progress of the agreed actions and objectives as with other plans but will provide guidance to which areas of the individual Pledge require amending. The review can consider Pledges which are not contained in the seven Harrow Pledges
- All CLA are provided with information about how they can voice concerns if of the view that the Pledge is not been implemented
- Framework can draw reports from the notes taken by the Independent Reviewing Officers (IROs) which will consider the views of CLA and themes from the review process

2.3 Process for Children in Care Council Reviewing the Pledge

2.3.1 In line with 'Care Matters Partnership' guidance, Children's Services has asked the Harrow Children in Care Council (Beyond Limits) to review the Harrow Pledge.

2.3.2 To assist with this, amalgamated and anonymous views of children and young people have been provided to Beyond Limits and questions to consider have been suggested, but the group have been given freedom over the content of their response.

2.3.3 The following sections of the report contain summaries of feedback from children in care; the appendices contain more detail on these. All the information contained in this report has been shared with Beyond Limits to help inform their view.

2.4 Views of CLA in relation to the Harrow Pledge

2.4.1 The Local Authority gains the views of young people in relation to the Harrow Pledge in a number of ways:

2.5 Pre-'Child Looked After Review' Consultation Responses

2.5.1 All Children Looked After (CLA) have a CLA Review at least once every six months, in order to review their Care Plan.

2.5.2 To inform discussion and decision making at the CLA Reviews, an independent Participation Worker visits the child/ young person (or, when appropriate, arranges for them to complete the survey online without the Participation Worker present) and undertakes a 'Pre-Review Consultation'.

2.5.3 The 'Pre-Review Consultation' consists of a standardised set of questions, some are multiple choice, and others are free text. There are currently sets of questions, for: Children aged 4-15, Young people aged 16-18, and Children with Disabilities.

2.5.4 A summary of the consultations conducted between 1.7.12 and 31.10.12 is in the table below:

		% of Respondents		
		Yes	Sometimes/ Other	No
1. Have you Received the Harrow Pledge Leaflet?	4-15	24		76
	16-18	30		70
2 Has your Social Worker talked to you about the Harrow Pledge?	4-15	27		73
	16-18	26		74
3 Do you feel you are being taken care of, where you live now?	4-15	88	10	2
	16-18	78	11	11
4 Are you provided with enough support in your education?	4-15	94		2
	16-18	85		15
5 Do you feel you're listened to with things that affect your life?	4-15	81	13	6
	16-18	69	8	23
6 Is your Social Worker open and honest about what is happening to you and about decisions being made?	4-15	84	12	4
	16-18	92	0	8
7 Are you helped to keep in contact with people in your life?	4-15	98		2
	16-18	76		24
8 What other activities are you supported to do outside school?	4-15	50		50
	16-18	37		63
9 Are you being helped with independent living?	4-15	90		10
	16-18	65		35

2.5.5 Response by Beyond Limits

"The statistics seen in section 2.5.4 show that a majority of CLA are not aware of the harrow pledge as their social workers haven't informed them about this. However, this doesn't affect their feelings regarding the service they receive: A high majority feel they are: being taken care of, where they live now, are provided with enough support in their education, listened to with things that affect their lives, Social Worker open and honest about what is happening to them and about decisions being made, helped to keep in contact with people in their life, and being helped with independent living. One area that needs to be improved is support in activities outside school. Both the older and younger LAC do not feel as supported in extra-curricular activities"

2.6 Feedback on Harrow Pledge from Lets Talk Sessions

2.6.1. 'Let's Talk', held in August and September, consisted of three consultation sessions for Children in Care/ Care Leavers aged 8-13, 14-18 and 18+, to enable young people to meet the Portfolio Holder for Children,

Schools and Families, Director of Children and Families, interim Divisional Director for Targeted Services and Children Looked After Service Manager to discuss their experiences and service improvement. The consultation event was arranged in such a way as to be fun and engaging, helping participants to relax and be more forthcoming with their views.

2.6.2 Feedback has been aligned against the separate sections of the Harrow Pledge and was given to Beyond Limits to help inform their comments. The full information given to them is available in Appendix A.

2.7 Feedback at the ‘Celebration of Achievement’ Ceremony

2.7.1 Children attending the ‘Celebration of Achievement’ for Children Looked After and Care leavers on 1st November 2012 were asked questions regarding the Pledge, recording their answers on a video booth.

2.7.2 Seven young people took part, aged 7 to 18 years. Appendix B contains a summary of the opinions given, which were provided to Beyond Limits to inform their comments.

2.8 Extracts from ‘Child Looked After Review’ Reports

2.8.1 Comments of the ‘Independent Reviewing Officers’ in relation to the ‘progress and evaluation of the Harrow Pledge’, contained within their ‘Child Looked After Review’ have been amalgamated and provided to Beyond Limits to inform their comments.

2.8.2 They cover the period from May 2012 – 23 November 2012 and are available in appendix C.

2.9 Views of Beyond Limits (Harrow Children in Care Council)

2.9.1 ‘Beyond Limits’ have stated:

“Most CLA are aware of the Harrow Pledge, however, it will help if all Social Workers make it a point to inform and ensure that all the children they represent are aware of the pledge”

The Harrow Pledge can be improved by including issues that affect all the CLA. Right now, the pledge seems to be more directed towards the CLA under the age of 18.

- *Not all those over 18 feel happy about their living situation, especially those in the leaving care team.*
- *They are not fully supported in education; for example, the under 18s have access to tutoring if they need, whereas those in higher education as usually left to their own devices.*
- *Lack of leisure activities which the over 18 LAC would enjoy*
- *Right now, a bursary of £1500 is given to all LAC when they go into independent living. Although this is very useful, the fact is that the*

money doesn't cover enough expenses to comfortably move into independent living. At the latest CiCC regional meeting, this was brought up, and we were informed that the government has written to all boroughs to increase this fund to a minimum of £2000. It will be incredibly useful if Harrow considered this and increased the bursary.

2.10 Implications of views of Beyond Limits (Harrow Children in Care Council)

2.10.1 The records from the CLA reviews indicate a pattern:

- The IROs ensure that the Harrow Pledge is discussed at each review
- At the first review (after 20 working days of the young person becoming looked after) a significant number of CLA appear not to have been informed of the Harrow Pledge
- At the second review (up to 3 months thereafter) more CLA have had a discussion about the Harrow Pledge and what it may mean for them
- At the third review (up to 6 months thereafter) there are more discussions about how the Harrow Pledge may benefit individual young people.
- There are indications that Social Workers and young people find it difficult to distinguish how the Harrow Pledge may provide added value to what they CLA already receive as part of their Care Plan

2.10.2 Although there is recorded evidence that the Pledge is discussed at each review the general view of CLA, as identified by Beyond Limits is that they are either unaware what the Pledge is or how it may add further benefit

2.10.3 However, Beyond Limits point to the evidence that notwithstanding the lack of understanding of how the Pledge may be of benefit, most CLA feel that they are well cared for, that they are safe and listened to.

2.10.4 Officers will deliberate on how CLA can be better engaged in how the Harrow Pledge can be of benefit to them individually as well as complementing their care plan

2.10.5 Officer will also deliberate on how Beyond Limits can be supported to directly elicit the views of other CLA in relation to subsequent reviews of the Harrow Pledge

Section 3 – Further Information

None

Section 4 – Financial Implications

There are no new financial implications

Section 5 – Corporate Priorities

The corporate priority is to improve support for vulnerable young people and children

Section 6 - Statutory Officer Clearance

Name: Emma Stabler	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 5 December 2012		
Name: Helen Ottino	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 5 December 2012		

Section 7 - Contact Details and Background Papers

Contact: Andreas Kyriacou, Quality Assurance Manager,
Vulnerable Children, 0208 424 7642
Andreas.kyriacou@harrow.gov.uk

Background Papers: None

Appendix A

Feedback on Harrow Pledge from Lets Talk Sessions (Aug –Sep 2011)

1. Provide you with a safe home to live where you feel happy and taken care of.

Children and young people felt generally safe and happy in their placements. They enjoyed having their own room, personal space and a safe place for their

“My aunty is really nice, really cares about me and my brothers, she helps me with all my needs, and there’s plenty of food.’

The only issues that came up were:

- Some furniture in Gayton Hotel (for asylum seeking young people) are broken
- some foster carers do not know or mix with young person’s friends

2. Provide you with the support you need to do well in education

Most of the younger looked after said that they were happy with the support they got at school and placement for their education, however quite a number of issues were highlighted in the older age group

JM said “I like to go to school as I get see my friends, girl friend and some of the teachers”.

- Care leavers find that there is a lack of information and support regarding accommodation for those attending universities inside or outside London. If young people attend university outside of London, they do not have a placement for holidays or when they finish their degree.
- There is a lack of information regarding grants, bursaries or trusts (e.g. Buttle) that care leavers and young people are available or entitled to receive.
- Information about Locata and housing benefits needs to be disseminated clearly and properly to care leavers.
- Young people need extra material and extra tuition, if needed, for their education and in a timely manner
- Lack of opportunities for work experience and jobs, even though apprenticeships will be available soon.
- Lack of advice and support for CVs, volunteering and work experience.

3. Provide you with support and opportunities to enjoy your life and have interests and hobbies of your own.

The younger CLA said that their foster carers took them to many after school activities some inside and some outside school and felt they had enough extra curricular activities to do.

However the older young people felt that there are not enough leisure activities available to young people and care leavers, especially as opportunities for hobbies and extracurricular activities have stopped e.g. swimming classes

Young people would like to meet up more – go to parks, have picnics or do activities that do not cost much.

4.Help you develop good relationships with the people that you care for and the people in your life that are most important for you.

Children under 12 years all said that they were happy with their contact arrangement and felt supported to keep in touch with their siblings, parents and cousins in some cases.

Some of the teenagers said that they would like to greater flexibility to go out with their friends for lunch, sleepover etc.

5.Listen to you about things in your own life and about the care that you receive from us.

- Majority of young people know about advocacy and received the leaflet “Your Voice, Your Choice”.
- Independent Reviewing Officers gave information about complaints, advocacy and her contact details.
- Young people like the fact they can whoever they want to their ‘CLA Review’.
- There is an opportunity to voice ideas and opinions in Beyond Limits, and this information is disseminated to Young Voices.
- One young person appreciated that their Social Worker went through the Harrow Pledge with him and they made suggestions together.
- Some of the young people felt listened to at their ‘CLA Review’.

Things that the young people said we can improve on;

- Sometimes the CLA Reviews are too far apart, especially when the young person wants to discuss or need things immediately.
- CLA Reviews are sometimes not relevant, as do not discuss the important things relevant to the young person.
- Some of the young people have not seen Harrow’s Pledge and do not know what it is. Those who have seen it did not have someone go through the pledge and discuss it with the young person. Young people would prefer to have someone to talk to them, rather than be given leaflets and forms.

Some recommendations from Young People;

- Social Workers need to explain the letter regarding complaints, or foster carers if young people have foster carers. For children and young people living with in homes or placements, have the leaflets about complaints displayed prominently around the building.
- Potentially have a binder or portfolio of information that contains all the information or contact details that children and young people would ever need.
- To ensure all children and young people know about the Pledge, have the social worker/IRO/other young people explain it.

6. Provide you with support you need when you leave care to become independent and be the best you can be in adult life.

- Most of the Children and young people said that they receive help with budgeting and in the right way, so that they do not spend it all.
- Social workers help children and young people who struggle with English to go to ESOL

- Young people are supported for life skills. Most of the teenagers were aware of the Life skills folder.

Things to improve on

- Young people (Care leavers) said that they need more information about the Buttle Trust and other grants or bursaries available for further education.
- Some young people needed help with CVs, as they felt that they did not find adequate help.
- Young people independently find work experience and in the present climate find it a struggle.
- Young people do not receive support for apprenticeships
- Some of the young people in Universities said that they did not have information
- The allowance received remains almost the same as when in care, though those who live independently now have increased outgoings (e.g. bills, food etc.).

Appendix B

Feedback from Video Consultation at the ‘Celebration of Achievement’ Ceremony on November 1st 2012

- 1. Before today, how much did you know about the “Harrow Pledge”? When have you seen it before?**
 - One Young person said “I actually helped with the Harrow Pledge”.
 - All the other six said that they have not heard or seen it before.

- 2. Does the Pledge have the right things in it? Should anything be added or taken out?**
 - 1 said “No I think its fine, its there to protect young people, it was done with young people”.
 - 5 of them said “that it was OK”.
 - 1 said “I don’t know”.

