



HARROW PARTNERSHIP BOARD MEETING

WEDNESDAY 13 MARCH 2013 AT 6.00 PM

COMMITTEE ROOMS 1 & 2, HARROW CIVIC CENTRE

AGENDA

Members:

Councillor Thaya Idaikkadar (Chairman)	Leader of the Council, Property and Major Contracts Portfolio Holder	Harrow Council
Councillor Margaret Davine	Deputy Leader, Adult Social Care, Health and Wellbeing Portfolio Holder	Harrow Council
Councillor Susan Hall	Leader of the Conservative Group	Harrow Council
Sue Moran	Representative	Job Centre Plus
Jacqui Mace	Representative	Further Education Sector
Howard Bluston	Representative	Business Community
Chief Superintendent Dal Babu	Borough Commander, Harrow Police	Harrow Police
Borough Commander Richard Claydon	Borough Commander, Harrow Fire Authority	London Fire and Emergency Planning Authority
Avani Modasia	Representative	Voluntary and Community Sector
Carmel Miedziolka	Representative	Voluntary and Community Sector
Steve Porter	Representative	Voluntary and Community Sector
Rob Larkman	Accountable Officer	NHS Harrow
Dr Genevieve Small	Clinical Director	Clinical Commissioning Group
Michael Lockwood	Chief Executive, Harrow Council	Chair of Harrow Chief Executives
David Cheesman	Representative	North West London Hospital NHS Trust

Substitute Members:

Councillor Graham Henson	Performance, Customer Services and Corporate Services Portfolio Holder	Harrow Council
Councillor Phillip O'Dell	Environment and Community Safety Portfolio Holder	Harrow Council
Councillor Barry Macleod-Cullinane	Deputy Leader of the Conservative Group	Harrow Council
Romzin Meghjee	Representative	JobCentre Plus
Eric Diamond	Representative	Business Community Representative
Chief Inspector Russ Hughes	Representative, Harrow Police	Harrow Police
Javina Sehgal	Borough Director	NHS Harrow

Officers:

Alex Dewsnap	Divisional Director, Strategic Commissioning	Harrow Council
Mike Howes	Service Manager, Policy and Partnership Service	Harrow Council
Trina Thompson	Senior Policy Officer, Policy and Partnership Service	Harrow Council
Tom Whiting	Assistant Chief Executive	Harrow Council

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

AGENDA - PUBLIC

1. **Attendance by Substitute Members:**
To note the attendance at this meeting of any Substitute Members, in accordance with paragraph 12.7 of the Harrow Partnership Governance Handbook.
2. **Declarations of Interest:**
(if any).
3. **Minutes:** (Pages 1 - 6)
That the minutes of the Board Meeting held on 6 December 2013, having been circulated, be taken as read and signed as a correct record.
4. **Appointment of Vice-Chairman:**
To appoint a Vice Chairman of the Board.
5. **Safer Harrow - Update:** (Pages 7 - 12)
Report of the Assistant Chief Executive, Harrow Council.
6. **The Child's Journey. How Much? How Well? What Difference?:** (Pages 13 - 24)
Report of the Corporate Director of Children and Families, Harrow Council.
7. **Families First Progress Report:** (To Follow)
Report of the Corporate Director of Children and Families, Harrow Council.
8. **Report of Activity at Harrow Chief Executives:** (Pages 25 - 28)
Report of the Assistant Chief Executive, Harrow Council.
9. **Any Other Urgent Business:**
10. **Date of Next Meeting:**
The next Board Meeting is scheduled for Thursday 27th June 2013.

AGENDA - PRIVATE

IT IS EXPECTED THAT ALL OF THE ABOVE LISTED ITEMS WILL BE CONSIDERED IN PUBLIC SESSION.

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HARROW PARTNERSHIP BOARD

Minutes of the meeting held on Thursday 6 December 2012

(1) Present:

Harrow Strategic Partnership Board Members:

Councillor Thaya Idaikkadar (Chairman)	Leader of the Council, Property and Major Contracts Portfolio Holder	Harrow Council
Councillor Margaret Davine	Deputy Leader, Adult Social Care, Health and Wellbeing Portfolio Holder	Harrow Council
Councillor Susan Hall	Leader of the Conservative Group	Harrow Council
Rozmin Meghjee	Representative	JobCentre Plus
Jacqui Mace	Representative	Further Education Sector
Howard Bluston	Representative	Business Community
Chief Superintendent Dal Babu	Borough Commander, Harrow Police	Harrow Police
Borough Commander Richard Claydon	Borough Commander, Harrow Fire Authority	London Fire and Emergency Planning Authority
Avani Modasia	Representative	Voluntary and Community Sector
Steve Porter	Representative	Voluntary and Community Sector
Dr Genevieve Small	Clinical Director	Clinical Commissioning Group
Michael Lockwood	Chief Executive, Harrow Council	Chair of Harrow Chief Executives
David Cheesman	Representative	North West London Hospital NHS Trust

(2) The following Harrow Council Officers attended:

Alex Dewsnap	Divisional Director, Strategic Commissioning	Harrow Council
Mike Howes	Service Manager, Policy and Partnership Service	Harrow Council
Tom Whiting	Assistant Chief Executive	Harrow Council
Marianne Locke	Divisional Director, Community and Culture	Harrow Council
Samia Malik	Service Manager, Community Cohesion and Engagement	Harrow Council

Apologies were received from:

Rob Larkman (Accountable Officer) (NHS Harrow) and Trina Thompson (Senior Policy Officer, Policy and Partnership Service) (Harrow Council)

ACTION

101. Welcome:

The Leader of the Council and Chair of the Board, Councillor Thaya Idaikkadar, welcomed attendees to the meeting. The Chair also paid a particular welcome to Richard Claydon and Rozmin Meghjee who were attending their first meeting of the Board.

