

**HARROW PEOPLE SERVICES
CHILDREN AND YOUNG PEOPLE SERVICES SELF-ASSESSMENT
April 2018**

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INTRODUCTION

This self-assessment provides up to date evaluation of the needs of children and families within our area, effectiveness of current service provision and performance in improving outcomes for children and young people (CYP).

The Self-Assessment has been completed by senior officers from within the department, with wide collaboration and sign off across the council; and the workforce.

Children's Services in Harrow enjoy cross-party support from Members. The Lead Member for Children's Services, the Shadow Portfolio Holder and the Corporate Parenting Panel have all contributed to the self-assessment.

Throughout the document, a number of acronyms are used. A glossary of terms is included at the end of the document. The full description is used for each acronym on the first occasion and thereafter the acronym is used for succinctness and brevity.

There are a number of "acting up" arrangements in place in senior leadership positions until after the local elections. Though these posts are described as "interim" they are held by permanent officers who know the Council well; and are able to maintain stability in leadership until the new Member administration comes into place. These arrangements are described more fully under the Leadership and Governance section in Part C.

PART A: CONTEXTUAL INFORMATION

1. Key Personnel

Job Title	Name	Start date in current role
Lead Member	Christine Robson	May 2016
Interim Chief Executive	Tom Whiting	January 2018
Interim Corporate Director of People Services	Paul Hewitt	March 2018
Interim Divisional Director Children and Young People Service (CYPS)	Peter Tolley	April 2018
Harrow Safeguarding Children Board (HSCB) Chair	Chris Miller	December 2016

2. Key Documents

Key documents that inform the self assessment are listed below. Reference to other related documents linked to specific services are referenced within the body of the self-assessment.

Document	Date
Harrow Ambition Plan	2018
Joint Health and Well-being strategy	2016 - 20
Joint Strategic Needs Assessment (JSNA)	2015 - 20
HSCB Annual Report	2016 - 17
Harrow Child Poverty Strategy	2018
Harrow Safeguarding Adults Board (HSAB) Business Plan	2017 - 18
CYPS Plans	2017 - 18
CYPS Quality Assurance (QA) Framework	2016 - 19
CYPS Workforce Strategy	2016 - 19
CYPS Learning and Development Strategy	2016 - 19
Harrow Children's Services Analysis Tool (CHAT)	April 2018
Harrow Joint Commissioning Strategy for people with learning disabilities and with autistic spectrum conditions	2015 - 2020
Transforming Care Programme Annual Report	2017 - 2018

3. Harrow Demographics and Services for Children

Children Living in this Area

Approximately 57,300 CYP under the age of 18 years live in Harrow. This is 23% of the total population in the area.

The Income Deprivation Affecting Children Index (IDACI) shows that 16.24% of children in Harrow are living with families that are income deprived. A higher proportion of children living in poverty are in Wealdstone and south west area of the borough, but there are also 8 lower super-output areas (LSOA) which are in the bottom 20% nationally for income deprivation affecting children, spread across the borough.

The proportion of children entitled to free school meals:

- in primary schools is 8% (the national average is 14%).
- in secondary schools is 12% (the national average is 13%).

CYP from minority ethnic groups account for 69% of all children living in the area, compared with 21% in the country as a whole. The largest ethnic group represented in this age band is the Indian population (23%), followed by the White British population (18%) and the Other Asian population (16%). In Harrow, the Indian population is predominantly Gujarati and the Other Asian group is predominantly Tamil. However, looking at the ethnicity by smaller age bands, we see that the ethnic diversity is growing. In the youngest age group (aged 0-4), only 1 in 6 are of White British ethnicity compared to 1 in 4 of the adult population.

The proportion of CYP with English as an additional language (EAL):

- in primary schools is 66% (the national average is 21%).
- in secondary schools is 60% (the national average is 16%).

87% of the school population is classified as belonging to an ethnic group other than White British. The top five most recorded community languages spoken in the borough are English, Gujarati, Tamil, Romanian and Arabic.

The number of pupils with Special Educational Needs and Disabilities (SEND) in Harrow has increased from 4,203 in January 2017 to 4,688 in January 2018; representing a percentage increase of 11.5%. The highest category of primary need is speech, language and communication needs followed by moderate learning difficulties.

Child Protection (CP) in this Area

- At 31 March 2018, 1,700 children had been identified through assessment as being formally in need of a specialist children's service. This is similar to 1,753 at 31 March 2017.
- At 31 March 2018, 223 CYP were the subject of a child protection plan (CPP) (a rate of 38.9 per 10,000 children). This is similar to 31 March 2017, 228 (39.6 per 10,000 children).
- At 31 March 2018, 2 children lived in a privately arranged fostering placement. This is a further drop from a low number of 4 at 31 March 2017.
- Although no Serious Case Reviews (SCR) have been undertaken in this business cycle Harrow are currently contributing to a SCR being undertaken in Lewisham and learning will be finalised during 2018.

Children Looked After (CLA) in this area

At 31 March 2018, 156 children were being looked after by the Local Authority (LA) (a rate of 27 per 10,000 children). This is a decrease from 211 (36 per 10,000 children) at 31 March 2017. Of this number:

- 70 (49%) live outside the LA area, 25 (22%) are placed more than 20 miles from home
- 11 live in residential children's homes, all of whom live out of the LA area
- a very small number live in residential special schools which are out of the LA area
- 93 (60%) live with foster families, of whom 40 live out of the LA area, 13 are placed more than 20 miles
- a very small number live with their parents in the LA area
- 22 children are unaccompanied asylum seeking children (UASC).

In the past 12 months:

- there have been ten adoptions
- 24 children became the subject of special guardianship orders (SGO)
- 107 children became newly looked after
- 152 children ceased to be looked after, of whom 4.6 % subsequently returned to be looked after
- 11 CYP ceased to be looked after and moved on to independent living

39 CYP ceased to be looked after and are now living in houses of multiple occupation. In all cases, providers who specialise in accommodation for young people supply this accommodation, and appropriate on-site or floating support is provided.

Previous Office for Standards in Education, Children's Services and Skills (Ofsted) inspections

- The LA operates one short-break children's residential home. It was judged to be outstanding at its most recent Ofsted inspection.
- The last inspection of the LA's safeguarding arrangements was in January 2017. The LA was judged to be good.
- The last inspection of the LA's services for CLA was in January 2017. The LA was judged to be good.

Local leadership

- The current interim Director of Children's Services (DCS) has been in post since March 2018, however has been a senior leader in Harrow since July 2015 in his substantive role of Divisional Director of CYPS.
- The DCS is also responsible for Adult Services and Public Health Services.

- The interim Chief Executive has been in post since January 2018, however has been a senior leader in Harrow since 2005 in his substantive role of Corporate Director of Resources.
- The interim Divisional Director of CYPS has been in post since April 2018, however has been a senior leader in Harrow since 2007 in his substantive role of Head of Service of Corporate Parenting.
- The Chair of the Local Safeguarding Children Board (LSCB) has been in post since December 2016, and has been chair of London LSCB independent chair group since November 2015.