- 3. What (if anything) in the Pledge is not being done?**
 - One said “not applicable”
 - Another said ”I feel its all been done”
 - 4 said “Don’t Know”.

- 4. What could be done to make your life better?**
 - “Tons and Tons of money”
 - “I am happy with my life as it is”
 - “Nothing Really”
 - 2 said “I do not know”
 - “I would like more contact with my parents”

Appendix C

Extracts from 'Child Looked After Review' Reports

Recorded under title: CLA Review 1st

A copy of the Harrow Pledge was left with A, the social worker will now identify a need.
Pledge to be discussed and agreed with J
SW to discuss this further with F and include an agreement if which areas he would like to add to his own pledge and progress these.
Christina wanted an 18th birthday party so this was identified as a need under the Harrow Pledge especially with regard to her developing good relationships with people in her life. Therefore the party has been joint funded by Mr F and professionals involved.
A copy of the Harrow Pledge was left with H; the social worker will now identify a need.
1. The Social worker and S agreed that her educational needs were important to her.
2. It was agreed that Ss safety was important and keeping her safe was central to her emotional well being needs being met by the LA.
SW to progress the Harrow Pledge. A and S to identify the areas that are important for A.
He identified in his review that
Contact with the identified people are important to him
He identified that having contact with his mother was important to him
He identified that he wanted to continue with is educational needs
He identified that he wished to remain with the Cs as his placement for his long term support needs
J will be provided with a Harrow pledge. The SW will identify the areas with Mrs S and J and review these at the next CLA review.
Providing for his educational and social needs may be an area to focus on.
The Social Worker agreed to discuss this further with O and create his pledge objectives.
This needs to be discussed and agreed with A.
D has just become looked after so the social worker needs to identify and document what need can be met under the Harrow Pledge. The IRO provided D with the information regarding the Harrow Pledge.
The SW will provide for this and consult Z on his views for Harrow's pledge to him to support him to feel safe in a secure placement which provides the right level of support and continue with his aspirations to continue with his education and FE options.
To be discussed and agreed with J.
This needs to be discussed and agreed with N.
This requires a discussion with T for a pledge to be agreed.
To be considered.
This requires discussion and agreement.
L would like to have a lap top in order to support her education and assist her with her homework for her course.
This is not likely to be agreed and a relevant pledge needs to be considered as an alternative should this be declined.
The SW will document the relevance of the pledge to both children. It was agreed an Independent

Visitor would not be useful at this stage given the ages of both girls
The SW is to discuss this area with S.
SW to consider and record details in view of T's needs.
This needs to be discussed and agreed prior to second review
The social worker will now have to identify and document what O's needs are under the Harrow Pledge.
The social worker needs to identify a need under the Harrow Pledge.
This area was not raised at this review meeting.
The social worker has to identify and document a need under the Harrow Pledge.
The social worker needs to identify and document and needs J has under the Harrow Pledge.
The SW will document the relevance of the pledge to both children. It was agreed an Independent Visitor would not be useful at this stage given the ages of both girls.
This has yet to be discussed with M.
A has only just become looked after so the social worker hasn't yet had time to identify a "need"; this will be completed.
The SW had provided M with information about the pledge, she will discuss details further as appropriate.
SW to discuss further with C.
Harrow pledge to be discussed and agreed.
To be discussed and agreed with A.
A is 4 weeks old and too young for consultations with regard to the Harrow Pledge. However the social worker must identify and document a need under the Harrow Pledge and how this will then be met.
The social worker needs to identify and document any unmet needs under the Harrow Pledge.
The social worker needs to identify and document any unmet needs under the Harrow Pledge.
The social worker has to identify and document how any needs outlined under the Harrow Pledge can be met.
The social worker has to identify and document how any needs outlined under the Harrow Pledge can be met.
SW to discuss Harrow Pledge with A.

Recorded under title: CLA Review 2nd

T identified an unmet need regarding a camera as she has a long standing interest. This requires further confirmation and processing if it is deemed as appropriate.
Pledge to be discussed and agreed with J.
The social worker needs to identify and document an unmet need under the Harrow Pledge for all the children. The IRO does suggest that a clear unmet need is regarding additional laptop or computer for the children to have access to as this will support their educational need.
The social worker needs to identify and document an unmet need under the Harrow Pledge for all the children. The IRO does suggest that a clear unmet need is regarding additional laptop or computer for the children to have access to as this will support their educational need.
The social worker needs to identify and document an unmet need under the Harrow Pledge for all the children. The IRO does suggest that a clear unmet need is regarding additional laptop or computer for the children to have access to as this will support their educational need.
SW to progress the Harrow Pledge. A and D to identify the areas that are important for A. He identified in his review that contact with the identified people are important to him He identified that having contact with his mother was important to him

He identified that he wanted to continue with his aspirations and further education and becoming a chef.
J will be provided with a Harrow pledge. The SW will identify the areas with Mrs S and J and review these at the next CLA review.
Providing for his educational and social needs may be an area to focus on.
SW reported that she has discussed this fully with J and he is aware of what he should be provided in his Care Plan by the LA.
The SW will discuss this with the boys and put together the pledge to them by the LA.
The Social Worker agreed to discuss this further with O and create his pledge objectives.
This needs to be discussed and agreed with A.
The social worker needs to identify and document an unmet need under the Harrow Pledge for all the children. The IRO does suggest that a clear unmet need is regarding additional laptop or computer for the children to have access to as this will support their educational need.
The SW should consult Z on his views for the Harrow pledge to support him to feel safe in a secure placement which provides the right level of support whilst he remains a looked after child and in continuing with his educational /training options.
It was agreed that the pledge will be to support N with learning the clarinet.
This requires a discussion with T for a pledge to be agreed.
This is yet to be agreed but it is suggested could be focused on the commencement of the cadets.
Ms C reports she has attempted to discuss this area with S and that S has not been engaged or responsive. Mr B should make further attempts to engage S in such discussions.
SW to consider and record details in view of T's needs, this may relate to contact issues and ensuring some life story work detailing this period is completed.
This needs to be confirmed but could perhaps be the support of his learning to swim.
SW is asked to record details of Harrow Pledge and relevance to A.
The social worker needs to identify a need under the Harrow Pledge; this may be linked to appropriate exercise as C is pregnant.
It has been agreed that once the football clubs start in September his attendance will be the focus of the Harrow Pledge.
The social worker to discuss with the carers as to what needs Z has that can be met under the Harrow Pledge.
The social worker needs to consider and document what aspects of the Harrow Pledge are relevant for R.
This has yet to be discussed with M.
A's "need" identified is to attend a gym; this has to be clarified as to how his need can be addressed.
The social worker has provided M with information about the pledge. It was suggested that his unmet need was for swimming lessons as this not only provides M with opportunities to enjoy his life and have interests, but supports his medical conditions re leg. This request needs to be addressed by management as to how swimming lessons can be identified and paid for.
Harrow pledge will be to support E to start at a football club or if one cannot be found for him to be supported to swim regularly.
To be discussed and agreed with A.

Recorded under title: CLA Review

SW to discuss Harrow Pledge with S.
The SW reported that she has discussed this area with S and agreed targets around support in the area of independent living.

The SW reported she would agree with K specific support around the Harrow Pledge .
The SW needs to address the Harrow Pledge with R and identify any needs he has.
There are a number of possible options that could be addressed under the Harrow Pledge for S; the social worker is identifying this at present.
There has yet to be anything identified under the Harrow Pledge not least due to the crisis led work over the last few months with D. However in addition there is nothing D is wanting to identify that she is in need of yet; possibly something linked to her education? Therefore this is an outstanding piece of work.
The SW has met and discussed these with C. They are to conclude the areas for further work to be undertaken.
This still needs to be agreed.
Under the Harrow Pledge, T attends a gym where he is provided with support and opportunities to enjoy life and promote his interests.
It has been difficult to identify an unmet need under the Harrow Pledge due to Q's lack of engagement as well as the social worker being off sick. This is an outstanding piece of work.
The SW reports that a copy of Harrow Pledge has been left with Mrs M.
The SW should identify and agree with all parties which elements of the pledge are to be promoted.
As part of the Harrow Pledge exploration is occurring around communication aids for G; this will be in conjunction with the new college starting in September.
Harrow pledge is yet to be identified.
R would like to attend the gym to improve his fitness and provide a positive outlet; this will be addressed as part of the Harrow Pledge under the category of "Provide you with support and opportunities to enjoy your life and have interests and hobbies of your own". R stated that he is willing to travel to Harrow to access the Leisure Centre.
SW to document details of Harrow Pledge.
The SW needs to identify an unmet need for S under the Harrow Pledge and document how this will be met. The local authority are not meeting S's need regarding what has happened in her life which then impacts upon her relationships with others; this requires addressing and may be appropriate under the Harrow Pledge.
Although some discussions have occurred with C at the review meeting regarding the Harrow Pledge she was unable to identify any needs. This will require ongoing work with C as at present she doesn't want to "do" anything.
Although previous have occurred with C regarding the Harrow Pledge she has been unable to identify any needs. This will require ongoing work with [name] as at present she doesn't want to "do" anything.
The SW will agree the areas of the Pledge with D in order to progress this on his behalf.
Having positive time to see her Family is important to her: Having an independent Visitor; promoting her identity and origins is a piece of work the SW agreed to undertake for her and with her; Developing her Life skills and having a Pathway plan is important to her.
All of these were identified as important to the pledge the LA has made to her and helping to maintain her well being needs.
SW to progress these along side the Harrow Pledge.
T has an unmet need regarding knowledge around events that have happened to him in the past before moving to live with B. Although he emotionally isn't ready to address these issues, the SW will complete a record of his life history to access when he is ready.
SW agreed to discuss this further with J so that he is supported with things that are important to him. Family contact was something J identified as very important to him. See Contact section for

further details.
This area needs to be discussed and agreed with S.
SW to discuss and record elements of Harrow Pledge with K as appropriate
C records he has seen a copy of the Harrow Pledge and that his SW has discussed this with him. The IRO asked that the SW agree how this pledge is to be promoted for C and record such details.
The social worker must identify an unmet need for F under the Harrow Pledge and document how this will be met.
The SW reports that parents have been sent a copy of the Pledge.
The SW agreed to discuss with parents specifics of the Harrow Pledge and as to how this relates to A and document this.
The Social Worker is responsible for providing for this and the plan which will be agreed by R's Advocate .
The Social worker is yet to discuss the Harrow Pledge with P however his well being needs are being monitored in accordance with the Pledges outcomes of being safe and healthy.
The Social Worker to discuss this with F in order to agree with him which areas will be emphasized and promoted so that his well being needs are fully met.
It is agreed that K will be provided with a placement that can provide for his educational and development needs and to provide for his well being needs at a specialist resource that understands his Autism.
No unmet need has been identified yet for A the Harrow Pledge; however the social worker will discuss further with staff and his parents.
The social worker needs to document and evidence what need S has under the Harrow Pledge; it may be relevant to consider her wish to go to gymnastics.
D is happy with his placement and school provision. He enjoys seeing his family and it is important to recognise that he is entitled to time with his mother provided this can be supported with appropriate resources.
The SW should highlight pertinent areas within the Harrow Pledge for all three boys, possibly around the provisions of a laptop to support the three boys with school work
SW to discuss and record element of Harrow Pledge.
Now agreed as support to attend a computer club
The SW should highlight pertinent areas within the Harrow Pledge for all three boys, possibly around the provisions of a laptop to support the three boys with school work
H will undertake life story work as part of his pledge goals. IT was agreed that L and J will help with this.
H to be provided with photos and stories who things from his past. D has a life story book which his foster carers have put together since his arrival. This was seen as a positive piece of work.
The Social Worker agreed to update the Local authorities pledge to C in order that <ol style="list-style-type: none"> 1.His Savings are provided for 2. His educational needs are supported by contributed to his fees for the 4.5 years it will take to complete his BA Hons Degree.
The SW reports she has provided N with a copy of the Harrow Pledge but that N did not want to discuss any detail of this pledge with her SW. The SW agreed to go through the pledge again with N if she agreed to this.
The SW should highlight pertinent areas within the Harrow Pledge for all three boys, possibly around the provisions of a laptop to support the three boys with school work-
The Social Worker will provide M with an appreciation of how the Harrow Pledge can benefit her and her Care Plan. She agreed to identify areas that were important to Malieah and provide for these.