All to note.

102. Attendance by Substitute Members:

Mr Steve Porter announced that he had been nominated by the Voluntary and Community Sector to replace Julie Browne on the Board.

AGREED: That

(1) Mr Steve Porter replace Julie Browne as a Member of the Board;

(2) the apologies received be noted.

All to note.

103. Declarations of Interest:

AGREED: To note that there were no declarations of interests made.

All to note.

104. Minutes:

AGREED: That the minutes of the meeting held on 28 June 2012 be taken as read and signed as a correct record.

All to note.

105. Harrow Community Cohesion and Integration Charter:

The Board received a report which provided information on a proposed Community Cohesion and Integration Charter that could be adopted by all partners represented on the Board.

Officers introduced the report and explained that in July 2011, the Harrow Strategic Partnership had decided to disband the Community Cohesion Management Group. However the Partnership did not wish to lose the focus on Community Cohesion and agreed to create a smaller transition task and finish group to embed the principles of community cohesion across the Partnership. This task and finish group had now concluded their work and developed a Community Cohesion and Integration Charter recommended for adoption by all partners.

Officers also reported that a wealth of research had been conducted on what other authorities had in place in relation to Community Cohesion. This document reflected best practice whilst also ensuring that it was relevant for Harrow.

In response to a query raised by a Member of the Board, an officer responded that not all boroughs in London were adopting a Charter.

However this Charter developed was based on best practice and relevant to Harrow.

Members of the Board commented that the adoption of the Charter was positive particularly in light of the diverse communities in Harrow.

AGREED: That

- (1) the Harrow Community Cohesion and Integration Charter be adopted;
- (2) the Chair of the Harrow Partnership Board sign the Community Cohesion and Integration Charter on behalf of all Members.
- (3) the Safer Harrow and Shadow Health and Well-being Boards to amend their terms of reference to include the Community Cohesion and Integration Charter;
- (4) all Members of the Partnership Board disseminate the Community Cohesion and Integration Charter within their organisations to adopt and embed the principles.

All to note.

106. Council Budget:

The Chief Executive, Harrow Council, introduced the report and explained that the financial challenges facing the Council and its partners were tough. However progress was being made in reducing the relevant financial gaps, despite difficult settlement figures provided to the Council.

The financial gap had increased that what had been previously expected due to a flat economy nationally, an increase in demand for services, a decrease in income levels, an ageing population and an increase in pressure for school places.

The Council had saved a significant amount of the savings target required by undertaking projects such as reducing senior managers, re-negotiating terms and conditions with staff whilst protecting front line services. It was even more important for all partners to work together to face the financial challenges that all partners currently faced.

The Chief Executive, Harrow Council, then asked other partners to share their organisations current position in relation to the management of its finances. The following points were made:

- the North West London Hospital NHS Trust had a savings target of £16 million, which were back loaded to the end of the relevant financial year. It was expected that the savings would be delivered;
- the budget for the entire Metropolitan Police across London would decrease by £500 million. Savings were therefore being investigated for Harrow which could be challenging. The Police already had effective partnerships in place and would look to build on this good position to see how work could be conducted more effectively and efficiently in the future;

- the London Fire Brigade would be required to make budget savings. At this stage it was unsure as to what the specific targets would be and their consequences. However at this stage, it was not anticipated that there would be any major detriment caused to Harrow;
- the Clinical Commissioning Groups had inherited the debt from the PCT which amounted to £42 million. This would be a significant challenge to address;
- the Education Sector was being affected by budget cuts and an increase in demand for training for skills.

During the discussion in this item, Members of the Board raised a number of queries which were responded to as follows:

- different sources of funding for Under One Sky were being investigated;
- the proposals provided in the report related to the Draft Budget of the Council. As a result all of the proposals were still subject to consultation;
- the Circles of Support scheme was based on a sustainable model over 3 years. This was an invest to save long term and prevention project. The delivery of this project would be put out to tender.

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

- if all partners worked together, the difficult financial challenges could be overcome;
- it was important for partners to be aware of how budget cuts could impact on other partners. There could be potential 'knock on' effects;

AGREED: That the report be noted.

All to note.

107. Community Budgets - A Better Way of Doing Business?:

An officer introduced the report which provided an update on the progress of the 4 whole place community budget pilots and the potential they demonstrated in providing a 'community budget' approach to public service reform.

The officer reported that 4 whole place community budget pilots had looked at whether public money could be made to work harder to tackle the major social challenges currently existing. This had been an initiative driven by the Local Government Association and the Department for Communities and Local Government.