PART B: SUMMARY

1. Review of the last year (April 2017 to March 2018)

1.1: Progress on LA Areas for Improvement

Area for Improvement	Outcome	Reference to further information
Ensure that all children and families who need an early-help assessment and a package of support coordinated by a lead professional are able to receive this.	The LA in partnership with HSCB has implemented a revised Early Support (ES) Pathway following the re-organisation of ES Services operating through Children's Centres (CC), Schools and other community settings. During 2017/18 there has been continuing progress in the completion of ES Assessments and packages. Next steps are to align ES services case recording and performance management data to better evidence impact.	See priorities for improvement below, section 8 for detailed summary.
Ensure that decision-making within the Multi-Agency Safeguarding Hub (MASH) is consistently timely, so that all children who are subject of a referral receive an assessment and support in a timely manner.	MASH pathway and associated performance management system reviewed and refined. As a result there is a consistent improvement in Section 17: Provision of services for Children in Need (S17) pathway into First Response Team (FRT). Annual performance data demonstrates outstanding performance with overwhelming majority of 97.8% Red ratings, 98.5%	See section 9 for detailed summary.

	Amber ratings, 99.6% green ratings, and 100% blue ratings achieved within target.	
Ensure that assessments and plans are consistently up to date, reflective of children's views and clear about what is expected of families.	Data demonstrates that assessments are up-dated in line with Children in Need (CIN), CP, and CLA reviews. Monitoring and audit analysis demonstrates that young people and parents contribution to planning is valued, and plans are increasingly specific, measureable, achievable, realistic and timely (SMART).	See sections 2, 9, and 10 detailed summary.
Ensure that strategy discussions involve the full range of relevant agencies, so that the full range of relevant information inform assessment of risk.	In partnership with key agencies the LA have increased participation in section 47: duty to investigate (S47). Data demonstrates this improving participation and greater consistency across FRT and CIN Team. 21 agency types contributed 12,204 times during 1,010 S47's conducted April 2017 – March 2018.	See Section 9.
Ensure that CLA receive timely therapeutic support when they need it.	The LA and National Health Service (NHS)/Voluntary Sector partnership has improved access and delivery of tier 2/3 therapeutic services for the children's population including CLA. The jointly commissioned Harrow Horizons service performance is improving access following the launch July 2017. Tier 3 and 4 delivery has been strengthened through tripartite funding arrangements. Specialist	See section 10 for detailed summary.

	CLA nurses have improved the provision of timely support with closer alignment with Child and Adolescent Mental Health Services (CAMHS) pathway.	
Improve the quality of plans when children return to their families from care, so that there is clarity about what services will be provided, who will provide them, by when and what they are aimed at achieving.	Improvements in practice and review mechanisms have been implemented in 2017/18. The launch of Keeping Families Together (KFT) service has proved instrumental in supporting the pathway for young people returning to the care of their family. Final review meetings are delivered prior to discharge, without Independent Reviewing Officers (IRO) requiring formal escalations. 62 of 153 young people leaving care have returned to the care of family members. None of the 62 have returned into the care of the LA.	See sections 2 and 10 for detailed summary.
Ensure professionals consistently implement actions required between review meetings for CLA.	Improvements in consistent practice have been achieved over 2017/18. Monitoring data demonstrates that majority of escalations by IROs achieve timely and active responses. Performance is tracked for visits by social workers (SW), and supervising SWs. A new Advocacy Service has been commissioned that will also provide support for parents as well as CLA. Review timeliness remains good (98.7%). Improved pathway planning remains priority for improvement in 2018/19.	See sections 10 and 12 for detailed summary.
Ensure that the good support	Outcomes for care leavers	See section 12 for detailed

<p>experienced by the vast majority of care leavers is extended to all care leavers, so that their needs are better met.</p>	<p>are consistently good and in the top quartiles nationally Not in Education, Employment or Training (NEET) is 26.6%, suitable accommodation 87.1%. Harrow is ambitious for our CLA and Care Leavers, and improved pathway planning for eligible young people is a priority in 2018/19.</p>	<p>summary.</p>
<p>Strengthen the quality of learning from audits through the better involvement and use of feedback from children and their families.</p>	<p>The LA QA framework remains an area of good practice in CYPS. Audit activity and review mechanisms have been revised to strengthen direct feedback from young people and their family. 21% of audits undertaken have directly captured the views of service users with the majority passing positive commentary of the quality of services provided. Audit activity also demonstrates that the voice of the young person is a strength in case work.</p>	<p>See section 2 for detailed summary.</p>
<p>Improve the functioning of the overview and scrutiny panel, to ensure that it is more sharply focussed on children and that its work has an impact on improving both services for the children and the outcomes they achieve.</p>	<p>The Centre for Public Sector Scrutiny (CFPS) has reviewed scrutiny panel arrangements across the Council. All recommendations have been accepted by the administration and implemented in full. Harrow Youth Parliament (HYP) is now a full member of the scrutiny panel, and has strengthened the voice of young people in reviewing the effectiveness of Council activity and performance in 2017/18.</p>	<p>See section 1 for detailed summary.</p>

1.2: Regional Areas for Improvement Last Year

Area for Improvement	Outcome	Reference to further information
Improved SW Qualification pathway across West London Alliance (WLA).	Step-Up to SW commissioned delivery partner across WLA.	WLA Executive Board strategic priorities.
Improved quality commissioning / cost of external CLA, and semi-independent placement provision.	Successful implementation of dynamic purchasing system across WLA.	WLA Executive Board strategic priorities.
Comprehensive workforce training programme linked to Continuous Professional Development (CPD) and Knowledge and Skills Statement (KSS) requirements.	WLA jointly commissioned training programme. Meets Harrows CYPS needs, and positive evaluation regarding attendance and impact.	WLA Executive Board strategic priorities.

1.3: Top Three Outcomes: We Are Proud Of Achieving This Year

Strength or Outcome	Reference to further information
Strengthening partnership integration and innovative practice projects. Comprehensive reach covering all levels of need: e.g. early intervention (Harrow Horizons), domestic abuse couples counselling in collaboration with Tavistock, effective finger print testing project for substance misusing parents, successful Together with Families (TWF) approach and payment by results work stream (Central Govt. Trouble Families agenda).	Full range of contract monitoring arrangements / evaluative reports / funding submissions available.
Successful implementation of Workforce Strategy. Significant improvement in increasing permanent / reducing interim ratios across CYPS. This sets a strong and stable context to embed a positive practice framework in place.	CYPS Workforce Strategy. WLA Teaching Partnership Evaluation. CYPS Annual Workforce Analysis Report demonstrates positive direction of travel.
Successful implementation of a range of approaches /activity to prevent wherever possible / whilst ensuring the appropriate CYP enter the care of the LA. This has resulted in a more seamless approach from FRT assessment outcomes and Public Law Outline (PLO) tracking. Early identification of young people at risk of care is now embedded through weekly Access to Resources Panels and allocation of a 12 week KFT programme.	Internal CYPS care proceedings evaluative report, CYPS performance management data and monthly performance minutes. Evaluation of KFT currently underway commissioned through London School of Economics (LSE).

1.4: Summary of Reviews, Evaluations and Inspections

a) Ofsted Social Care, School Improvement Inspections, Care Quality Commission (CQC) inspections of health services, peer reviews, etc.