SW to execute a plan with T and identify this to the IRO.
(name) has identified support with regard to his football. He is being supported to attend the Milk Cup in Dublin to play football with his team as part of the Harrow Pledge.
The SW reported she will discuss this further with M.
SW to discuss and record element of Harrow Pledge.
SW will execute this with T and this requires further consultation.
The SW agreed to discuss this are further with AJ and record their discussion.
The social worker needs to identify and document any need that M has under the Harrow Pledge and how this will be met.
The SW should discuss with S and carer as to an identified need regarding the Harrow Pledge.
The SW should discuss with S and carer as to an identified need regarding the Harrow Pledge.
A attends the gym for kick boxing etc. as part of his Harrow Pledge as his identified need was to provide him with interests and hobbies of his own.
M has requested to attend the gym which the foster carer is investigating further; the IRO believes that this would be under the Harrow Pledge.
The social worker must identify and document an unmet need under the Harrow Pledge and how this can be addressed.
SW to discuss further with M, the SW did report that in his view the element of the pledge most pertinent to M at this stage is for the local authority to pledge to keep M safe.
A discussion has occurred with S regarding the Harrow Pledge though she found it difficult to identify needs as such. However it is felt that by attending the gym and being supported with exercise and an appropriate diet, will support S around enjoying life that then helps her good about herself/increases self esteem.
SW to document elements of Harrow Pledge for Y.
The idea of the pledge agreed with L was regarding a way of documenting some of his life history since being in the UK. It was agreed that in order for him to do this a camera would be a more appropriate pledge in order to assist him with this.
The social worker needs to document and evidence what need IL has under the Harrow Pledge.
The Harrow Pledge is being discussed with C and hopefully a need identified. It is likely to be something concerning his interest in boxing or the gym.
The social worker still needs to identify a need from the Harrow Pledge.
The SW reports she will go through the Harrow Pledge with I and the carer and agree specific areas of support/services with him.
Harrow pledge has been agreed as the ongoing support of M's ballet lessons.
TK advised he had received a copy of the document. SW to discuss further with TK and document how the pledge relates to his situation.
The need identified by the Harrow Pledge for B was to attend the gym as this has a positive effect not only on his physical well being but emotional health. This is now being facilitated by the foster carers paying £20 towards it, with B paying £15 a month.
The SW is to discuss and agree elements of the Harrow Pledge with both TS and DS.
SW to discuss and agree Harrow Pledge with J as required and record the agreement made to follow this on his behalf.
SW to discuss and agree Harrow Pledge with J if not already completed.
SW to discuss and agree Harrow Pledge with K as required
SW to discuss with parties and record details as appropriate.
(Name) will be supported by the values and aims of the Harrow pledge on the Supervision Order and CIN plan.
To be discussed and agreed with J.
The need identified from the Harrow Pledge was gym membership. This was requested but appears to be taking time to process.
This was not discussed at this review.

The SW was asked to consider how this area relates to Y and record details on file.
Agreed for support for S to go to the cinema twice a month. This is a social activity which he enjoys and assists him with his English.
SW to discuss with parties and record details as appropriate
Social worker to discuss with parties and record details as appropriate
The social worker is exploring what need M has under the Harrow Pledge and how this can be met. However he does have a need to increase his social interaction with his peer group and this will now be met as his carers is to start playgroup.
The social worker should consider and document what aspects of the Harrow Pledge are relevant for A before he is adopted.
Under the Harrow Pledge, it is important for A to have information regarding how and why decisions were made. This has been met in part through his Life story record but also will be addressed in his Later Life Letter; this is in process. In the future Coram will be involved to assist the adopters in addressing A's life history.
There doesn't appear to be any other unmet need for Amir at present.
R attends Golds gym, this was identified as a need as part of the Harrow Pledge and paid for.
The unmet need under the Harrow Pledge identified was for S to undertake an activity which would support his social interaction as well as provide exercise. However S continues to find it difficult to identify an activity; this is being further explored.
The SW reported that they have discussed this and that Q will continue to be supported by his outcomes.
The social worker needs to identify and document a need under the Harrow Pledge and how this will be addressed.
A wants to attend the Harrow Leisure Centre and membership is to be funded under the Harrow Pledge to promote his interests and hobbies.
The family would like K to be christened therefore this request has been identified as meeting an unmet need under the Harrow Pledge. The social worker has agreed to facilitate the christening at the weekend.
W wants to go to the gym; the local authority is hoping to meet this need by providing membership to the Harrow Leisure Centre.
SW to discuss and record details.
Harrow Pledge to be discussed and agreed with Kalsoom
It is suggested the allocated SW discuss with parents details of the Harrow Pledge and agree specifically how this may relate to A.
SW to discuss Harrow Pledge with G.
There has yet to be a need identified regarding the Harrow Pledge; the social worker will follow up.
There has yet to be a need identified regarding the Harrow Pledge; the social worker will follow up.
E did want to join a gym, which could have been assessed as his need under the Harrow Pledge; however he no longer wants this. Therefore a further need should be identified and documented.
SW to discuss Harrow Pledge with T.
The SW reports that K is supported to attend the gym under the Harrow Pledge; she awaits information from managers as to the financial arrangements for this.
Z has a need of clear information regarding his life history, this will be provided for under the Harrow Pledge. The foster carer is actively keeping a record and will produce a life history record; however birth family photos are required.

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**Catherine Doran
Corporate Director
Children and Families**

Children and Families Improvement Plan

This document describes the planned actions to improve services to children in Harrow. The driver for the changes required is the recent Safeguarding and Looked After Children Inspection and the recommendations that have been made as a result. There are other key inspection improvement plans that are also important to progress such as the Youth Offending Service Improvement Plan that also requires a multi agency response. This plan outlines immediate as well as longer-term actions that are required irrespective of various ongoing external and internal challenges. Partners across a range of agencies including Health, Education, Police and Probation will be actively involved in its achievement.

Governance Arrangements

An Improvement Board was established in June 2012 to support rapid and sustainable improvement of services that safeguard children. Its key roles are to agree, monitor and report progress on the actions in the Improvement Plan.

The Improvement Plan will be presented to the Overview and Scrutiny Committee and regular progress reports will be provided to the LSCB.

The terms of reference for the Improvement Board are set out in Appendix 1.

Overall Context

Harrow received a Safeguarding and Looked After Children Inspection in May 2012, which found that safeguarding and looked after children arrangements were Adequate overall.

This Improvement Plan will deliver sustained improvement across all of children's services leading to improved outcomes for children and young people in Harrow.

The strategy for improvement will focus on tackling those areas of greatest risk first and laying the foundations for more effective practice.

Despite the inspection judgement of Adequate (including some significant areas of concern) there are many commendable aspects of the service currently in place to support vulnerable children.

Ofsted Recommendations - Safeguarding

The following recommendations were made for the Local Authority and its partners for Safeguarding:

Immediately:

- Ensure processes and thresholds for considering and if necessary instigating legal action are timely, efficient and clearly understood by all key staff
- The local council, NHS Harrow and North West London Hospital NHS Trust should ensure that where there are pre-birth safeguarding concerns identified and early delivery is indicated that multi-agency planning is initiated before 34 weeks.

Within three months:

- NHS Harrow to ensure there is appropriate engagement and participation of health services in the children's access service
- Ensure that assessments focus on the experience of the child and are sufficiently analytical, so that they clearly identify and analyse risk, needs and protective factors
- Ensure all child protection plans are outcome focused, clearly setting out the changes necessary and how these will be supported and evaluated and include appropriate contingency planning
- Ensure child protection reviews offer robust, constructive and effective challenge
- Ensure supervision processes provide sufficient reflection and challenge
- Agree priorities for the work of the LSCB and an associated programme of work and business plan to deliver these
- NHS Harrow should ensure that general practitioners (GPs), dentists and all appropriate health practitioners are fully engaged in safeguarding arrangements and have regular developmental opportunities for practice reflection and learning and the LSCB should monitor progress in this area
- NHS Harrow, public health and the LSCB should ensure that an effective model for the rapid response service is developed and that the child death overview panel (CDOP) communicates with frontline services to best effect.

Within six months:

- Ensure children with child protection plans have greater consistency and continuity of social worker.

Ofsted Recommendations – Looked After Children

The following recommendations were made for the Local Authority and its partners for Looked After Children:

Immediately:

- Ensure relevant local authority staff and managers have a clear understanding of care thresholds and legal planning processes and cases are effectively monitored to avoid unnecessary delays in children receiving looked after services when these are required
- The local authority, NHS Harrow, North West London Hospital NHS Trust and Ealing Integrated Care Organisation should ensure that all looked after children have access to timely, comprehensive health assessments leading to quality assured health care
- The local authority, NHS Harrow, North West London Hospital NHS Trust and Ealing Integrated Care Organisation should ensure that looked after children and care leavers are fully engaged in the development and delivery of the Being Healthy agenda.

Within three months:

- Ensure supervision processes provide sufficient reflection and challenge

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- Ensure all social workers and managers have a clear, appropriate and evaluated individual development plan linking casework and management skills and performance to development activity
- The local authority, NHS Harrow, North West London Hospital NHS Trust and Ealing Integrated Care Organisation should ensure that the provision of healthcare to looked after children is subject to an effective whole system approach and performance management framework
- Ensure feedback and intelligence from child protection chairs and independent review officers is collated, analysed and used to inform service delivery
- Ensure an effective strategy is in place to reduce the risk of looked after children and young people offending
- Strengthen processes for monitoring progress against the commitments in Harrow Children's Pledge.

Within six months:

- Reduce the number of changes of social worker experienced by looked after children
- Analyse the reasons for short-term placement instability and implement a plan to improve performance.

Resource Implications

Each partner agency will need consider the resource implications for implementing the improvements set out in the plan.

Our Leadership Style to Secure the Improvements

Members and Officers are determined to deliver rapid, visible and sustainable improvement to our children's services. Our approach will be steered by the following characteristics:

- **A sense of urgency** – we know that the current situation is unacceptable and we will not rest until services for children are safe
- **Connection to the Front-Line** - listening, understanding, supporting and taking action to assist front-line staff to do a good job
- **An unremitting focus on what is important** - fixing the most important things first
- **Management grip** - driven by strong performance management and tackling problems as they arise in an ongoing way
- **Intolerance of the unacceptable behaviours** - the first step of our improvement journey will be to eradicate unacceptable practice and unacceptable behaviours
- **Complete transparency** - we will produce information that allows elected members, partners, government and the public to understand our progress. Creating a culture of openness to encourage staff to raise concerns/issues

Appendix 1 Improvement Board - Terms of Reference

1.	Accountable to:	Portfolio Lead Member Leader of the Council Harrow Local Safeguarding Children Board Corporate Strategic Board NHS Harrow Board Harrow Chief Executives
2.	Governance	An Improvement Board was established in June 2012 to support rapid and sustainable improvement of services that safeguard children. Its key roles are to agree, monitor and report progress on the actions in the Safeguarding and Looked After Children Improvement Plan. This will include monitoring the targets set out in the plan and checking that improvements are embedded through quality assurance and scrutiny.
3.	Purpose of group	
	<ol style="list-style-type: none"> 1. Implement the recommendations from the Safeguarding and Looked After Children Inspection and ensure that staff and managers are aware of the overall governance, lines of accountability and specific roles of each in driving forward improvement 2. Ensure the vision for the service is implemented across children's services, and that partners and all staff have a clear understanding of the ambition and vision for the Council and how they contribute to the overall improvement 3. Establish a strong safeguarding leadership team with clear and effective line of accountabilities to ensure an effective delivery of children's services 4. Put in place scrutiny arrangements to allow Members and the Local Safeguarding Children Board, to scrutinise and challenge social care practice once the necessary improvements have been made 5. Maintain a robust database of the evidence from completed actions from the Safeguarding and Looked After Improvement Plan and other relevant inspection action plans, such as the Youth Offending Improvement Plan. 	
4.	Key Principles	
	Members and Officers are determined to deliver rapid, visible and sustainable improvement to our children's services. Our approach will be steered by the following principles: <ul style="list-style-type: none"> • A sense of urgency – we know that the current situation is unacceptable and we will not rest until services for children are safe • Connection to the front-line - listening, understanding, supporting and taking action to assist front-line staff to do a good job • An unremitting focus on what is important - fixing the most important things first • Management grip - driven by strong performance management and tackling problems as they arise in an ongoing way • Intolerance of the unacceptable behaviours - the first step of our improvement journey will be to eradicate unacceptable practice and unacceptable behaviours • Complete transparency - we will produce information that allows elected members and partners to understand our progress. Creating a culture of openness to encourage staff to 	