The Chief Executive, Harrow Council, reported that there was potential for further opportunities for closer working in spending public money more efficiently and pooling budgets. A Community Budget would focus on Harrow and allow for rigid organisation boundaries to be broken with a greater focus on residents.

During the discussion on this item, a Member of the Board raised a query which officers responded to by explaining that at this stage, only an agreement in principle was being sought from partners. Once this was obtained, further work would then be conducted on the specifics of participating in the pilot and its impacts on all partners. The important thing to remember was the focus on the needs of residents.

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

- this was a good initiative and there was strong support amongst the Board for working together;
- it was important that there was clarity surrounding the beneficiaries of financial savings as a result of working closer together. This had to be clarified before any pilot was embarked on.

AGREED: That the comments and views of the Board be considered in assessing the appetite for developing a local community budget proposal.

All to note.

108. Report of Activity at Harrow Chief Executives:

An officer introduced the report summarising the activity from the Harrow Chief Executives' (HCE) meeting since the last Board meeting. The officer reported that at their last meeting, the HCE had considered Community Budgets, which had been previously discussed at this meeting by the Board.

The HCE had also been provided with an update on the Children and Families Improvement Plan. This Plan was progressing well and had responded to the recommendations set out by OFSTED and the Care Quality Commission.

The HCE had also considered the impacts of changes to Welfare Reform and any mitigating actions that could be performed to minimise its impacts.

AGREED: That the report be noted.

All to note.

109. Date of Next Meeting:

AGREED: To note that the date of the next meeting of the Board would be held on Wednesday 13 March 2013.

All to note.

[Note: The Meeting, having commenced at 6.02 pm, closed at 6.52 pm]

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HARROW STRATEGIC PARTNERSHIP BOARD

Safer Harrow - Update

13th March 2013

Introduction
This paper provides an update on the work of Safer Harrow, the local Community Safety Partnership.
Proposed Action
To welcome and support the partnership initiatives that have been developed over the last year and encourage further partnership action to continue to enhance community safety in Harrow
What are you asking the Partnership Board to do
The Board is asked to note the progress being made on a number of community safety issues and continuing benefits of partnership action to address these underlying and cross cutting issues.

Introduction

Safer harrow is the local Community safety Partnership. It includes representatives of the Police, the Council, the Fire Brigade, the Probation Service, the local Magistrates' Court and the Mayor's Office for Policing and Crime (MOPAC). It co-ordinates, oversees and/or receives reports on the work of the Police, the Drug Action Team, the Youth Offending Team, Violence Against Women and Girls, Hate Crime and Community Tension, Community Champions, Anti-Social Behaviour, the MASH (Multi Agency Safeguarding Hub) and the Integrated Offender Management Scheme (IOM). It also oversees the production of the annual Strategic Assessment of crime trends in Harrow which provides the basis fro the development of the Community Safety Plan.

2012-13

Integrated Offender Management (IOM)

In the last year, Safer Harrow has seen the development of two significant projects Integrated Offender Management and Mothers Against Gangs. Harrow's IOM scheme is part of a north west London pilot. It involves the Probation Service, the Police, the Council, Job Centre Plus and voluntary sector organisations, most notably P3. The scheme identifies offenders at the

highest risk of re-offending and brings a combined support and supervision offer to try to reduce or eliminate re-offending.

Often, people leaving prison have no accommodation to go, no prospect of employment and as little as £46 until their benefit applications are processed. In these circumstances, it is not surprising that a high proportion tend to re-offend, perhaps believing that they have little or no stake in ordinary society. The IOM scheme ensures as far as is possible that offenders have somewhere to live on release from prison, that their benefit application has been made and processed before their release, that they are registered with a GP within a few days of release, that, if necessary, they have access to drug and/or alcohol services and that employment opportunities are identified.

Perhaps most importantly, offenders are met at the prison gate and found an immediate place to stay and the opportunity to start a new life free from crime. At the same time, the Police and Probation Service maintain a strict supervision regime designed to support and maintain the resolve to avoid trouble in future.

While the scheme has not been running long enough for there to be meaningful outcome statistics, the following case study of one of the ex-offenders that has been supported gives an indication of the sort of work that is undertaken and the results that can be achieved:

- TR joined IOM - 19/06/2012 and immediately engaged with Community Worker, Probation and Police.
- Offence type - Prolific Shoplifting, with multiple breaches of Orders, Assaults, and Disorderly Behaviour.
- Has 55 sanctions.
- First offence in 1989.
- In 2011 alone he had 10 convictions.
- In 2012, up until 27/07/2012, he received 6 convictions, with last offence taking place on 17/05/2012
- TR signed up to IOM on 20/06/2012.
- Since signing up, 1 arrest which was no further action.
- No other arrests, convictions or variances of sentencing

Upon signing up to the IOM scheme, TR has been provided with support through the Community Worker to deal with benefits, housing, CV, job applications, agency work, electrician's course, educational courses, application for driving licence and more. TR is currently in part time education, stable accommodation, benefits, and undertaking an apprenticeship. He is no longer coming to Police notice. This is evidence of effective Partnership working.