Title	Date	Outcome Reference to further information
Ofsted Single Inspection Framework	Jan 2017	Good
Children Home (The Firs)	Sept 2017	Outstanding

b) School Inspections

Source: <http://www.ofsted.gov.uk/resources/latest-monthly-management-information-outcomes-of-school-inspections>

	Total number inspected	Outstanding	Good	Requires improvement	Inadequate	% Good or Better
Nursery	1 of 1	0	1	0	0	100%
Primary	39 of 42	17 (44%)	21 (54%)	1 (3%)	0	97%
Secondary	12 of 13	7 (58%)	5 (42%)	0	0	100%
Pupil Referral Unit (PRU)	2 of 2	0	2 (100%)	0	0	100%
Special Schools	4 of 4	4 (100%)	0	0	0	100%

2. Looking Forward To 2018/19

2.1: Top Four Outcomes We Need To Improve

Area for Improvement	Reference to further information
Develop further through MASH and FRT pathways for families accessing suite / full range of ES services. Although progress has been made during the 2017/18 business cycle, further work is required to accelerate consistent application of Family Led Needs Analysis (FLNA) / Youth Led Needs Analysis (YLNA).	See section 8 for detailed summary.
Partnership working has improved with the integrated / risk-based approach to child sexual exploitation (CSE) in 2017/18. The priority area for improvement is to extend this focus so that partnership working is focussed on a strengths-based approach, integrating targeted attention to	See section 15 for detailed summary.

<p>young people vulnerable to sexual / criminal exploitation and violence (VVE). This work will move beyond a focus on working with specific families, but will extend to a contextual safeguarding approach to young people, peer groups, school and community settings.</p>	
<p>CYPS directorate structure has successfully developed a strengths-based / systemic approach to working with families in the Pod model embedded across FRT/CIN. This way of working will be further developed through the service design of a 16+ service integrating CLA and Leaving Care services. This will enhance the young person's journey through pathway planning and transition into adult citizenship.</p>	<p>See sections 10 and 12 for detailed summary.</p>
<p>CLA education attendance, progress and attainment.</p> <p>Improve outcomes for CLA at Key Stage 2 (KS2) compared to statistical neighbours (SN); especially in reading and writing.</p> <p>Improve the progress of CLA from KS1 to KS2 in reading, writing and maths; to be at least in line with SN.</p> <p>Improve Progress 8 score for pupils between KS2 and KS4.</p> <p>Improve attendance of CLA, especially those placed outside the borough and those looked after for a shorter period.</p>	<p>See section 10 for detailed summary.</p>

2.2: Top Four Risks for 2018/19

Risk	Reference to further information
<p>Harrow like all LAs and its key statutory partners face a considerable challenge in maintaining a strong focus on service delivery, while meeting the challenge of continuing austerity experienced through central government funding streams.</p>	<p>Harrow Council Medium Term Financial Strategy.</p>
<p>Meeting the strategic challenge with statutory and voluntary sector partners to manage the increase in serious youth knife crime in Harrow and across London.</p>	<p>Harrow Youth Justice Plan.</p>
<p>Ensuring the strong partnership arrangements embedded in HSCB are maintained during any changes flowing from the Children and Social Work</p>	<p>HSCB and HSAB business plans.</p>

Act 2017. Alignment / cooperation with HSAB must be maintained in order to support young people's transition into adult citizenship.	
Aligning strategic planning in the context of increasing complexity of SEND across the Harrow children's population.	SEND Strategy

3. INNOVATION, PILOTS AND GOOD PRACTICE

Harrow CYPS have been involved in a range of innovative projects and good practice developments in 2017/18. The summary is detailed in the table below:

Title and Description	Start and completion date
Systemic Practice Improvement Project. A systemic clinician service has been developed within the CIN Service in conjunction with Harrow CAMHS. This development has enhanced the systemic / family therapy offer across CIN/CP/CLA services.	January 2018 – 1 year fixed term with 1 further year subject to review.
Parent Assessment Manual Software (PAMS) project. Expanding range and capacity for undertaking assessments including the recruitment of a Parenting Assessor. Project improves agility of local response to complex assessment requirements linked to PLO and Legal Proceedings. – Joint working with Adults Services to undertake Capacity Assessments.	September 2017. Subject of evaluation in April 2019. Possible mainstreaming of project into base budget.
Pilot digital finger printing as a tool for the early identification of substance misuse. The device is new, easy to use, portable; and non-invasive. The revolutionary technique works by imaging a fingerprint at the same time as analysing the sweat residue of the fingerprint chemicals known as metabolites. The device is kept by service user, and early indication is that this methodology is improving take up, and service user feels empowered and "less done to". As a consequence there is improvement in transparency and development of honest working relationships.	January – June 2018.
2 nd phase of the couples domestic abuse programme originally developed in partnership with the Tavistock. Proof of concept established. 2 nd phase in development with third sector partner. Integrated approach focussing on domestic abuse, and also addresses underlying issues including substance and alcohol misuse.	April 2018 – March 2019.
KFT project focussing on young people at risk of coming into the care of the LA, or already in care, but care plan of reunification. This project builds on LA previous partnership with Morning Lane Associates in first phase of DfE Innovations programme. Project has supported wider strategy for reducing care population. LSE is the commissioned	August 2017 – December 2018.

evaluation partner.	
Systemic Supervision Project. Bespoke Training Commissioned for all permanent Front-line managers. Project aimed at improving reflective and systemic practice within context of signs of safety methodology.	June 2017 – December 2018.
Partner with Front-line and Step Up To SW training projects. 3 units embedded with CYPS. A key element of Harrow’s workforce strategy is to ensure that there is a permanent pathway for SW graduates to become qualified SW in CYPS.	April 2017 – March 2018 and ongoing.
International SW recruitment project in partnership with Permanent SW Solutions. Successful recruitment project for 20 experienced and qualified SW practitioners. Supports wider workforce strategy priorities.	April 2017 – June 2018.
Member of West London Teaching Partnership. Successful funding through Department for Education (DfE) secured strong partnership in development with Royal Holloway University of London and Kings College London. Examples of success: Gateway to SW project building development options for SW apprenticeship scheme.	April 2017 – March 2018 ongoing.

PART C: CURRENT SELF-ASSESSMENT

1. LEADERSHIP AND GOVERNANCE

- 1.1) There is a strong political focus on children’s services.
- 1.2) Strategies and priorities are clear, and are driving the required improvement.
- 1.3) Senior Leaders discharge their statutory responsibilities. They understand effectiveness, identify and deal with areas for strategic development; strengths and areas for development in front line practice and the impact on children and their families. Shortfalls are identified and addressed.
- 1.4) There is stability within the management structure. There has been low turnover and change in senior leadership and management team.
- 1.5) There are limited service reorganisations but where they do occur they are purposeful and effective.
- 1.6) Service/team meetings and staff are informed/ engaged about priorities, performance and are supported to keep up to date. Feedback from frontline staff is listened to, and acted upon.
- 1.7) The vision, strategies, policies and procedures are up to date. Priorities and plan(s) for improvement are realistic, measurable, understood by staff and are promoted from strategic level through to team planning and individual supervision / appraisals.