	raise concerns/issues	
5.	Membership	
	<p>The Board will meet monthly and its membership will include:</p> <ul style="list-style-type: none"> • Catherine Doran, Director of Children's Services and Chair of the Board • Javina Seghal, Borough Director, NHS Harrow • Deborah Lightfoot, Independent Chair of Harrow Safeguarding Children Board • Kamini Rambellas, Interim Divisional Director Targeted Services • Catherine Knights, Associate Director of Operations • DCI Craig McKinlay, Harrow Borough Police • Marcia Whyte, Assistant Chief Officer, London Probation Trust • Genevieve Small, Harrow Clinical Commissioning Group • Paulette Lewis, Interim Assistant Director of Community Nursing, Integrated Care Organisation • Carole Flowers, Director of Nursing, North West London Hospitals NHS Trust • Jayne Adams Divisional General Manager, North West London Hospitals NHS Trust • Sarah Wilson, Principal Lawyer (Litigation and Education) Legal & Governance Services Department • Sue Dixon, Designated Nurse for Safeguarding, NHS Harrow • Rebecca Wellburn Deputy Borough Director, NHS Harrow • Leora Cruddas, Divisional Director, Quality Assurance Commissioning and Schools • <i>Schools (representative to be confirmed)</i> <ul style="list-style-type: none"> • David Harrington, Service Manager Performance Management – Performance support to the Board • Edward Smith, Quality Assurance Officer and Project Support to the Board <p>The Board's work will also be reporting to:</p> <ul style="list-style-type: none"> • Harrow Chief Executives Meeting + non-standing members from other orgs. • Corporate Strategic Board • Harrow Safeguarding Children Board • Elected Members of Harrow Council • NHS Harrow Board 	
6.	Chair	Catherine Doran
7.	Key Documents	<p>Children's Services Improvement Plan</p> <p>Inspection Evidence Tracker</p> <p>Project Plans</p>

Index

Based on the Improvement Plan actions, an index will be developed of what constitutes the following changes:

- A change in policy or a new policy
- A change in guidance or new guidance
- Quality improvements
- Changes to the workforce planning and learning and development

**Children and Families Improvement Board
Improvement Development Plan**

Key: Lead Officers

- | | | | |
|--|------------------|--|-------------|
| • Divisional Director Targeted Services | DD TS | • Youth Offending Team Manager | YOT Mgr |
| • Service Manager Performance | SM Perf. | • Director of Public Health, NHS Harrow | DPH |
| • SM Child Protection | SM CP | • Performance Manager | Perf. Mgr |
| • SM Early Intervention | SM EI | • Snr. Lawyer, Social Care | Law. |
| • SM Quality Assurance | SM QA | • Director of Children & Families Services | DCS |
| • LSCB Snr. Professional | LSCB SP | • Independent Chair LSCB | LSCB Chr. |
| • SM Placements | SM Place. | • Deputy Borough Director, NHS Harrow | NHSH (DBD) |
| • Service Manager Children Looked After | SM CLA | • Borough Director, NHS Harrow | NHSH (BD) |
| • Designated Nurse (NHS Harrow) | Des Nurse | • General Manager, Harrow (ICO Ealing) | ICO G. Mgr |
| • Division Director Children With Disabilities | DD CWD | • LSCB Operational Subgroup | LSCB Op. SG |
| • DD Early Intervention | DD EI | • LSCB Learning & Development Sub group | LSCB L&D SG |
| • Quality Assurance Manager | QA Mgr. | • Clinical Director, Harrow CCG | CCG |
| • Designated Doctor for LAC (NWLHT) | Des. Dr. (NWLHT) | • Divisional General Manager, NWLHT | NWLHT (GM) |
| • Designated Doctor (NHS Harrow) | Des. Dr. (NHSH) | • Acting Head of Midwifery, NWLH | Midwife |
| • Snr. Business Partner (Business Partnership) | HR | • Lead Nurse for LAC, Ealing ICO | LAC Nurse |

Part 1 – Inspection Recommendations

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AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT					
Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
SAFEGUARDING					

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
<p>Immediate</p> <p>(S1) Ensure processes and thresholds for considering and if necessary instigating legal action are timely, efficient and clearly understood by all key staff</p>	<p>Children at risk, where the threshold for legal intervention is met, have a robust plan in place that minimises the risk and keeps children safe</p>	<p>Law/ DD TS</p>	<p>MUST DO</p>	<p>5.10.12</p>	<p>(1) Completed: LPM legal advice memo has been redrafted to ensure advice is easy to follow and consistent. Lawyers reminded of need to critically challenge evidence and advise on additional information/steps required. Sample review of LPM memos since May 2012 indicates this is being done.</p>
		<p>Law/ DD TS</p>	<p>(1) Review Children & Families' Services (C&F) process for initiating a Legal Planning Meeting (LPM) and implement a revised LPM protocol to ensure effective and timely legal intervention.</p>	<p>5.10.12</p>	<p>Performance data from legal services indicates sustained increase in number of LPM requests from May 2012.</p>
		<p>Law/ DD TS</p>	<p>(2) Disseminate the LPM Protocol to social work staff, managers and the legal team with workshops to ensure all staff are clear about thresholds for legal intervention.</p>	<p>31.10.12</p>	<p>Meeting between legal practice and senior staff in C&F – agreed revised service level agreement, including level of monitoring of casework. Agreed changes to LPM procedures include (1) revised timetable to submit written legal advice, (2) agreement to allow external professional to attend part of LPM meetings for specific cases to allow lawyer to hear evidence first hand, (3) LPM request form to be added as episode to Framework I.</p>
		<p>Perf. Mgr / Lawyer</p>	<p>(2) On track: training delivered to social care staff 19 July covering PLO and introduction to legal proceedings, including session on threshold for legal intervention).</p>	<p>27.9.12</p>	<p>(2) Held: Access and training is being timetabled to coincide with legal services transfer to new case management system due in early 2013 – this has been delayed due to merger of Barnet and Harrow legal practice and IT issues associated with the transfer.</p>
		<p>DD TS/ SM QA</p>	<p>(3) Legal team has access to FWI and they are able to navigate FWI appropriately.</p>	<p>27.9.12</p>	<p>(3) Held: Access and training is being timetabled to coincide with legal services transfer to new case management system due in early 2013 – this has been delayed due to merger of Barnet and Harrow legal practice and IT issues associated with the transfer.</p>
		<p>DD TS/ SM QA</p>	<p>(4) Ensure the Child Protection Chairs' views on threshold are captured and considered at LPMs.</p>	<p>27.9.12</p>	<p>(4) Completed: Communication to social care and legal staff on 30 Aug reminding of need to consider CP Chair's views. CP chair's record from latest CP conference is included in information provided in advance of LPM. Audit will follow in due course.</p>
<p>DD TS / SM EI.</p>	<p>EMBEDDING</p>	<p>31.12.12</p>	<p>(5) Underway</p>		
<p>LSCB SP</p>	<p>(5) Review the current provision for specialist parenting assessments and develop a model that will include the use of PAMS assessment.</p>	<p>31.12.12</p>	<p>(5) Underway</p>		
<p>LSCB SP</p>	<p>(6) Develop multi agency threshold document that is agreed and adopted by the LSCB. The threshold will include a protocol for step up /</p>	<p>31.12.12</p>	<p>(6) Completed; to be circulated to partners and published 01.11.12. Green</p>		

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		LSCB SP / LSCB Op. SG LSCB SP / LSCB L&D SG DCS DD TS/ SM Place. / SM CLA DD TS	step down approach (linked with threshold for intervention) (7) Review “Failsafe” to ensure external agencies can challenge decisions on not proceeding with legal intervention. (8) The multi agency threshold document and “Failsafe” is embedded within LSCB Level 2 Safeguarding Training (9) Write to all LSCB members to remind them of their responsibilities to ensure their organisation raises issues of concern if they are unhappy with decisions. (10) Develop an access of care service, which will include an Edge of Care policy. (11) Meeting between legal and targeted services to review training programme delivered by legal staff, including statement writing, threshold for legal proceedings, case law update and best practice examples.	20.9.12 31.3.13 30.9.12 31.12.12 31.12.12	(7) Completed: to be circulated to partners and published 01.11.12 Green (8) Awaiting completion of 6 & 7 (Children Services threshold document is in place.) (9) Completed in letter and in LSCB Board. (10) Underway (11) On track: Meeting on 25 th September to review current training plan delivered by legal services. Two dates set for training on court skills and evidence preparation.
<p>Immediate</p> <p>(S2) The local council, NHS Harrow and North West London Hospital NHS Trust should ensure that where there are pre-birth safeguarding concerns identified and early delivery is indicated that multi-agency planning is initiated before 34 weeks</p>	<p>Timely pre-birth planning.</p>	LSCB SP / Des. Nurse LSCB SP/ DD TS/ NWLHT (GM) Midwife Des. Nurse/ DD TS	<p>MUST DO</p> <p>(1) Revise multi-agency pre-birth protocol</p> <p>(2) Review hospital midwifery and social work processes relating to pre-birth planning</p> <p>(3) NWLHT to ensure all midwives are aware of policy and process and have appropriate monitoring in place.</p> <p>(4) Regular meetings to take place between social care and hospital staff to identify discuss & progress cases of concern.</p>	27.9.12. 27.9.12 30.9.12 27.9.12.	<p>(1) Completed: Final version circulated and signed off by LSCB executive Board. To be circulated to partners and published 01.11.12.</p> <p>(2) Completed</p> <p>(3): Named midwife/ specialist safeguarding midwife aware of new protocol & alerting staff at supervision sessions. Protocol to be emailed out to midwifery managers in anti-natal wards and community areas following completion of (1). Training session on 16th Oct for update. Safeguarding Midwife to monitor pre-birth conferences.</p> <p>(4) Completed: is multi-agency attendance at fortnightly maternity meetings and alternating pro-social meetings, which review and seek to support all vulnerable women identified in pregnancy.</p>

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		Midwife	(5) NWLHT to ensure midwife representation at all fortnightly liaison meetings with social care.	30.9.12	(5) Completed: Safeguarding midwife chairs this meeting and attendance of all members will be monitor by her.
		DCS	EMBEDDING (6) Establish a post of Senior Practitioner to lead this area for local authority	31.8.12	(6) Completed: Secondment is in place & a bid has been put into the Medium Term Financial Plan to secure a longer-term post/ arrangement.
<p>Within 3 months</p> <p>(S3) NHS Harrow to ensure there is appropriate engagement and participation of health services in the children's access service</p>	<p>An effective integrated front door for children in need which ensures that information is shared appropriately between professionals to inform decision-making on children.</p>	<p>LSCB Chair.</p> <p>LSCB Chair</p> <p>NHSH (BD)</p> <p>NHSH (DBD)/ Des. Nurse/ Des. Dr. (NHSH)</p> <p>LSCB Chair</p> <p>Des. Nurse/ NHSH (DBD)/ Des. Dr. (NHSH)</p> <p>NHSH (DBD)/ DD TS/ Des. Nurse/ Des. Dr. (NHSH)</p>	<p>MUST DO</p> <p>(1) MASH Executive Board to meet to consider the roles and responsibilities of all agencies to inform the overall shape of the Children's Access Service.</p> <p>(2) Develop TOR for newly established children's access team executive board</p> <p>(3) Health to engage in discussion of TOR for children's access team executive board to ensure these support strategic health engagement in the development of the service</p> <p>(4) Health leads to 'Shadow' children's access team to understand existing service and potential for health role</p> <p>(5) LSCB to undertake a 'MASH Evaluation' to assist decision-making to inform the overall shape of the Children's Access Service.</p> <p>(6) Continue to work with NHS London to identify and embed an appropriate role for health within the 'MASH' pilot</p> <p>(7) Finalise roles description for CAT/ MASH health professional</p>	<p>27.9.12</p> <p>31/10/12</p> <p>18/09/12</p> <p>21.9.12</p> <p>11.9.12</p> <p>31.10.12</p> <p>30.11.12</p>	<p>(1) On track: LSCB Chair chairing multi agency MASH / front door overview beginning 08.11.12.</p> <p>(2) On Track see 1 above.</p> <p>(3) See 1 above.</p> <p>(4) Completed: arranged for 11/10/12.</p> <p>(5) Completed: on 11th Sept. In addition, the Met Police will be undertaking a multi-area review.</p> <p>(6) NHS London role description provided to NHS Harrow and being considered on 11th September. To be reviewed by Designated Professionals/RW.</p> <p>(7) On track: See 1 above.</p>
<p>Within 3 months</p> <p>(S4) Ensure that assessments focus on the experience of the child and are sufficiently analytical, so that they clearly identify and analyse risk, needs and protective factors.</p>	<p>Improved quality of assessments of risk and protective factors leading to Health and Social Care working together to ensure the needs of vulnerable children are met – no child falls through the gaps.</p>	DCS	<p>MUST DO</p> <p>(1) Practice directive to be provided to Team Managers to ensure that the work required in respect of risk assessment and report writing are completed before all assessments, reviews and reports are signed off</p> <p>EMBEDDING</p>	17.9.12	<p>(1) Completed: has been circulated</p> <p>(2) Completed: Morning Lane Associates contracted</p>