IOM aims to reduce reoffending & increase social inclusion of offenders and their families by working with identified offenders to challenge their behaviour and address the underlying issues that lead to reoffending. This is achieved by assessing individual need & supporting access & engagement with services across the nine resettlement pathways to prevent reoffending;

- Attitudes, thinking & behaviour
- Accommodation
- Children & families
- Drugs & alcohol
- Education, training & employment
- Finance, benefit & debt

- Health
- Support for women offenders who have been abused, raped or have experienced domestic violence
- Support for women offenders who have been involved in prostitution.

The Community Worker intervention serves to help break the cycle of offending and is the individual that is able to co ordinate this challenging group, win trust and turn lives around as indicated earlier. No IOM scheme works in isolation. The Strength of an IOM scheme is with the Partnership multi agency approach and information sharing

Harrow's IOM scheme includes a small number of prolific non-statutory offenders (people sentenced to less than 12 months imprisonment) who would otherwise receive no support since they are normally excluded from the Probation Service's remit.

Mothers Against Gangs

The other major initiative has been the development of the Mothers Against Gangs (MAG) organisation. This stems from the spate of gang related stabbings early in 2012 and which threatened to escalate. The Police sought a new way of countering the pull that gang membership has on some young people and to help parents recognise the signs of gang affiliation in the first place. They brought together the mothers of some of the young men involved and supported them to establish a self help group, provided access to experts and training and provided them with the encouragement and skills they needed to address problems in the own families and their wider community. MAG has grown over the year and is fully established as a charity with a web presence.

The website says: "Mothers Against Gangs (MAG) is an independent support group of mothers from all backgrounds who have come together as a result of our personal experiences with family members. By using these experiences and collective knowledge we are able to support families with concerns or issues regarding young people. We offer support and advice to parents and young people involved in or on the on the cusp of gang involvement.

As parents ourselves, we believe if you can detect the signs early you may be able to prevent things from getting out of control. We have connections with statutory services so if there's anything we feel we are unable to help our clients with ourselves, we will either refer them to these services or point them in the right

We wish to reassure the parent or young person. We want you to know that at Mothers Against Gangs we have mums who have been through similar experiences to what you may be going through and we are always willing to help. We are aware of signs to look out for.

We know how traumatic the experience of attending police stations and courts can be for the whole family and how daunting it is because most people don't know how the legal process works or what to expect. These can sometimes drag on for months and months and have a knock on affect with schools, jobs, relationships, family, health, etc.

Our ultimate goal is to create a safe and peaceful environment in which there is understanding, respect and harmony between the mothers of different cultures so that our children do not become rivals but work together as one. That our children develop respect for authority, become good citizens and no longer feel the need to choose the life of gang culture but to be self sufficient and reliant.

At the end of January, two MAG mums completed Restorative Justice training, a three-day course from Restorative Solutions.

The course covered the history of Restorative Justice and its role in modern times. It focused on the positive impact it has had on many communities that have utilised it as part of everyday life to restore order between an offender and victim. It allows both parties to express their opinions on:

- What happened
- What they were thinking
- What they were feeling
- Who was affected by the incident
- What needs to happen now

The principle aim is that both parties get to hear, feel and think about what it was like to 'be in the other person's shoes'. This helps give a greater understanding to the cause and effect the incident has had in a wider context. Such an approach allows for feelings to be vented to a safe and positive environment and seeks to allow closure for all parties involved.

Offenders may often be reluctant to agree to Restorative Justice, as might victims, due to shame, blame, fear, anger, despair and so on.

However, the track record for success has been high. 27% of offenders who take part are less likely to re-offend. That's 27% less crime! This seems like an obvious tool that should be used. Restorative Justice will be encouraged within the MAG group to allow young people to talk through incidents and help them reach move on.

Restorative Justice begins by challenging the behaviours that are unacceptable. It calls on the offender to:

- Acknowledge responsibility for causing that harm
- Make reparation to victims
- Begin the process of reintegration back into the community

Unlike mediation, where both parties feel wronged, this process requires one party to accept they were the aggressor."

2013-14

Safer Harrow has already received the draft Strategic Assessment examining the recorded crime trends in the period October 2011 to September 2012. This has led to the adoption of the following crime types as priorities for 2013-14:

1. **Residential burglary.** Residential burglary is still relatively high in Harrow. Residential burglary also has a major impact on victims with each offence usually resulting in two or more victims.
2. **Anti-social behaviour (ASB).** While Harrow has low overall crime compared to other London boroughs, a high proportion of Harrow residents are concerned about issues such as vandalism, teenagers hanging around, public drunkenness and drug dealing in their local area.

3. **Domestic violence and sexual offences.** These offences make up a large proportion of offences in Harrow, with sexual offences often unreported.
4. **Youth violence.** While there are relatively low levels of youth offending in Harrow, last year saw a spike of serious youth violence with youth groups/gangs in the Wealdstone and Rayners Lane areas. .
5. **Personal robbery.** While this crime is relatively low in Harrow, it has increased in recent years. The victims are also increasingly young.
6. **Violent crime.** Violent crime is the most serious offence category which residents expect to be prioritised by Safer Harrow.

Work on the development of the Community Safety Plan to address these and other crimes is underway.