Summary and evidence:

Harrow CYPS continue to reap the benefits of strong political and corporate focus on universal and

targeted services for children . This has resulted in clear shared priorities across the Safer Harrow, HSCB / HSAB, and Health and Well-Being Board partnerships. The LA has committed a further £2.9 million financial support targeted at CYPS to meet on-going budget pressures built into base budgets, over and above that previously secured to address staffing pressures in 2016/17. This demonstrates the LA's commitment to an ambitious and forward thinking People Services Directorate (PSD). Above all, it also demonstrates that senior leaders discharge their statutory responsibilities, and have been agile in identifying shortfalls, and ensuring that they are addressed. PSD has an established integrated structure and realignments of Commissioning and Children and Young Adults with Disabilities Service (CYADS) is now fully embedded. Recent alignments of Public Health within PSD have been implemented smoothly and efficiently, and re-commissioned services will successfully target vulnerable children through school nurse and health visitor (HV) provision.

Clear structures are in place to manage operational imperatives. This helps to ensure that there is strong governance in place regarding decision making, accountability for safeguarding decisions, use of budgets, and QA of standards and outcomes. PSD has taken forward the learning from previous Towards Excellence in Adult Social Care (TEASC), Corporate Peer Review and Local Government Association (LGA) placement capacity reviews.

Although interim arrangements are in place following the departures of the Chief Executive Officer (CEO) and Corporate Director of People Services, the posts have been filled by long established senior leaders in Harrow, so that any disruption has been minimised, and the "organisational memory" has been retained to continue our "business as usual" approach. Management "grip" is in place at all levels, with well embedded systems to monitor practice and outcomes. Regular performance management information reports are considered in a systematic fashion via formal meetings with CEO, Corporate Director, Elected Members, and Independent chair of HSCB. Quarterly Children's Improvement Boards, chaired by the Leader of Harrow Council, and regular dataset reporting / scrutiny by HSCB triangulate performance management across the well - established Harrow partnerships. A QA framework is in place including audit, surveys, service user and staff feedback. Performance reports assist with monitoring and actively managing outcomes at all levels of the organisation.

Service plans are in place at all levels of the organisation that are aligned to Council and HSCB priorities, and flow through to learning and development / supervision / appraisal for team planning and individual succession planning.

2. COMMISSIONING AND QUALITY

2.1) Commissioning across all services is evidence based to meet the needs of children and families (including vulnerable groups) through up to date needs assessments; sufficiency audits and research; what children and young people and families tell us their needs are; and understanding of current markets. This includes placements for CLA and services for children and their families.

2.2) Commissioned services are robustly monitored and commissioning is effective in achieving desired outcomes at the right price.

Summary and evidence:

The CYP Commissioning Executive is becoming well developed, and the "whole life journey" approach taken from the Health and Wellbeing Board has proved productive in identifying the commissioning priorities relevant to the lives of CYP. This multi-agency commissioning group is clear

and well focussed, and some synergies with the Clinical Commissioning Group (CCG), public health, and schools have proved productive. Most notably, CYP have been fully involved in the design of service specifications (e.g. sexual health services and Harrow Horizons). There have been systemic improvements in the use of data to re-commission services, producing clearer outcomes and contract management. Although commissioning principles have been across the commissioning executive, there is further work required to strengthen the relationship with the CCG and the delivery of joint commissioning priorities.

Harrow was recently successful in bidding to the Big Lottery Life Chances Fund for a £7.9 million programme with £1.9 million funded by the Big Lottery Fund to develop and procure a new Adolescence Collaborative (edge of care service) through a Social Impact Bond. The investment will allow Harrow to develop a new Adolescence Collaborative (edge of care service), which covers three stands:

- Strand 1: To build upon a pilot KFT Model by expanding and up-scaling it to deliver a responsive 7 day intensive family coaching service;
- Strand 2: Development of a mobile app as a mechanism to engage young People;
- Strand 3: Development of a flexible menu of therapeutic intervention offer for young people and their families.

The Adolescent Collaborative Multi-Channel is an innovative and forward thinking reunification and prevention of care service. It is targeting young people (10-18) in care and on the edge of care:

1. Those who are at imminent risk of becoming looked after, supporting them to remain at home;
2. Those who are in care, supporting reunification home or step down to foster care.

Extensive and detailed primary and secondary research informed the service design and mobile app prototype development.

TWF funded and commissioned development of KFT – an innovative pilot service. This service provides a dual offer working intensively to prevent children from coming into care and young people in care to reunify home (where it is safe to do so); The LSE have been commissioned to evaluate the impact of KFT Service. The final evaluation report is expected in October 2018.

In summary, considerable progress has been made during 2017/18 regarding agreed priorities for 0-25 year olds, All Age priorities (Carers Strategy, Housing for vulnerable young people and adults, and those with a learning disability [LD] and Autism Spectrum Disorder [ASD]), and joint commissioning priorities (e.g. HV and school nurse, Advocacy, Speech and Language Therapist (SALT), Independent Domestic Violence Advisor (IDVA), and information advice and guidance (IAG) strategy). Below is a detailed list of the outcomes of commissioning activity:

- Providers, carers and young carers were consulted to inform the Carers Strategy.
- Consultation with CYAD and parents/carers to get service user feedback on current short breaks service provision.
- Monitoring of short breaks framework.
- Rigorous monitoring of Harrow's Horizons included QA and audit.
- The Designated Nurse for Safeguarding Children at Harrow CCG is an integral part of monitoring the HV and school nursing contracts and triangulates information from safeguarding audits and SCRs.
- CLA sufficiency strategy.
- Comprehensive Children's needs analysis undertaken in partnership with the voluntary sector.

- CLA Health Assessment informs the LA of the health needs.
- Research in Practice (RiP) has informed commissioning of training as requested by SWs regarding emotional, mental health.
- Consultation with CYAD and parents/carers to inform the new short breaks service.
- Redesign of the Short Breaks Framework as a result of Market engagement events held with short breaks providers to understand the market position and engage with new providers.
- Dedicated accommodation for UASC (Service Users) – Gayton Road.
- There was a full consultation as part of the 0-19 HV and School Nursing recommissioning process during which some 500 stakeholders, parents/carers, and young people were engaged. The JSNA was refreshed as part of this process.
- Redesign of the Independent Children’s Advocacy service as a result of rigorous monitoring and need for outcomes based provision.
- Harrow is Home project – bring back LD/ASD clients from out of borough placements in order to improve outcomes for young adults.
- Robust quarterly monitoring of the Attention Deficit Hyperactivity Disorder (ADHD) and ASD Support service including user feedback.
- Recommissioning of accommodation for UASC (Service Users) – Gayton Road achieving good outcomes and value for money.
- There has been robust monitoring of the HV and school nursing service contracts since they were novated to the LA. This has led to a significant improvement in the performance for HV in particular: for example the percentage of children who turned 15 months in the quarter, who received a 12 month review, by the age of 15 months has increased from 7.6% in Q4 15/16 to 86% in Q3 17/18.

2.3) Practice is informed by feedback, research and intelligence about the quality of services. There are rigorous management oversight and quality assurance frameworks (including audit) in place to inform service improvement, learning and development.

Summary and evidence:

Our QA framework and approach to performance management is well embedded. We have clear systems of audit, performance and outcome monitoring. Strengths and areas’ for development are understood. Audit and review activity is regularly undertaken, including senior managers, and bespoke reports are commissioned based on performance intelligence. QA priorities are aligned to HSCB priorities. An overview of our activity in 2017/18 is detailed below:

Audits

This section covers audit activity completed under the Harrow CYPS QA Framework during April 2017 to March 2018. In total 209 practice audits were completed across the year.