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		DD TS/ DD DWD/ DD EI	(2) Reflective practice co-ordinators to provide team consultation sessions on the assessment of complex cases and offer exemplars of good practice	31.8.12	to do this on interim basis & also attending team meetings. The Specification for the tendering of the Systematic Clinical Support Service is currently being completed.
		SM CP	3) The introduction of regular case forum discussions in conjunction with Morning Lane Associates, using Signs of Safety principles in Assessments.	31.8.12	(3) Completed: Morning Lane Associates contracted to do this on interim basis and also attending team meetings.
		SM QA	(4) Risk assessment training to be commissioned for social workers and managers	31.12.12	(4) Morning Lane Associates have been commissioned to provide programmes on systemic intervention at three levels; the programme for managers will incorporate understanding risk assessment.
		DD TS/ DD DWD/ DD EI	(5) Single Assessment Tool developed, informed by practitioner experience	31.12.12	(5) Medium Term Financial Plan bid submitted (with Adult Social Care) to develop the Mosaic system. This is a London wide network project
		LSCB SP	6) LSCB Multi agency risk assessment training to be commissioned	31.12.12	(6) <i>On Track</i> . LSCB QA subgroup has incorporated in its work plan for spring 2013 to look at the theme of assessment; looking at quality, timeliness & analysis across all agencies.
<p>Within 3 months</p> <p>(S5) Ensure all child protection plans are outcome focused, clearly setting out the changes necessary and how these will be supported and evaluated and include appropriate contingency planning</p>	<p>Making child protection plans meaningful and focused so that parents make the changes needed to become better parents</p>	SM QA	<p>MUST DO</p> <p>(1) Child Protection Chairs to receive a programme of reflective practice coaching and mentoring using observation and modelling of live cases.</p>	31.7.12	<p>(1) Completed: 2 CP Chairs in post at the time worked with a coach for 3 days. Observed practice, offered time to be reflective, provided materials on how to make plans more outcome-focused. Will be built on by the implementation of Strengthening Families (SF). There are now 3.5 FTE Conference Chairs in place.</p>
		QA Mgr.	<p>EMBEDDING</p> <p>(2) Review the current child protection planning documents as part of the implementation of the SF model.</p>	31.10.12	<p>2-3) A Strengthening Families project board has been established and continues to meet.. To date:</p> <ul style="list-style-type: none"> • Draft documents have already been consulted on.
		QA Mgr.	<p>(3) Strengthening Families Model, incorporating the Signs of Safety principles to be developed for child protection conferences.</p> <ul style="list-style-type: none"> • A new conference model increasing children's participation • New assessment tools to be implemented that will provide analysis of risk • Training on risk assessment 	31.10.12	<ul style="list-style-type: none"> • An interactive whiteboard has been purchased. Training has been organised for chairs to use this on 14.11.12 • 3 Strengthening Families courses have been delivered. One focusing on the chairs and two multi agency • Chairs have arranged to observe practice in other boroughs • Barnardo's have presented to the group

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		SM QA	delivered <ul style="list-style-type: none"> Workshops provided to raise awareness of the new model (4) Proposal to be put forward about strengthening the role of the CP Chair / IRO's to frontline.	31.7.12	their experiences of advocacyat conferences (4) A proposal was endorsed by Targeted Services. CP chairs now have links with teams, are available to chair complex strategy meetings, [provide advice and consultation, can attend legal planning meetings, available for inducting staff, support delivery of training and will consult on all cases where decisions have been made to take a case to conference
<p>Within 3 months</p> <p>(S6) Ensure child protection reviews offer robust, constructive and effective challenge</p>	CP Chairs provide analysis and challenge at Conferences and escalate concerns when appropriate e.g. drift	QA Mgr. SM QA LSCB SP	<p>MUST DO</p> (1) Child protection escalation policy to be written and implemented. (2) A protocol for reviewing children subject to child protection plans for longer than 1year is developed and being embedded by the 31 October. <p>EMBEDDING</p> (3) The LSCB Level 2 Safeguarding Training includes a section that will raise awareness of the responsibility of professionals to challenge decisions made at CP conferences that they are not in agreement with.	27.9.12 31.10.12 31.12.12	1) Completed: Protocol has now been signed off but there needs to be further developments on ICS. (2) The first multi agency panel has taken place. Thos on the panel and those participating have provided positive feedback. This will need a review in three months (3) Ongoing – on track
<p>Within 3 months</p> <p>(S7) Ensure supervision processes provide sufficient reflection and challenge</p>	Supervision records clearly evidence analysis of children's safety and well-being and the intervention required to minimise risk and keep children safe. Protected time for Supervision is embedded within the children's workforce culture that allows time for practitioners to be reflective about their work with children, their interventions and how to improve outcomes for children	SM QA SM QA Imp. Board members SM QA	<p>MUST DO</p> (1) Review and implement Children's Services supervision policy; incorporating good practice, guidance and tools for use (2) C&F Commission training on the new supervision policy and requirements of managers and practitioners <p>EMBEDDING</p> (3) All agencies to review their own supervision policy with updates to follow (4) Undertake a follow up audit of supervision practice to assess how far the changes are	31.12.12 27.9.12 31.12.12 31.3.13	(1) Final Supervision Draft in place. Helen Matthes, consultant workforce development has been commissioned to launch and embed supervision guidance. Alongside this looking at reviewing internal Ipad's team and strategic plans. (2): Morning Lane Level 2 training programme has already been commissioned and will incorporate supervision (3) Section 11 audits to be used to monitor the delivery of supervision in all LSCB agencies. (4) Held: Will follow completion of 1 & 2

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		DD TS	embedded (5) Roll out Systemic EI and SW support service to encourage reflective practice and supervision	31.8.12	(5) Completed: Morning Lane have been commissioned and now individual staff are linked to teams Children services 'systemic' Quality Assurance reviews across all teams are being undertaken. EIS has selected five sample cases to QA and have had that auditing moderated to ensure it reflects the latest Ofsted standards. In December 2012 the EIS managers will begin systemic auditing 15% of cases annually as business as usual.
<p>Within 3 months</p> <p>(S8) Agree priorities for the work of the LSCB and an associated programme of work and business plan to deliver these</p>	The LSCB has a work plan that provides challenge to partner agencies to change practice and is able to demonstrate how outcomes for children have improved	LSCB SP LSCB SP LSCB SP / SM Perf.	<p>MUST DO</p> <p>(1) Review the LSCB Business Plan to strengthen its focus on core child protection business</p> <p>EMBEDDING</p> <p>(2) All sub groups and task and finish groups to have explicit work programmes in place that are aligned to the LSCB Business Plan priorities</p> <p>(3) Agree a revised multi-agency performance data set for the LSCB</p>	20.9.12 27.9.12 20.9.12	<p>(1) Completed: Business plan signed off and circulated to Board Members.. Business Plan to be reviewed by LSCB Operational Group 06.12.12. On Track.</p> <p>(2) Completed. Chair has met with subgroup chairs re plan and will review with them in January 2013.</p> <p>3) Dataset still in production. Overviewed by QA subgroup.</p>
<p>Within 3 months</p> <p>(S9) NHS Harrow should ensure that general practitioners (GPs), dentists and all appropriate health practitioners are fully engaged in safeguarding arrangements and have regular developmental opportunities for practice reflection and learning and the LSCB should monitor progress in this area</p>	Independent Health Contractors to have knowledge of and participate in independent development opportunities, with monitoring by LSCB	Des. Nurse/ Des. Dr. (NHS) LSCB SP NHS (BD)/ LSCB Chr. LSCB SP/ NHS (DBD)	<p>MUST DO</p> <p>(1) Share safeguarding children directory with all independent contractors</p> <p>(2) The LSCB to send out a communication about the role of the LSCB to all relevant organisations to include information about how to access LSCB training programme.</p> <p>(3) LSCB/NHS Harrow to write jointly to dentists outline safeguarding responsibilities and identify leads to support improved communication and raise awareness of LSCB</p> <p>(4) LSCB and NHS Harrow to prepare and appropriately circulate expectations for training and development.</p>	30/09/12 5.9.12 15/08/12 31.10.12	<p>(1) Sent to all GPs end 2011 & Des Nurse send to Contracts Manager for independent contractors to cascade to them.</p> <p>(2) Completed: Drafted & sent following discussion by Des Nurse, Des Dr. (NHS) & LSCB Chr.</p> <p>(3) Completed: LSCB CHR. & NHS (BD) have sent a letter to dental commissioners.</p> <p>(4) Completed – letter sent by Chair re expectations for multi agency training.</p>

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		NHSH (DBD)/ Des. Dr (NHSH)/ CCG Des. Nurse/ Des. Dr. (NHSH) LSCB Chr./ NHSH (BD)/ NHSH (DBD)	(5) Regular training provision and attendance updates to be provided to LSCB Training sub-group. (6) Provide a summary (to LSCB Learning and Development sub-group) of Training issues identified through RCGP audit to inform future training programme. EMBEDDING (7) Send letter seeking clarification on the future role of the CCG in respect of responsibilities for independent providers	08/10/12 30/11/12 30/09/12	(5) Completed: updates are now provided on an ongoing basis. (6) Final audits being completed will be analysed, summary to be provided at meeting following October meeting. (7) In progress by LSCB SP
<p>Within 6 months</p> <p>(S10) NHS Harrow, public health and the LSCB should ensure that an effective model for the rapid response service is developed and that the child death overview panel (CDOP) communicates with frontline services to best effect.</p>	Effective rapid response model & (CDOP) communicates effectively with frontline services	LSCB CHR. DPH/ Des. Dr. (NHSH) NHSH (DBD) DPH / LSCB SP	<p>MUST DO</p> (1) Convene group to review rapid response and CDOP arrangements (2) Implement recommendations from review to improve shared learning (3) Commission new rapid response service from 01/01/12 EMBEDDING (4) Monitored through CDOPs annual report (May 2013) to the LSCB and SCR subgroup (monthly).	30.9.12 30/11/12 01/01/13 Ongoing to May 2013	(1) Completed: Review chaired by LSCB CHR has been completed and report is in draft for presentation to LSCB Executive Board on 29.11.12. (2) See (1) above. To be monitored in CDOP Annual Report (3) Ongoing re Rapid Response model. Has been meetings with LSCB Chair, DPH, & designated professionals. Looking at best model for Harrow. (4) See (1) above
<p>Within 6 months</p> <p>(S11) Ensure children with child protection plans have greater consistency and continuity of social worker</p>	Greater consistency and stability for children	DD TS DD TS DD TS	<p>MUST DO</p> (1) Review transfer protocols and points of transfer across the New Operating Model. (2) Review of C&F staff turnover and salaries to ensure Harrow is competitive. EMBEDDING (3) Produce a report with outcome of analysis and recommendations for action with clear implementation plan to reduce the number of changes of social workers	31.12.12 31.12.12 31.12.12	(1) Following review, 'Transfer Meetings' will recommence on 12 th Sept in a re-invigorated form & a draft transfer protocol has been produced. (2) A comprehensive analysis has been completed and reported to Director of Children's Services. (3) Report will go to Chief Exec, portfolio holder and leader stating that social work salaries are not competitive with North West London. A proposal is being put forward to the Medium Term Financial Plan to change this to reduce turnover and ensure stability and experience.

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
					Developing the role of advanced practitioners is being considered to be put in place in present posts as part of the post-Monroe exercise.