Funding Bids

Safer Harrow has also submitted bids to MOPAC for funding from the new London Crime Prevention Fund. The applications address the crime priorities identified in the Strategic Assessment and include:

- Continuation funding for the Community Worker supporting the IOM Scheme;
- Funding to support the creation of a virtual single ASB Team across the Council, the Police and, hopefully, one or more social landlords;
- A project to secure the reduction and prevention of violence against women and girls in Harrow. The key outcome is to prevent girls and young women from becoming victims, and boys and young men becoming the perpetrators of sexual violence and abuse;
- Funding to support the West London Rape Crisis Centre;
- A continuation of the Autumnal Nights anti-burglary initiative;
- A programme to supply personal alarms to people likely to be a risk of personal robbery;
- Funding for the continuation of the Drug Intervention Project; and
- Funding to extend the Drug Intervention Project to deal with alcohol.

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REPORT FOR: Strategic Group
The Child's Journey: How much? How well? What difference?

Date of Meeting: 13 March 2013

Subject: Improvement and Impact Assessment Framework: What does 'good' look like?

Responsible Officer: Leora Cruddas

Enclosures: CIB Discussion Document

Summary and Recommendations

This covering report references the Children's Improvement Board discussion paper: 'What does "good" look like? As part of or improvement journey (which we have called *The Child's Journey: How much? How well? What difference?*), we need to build a shared understanding of what good and outstanding look like. This will also help us in our preparation for the next inspection, which we anticipate will take place under the new inspection framework.

Recommendations:

1. That the Strategic Group give consideration to the professional practice, regulatory and outcome view of good through discussion and with a view to calling in the evidence that is required to ensure the views reached by the group are secure;
2. That the corporate director and divisional director for quality assurance, commissioning and schools work with the Chief Executive, Lead Member and Scrutiny Leads to test that the local political view of good and corporate and organisational view of good is secure.

C.I.B. DISCUSSION PAPER

WHAT DOES “GOOD” LOOK LIKE?

Introduction

This paper arises from a request to provide a tool by which Lead Members, Chief Executives and Directors of Children’s Services can discuss and establish a shared definition of good. From this analysis, reflection and discussion it is anticipated that the wider partnerships delivering children’s services can be positively engaged in establishing a coherent forward vision for improvement, including the key outcomes we would want to see for children and young people.

The context of “good”

1. The national ambition of the sector is that all services for children, irrespective of the commissioner or provider, should be good. In the context of constrained resources and variable demand individual councils may prioritise activities or policy areas in a manner that creates areas of “accepted” adequacy whilst achieving good or excellent aspects of others. Some services will be delivered in a way that for an extended period of time may be regarded as outstanding or setting a new benchmark for excellence. That may remain the case but in some instances this outstanding practice may evolve through normalisation and change in expectations to be seen as simply good or even adequate. Perversely what used to be seen as simply adequate practice can become less widespread as contexts change and finances diminish, such that it can be seen as good to be continuing investment in this area.

2. Experience shows that perceptions of good constantly change and evolve. The Greek Cratylus is quoted as saying “You cannot step into the same river once” and this remains true as the pace of change and innovation struggle to keep abreast of rising public and political expectations around public services. Too many councils have been caught out by failing to recognise that standards of practice previously deemed good, have over the course of a few years become inadequate. Even where standards have not changed, it is easy to forget that remaining good needs constant attention, and it is easy, without external reference, to become complacent about previously good aspects of work.

3. For the term good to have meaning it requires a shared understanding. Increasingly that is not a matter just for individual service organisations but across the wider sector partnerships which deliver services for children as well as through sector led improvement arrangements that provide appropriate challenge and support.

Who defines “good”?

4. The Children’s Improvement Board is firm in its view that it is for the sector itself to define good. It does, however, need to be informed of the expectations placed upon children’s services by other key influencers, not least the interest of children and young people themselves This paper examines five models in that respect:

A. **The local and community based political view of good.** This draws upon the experience of lead members for children's services in defining and articulating their aspirations for children's services in the wider landscape of local partnerships and strategic needs assessment. It includes reference to the role of LSCB's, relationships with Health and Police, the casework of ward members, corporate parenting and building effective relationships with an increasingly autonomous schools sector.

B. **The corporate and organisational view of good.** This draws upon the experience of Chief Executives in defining the role of children's services within the changing dynamic of resource constraint and modernisation within councils. It includes reference to whole systems change including risk and change management, corporate team roles and relationships, system leadership models, approaches to workforce, structures and systems development.

C. **The professional practice view of good.** This draws upon the views of Director's of Children's Services working towards enhancing the life chances and opportunities for all children, the implementation of Munro, the understanding of the child's journey, the recognition of effective social work practice, operational accountability and building an effective and empowered voice for children in service delivery. The role of the DCS is increasingly about systems leadership with a critical role on enabling partnerships, quality assurance and innovation in service design, delivery and commissioning as well as advising Members. They have a key role in workforce leadership, inspiration, professional development and oversight.

D. **The regulatory view of good.** This draws upon the expectations set either through the inspection process or by the enactment of policy and regulation by central government or other relevant agencies. It examines definitions of good under the new inspection framework, the top quartile levels of performance across a range of national statistical measures, DFE policy performance thresholds and floor targets.