Following the Ofsted single inspection framework (SIF) in January 2017 practice audit processes have been improved to ensure that where possible / appropriate direct contact is made with CYP and their families to seek their feedback on their views / experience of receiving the help and protection of CYPS. Although direct feedback has been on a minority of cases (21%) it has been sufficient to give some indication of satisfaction levels, and indication of areas that prove problematic (see below).

Grading – Quality of Practice

Overall a large majority (68.5%) of practice was deemed to meet statutory requirements, and was either considered as 'good' overall, or had elements of practice that were considered as good. 48.5% of audits were considered to demonstrate overall good practice. 45% of audits considered that the practice required improvement. Of the 'requires improvement' graded cases, 42% had an additional grade of 'good' for particular areas of work with the young person, their family, or wider network. A very small minority, 6.5% were graded as inadequate for processes and recording; these cases were given an improvement plan. None of the cases were graded as inadequate for practice with the child and their family. This demonstrates a dynamic framework which is taking practice improvement into the centre of the day-to-day business of the directorate.

Themes from Audits

Areas Harrow is doing well at:

Case oversight

- The use of signs of safety in case recording for management oversight.
- Using the history of the case to inform current assessment/analysis.
- Competent/comprehensive assessments being undertaken and being completed efficiently.
- Good case recording with detail and analysis.
- Completing agency checks/sharing information which goes on to inform analysis and practice.

Hearing the Voice of the child and working with families

- Children being seen and spoken with on their own.
- Children's views are heard and acted upon.
- Hearing the voice of siblings within the household is improving.
- Observing the interactions between children and their main carers to inform assessment / direct work is improving.
- Direct work being carried out with our CYP to ascertain their views is embedded across the directorate.
- Good working relationships with the CYP are at the heart of social care practice.
- Forming clear and transparent relationships with parents is a priority for allocated lead professionals.
- Parents views being heard and taken into account is improving.
- Involving fathers in assessments is improving.
- SWs creating and implementing plans with parents to safeguard the children is fully embedded across the service.
- Working towards stable foster placements is improving.
- Exploring the context of a family's culture to inform the assessment and intervention is improving.

Working with other teams and partner agencies

- Referring young people to the gangs worker is improving
- Referring to other multi-agency ES services is improving. This supports a whole family approach.

Quotes about the SW from young people and their families:

- "brilliant and effective"
- "reliable"
- "goes above and beyond"
- "non-judgemental"
- "Really like that you are calling to check on me and how I am doing"
- "SW has made an impact"

- “SW is supportive”
- “Happy with support provided”

Child feedback

😊 9
 😐 3
 ☹️ 0

Adult Feedback

😊 19
 😐 6
 ☹️ 5

Areas identified for improvement. Some examples of additional programming to improve practice:

- Reflective supervision: This improvement area has been addressed through the commissioning on an accredited systemic practice management programme for all permanent front line supervisors. Feedback is positive, and the programme will be concluded by December 2018.
- Better understanding of the child’s identity and how the child’s identity impacts on their lived experience.

Research from The British Journal of Social Work (2015), ‘Child Visibility in Cases of Chronic Neglect: Implications for SW Practice’. This research was shared with SWs via the Principle SW Drop-Ins and SW Team Meeting. The research gave examples of what is meant by the child’s identity and how we record this on the child’s case file.

- Developing professional curiosity to have a more meaningful understanding of the child’s lived experience.

A 2 day tailored training programme has been developed with RiP to be delivered at Harrow Council to address assessment skills and professional curiosity.

Supervision

The very large majority (80.4%) of cases across the year were recorded to have regular supervision. Feedback from practitioners has been that supervision is a strength in Harrow, with managers being available for case discussions when required. Further improvements will be enhanced by the systemic management training offer.

Areas identified across the quarter for improvement to the quality of case supervisions were:

- All supervisions should begin with the review of previous actions.
- All new actions should have a timescale for completion.
- All supervision should have up to date information and analysis.

Bespoke Audits

Domestic Abuse

During the October audit there was a domestic abuse theme where 9 open cases with domestic abuse featuring in the past year were audited. The audit identified there needs to be more work with the perpetrators. Practice would benefit from specific focused discussions and analysis around the abusive behaviour. There were not consistent referrals to perpetrator programmes. A small

minority of workers did not successfully engage with the perpetrator to better understand triggers for behaviour and history. Referrals were often made to Westminster Drug Project (WDP) as substance misuse was a feature of all the domestic abuse cases.

The audit noted that there were areas of good practice where safety plans had been put in place. These plans would often involve extended family as a protective factor and to support safe contact arrangements when parents had separated. Parents were well supported to obtain legal advice in regards to separation and divorce proceedings. Referral to the IDVA was a significant feature of the team around the family. Domestic Abuse, Stalking and Harassment and Honour Based Violence (DASH) assessment completed appropriately for one family.

Supervision Orders

6 cases were audited in September where there was a supervision order granted by court within the last 12 months. The overall conclusion from the 6 audits was positive in terms of the standard of work undertaken before, during and after proceedings in a very large majority of the cases considered.

In the majority of audits the application to court was seen as necessary and proportionate. However in 33%, i.e. 2 out of the 6 audits, an application to court could have been possibly avoided by earlier intervention work with a hard to reach family, and a pre-birth case as detailed below.

Given the lack of engagement from mother and the concerns that the schools were raising, CP procedures including a strategy meeting should have been progressed at an early stage. Working together with other agencies to find a way to assess the risks and the needs of the children may have averted the need to issue care proceedings.

There was delay in progressing pre-birth assessments with 2 children. More robust systems are now in place in FRT to screen pre-birth assessments to ensure risks are identified at an early stage of pregnancy. In addition the PLO pre proceedings protocol was updated in October 2017 and includes procedures with regard to unborn babies where the risks are assessed as high. The aim is for the practice to be managed within the PLO pre proceedings framework by week 20 of the pregnancy. This allows assessments of parents and other family members to have been completed during pregnancy, and provides a robust framework for decisions to be made about whether there is a need to issue proceedings at birth.

Special Guardianship Orders

An audit was completed of the agency checks completed on 7 SGO assessments of successful SGOs during October to December 2017 inclusive.

All cases completed agency checks for:

- Ofsted
- National Society for the Prevention of Cruelty to Children (NSPCC)
- Disclosure and Barring Service (DBS)
- Applicants medical history
- Children Services

None of the cases completed agency checks for the following:

- Community Rehabilitation Company (CRC) and National Probation Service (NPS)

A small minority (28.5%) of cases had an education check completed via another LA or Children

Services department; this information was then recorded for the purposes of the SGO agency checks.

There was no standard recording process for the agency checks on Mosaic (Harrow's social care recording system). Some agencies have a specific workflow to record the agency check. CRC and NPS are not listed.

All cases commented on the agency check findings in the SGO assessment where the checks flagged issues to be discussed.

The large majority of cases (71.4%) had regular supervision recorded. In these supervisions, agency checks were discussed.

Recommendations

- Staff to understand the importance of completing agency checks with CRC and NPS as these agencies may have information that other agencies do not.
- All required agency checks to have a Mosaic workflow.
- All SGO assessments/plans to be presented to panel for approval, or retrospective consideration of support plan if court proceedings meant that it was not possible to consider prior to final hearing.