LOOKED AFTER CHILDREN

Immediate			MUST DO		
<p>(LAC1) Ensure relevant local authority staff and managers have a clear understanding of care thresholds and legal planning processes and cases are effectively monitored to avoid unnecessary delays in children receiving looked after services when these are required</p>		DD TS / SM CLA	(1) Review Children & Families' Services (C&F) process for initiating a Legal Planning Meeting (LPM) and implement a revised LPM protocol to ensure effective and timely legal intervention.	5.10.12	(1) Completed LPM legal advice memo has been redrafted to ensure advice is easy to follow and consistent. Lawyers reminded of need to critically challenge evidence and advise on additional information/steps required. Sample review of LPM memos since May 2012 indicates this is being done.
		DD TS	(2) Disseminate the LPM Protocol to social work staff, managers and the legal team with workshops to ensure all staff are clear about thresholds for legal intervention.	31.10.12	Performance data from legal services indicates sustained increase in number of LPM requests from May 2012.
		DD TS / SM QA	(3) The Independent Reviewing Officers to be consulted and informed when there are proposals to change the care plan	27.9.12	Meeting between legal practice and senior staff in C&F – agreed revised service level agreement, including level of monitoring of casework. Agreed changes to LPM procedures include (1) revised timetable to submit written legal advice, (2) agreement to allow external professional to attend part of LPM meetings for specific cases to allow lawyer to hear evidence first hand, (3) LPM request form to be added as episode to Framework I.
		SM QA	(4) Resolution Protocol for LAC revised and implemented that will offer robust challenge if there are concerns about threshold of intervention.	27.9.12	(2) On track : training delivered to social care staff 19 July covering PLO and introduction to legal proceedings, including session on threshold for legal intervention).
		DD TS / SM Place. / SM CLA	EMBEDDING	31.12.12	(3) Completed: Communication to social care and legal staff on 30 August confirming need to IRO to be consulted and informed of proposals to change the care plan. Audit activity will follow in due course.
		SM Place.	(5) Develop an access of care service, which will include an Edge of Care policy.	27.9.12	(4) Completed: Resolution protocol has been reviewed, consulted on, amended, signed off. Changes have been made to framework i – now fully implemented.
			(6) Review Permanency Tracking Panel	27.9.12	(5) Ongoing
					(6) Completed: SM Placements and SM CLA have

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		QA Mgr.	purpose; terms of reference to be refreshed which emphasises the need to scrutinise cases on the edge of care, case under the PLO and cases in legal proceedings		<p>reviewed existing ToR and reviewed panel objectives to ensure close scrutiny. The panel membership remains the same and managers in TSD were presented with overview, purpose and process at TSD away day on 23/10/12. Cases will be identified by any panel member as high risk cases requiring challenge, support and scrutiny.</p> <p>A strategic legal monitoring meeting will take place on a quarterly basis in future, chaired by TSD DD.</p>
		QA Mgr.	(7) Annual report of the IRO service to address the impact of this Improvement Plan	1.4.13	(7) To be incorporated by end of year.
		QA Mgr.	(8) Implement the IRO action plan	27.9.12	(8) The IRO Action plan is being implemented and regularly reviewed at team meetings
		QA Mgr.	(9) Workshops with front line staff about the role of IRO's in relation to challenging practice and monitoring plans	27.9.12	(9) IRO's have specific links with teams and have attended Team Meetings to discuss the Resolution Protocol
<p>Immediate</p> <p>(LAC2) The local authority, NHS Harrow, North West London Hospital NHS Trust and Ealing Integrated Care Organisation should ensure that looked after children and care leavers are fully engaged in the development and delivery of the Being Healthy agenda</p>	<p>Young people are fully engaged in leading the being healthy agenda</p>	<p>Des. Nurse/ SM CLA/ Des. Dr. (NWLHT)</p> <p>Des. Nurse/ SM CLA</p> <p>Des. Nurse/ Des. Dr. (NWLHT) SM QA</p> <p>SM CLA/ Des. Nurse</p>	<p>MUST DO</p> <p>(1) Raise awareness of young people consenting for their health assessments through targeted training with health care professionals and social care staff</p> <p>(2) Update Corporate Parenting Panel on health engagement & feedback re. looked after children and care leavers.</p> <p>(3) Start health passport pilot with current care leavers following consultation and engagement with LAC and Care Leavers</p> <p>(4) Establish Forum for CLA Nurse to talk to CLA and young people leaving care regarding health needs and reflect on impact</p>	<p>5/10/12</p> <p>29/10/12</p> <p>02/01/13</p> <p>26.9.12</p>	<p>(1) Final workshop 31/10/12 for social work staff. Consultation with staff require further discussion with Des GP regarding expectation of key information required within 5 working days of child looked after. Staff are completing backlog of cases requiring Part A for initial health assessment and managers are required to address improvements with timescales of Part A being completed. The initial health assessment is required for all CLA within 28 days.</p> <p>(2) Completed: Update provided at Corporate Parenting panel on 29/10/12</p> <p>(3) On track: Des Nurse to meet local authority officers to discuss engagement. Has started gathering examples of health passports.</p> <p>(4) Let's Talk sessions for groups of CLA and young people leaving care establish in August and September to review and reflect on health needs and participation. Action plan arising from Let's Talk to be presented to Corporate Parenting Panel.</p> <p>Designated Professionals to explore methods of capturing young people's views during health assessment process. Meeting 06/09/12</p> <p>Decisions have been made for the Corporate</p>

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AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		DD TS Des. Nurse/ SM CLA SM CLA	(6) Re-commission targeted Morning lane Associates to provide interim systemic social work support service to social workers in addressing mental health needs of CLA & care leavers EMBEDDING (7) Review and raise awareness for access to health advice and support for CLA and young people leaving care (8) CLA Life Chances Forum to implement Access to leisure strategy for CLA and Care leavers	20.8.12 27.9.12 31.12.12	Parenting panel to be attended by CLA Designated Nurse and CLA Designated Doctor. CLA represented on Corporate Parenting Panel. Designated Nurse attended July 2012 CLA Health workshops for social workers to take place in September 2012 (6) Completed: Specialist Practitioner from Morning Lane has been assigned to CLA Service and is attending team meetings in August and engaging with practice, case work (7) CLA Designated Nurse and participation Officer to engage Beyond Limits to seek expectations and feedback (8) Registration to declare an interest in gym/swimming membership taking place at Harrow Leisure centre in week of 29/10/12 On track: Update to be provided at Corporate Parenting panel on 29/10/
<p>Immediate</p> <p>(LAC3) The local authority, NHS Harrow, North West London Hospital NHS Trust and Ealing Integrated Care Organisation should ensure that all looked after children have access to timely, comprehensive health assessments leading to quality assured health care</p>	<p>Informative health summaries for all children</p>	<p>Des. Nurse/ Des. Dr. (NWLHT)</p> <p>Des. Nurse / Des. Dr. (NWLHT) / SM CLA</p> <p>Des. Nurse</p> <p>Des. Nurse/ Des. Dr. (NWLHT)</p>	<p>MUST DO</p> <p>(1) Workshop with all health providers to identify a robust pathway for initial health assessments, reviews and to embed use of health plans by lead health professional and social care.</p> <p>(2) Share pathways for delivering timely health assessments and reviews with social care partners.</p> <p>(3) Sign off health assessment pathway at LSCB policies and procedures sub-group (then to LSCB operations group, LSCB Executive and Corporate Parenting Board for information)</p> <p>(4) Deliver training to all teams and staff involved in delivering health pathway for LAC</p>	<p>30/06/12</p> <p>9/8/12</p> <p>16/10/12</p> <p>5/10/12</p>	<p>(1) Completed.</p> <p>(2) Completed: Des. Nurse met key social care leads on 9th August to complete pathways and process framework.</p> <p>(3) Completed: pathway signed off at meeting on 16th Oct & Des. Nurse to attach to update report to the CPP in October.</p> <p>(4) Final workshop 31/10/12 for social work staff. Consultation with staff require further discussion with Des GP regarding expectation of key information required within 5 working days of child looked after. Staff are completing backlog of cases requiring Part A for initial health assessment and managers are</p>

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		SM CLA/ LAC Nurse ICO G. Mgr/ LAC Nurse ICO G. Mgr/ SM Perf/ LAC Nurse NWLHT (GM) LAC Nurse Des. Nurse/ Des. Dr. (NWLHT) SM CLA	(5) CLA Lead Nurse to offer drop-in sessions at Gayton, Honey Pot Lane and Civic Centre for young people & for staff. (6) Ensure Lead Nurse maintains a database to enable robust monitoring of health assessments and escalates issues to Designated Nurse as agreed. (7) Provide monthly monitoring data for IHA and RHA timeliness to the Life Chances Forum (8) Ensure timely access to appointment slots for initial health assessments in line with pathway timeline EMBEDDING (9) Ensure quarterly reporting on LAC health needs to The Life Chances Forum (10) Agree process for quality assurance of all health assessments, including audit arrangements. (11) Improve response rates for completion of 'Strengths and Difficulties Questionnaires'.	26.9.12 15/9/12 30/09/12 15/09/12 30/09/12 30/09/12 31/12/12	required to address improvements with timescales of Part A being completed. The initial health assessment is required for all CLA within 28 days (5) Completed: Regular drop-in sessions already happening at residential units. Drop-in to be arranged jointly with Early Intervention Worker (6) On track: Electronic Database established and being populated, on track and should be finished by 16/10/12 All CLA to have a health record on Rio with appropriate alert on. Health database to monitor timeliness of health assessments and identify failure to progress Completed health assessments to be scanned on Rio. Meeting 19/09/12 with Rio lead to ensure data is being captured (7) HOST has been amended to enable tracking of outstanding assessments, this is being tested by social workers and awaiting implementation (8) On track: Monitored by Lead Nurse through the agreed process (9) On track: Designated Professionals agreed method of monitoring health needs and will report to Life Chances Forum once sufficient data is gathered. (10) Completed: process agreed for all health assessments to be quality assured by Designated Professionals including out of areas (11) SDQ rates to be reported on quarterly.
<p>Within 3 months</p> <p>(LAC4) Ensure supervision processes provide sufficient reflection and challenge</p>	<p>Supervision records clearly evidence analysis of children's safety and well-being and the intervention required to minimise risk and keep children safe.</p> <p>Protected time for Supervision is embedded within the children's</p>	<p>SM QA</p> <p>SM QA</p>	<p>MUST DO</p> <p>(1) Review and implement Children's Services supervision policy; incorporating good practice, guidance and tools for use</p> <p>(2) C&F Commission training on the new supervision policy and requirements of managers and practitioners</p>	<p>31.12.12</p> <p>27.9.12</p>	<p>(1) Final Supervision Draft in place. Helen Matthes, consultant workforce development has been commissioned to launch and embed supervision guidance. Alongside this looking at reviewing internal Ipad's team and strategic plans.</p> <p>(2) Helen Matthes will lead the implementation and embedding of supervision policy. HM start date 6.11.12</p>

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
	workforce culture that allows time for practitioners to be reflective about their work with children, their interventions and how to improve outcomes for children	Imp. Board members SM QA DD TS	EMBEDDING (3) All agencies to review their own supervision policy with updates to follow (4) Undertake a follow up audit of supervision practice to assess how far the changes are embedded (5) Roll out Systemic EI and SW support service to encourage reflective practice and supervision	31.12.12 31.3.13 31.8.12	(3) Section 11 audits to be used to monitor the delivery of supervision in all LSCB agencies. (4) Will be completed following completion & embedding of actions 1 & 2. (5) Completed: Morning Lane have been commissioned and now individual staff are linked to teams Children services 'systemic' Quality Assurance reviews across all teams are being undertaken.
Within 3 months (LAC5) Ensure all social workers and managers have a clear, appropriate and evaluated individual development plan linking casework and management skills and performance to development activity	A competent workforce that understands what excellent practice looks like	SM QA SM QA SM QA SM QA HR DCS SM QA	MUST DO (1) Practice Directive to be sent by DCS to all staff stating that they must all have updated IPAD's by 31.10.12 (this fits in with the local guidance and cycle for IPAD's and will prevent duplication) (2) Management reports are provided to Divisional Directors identifying staff where IPAD's have not been completed EMBEDDING (3) To develop a centralised system to capture all IPADS and provide management information which can be reviewed to ensure that core social work skills are addressed (4) Periodic review / audit of the quality of IPADS (5) HRD to provide learning set workshops for all managers, supervisors regarding managing underperformance and absence (6) Ensure that excellence awards reward and recognition mechanisms are appropriately, fairly and transparently applied to recognise good/high performance (7) Review C&F Workforce Strategy in relation to social work and embed systematic training.	31.10.12 30.11.12 31.3.13 31.12.12 31.12.12 31.3.13 31.12.12	(1) Completed. Practice Directive circulated on 31 st August. Ipad audit to be completed in November 2012. (2) Process in development (3) Being developed. Helen Matthes has been commissioned to lead on this. Start date 6.11.12 (4) DCS will sign off all service manager IPADs and audit a sample of front-line IPADs as part of quality assurance processes. (5) One workshop has been delivered – more being planned (6) Being considered (7) On track: 3 programmes being devised and will be rolled out from October 2012