E. **The outcomes view of good.** This draws upon the experience and expectations of children, young people and their families. It includes reference to what can and is being achieved by children across the country and seeks an understanding of comparable performance across a range of indicators. It enables a discussion of what good looks like for all children across wider partnerships including, health, police and the voluntary sector

What key characteristics of good are prompted by bringing these views together ?

5. This is neither a check list nor a comprehensive description of each view of good. It poses characteristics as the basis of a discussion which might be reflected against what is currently tested in self- assessment or peer challenge approaches. It is important to emphasise that this is the starting point for an open dialogue between Executive Lead Members, Chief Executives and DCS colleagues as a precursor to a wider exchange of views between key partners, service users and their families and across the sector.

It is not meant to imply a sectioning of interest or question the validity of views held by any individual in any of these roles about any of the aspects raised.

6. Indeed one of the features of good is the measure of understanding by all involved of policy, practice and experience across the full range of issues raised by each model. As a starting point the list also requires reflection through the discussion as to whether other characteristics should be defined and included or existing ones excluded.

The local and community based political view of good.

- The Lead Member is able to articulate a clear vision for children in their community and has a clear mandate from their Leader/Mayor/Cabinet.
- The Lead Member has a clear and shared understanding with the Leader/Mayor/Cabinet/Chief Executive and DCS of the corporate risk arising from inadequate children's services.
- Strategic policy is agreed across wider partnerships and is based on the intelligent analysis of information. There is a sense of shared endeavour and common interest in supporting the successful improvement of partner organisations, notably health, police and the voluntary sector.
- The Lead Member has a clear and shared understanding with the Chief Executive, DCS and LSCB chair of their respective roles and statutory responsibilities.
- The Lead Member has an honest and open relationship with the Chief Executive and DCS which offers challenge and support in both directions.
- Priorities are known and understood within the community and service users have clear information about levels of provision, entitlements where applicable and the process of assessment.
- The Lead Member is an active champion for children, promotes the work around corporate parenting, has a good grasp of current issues including fostering a positive relationship with schools and a strong understanding of the impact of the work carried out across the wider partnership.
- Children and key stakeholders including carers and parents are appropriately engaged in service planning, commissioning and the quality assurance of delivery across the partnership.
- The Lead Member is proactive in creating linkages between the Children's Trust (where it exists, or else just read children's issues), Local Strategic Partnerships and Health and Well-Being Boards.
- Partners have an explicit commitment to and understanding of their responsibilities and accountability in respect of safeguarding which is embedded through their supervision and workforce development practice.
- The Lead Member is in touch with front line practice, utilises complaints and ward member casework to test assumptions and processes and participates in and encourages external sector validation of self assessment.
- The Lead Member has a clear understanding of the role of the LSCB and in particular encourages and supports its work as a strategic body, in learning from case reviews and in enabling the Chair and other members to have the information and insight necessary to evaluate the effectiveness of social work practice in safeguarding.
- The Lead Member works well with wider partnerships fostering a climate of trust and co-operation whilst being prepared to challenge and scrutinise in order to uphold the interest of children and the quality of services delivered.
- The Lead Member is a champion of the community delivery of services and seeks to build capacity and resilience in the voluntary sector.

The corporate and organisational view of good.

- The Chief Executive understands and promotes the role which children's services play in the wider corporate agenda and in supporting the political ambition and vision of elected members.
- The Chief Executive, Chief Financial Officer and DCS have a clear and shared understanding with the political leadership of the resource planning, constraints and implications arising from budget decisions in respect of children's services.
- The Chief Executive has a clear and shared understanding with the Lead Member, DCS and LSCB chair of their respective roles and statutory responsibilities.
- The Council has 'System leadership' at all levels, promoting a 'self-aware' learning culture and an open environment in which there is an appropriate balance of accountability, risk and innovation to common goals.
- The Chief Executive scrutinises all major transformational and structural change programmes to assess impact on key risk areas such as safeguarding and children in care. Areas determined as "maintenance" during periods of change are still subject to the rigour of leadership scrutiny in order to avoid drift or be rendered inert through the unintended consequences of change programmes elsewhere.
- There is a priority around the effective determination of corporate establishment, recruitment and retention in safeguarding in order to minimise the impact of interim and transition periods in key posts.
- The Chief Executive is scrupulous in challenging and assuring all audit processes in respect of information about service delivery including follow up on lessons learned, actions taken on recommendations and progress on agreed improvements or performance levels.
- The Chief Executive participates in and encourages external sector validation of self assessment and encourages key commissioning and delivery partners to adopt the same approach. There is an explicit focus on using self assessment to drive continuous improvement.