3. NATIONAL AND LOCAL PRIORITIES AND PARTNERSHIPS

3.1) There are effective strategic partnerships across the local area, and shared understanding across key strategic groups (e.g. HWBB, HSCB, Safer Harrow Partnership, HSAB).

3.2) LA children's services engage sufficiently with other agencies and services such as Police, Schools, Housing, Adults Services, CCG, to develop a joint understanding of current service provision and outcomes, and agree strategies to improve performance where appropriate.

Summary and evidence:

Senior leaders across the People Services Departments deliver comprehensive and consistent input to the key partnerships operating across Harrow. This approach is continuing to improve and strengthen partnerships. Statutory agencies and increasingly the voluntary sector are playing full and active roles in the Health and Well Being Board (HWBB), HSCB, Safer Harrow, and the HSAB.

3.3) New national legislation, plans and areas of focus: e.g. Child Sexual Exploitation, Female Genital Mutilation, Children's Mental Health, and Knife Crime are responded to in a timely manner to ensure compliance and good practice.

Summary and evidence:

Harrow People Services Department, in conjunction with key statutory partners has been well placed to plan and meet new legislative requirements and, through effective horizon scanning, is agile to respond to emerging areas requiring focus. We have been pro-active in planning for the changing legislative framework of the Children and Social Work Act 2017.

This has resulted in a review of HSCB structures and priorities, with potential closer alignment with neighbouring LAs. Harrow is the lead LA in developing a Regional Adoption Consortium in partnership with Coram and other LAs. The VVE sub-committee of the HSCB and the CYPS VVE team priorities are closely aligned to the Safer Harrow partnership. The partnership applies innovation funding from Mayor's Office for Policing and Crime (MOPAC) for activity which is well embedded in strategic planning / operational delivery. This work stream is well placed to consider and address the local issues relating to rising knife crime across London. As detailed above in section 2, Children's Mental Health needs are well understood and planning has been fully implemented with the successful launch of the Harrow Horizons service, and other voluntary sector initiatives. Planning is well underway to strengthen our work around Female Genital Mutilation (FGM) in partnership with Barnardo's and the Centre for FGM.

4. RESOURCE AND WORKFORCE MANAGEMENT

4.1) There is adequate workforce. There is improving staff turnover, low sickness rates, and the workforce is appropriately experienced and skilled, in all areas within the service.

4.2) There is a comprehensive workforce development strategy, and a range of appropriate training and development opportunities which improve practice

4.3) Staff are given an appropriate induction, including current policies and procedures relating to both the organisation and their specific duties, and know who/where to go to if there are any issues.

4.4) Supervision is routine, recorded, and used to quality assure practice and support decision making.

4.5) There is management action on caseload pressures, including flow of cases through the child's journey, and front line staff are able to discuss concerns about caseloads with their managers.

4.6) There is evidence of a learning organisational culture, with 'systems leadership' developed at frontline management tiers, promoting a 'self-aware' learning culture.

Summary and evidence:

There is a strong and well established commitment to delivering an effective workforce strategy in Harrow. Over 2017/18 we have achieved significant improvements in both the recruitment and retention of social care staff. The large majority of front line practitioners and managers are permanently employed (77.4% compared to 67.8% in 2016/17). Retention has also significantly improved with the average turnover being 10% (compared with 14% in 2016/17). Post qualifying experience of the workforce remains strong with a large majority (70.4%) having over 5 years experience. Sickness rates are low (1.7%), and exit interviews demonstrate that a large majority of staff report satisfaction with the workplace, training, supervision, and the visibility of managers.

This improvement is the result of a comprehensive programme focussed on recruitment, induction, practice oversight/caseload management, training and development.

Harrow has commissioned RiP to support practitioners access to up to date research materials, and has comprehensive Policy/Procedures commissioned through Tri.x.

Caseloads/supervision are monitored on a regular basis, and feedback through teams and Principal Social Worker (PSW) network has ensured that remedial action was considered and taken to manage referral/assessment pathways through FRT into ES / CIN services. Remedial action was also considered to ensure a smooth pathway from CIN into CLA / Leaving Care Team (LCT) services.

The core offer for Training and Development for practitioners is of a very good standard, and delivered through a range of formats: e-learning, face-to-face courses, and bespoke commissioned programmes. Harrow is a partner of the WLA, which is both cost effective and also of a quality assured standard. Feedback from participants is positive.

4.7) Budgets are appropriately set and managed. Opportunities for efficiencies and delivering savings, including through income generation, are achieved.

Summary and evidence:

As stated in section 1 Harrow LA political and corporate commitment to the CYP of Harrow remains a high priority. Base budgets have been set appropriately and an additional £2.9 million has been incorporated into CYP finance. This is in addition to the additional £715 thousand agreed in the previous financial year to support staffing structures to meet the local impact of increasing demand for services.

In 2017/18 there has been a comprehensive range of activities to ensure that any opportunity for efficiencies has been identified and delivered. Examples of this activity are focussed attention to MASH/FRT pathways, and the embedding of an ES practitioner in MASH to better identify referrals that can be appropriately directed to the menu of services available through the ES pathway. We have made some progress, although we recognise that this continues to be a priority in 2018/19. Improved alignment of FRT assessments with PLO tracking has proved beneficial in reducing the number of care/legal proceedings being initiated which has been a positive outcome for families, and has relieved some of the budget pressure accrued through legal costs. The commissioning of our KFT Service is proving successful both in reducing the need for older children to enter the care system, but also supports the successful re-unification of CLA with their families. This initiative, in conjunction with refreshed Access Resource Panel processes, and the dynamic purchasing model commissioned through the WLA, has supported the reduction in the looked after population. This means we have achieved a sharper focus so that children who need to be looked after are looked after, but attention to prevention and reunification has been positive.

Harrow remains committed to innovation and in alignment with the Corporate priority of being more business like, we regularly scan the horizon for income generation opportunities. Successful TWF (Central Govt. Trouble Families agenda) payments by results mechanisms has funded our work with local families and a range of innovation projects listed in section 3 have also secured much needed funding. Horizon scanning has led to a number of fruitful partnerships with the voluntary sector, and we have recently undertaken a bid with 5 voluntary agencies for Trusting Relationship Funding which we are hopeful to develop further in 2018.

5. PERFORMANCE, CULTURE AND CHALLENGE

5.1) There is strong performance management governance and culture across all services from individual and team to strategic level.

5.2) There is timely and accurate recording of information, and effective use of data and other evidence through performance reports to monitor and identify areas for improvement. There is transparency and accessibility of information.

5.3) Self-awareness and challenge are routine, and areas for improvement are acted upon appropriately and at the right pace. Performance and management information is used to challenge

staff and celebrate success.

5.4) There is robust and effective third party challenge across children's services: for example, HSCB, Scrutiny, Leader of the Council/Lead Member, and Chief Executive.

5.5) Where performance issues have been identified (whether through own performance management or from previous inspections/evaluations), timely actions are put in place to generate improvement.

5.6) The voice of young people, families and carers is strong in work with individual children and young people, and feeds into performance management.

5.7) Outcomes for all children, regardless of disability, ethnicity, faith, gender, language, race or sexual orientation or specific needs are effectively championed at all levels of the service.

5.8) Drifts and delays for children and their families in assessment, decision making processes or provision of service are minimised and appropriately challenged where they do exist.

Summary and evidence:

The range of performance management measures have already been articulated in section 1: Leadership and Governance.