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
<p>Within 3 months</p> <p>(LAC6) The local authority, NHS Harrow, North West London Hospital NHS Trust and Ealing Integrated Care Organisation should ensure that the provision of healthcare to looked after children is subject to an effective whole system approach and performance management framework</p>		<p>Des. Nurse/ LSCB Chr.</p> <p>SM Place. / SM CLA</p> <p>SM Perf./ Des. Nurse</p>	<p>MUST DO</p> <p>(1) Implement LSCB monitoring arrangements via the corporate parenting panel across the looked after children health pathway to monitor effectiveness of whole system approach.</p> <p>(2) Establish bi-annual feedback from Adoption Panel</p> <p>(3) Establish monthly CLA Health assessment QA & performance activity reports</p>	<p>31.10.12</p> <p>31.12.12</p> <p>27.9.12</p>	<p>(1) Ongoing: Corporate Parenting Panel to monitor health pathways and report back to LSCB</p> <p>(2) On track: meetings with Panel Chair and agency decision maker will be scheduled for twice a year henceforward (plus Annual report)</p> <p>(3) Performance data are being updated in line with new process. QA side being taken forward by Des Nurse,</p>
<p>Within 3 months</p> <p>(LAC7) Ensure feedback and intelligence from child protection chairs and independent review officers is collated, analysed and used to inform service delivery</p>	<p>Feedback from CP Chairs and Independent Reviewing Officers to inform service improvements which are based on evidence.</p>	<p>QA MGR.</p> <p>QA MGR.</p> <p>SM QA</p> <p>QA MGR.</p> <p>QA MGR.</p>	<p>MUST DO</p> <p>(1) Quarterly performance reports on standards (e.g. attendance, parents seeing reports) at child protection conferences. and CLA reviews to be developed.</p> <p>(2) To develop a feedback system for YP and carers following their CLA reviews and CP conferences</p> <p>(3) A proposal to be developed, consulted on and implemented that will strengthening the role of the CP advisors and offer to the front line</p> <p>EMBEDDING</p> <p>(4) The Independent Review Officers annual report should include the analysis of findings to inform service delivery</p> <p>(5) Child Protection Chairs to provide a report annually to feed into the LSCB Annual Report about the analysis of findings to inform service delivery</p>	<p>27.9.12</p> <p>27.9.12</p> <p>27.9.12</p> <p>30.4.13</p> <p>30.4.13</p>	<p>(1) On track: For CP Conferences, management information is now collated by the CP administrator on a quarterly basis. For CLA Reviews, child and parent feedback forms are being developed and in draft.</p> <p>(2) On track: Draft questionnaires designed and feedback received. Updates needed, pilot version has begun.</p> <p>(3) On track: A proposal was endorsed by Targeted Services. CP chairs now have links with teams, are available to chair complex strategy meetings, [provide advice and consultation, can attend legal planning meetings, available for inducting staff, support delivery of training and will consult on all cases where decisions have been made to take a case to conference</p> <p>4) – to be actioned</p> <p>5) – to be actioned</p>
<p>Within 3 months</p> <p>(LAC8) Ensure an effective strategy is in place to reduce the risk of looked after children and young</p>	<p>Looked after children are supported to prevent offending and re-offending.</p>	<p>YOT Mgr. / SM CLA</p>	<p>MUST DO</p> <p>(1) In conjunction with partners, develop a strategy to reduce the risk of looked after children offending as part of the YOT</p>	<p>27.9.12</p>	<p>(1) CLA & YOT Improvement action plan prepared. CLA & YOT Protocol completed and re circulated Reduction strategy to be prepared by 15/11/12</p>

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT

Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
people offending		YOT Mgr. / SM CLA	Improvement Plan EMBEDDING (2) Improve communication and partnership with YOT and CLA Service	31.12.12	(2) CLA & YOT Improvement action plan prepared. Youth Offending Team Manager has joined 'CLA Life Chances Forum' CLA & YOT partnership meeting took place on 22/10/12.
<p>Within 3 months</p> <p>(LAC9) Strengthen processes for monitoring progress against the commitments in Harrow Children's Pledge.</p>	The Harrow Children's Pledge is understood by all corporate parents	SM QA / SM CLA SM QA / DD TS SM CLA	<p>MUST DO</p> <p>(1) Beyond Limits to review the Pledge (to report key themes to the Corporate Parenting Panel in December 2012)</p> <p>EMBEDDING</p> <p>(2) Develop a participation strategy for children known to social services.</p> <p>(3) CLA Life Chances Forum to ensure Corporate (cross-departmental) participation with action plan.</p>	27.9.12 31.10.12 31.12.12	<p>(1) Corporate Parenting schedule agreed for Beyond Limits to review Pledge for report in December 2012</p> <p>(2) Drafting underway. Outstanding – to be completed by end of Nov.</p> <p>(3) CLA Life Chances action plan established and reporting to Corporate Parenting panel</p> <p>Membership reviewed and sought to increase participation from Corporate colleagues</p>
<p>Within 6 months</p> <p>(LAC10) Reduce the number of changes of social worker experienced by looked after children</p>	Greater consistency and stability for children	DD TS DD TS	<p>MUST DO</p> <p>(1) Review transfer protocols and points of transfer across the New Operating Model</p> <p>(2) Produce a report with outcome of analysis and recommendations for action with clear implementation plan to reduce the number of changes of social workers</p>	31.12.12 31.12.12	<p>(1) Following review, 'Transfer Meetings' will recommence on 12th Sept in a re-invigorated form & a draft transfer protocol has been produced.</p> <p>(2) A comprehensive analysis is underway, report will go to Director of Children's Services.</p>
<p>Within 6 months</p> <p>(LAC11) Analyse the reasons for short term placement instability and implement a plan to improve performance</p>	Young People have stable placements so that they can build meaningful relationships with families	SM Place. / SM CLA SM Place. / SM CLA	<p>MUST DO</p> <p>(1) Undertake a review of the cases in last 12 months where there has been a higher number of moves and produce a report with a plan to improve performance.</p> <p>EMBEDDING</p> <p>(2) Develop 'Access to Resources Service' to increase oversight when children enter care: improve care planning, interventions & support.</p>	31.9.12 31.12.12	<p>(1) Produced and signed off at September 'Performance and Practice' Meeting, now ongoing review at same meeting.</p> <p>(2a) Discussions with and visits to other Local Authorities (incl. Wandsworth and Ealing) & staff consultations are taking place in August & September.</p> <p>b) Reconfigured service will be developed &</p>

AREAS FOR IMPROVEMENT IDENTIFIED IN OFSTED REPORT					
Recommendations	Outcomes required	Lead Officer/ Executive Head	Actions (what needs to happen to achieve the outcomes required)	By When	Progress Update
		SM Place. / SM CLA	(3) Develop Fostering Recruitment Plan: to ensure sustained rate new carer recruitment & improving carer skills through improved support and training.	31.12.12	operational by end of December. New ways of working embedded by the end of the financial year. (3) Ongoing

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REPORT FOR: Corporate Parenting Panel

Date of Meeting:	18 th December 2012
Subject:	Update Access to Leisure Facilities for Children Looked After and Young People who are Leaving Local Authority Care
Key Decision:	No
Responsible Officer:	Catherine Doran Corporate Director of Children and Families
Portfolio Holder:	Councillor Mitzi Green, Portfolio Holder for Children, Schools and Families
Exempt:	No
Decision subject to Call-in:	N/A
Enclosures:	No

1.0 Summary and Recommendations

- This report seeks to provide an update from the previous report presented on 3rd April 2012 in respect of supporting children looked after and young people leaving care with access to leisure facilities in Harrow.
- Panel members are invited to consider recommendations contained in section 6.0 and give guidance on subsequent Cabinet or Portfolio Holder decision making arrangements.

2.0 Introduction

2.1 A previous report to this Corporate Parenting panel was presented to the panel on 3rd April 2012 regarding Children Looked After, Access to Leisure..

2.2 This report laid out proposals to ensure 'Children looked after (CLA) and young people who are leaving care (care leavers) are supported by Harrow Council, in their capacity as Corporate Parents to support them to lead a healthy lifestyle and enable them to participate in local leisure activities'

2.3 In order to support leisure activities and prioritise the needs of CLA and young people leaving care, direct communication and partnership network has been established with Community Services, leisure facilities. The Chair of the CLA Life Chances Forum (who is also an officer advising the Corporate Parenting Panel) has been able to develop a positive relationship with colleagues in leisure services to support the role of the Council as Corporate Parents. The intention has been to promote and support CLA and young people leaving care to participate and enjoy engagement with local leisure activities in Harrow.

2.4 The terms of reference for the CLA Life Chances Forum focus on improving the life chances and outcomes for CLA. The forum is to scrutinise current processes, maximise the benefit of local partnerships and address specific issues to improve access to leisure facilities and support healthy lifestyles for CLA and careleavers. An integral aspect of this work will be to ascertain the views, wishes and feelings of CLA and care leavers. The forum established a sub group in respect of facilitating CLA access to leisure .

2.5 Representatives of the CLA Access to Leisure sub group and partnership with Leisure Services are:

- CLA Service Manager
- Children's Placement Service Manager
- Virtual Head Teacher
- UASC & Leaving Care Team Manager
- CLA Team Manager
- CLA Nurse practitioner
- Harrow Foster Carer's Association
- "Beyond Limits" Child in Care Council
- GLL Harrow Leisure Manager
- Library Service Manager
- Watford FC

3.0 Issues

3.1 Previous recommendations of the report in April 2012:

- a) To support all CLA and young people leaving care to have access to Council leisure facilities and be supported with community integration and healthy living lifestyles

- b) To provide a view about the financial assistance that should be provided by the Council to enable young people to access leisure facilities
- c) To develop and establish leisure partnership arrangements for all Harrow Council looked after children and young people leaving care placed outside of borough
- d) Recommend that a survey is undertaken to estimate how many young people will want to take up the opportunity to regularly attend the leisure centre
- e) To support the collective endeavours of the CLA Life Chances Forum and task them with the responsibility for developing clear operational systems and processes for monitoring and reviewing how the access to leisure project and partnership with Community Services for CLA and young people leaving care will be addressed by the Council

3.2 The CLA Access to Leisure group had discussed initiatives and options to enable support to CLA and Careleavers.

3.3 Partnership arrangements have been established with Greenwich Leisure Limited (GLL) providers of Harrow Leisure Centre, Harrow Library Service and Watford FC in partnership with Harrow Council and Cedars Youth Centre. The sub group had met every 2 months since April 2012.

3.4 The sub group established a registration session at Harrow Leisure Centre for all CLA and Careleavers who live in or near to the borough in order to ascertain expression of interest to join the leisure centre. 72 CLA and 86 Careleavers were written to individually, their social workers would discuss this initiative as well as their foster carers and independent Reviewing Officers being aware. The registration session took place during half term, over 5 days in the week of 29th October and a social care worker was present to assist Harrow Leisure centre staff. During this registration week, 36 young people expressed an interest to join.

3.5 A letter was then sent to the children and young people who had expressed an interest to join, with the joining arrangements and memberships as from 1st December 2012. Harrow Leisure Centre have provided a 30% membership discount to CLA and Careleavers. The monthly membership of CLA living with foster carers will be provided by their foster carers, using the leisure allowance already available to foster carers. Careleavers and young people living in semi independent provision will be funded by the Care Matters grant.

3.6 All young people will be monitored over the next 3 months, to establish use of their membership. If the membership is not being used, this will be cancelled and offered to another young person. Aside from CLA, it is expected that 40 young people at any one time will be funded by the Care Matters grant. This is being monitored and reviewed by the CLA Access to leisure sub group and the CLA Life Chances Forum.

3.7 In addition to Harrow Leisure Centre, Cedars Youth Centre in partnership with Watford FC will also make available facilities with CLA and Careleavers, where there is a small gym. This cost will be supported by foster carers for CLA or the Care Matters grant for Careleavers.