The professional practice view of good

- The DCS has the experience, resilience and current training to discharge their role as a system leader
- Where the DCS has a wider portfolio of responsibilities there is a rigorous process of assurance to ensure that their capability and capacity is sufficient to enable them to do a good job
- The DCS has a clear and shared understanding with the Lead Member, Chief Executive and LSCB chair of their respective roles and statutory responsibilities.
- The DCS exercises a proactive lead in ensuring the wider partnership adopts a systemic approach to multi-agency service design and delivery based on 'child's journey', with a coherent 'early help' offer.
- Work across the full spectrum of services is based on robust and timely information, strong analytical assessment and outcome-focused planning.
- The DCS is rigorous in assuring the effective use of evidence-based interventions and challenging duplicated, ineffective and inefficient practice.
- The DCS leads and supports the workforce and corporate body and partners in preparing for and responding to regulatory visits and inspection.
- Children's Services employ rigorous audit processes to inform service improvement, learning and development which are exposed to external peer validation. There is a proactive approach to sector led work which is fostered across partnerships and promoted positively as an effective investment of time and resources.
- There is effective use of data and other performance information to inform discussions across partnerships around thresholds, changes in social work practice, engagement with service users and the professional development of the workforce.
- The DCS is seen as the credible champion of a comprehensive workforce development programme linked to practice and meeting the aspirations highlighted in the work around Social Work Reform and the Integrated Children's Workforce.
- The DCS rigorously monitors workforce recruitment, retention and supervisory practice to ensure caseloads are appropriate, systems are not bottle-necked and succession planning is clear.
- The central importance of the views of children and families to inform care plans and wider service commissioning is embedded across the partnership.
- Care planning is proactive and clearly driven by the best interests of children rather than in response to the pattern of existing provision.

The regulatory view of good

- There is clearly recorded evidence to reflect the experiences of children and young people from the time they first need help, the effectiveness of help and protection provided (including early help) and the quality of practice and management at the frontline. That evidence is used consistently to inform policy and practice.
- Those children and young people who may be at risk are identified and appropriate referrals are made to children's social care where those concerns reach agreed multi-agency thresholds.
- The quality, effectiveness and timeliness of assessments and risk management are demonstrable and regularly reviewed alongside the effectiveness and impact of the help given to children, young people and their families.
- The help and protection given to children and young people is equally accessible, responsive and robust, irrespective of the age, ethnicity, culture, faith, gender, gender identity, religion, sexual orientation, language or disability of the child, young person and family
- The quality and effectiveness of inter-agency working and help for children, young people and families, including direct work with families, the interface with adult social care, information sharing, and referral and assessment arrangements is clearly evident. There should be the active promotion of examples of the effectiveness with which agencies work together to help and protect children used for workforce development. These should include good practice in exercising shared professional responsibility for strategy meetings, review meetings, case conferences, core group meetings and child protection planning.
- Social workers and other professionals working with the child or young person and their family have meaningful, consistent and direct contact with them. There is a clear and consistent record of this which corresponds with the views of the children, young person and their family and the professional staff involved. This triangulation is a consistent feature of practice assurance and self assessment processes. It features as part of supervision and the regular management oversight of practice and decision-making.
- The Local Safeguarding Children Board is effective in securing the contribution of all partners to it and in its oversight of the effectiveness of operational practice. That includes monitoring and assessing the effectiveness of multi-agency responses to risks to children and young people such as multi-agency public protection arrangements (MAPPA) and multi-agency risk assessment conferences (MARAC). The LSCB works consistently to ensure a learning culture including learning from serious case reviews.
- Individual agencies can clearly evidence their partnership contribution to safeguarding and early support as well as work in identifying and referring children. This includes health visitors and school nurses; youth offending teams; probation trusts; police; adult social care; schools; primary, community, acute and mental health services; and children's centres
- Early help is widely understood, accessible and reflects the needs of the local population. This includes the effectiveness of maternity services to vulnerable parents and families, particularly pre-birth planning for vulnerable or at-risk infants. The response of unscheduled care facilities, for example accident and emergency departments and walk-in centres, to children and young people at risk

of harm is consistent and in accordance with the protocols established to underpin effective local practice.

- Case tracking, practice observations and discussions about casework with practitioners are not the preserve of inspections but are built into processes for the oversight, assurance and supervision of professional practice.
- The views and experiences of children, young people and families of the effectiveness of the help and protection they receive are regularly assessed to inform planning and influence practice. They are generally positive and criticisms are used as a basis for learning and appropriately dealt with.
- Outcomes for young people are good and in particular outcomes for young people in care are demonstrably improved as a result of the intervention arrangements, decision making and provision established to support them.
- Care planning is strong and timescales are appropriate without unnecessary constraints arising from ineffective relationships with CAFCASS or the Courts or poor social work practice including the presentation of inadequate reports. There are high levels of placement stability and permanency as appropriate in comparison with similar cohorts of children and young people.
- National and local performance data, the learning from serious case reviews and local partnership intelligence reflects strong and effective service delivery. There is a commitment to continuous improvement based upon an analysis of published performance information.

The outcomes view of good

Children achieve good outcomes across a range of aspects important to their health, well-being and life chances.

The outcomes for children in early years provide a secure foundation for their future development.

Measure:

- Percentage of children with 78+ points achieved across Foundation Stage with at least 6 points in each scale

There are low levels of young people not in education, training or employment between 16-18 years of age

Measure:

- Percentage of 16-18 year olds who are NEET

There are low levels of criminal behaviour amongst young people.

Measure:

- Percentage of young people aged 10-17 entering the Youth Justice system for the first time.

Children and young people with Special Educational Needs and Disabilities are identified at an early stage and receive appropriate support and provision which is regularly reviewed.