Harrow's centralised Business Intelligence function provides independent and expert monitoring and analysis of CYPS data. The Mosaic System is well supported by a dedicated team in the authority, providing an accurate and comprehensive record of social care, which is interrogated to provide management and performance information. Practitioners are involved in decision making around systems change, and there is a combination of systems and practice experience amongst staff in both the Mosaic and Business Intelligence teams.

Business Intelligence works closely with the Quality Assurance function in CYPS to support ongoing work on audit and improvement. The culture is one of both challenge and support with service managers participating regularly in an open discussion on how we are performing. Performance information is continuously being refined and improved and managers are confident to ask for their own data where they have concerns or want to make changes. This performance culture is also embedded at operational levels through team and pod meetings, with analysts regularly attending to support performance improvement.

HV performance data is routinely shared with HSCB, senior managers in Harrow Children's Services as well as partners in the CCG. Representatives from both HV and school nursing providers attend the relevant HSCB sub-group meetings.

Scrutiny councillors undertook a review of HV services with a focus on performance and service user access. The recommendations from this review formed part of the procurement process for the new 0-19 HV and School Nursing tender and bidders were asked to set out how they would deliver the recommendations.

PERFORMANCE AND OUTCOMES BY SERVICE AREA

6. EDUCATION – STRATEGY AND SUPPORT TO SCHOOLS

6.1) There are sufficient school places, with appropriate school place planning, and there is a high proportion of children attending a school which is good or better.

6.2) The local authority promotes high standards in schools in their area. Strategies, support and challenge are effective in raising standards in schools and other providers and the local authority has clearly defined its monitoring, challenge, support and intervention roles. There are regular meetings between schools and School Improvement Service to review performance and provide challenge and support. Evidence of action where appropriate to tackle issues within schools, including the use of formal powers.

6.3) There is evidence of the effectiveness of support for schools (including Governor services, Education Welfare, Educational Psychology, safeguarding and other advice and support).

6.4) Available funding, including Dedicated Schools Grant (DSG) and pupil premium, are used to effect improvement, including on areas of greatest need.

Summary and evidence:

There are currently sufficient school places in Harrow's primary and secondary schools. A number of Harrow's primary schools have been permanently expanded over the last 8 years, providing Harrow's children with local school places. Even though Harrow's high schools currently have enough school places to accommodate demand, the increase in numbers on roll experienced in our primary schools has now started to shift into the secondary phase, with a projected deficit of places in 2021/22, based on the 2018-2030 school roll projections. The LA is working closely with our high schools in order to be prepared to meet any increased demand.

In a recent publication of The Education Policy Institute (Access to high performing schools in England, December 2017), schooling in Harrow comes out very well. The focus of the research is the provision of places in high performing schools nationally. It mentions Harrow on two accounts:

1. On page 16, it cites Harrow as the highest performing LA in England for securing the highest density of high performing school places;
2. On page 19, it cites Harrow as the LA with the highest density of high performing schools nationally.

By 16 April 2018 all local schools were either good or outstanding. All four special schools are judged to be outstanding and the PRU is judged to be good. Almost all Ofsted reports published for Harrow schools speak very positively about the good work of the LA in supporting and challenging the schools to move forward. For example: 'The LA has provided good and effective support and challenge for the school....LA representatives frequently review the school's progress and provide leaders with specific and relevant indicators for further improvement....They have also supported the development of governors....School leaders value the quality of support provided'. These are typical statements made in Ofsted reports in recent years.

The Ofsted school inspection framework sets out detailed criteria against which inspection judgements are made. If a school does not meet the criteria for Good, it will be judged to be Requires Improvement or below. A confidential annual risk assessment is carried out by Harrow School Improvement Partnership (HSIP) to identify those schools which may be at risk of an Ofsted inspection judgement of below Good. This assessment is not intended to replicate the Ofsted framework, but will highlight any areas of concern based on current information. Where appropriate, this will result in discussions with school leaders and governors. Given the strong

emphasis in the framework on the performance of groups, HSIP's risk assessment looks carefully at the performance of disadvantaged pupils and those with SEND, for example. Focussed work is being done with some schools to improve the outcomes of vulnerable groups and to diminish differences between these groups of pupils and their peers locally.

Although Harrow is a high performing authority and there is much to celebrate, there is always room to improve further in order to drive and sustain a culture of continuous improvement. The analysis and evaluation of performance information for 2016-17 indicates the following areas for improvement for each KS:

- In early years: Further diminish the achievement gap between the lowest attaining 20% of children and their peers;
- In KS1: Raise further the proportion of pupils achieving greater depth in reading and writing, including boys and disadvantaged pupils, and Children Looked After;
- In KS2: Ensure that a higher proportion of pupils (including disadvantaged pupils) achieve the high standard on the reading, writing and maths combined performance indicator; in addition, further improve progress in writing so that it at least matches that seen for our SN;
- In KS4: Further improve students' attainment (including disadvantaged students) in relation to the key performance indicators (attainment 8, English and maths basics for both grades 5-9 and 4-9, the English Baccalaureate [Ebacc] measure) so that the outcomes compare well with those seen for our SN.
- Post-16: Reduce further the proportion of young people who have SEND or a CLA and are NEET (although this is based on a very small cohort in 2017).

The Education Psychology Service (EPS) is highly regarded and has, as a result, a high level of buy-in to additional services through a Service Level Agreement (SLA). Through the EPS the LA offers free bereavement and critical incident advice to schools. This service is greatly valued.

The detailed risk assessments that HSIP has undertaken, coupled with the intelligence about individual schools garnered by senior advisers, has enabled the identification of clear lines of enquiry (such as the above) which are critical for school improvement. Advisers work with individual schools to ensure that they understand the evidence required to make good progress against the lines of enquiry. Additional support is brokered where necessary, including through HSIP's strategic partnership with the Primary Teaching School Alliance (TSA), to ensure that the capacity for further sustained improvement in all our schools remains strong. The HSIP will have been re-structured by the time of the next inspection.

DSG is used to support the Children's Sensory Team (CST) for children with hearing impairment (HI), visual impairment (VI) and multi-sensory impairment (MSI). This service is very highly regarded and Schools Forum committed more funding to it in 2017. The service has excellent evaluations on its effectiveness from clients and their parents through a bi-annual survey and regular feedback. DSG also supports ASD Support and Portage (pre-school). Both services provide essential and targeted support to schools (ASD) and families (Portage) to help children with disabilities make progress and achieve well; and in the case of Portage in particular, to support their parents. Pupil Premium is effectively targeted to meet the needs of children in the care of the LA by tracking and monitoring their key indicators of success and providing additional tuition and support where required. The Virtual School Improvement Board (VSIB) run by stakeholder volunteers adds to Council scrutiny of the effectiveness of pupil premium spend.

6.5) The local authority fosters an inclusive and aspirational environment, ensuring fair access to opportunity for education and training in schools and other providers that meets the needs of all pupils. This includes appropriate provision for excluded children; children with special educational needs; and children who may have English as an additional language.

Summary and evidence:

The LA maintains a highly inclusive culture in schools with very many children and young people who have Education, Health and Care Plans (EHCP) in mainstream schools and with specialised Additional Resourced Mainstream Schools (ARMS) to meet the needs of children with speech and language needs, physical disabilities, ASD and HI. Children who are pre-school but have significant SEND are supported through the High Needs Block (HNB) and SEND Inclusion Fund even where they may not yet have an EHCP.