3.8 The Virtual Head Teacher is also exploring arrangements with children and young people, to ensure they make use of leisure and gym facilities at their school..

3.9 Harrow Library Service is making available sessions for CLA and Careleavers and has an established arrangement with foster carers to make use of libraries. The Virtual Head Teacher will explore homework clubs in libraries, as well as Beyond Limits to make use of the libraries for meetings, promoting the use.

4.0 Social workers are required to evidence leisure engagement and participation with healthy living opportunities in care planning, pathways plans and assessments

4.1 There will be further promotional activities in 2013, to encourage use of green gyms in the parks, involving staff and CLA and Careleavers, as well as a football match at Cedars Youth Centre. visitor Officer. These activities will continue to promote health lifestyles.

4.2 The Children Looked After Nurse provides drop-in clinics to Honey Pot Lane semi independent unit and the Gayton Road semi independent unit, providing advice and support regarding health and development.

4.3 CLA and young people placed outside the borough will be supported with engagement to local facilities, where developing partnership opportunities with their leisure services in their area. This will be addressed with the placement service and considered in their care plan, where negotiation and support with local facilities will be supported by the social worker, independent reviewing officer and virtual head teacher.

5.0 Access to Leisure and healthy living

CLA and young people leaving care will be invited to join the Harrow Leisure centre, where they will have an initial membership for 3 months, to use swimming and gym facilities. The memberships will be reviewed and evaluated in 3 months time, to ensure that memberships are being used where the Care matters grant funds them and to ensure no more than 40 memberships are funded by this grant at any one time.

6.0 Proposed Recommendations

The Corporate Parenting Panel are asked to consider the following recommendations in order to address the Council's corporate parenting responsibilities for children looked after and care leavers as it relates to access to leisure facilities:

- a) The Corporate Parenting panel to note progress made
- b) Virtual head Teacher to further pursue opportunities to use leisure facilities at Schools
- b) To support all CLA and young people leaving care to have access to leisure facilities and be supported with community integration and healthy living lifestyles initiatives with Culture and Leisure services
- c) To continue to support the collective endeavours of the CLA Life Chances Forum and sub group with the responsibility for developing clear operational systems and processes for monitoring and reviewing how the access to leisure project and partnership with Community Services for CLA and young people leaving care is progressing

3.20 Environmental Impact

There is no specific environmental impact from the issues outlined in this report.

3.21 Financial Implications

GLL have agreed to offer a 30% discount to all Harrow CLA and Careleavers living in or around Harrow, to use the leisure facilities.

The standard charges for an 11– 15 year old is £42 for 3 months and 16+ is £63 for 3 months, for use of the gym (age appropriate and supervised) and swimming.

Membership costs for CLA living with foster carers will be funded by the foster carers allowances. Careleavers and young people living in semi independent provision, will be funded by the Care matters grant. This grant will be used for a maximum of 50 young people, costing £1,050 for 3 months or £4,200 per year.

3.22 Risk Management Implications

Related risks have been addressed by ensuring a maximum number of young people able to be members of the Harrow leisure Centre at any one time. There would be significant reputational risk from a poor inspection of social care, where support to children looked after and young people leaving care is not provided.

3.23 Equalities implications

CLA and care leavers are additionally vulnerable child in need. The 2009 statutory guidance “The Roles & Responsibilities of the Lead Member for Children’s Services and the Director of Children’s Services” highlights the need for Local Authorities to work corporately to improve the well-being of looked after children and young people leaving care, to make their needs a priority and seek the same outcomes that any reasonable caring parent would want for their own children. CLA consistently fare worse than their peers across a range of indicators including health, education, training, employment, homelessness and offending.

3.24 Corporate Priorities

CLA and care leavers are additionally vulnerable by virtue of the experiences that led them into Local Authority care and in respect of the poor outcomes that many CLA and care leavers experience when compared to their peers, The Council’s corporate priorities include providing care and protection to those who are most in need and this includes CLA and care leavers.

4.0 Statutory Officer Clearance

Name: Emma Stabler Date: 5 th December 2012	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Name: Helen Ottino Date: 5 th December 2012	<input checked="" type="checkbox"/>	on behalf of the Legal Services

5.0 Contact Details and Background Papers

Corporate Parenting Panel report CLA Access to Leisure
dated 3rd April 2012

Contact:

Nick Crick, CLA Service Manager, Children’s Services

Tel: 0208 736 6976
nick.crick@harrow.gov.uk

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

*(for completion by Democratic
Services staff only)*

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**REPORT FOR: CORPORATE
PARENTING PANEL**

Date:	18 December 2012
Subject:	INFORMATION REPORT – Performance Update
Key Decision:	No
Responsible Officer:	Catherine Doran, Corporate Director of Children and Families
Portfolio Holder:	Cllr Mitzi Green, Portfolio Holder for Children, Schools and Families
Exempt:	No
Decision subject to Call-in:	N/A
Enclosures:	Performance Update

Section 1 – Summary

This report is a brief update on performance from the last report to the Panel, which covered the period to end September 2012. The next quarterly activity update will be produced as at end December 2012.

Section 2 – Report Issues

See attachment which shows performance to end October 2012.

Key Points:

- The drive for improvement in children’s social care is focusing on improving the quality of social work. Alongside this, thresholds have been reviewed and more Children in Need cases are being allocated to social workers, resulting in increased volume of activity in social care and early intervention teams. This is resulting in performance issues around referrals and has led to significant drop in indicators for initial and core assessments. New resources have been brought in to the relevant social work teams and management action is in place.
- The Divisional Director and Service Manager are taking action to fill social work posts but an improvement in performance cannot yet be reported. All safeguarding concerns are allocated as a priority in line with statutory timescales.
- An action plan is in place to improve numbers of care leavers in suitable accommodation and in education training and employment. This has resulted in major improvements from Q1, but the target has not yet been reached and these indicators remain red.
- The indicator of ceased child protection plans that had lasted for more than 2 years is also red as in bottom quartile of comparator group. This indicator will continue to be affected by the ending of long term plans. Work is on track to reduce long terms plans to 8 or fewer by the year end, meeting the corporate priority in this area.
- Management action is taking place to improve placement options and quality of social work for CLA to address increasing placement instability.
- CLA absence (local indicators, not included in comparator table) were on track after the first 2 months of the new school year. 2 CLA had missed 25 days of school – both are asylum seeking young people awaiting age assessment. The total absence rate for CLA was 7%, well within target.

Options considered

Not applicable

Financial Implications

There are no financial implications arising from this report.

Risk Management Implications

The Children’s Services Risk Register is being updated to reflect the performance risks highlighted in this report.

Risk included on Directorate risk register? Yes

Separate risk register in place? No

Corporate Priorities

§ Supporting and protecting people who are most in need

Section 3 - Statutory Officer Clearance

Name: Roger Hampson	<input type="checkbox"/>	on behalf of the*
Date: 7 December 2012		Chief Financial Officer

Section 4 - Contact Details and Background Papers

Contact:

David Harrington, Service Manager, Performance

020 8424 9248 david.harrington@harrow.gov.uk

Dipika Patel, Senior Performance Officer, Children's Social Care

020 8424 9258 dipika.patel@harrow.gov.uk





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Corporate Parenting Panel December 2012 – Performance Update to October 2012

PI Ref	PI Description	England average 10/11	Best National 10/11	Best London 10/11	Harrow 10/11	Harrow 11/12	Target 12/13	Q1 12/13	Q2 12/13	Q2 notes	October update
NI 59	Timeliness of Initial Assessments (% complete in 10 working days)	75.5	Oldham (98.3) N Lincolnshire (98.2) C Bedfordshire (98.1)	K&C (97.3) Islington (95.0) Camden (94.3)	85.5	71.4	85.0	53.6	52.1	122 of 234 IAS were completed in 10 working days	47
NI 60	Timeliness of Core Assessments (% complete in 35 working days)	78.1	NE Lincolnshire (98.8) Oldham (97.2) Lambeth (95.4)	Lambeth (95.4) Richmond (90.8) Enfield (89.6)	80.5	83.6	83.0	68.7	65.3	241 of 369 Core Assessments were completed on time	64
NI 61	Timeliness of CLA adoptions following agency decision (%)	74.0	Ealing (100) Herefordshire (100) Reading (100)	Ealing (100) Lewisham (84.6) Southwark (82.4)	83.3	100.0	80.0	-	100.	1 adoptions YTD (1 out of 1)	100
NI 62	CLA placement stability: number of moves (% with 2+ moves)	10.7	Cambridgeshire (1.3) NE Lincolnshire (3.4) Northumberland (4.5)	Barnet (6.3) H&F (6.4) Islington (7.5)	15.0	16.2	11.0	2.0	6.9	11 out of 158 CLA have had 2+ placement moves YTD	9.7
NI 63	CLA placement stability: length of placement (%)	68.6	Halton (87.0) Bournemouth (86.0) Kingston (84.6)	Kingston (84.6) Westminster (81.1) Wandsworth (77.3)	66.7	71.4	68.0	69.2	71.4	10 of 14 children looked after for 2.5 years have been in the same placement for 2 years	71
NI 64	Ceased CPP that lasted 2 or more years (%)	6.0	Rutland (0.0) Stoke-on-Trent (0.0) Wiltshire (0.0)	K&C (2.1) Lambeth (2.9) Islington (3.0)	17.2	18.1	12.0	11.6	9.9	7 of 71 children no longer subject to a CPP had CPP plan lasting 2 or more years	10.1

PI Ref	PI Description	England average 10/11	Best National 10/11	Best London 10/11	Harrow 10/11	Harrow 11/12	Target 12/13	Q1 12/13	Q2 12/13	Q2 notes	
NI 65	CPP for 2nd or subsequent time (%)	13.3	Liverpool (2.1) Bexley (2.1) Milton Keynes (2.4)	Bexley (2.1) Richmond (3.9) Waltham Forest (4.3)	8.8	14.2	10.0	10.0	10.6	7 out of 66 children with a new CPP previously had a CPP	8.75
NI 66	Timeliness of CLA reviews (%)	tbc	tbc	tbc	96.8	98.6	100.0	-	98.7	155 of 157 children reviewed have had all reviews taken place within timescale YTD	100
NI 67	Timeliness of CPP reviews (%)	97.1	68 LAs with 100%	16 London LAs with 100%	100.0	100.0	100.0	100.0	100.0	All CPP clients have had CPP reviews within timescale	100
NI 147	% of Care Leavers in suitable accommodation	89.8	Ealing (100) Wandsworth (100) Havering (100)	Ealing (100) Wandsworth (100) Havering (100)	91.7	77.3	88.0	44.4	75.0	12 out of 16 former care leavers are in suitable accommodation (1 not recorded, 2 not in contact, 1 in custody)	71
NI 148	% of Care Leavers in education, employment or training	61.2	North Tyneside (88) Tower Hamlets (87) Knowsley (84)	Bexley (80) Richmond (80) Lambeth (79)	66.7	40.9	75.0	11.1	50.0	8 out of 16 former care leavers are in EET (1 not recorded, 2 not in contact)	53

RAG ratings are currently based on Local Authority scores for 2010/11

 Dark Green represents top quartile (best 25%)
 Light Green represents third quartile.
 Amber represents the second quartile.
 Red represents the bottom quartile (worst 25%)

Appendix 1: Corporate Parenting Panel Work Programme 2012/2013

DATE OF MEETING	Final reports to Democratic Services	Report title and purpose	Report Author
Tuesday 18 December 2012	Wednesday 5 December 2012	<p>Feedback on cultural issues (<i>Invite Portfolio Holder for Community and Cultural Services to attend</i>)</p> <p>Feedback on Pledge – Beyond Limits</p> <p>Progress Report from NHS Harrow</p> <p>Update on Improvement – Ofsted</p> <p>Report on Apprenticeships for CLA</p> <p>Activity and Performance</p>	<p>Nick Crick</p> <p>Nick Crick</p> <p>Sue Dixon</p> <p>Kamini Rambellas</p> <p>Nick Crick</p> <p>David Harrington</p>
Monday 22 April 2013	Wednesday 10 April 2013	<p>Update Report on Housing for Careleavers</p> <p>Report on reviewing Leaving Care Charter as part of the review for Harrow Pledge</p> <p>Activity and Performance</p>	<p>Jon Dalton / Nick Crick</p> <p>Nick Crick</p> <p>David Harrington</p>

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