Measures:

- Percentage of school pupils who have statements of SEN,
- Percentage of SEN without statements,
- Percentage at School Action and
- Percentage at School Action Plus.
- Attainment of SEN pupils at KS2 at 11 and GCSE or equivalent at 16

Children are active and healthy.

Measures:

- Percentage of children in Reception who are overweight or obese
- Percentage of children in Year 6 who are overweight or obese
- Incidence of STI in young people
- Incidence of young people with chronic health conditions related to smoking, alcohol or drugs

There are few teenage pregnancies.

Measures:

- Number and percentage of teenage pregnancies (terminated and full term)

Safeguarding is timely and effective

Measures:

- % of Initial Assessments completed within 10 working days.
- % of CPPs lasting two years or more
- % of children having a second CPP within two years
- % of ICPC held within 15 days of the start of a section 47 enquiry which led to a conference.
- Rate of CIN per 10,000
- Rate of Initial Assessments per 10,000
- Hospital admissions caused by unintentional and injuries to children.
- Number of children in households with reported domestic Violence.
- Number of children reported missing and not found within 24 Hours

Children in care are placed appropriately and speedily and offered stability until such time as they may be taken out of care.

Measures:

- Rate of LAC per 10,000
- % LACs for more than 30 months who have been in one placement or placed for adoption
- % LAC adopted during the year who were placed for adoption within 12 months of the decision
- Average time between a child entering care and moving in with their adoptive family for children who have been adopted
- % Children who wait less than 21 months between entering care and moving in with their adopting family
- Average time between a local authority receiving court authority to place a child and the local authority deciding to match to an adoptive family (days) (including fostering where they are subsequently adopted)
- % LAC at 31st March with three or more placements in that year
- % LAC at 31st March placed outside LA and more than 20 miles from where they used to live

Outcomes for children in care are good.

Measures:

- The proportion of young people aged 19 who were LAC at 16 who are in suitable accommodation
- The proportion of young people aged 19 who were LAC at 16 who are in employment, education or training

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HARROW STRATEGIC PARTNERSHIP BOARD

Report of activity at Harrow Chief Executives

13th March 2013

Introduction
This paper summarises the activity involving the Harrow Chief Executives' meetings since the last Board.
Proposed Action
That the activity of Harrow Chief Executives is noted.
What are you asking the Partnership Board to do
The Board should note the activity of Harrow Chief Executives

Background

Harrow Chief Executives (HCE) have met once since the Board's last meeting as one meeting was cancelled due to the weather.

However, HCE have also reviewed and amended their membership to replace retiring members and to expand the reach of the meeting into additional organisations.

The membership now comprises:

Michael Lockwood, Chief Executive, Harrow Council
Simon Ovens, Borough Commander, Harrow Police – date for taking up office still to be confirmed
Rob Larkman, Chief Executive, Brent and Harrow PCTs
David McVittie, Chief Executive, North West London Hospitals NHS Trust
Ash Verma, Chair, Harrow in Business
Claire Murdock, Chief Executive, Central and North West London NHS Foundation Trust
Julie Browne, Chair, Voluntary and Community Sector Forum
Deborah Lightfoot, Independent Chair, Harrow Local Safeguarding Children's Board (for Children's Improvement Plan items)

Sandy Fenwick, Department of Work and Pensions
Amol Kelshiker, Chair, Clinical Commissioning Group

February meeting

Children's and Families Improvement plan

The HCE meeting received an update on progress made in implementing the Improvement Plan prepared to respond to the outcomes of the Ofsted and Care Quality Commission inspections relating to Safeguarding and Looked After Children. The Improvement Plan had been developed by joint teams from the Council and NHS Harrow and the response to the common aspects of both inspection reports was the same.

The Plan had now been substantially completed with action taken on all items but with a very few not yet fully completed. Full implementation was expected in the very near future.

The Improvement Board had moved on from consideration of the response to the previous inspection to consideration of performance against the new standard to which Ofsted has now begun to work. This is a more demanding regime and will require further improvement. A new Improvement Board has been established with a new improvement agenda contained in the report A Child's Journey.

The importance of Safeguarding itself and to a number of organisations within the Partnership has resulted in the item appearing on the agenda for the meeting this evening and rendering any further discussion in this report superfluous.

Harrow in Business

Having invited Harrow in Business to re-join the Board, Ash Verma, the Chair of the organisation outlined the way in which the organisation had developed over the last 18 months. HiB is now the only Enterprise Agency operating in West London. It continues to be a source of advice and support to the voluntary and community sector regarding capacity building and in relation to responding to commissioning proposals from public sector bodies. Indeed HiB has fronted the successful consortium bid for providing Healthwatch in Harrow from April 2013 onwards.

With regard to the new Healthwatch venture, HiB will provide a hub, co-ordinating and providing administrative and project management support whilst the consortia members – MIND, Mencap, Age UK Harrow, HAD, Harrow Carers, Harrow College, CARRAMEA, Ignite Trust and Kids Can Achieve will provide their specialist understanding, insight and contacts with key health and social care users in Harrow.

HiB is also instrumental in developing and promoting Gateway Asia which is dedicated to helping businesses and institutions of all sizes to explore and benefit from commercial and investment opportunities on emerging and developing markets, especially Asia.

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