The LA maintains a significant commitment to support children with SEND and who are looked after to reduce the risk of them becoming NEET. The effectiveness of the related contracts can be noted in the outcomes in relation to NEET. The LSCB supports the training programme for schools on safeguarding matters and runs the termly sessions for Designated Safeguarding Leads. Termly meetings for attendance officers are also supported by the LA.

Children who are excluded are provided for by the local PRU and in the case of first time Permanent Exclusions from school (PEX) are quickly re-integrated back into a local school in most cases. Head teachers operate a managed move protocol between schools to enable CYP to have a 'fresh start' and follow the Fair Access Protocol for in-year admissions where appropriate.

Section 7 will outline the performance indicators for the groups referred to in 6.5

7. EDUCATION AND TRAINING – OUTCOMES FOR CHILDREN AND YOUNG PEOPLE

7.1) Every child fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in early years

Summary and evidence:

Under the new 0-19 HV and School Nursing contract two additional checks have been added – the latter being a check on 3.5 – 4.5 years specifically for children not in early years settings in order to better have contact with vulnerable groups and ensure they are ready for school.

Harrow aims to provide all children with the opportunities to fulfil their potential whatever their starting point, what their needs may be and where they live. Two of the most vulnerable groups are pupils with a SEND and pupils that are eligible for Free School Meals (FSM).

Harrow's Early Years Foundation Stage (EYFS) outcomes in the 'Good Level of Development' (GLD) headline indicator have improved over the last 5 years and are above average. The result increased from 58% in 2015 to 62% in 2017. This is in line with Harrow's SN results (increased from 54% in 2015 to 61% in 2017); London (increased from 59% in 2015 to 64% in 2017) and the National averages (increased from 51% in 2015 to 56% in 2017).

The percentage of EYFS pupils with SEND Support achieving a 'GLD' increased from 26% in 2015 to 29% in 2016 and then dropped to 27% in 2017. In contrast, the results of pupils with SEND Support nationally continued to increase over this three year period: from 24% to 27%. Harrow is currently

in line with the national average.

The results of Harrow's pupils with a Statement or EHCP dropped from 7% in 2015 to 5% in 2017; however the result was 8% in 2016. Nationally (4%) and in London (5%) the results of pupils with a Statement of EHCP remained steady.

The percentage of Harrow's EAL pupils achieving a 'GLD' increased from 68% in 2015 to 71% in 2017. Similarly, the results of EAL pupils in areas outside of Harrow have also increased - SN from 64% to 70%, London from 65% to 71% and Nationally from 60% to 65%. Similarly, the results of Harrow pupils whose first language is English increased their percentage of achievement from 76% in 2015 to 78% in 2017.

The achievement of Harrow's pupils of all ethnic groups reaching a 'GLD' indicator has increased (only the results of pupils from a Mixed ethnic group have fluctuated and decreased since 2015). In other regions, all ethnic groups have increased their achievement outcomes. In comparison to the other regions, Asian pupils in Harrow are doing better than elsewhere (Harrow 80%, SN 75%, London 75% and National 69%). In contrast, other ethnicity groups of pupils (White, Mixed and Black) in Harrow are slightly below the achievement outcomes in other areas.

7.2) Every child fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in key stage 1 and 2

7.3) Attendance at primary school is good, and children receive more than 25 hours of education per week through a variety of appropriate provision, even if excluded.

Summary and evidence:

Under the new 0-19 HV and School Nursing contract vision screening for reception age pupils is being introduced for the first time in Harrow. National evidence suggests that around 8% of pupils will test positive for a vision impairment which can affect their learning and ability to engage at school and is more likely to affect vulnerable groups.

KS1

The percentage of Harrow's pupils eligible for FSM reaching the expected standard in Reading dropped slightly from 64% in 2016 to 63% in 2017. In other regions, the result increased slightly (by 1pp (percentage point)) or remained the same. Harrow's results are above the national average but below both the SN and London.

The percentage of FSM students in Harrow reaching the expected standard in Writing remained at 55% in 2016 and 2017. The results outside Harrow have also remained static, with the exception of the national result that increased by 2pp. Harrow's FSM pupil's Writing result is above the national average, the same as the SN result but below London's outcome.

The percentage of pupils eligible for FSM in Harrow reaching the expected standard in Maths has dropped slightly from 60% in 2016 to 59% in 2017. Both the SN and London results increased by 1pp and nationally by 2pp. Harrow's 2017 result is below the national average, London and the SN.

The percentage of Harrow's pupils with SEND Support reaching the expected standard in Reading increased from 35% in 2016 to 38% in 2017. In other regions, the result also increased, by 1pp in London and by 2pp in both the SN and nationally. Harrow's 2017 result is below the London and SN but above the national average.

The percentage of Harrow's SEND pupils with a Statement or EHCP reaching the expected standard

in Reading has remained at 13% in both 2016 and 2017. In other regions, the results also remained static. Harrow's 2017 result of 13% is lower than the results of - London (16%), SN (16%) and national (14%).

The percentage of Harrow's pupils with SEND Support reaching the expected standard in Writing increased from 27% in 2016 to 33% in 2017. In other regions, it increased slightly, by 1pp in London and England and by 3pp in the SN. Harrow's result is the same as London, 2pp above that of the SN and 10pp above the national figure.

The percentage of Harrow's pupils with a Statement or EHCP reaching the expected standard in Writing dropped from 12% in 2016 to 8% in 2017. The results of other regions also dropped, with the exception of the national result that remained the same. Harrow's 2017 result of 8% is slightly below the National (9%), London (11%), and SN (10%) results.

The percentage of Harrow's pupils with SEND Support reaching the expected standard in Maths increased from 37% in 2016 to 45% in 2017. In other regions, the result increased slightly, by 2pp. Harrow's result is the same as London, 2pp above the SN and 10pp above the national figure. The percentage of Harrow's pupils with a Statement or EHCP reaching the expected standard in Maths increased from 10% in 2016 to 16% in 2017. In other regions, the results remained the same. Harrow's 2017 result of 16% is slightly below London (17%), the same as the SN (16%) and above the national (14%) result.

The percentage of Harrow's pupils with EAL reaching the expected standard in Reading slightly increased from 75% in 2016 to 76% in 2017. In other regions, the results increased slightly (by 1pp or 2pp). Harrow's 2017 result is above the national average but slightly below (by 1pp) the SN and London.

The percentage of Harrow's pupils with EAL reaching the expected standard in Writing increased slightly, from 70% in 2016 to 72% in 2017. In other regions, the result increased slightly (by 2pp or 3pp). Harrow's 2017 result is above the national average and is the same as both our SN and London.

The percentage of Harrow's pupils with EAL reaching the expected standard in Maths increased slightly from 78% in 2016 to 79% in 2017. In other regions, the result increased slightly too (by 1pp to 3pp). Harrow's 2017 result is above the London and national averages and the same as the SN.

The percentage of Harrow's White ethnic group pupils reaching the expected standard in Reading increased from 68% in 2016 to 71% in 2017. Despite the increase Harrow's result remains below the SN (76%), London (78%) and National (76%) results. Harrow's pupils of the Mixed ethnic groups reaching the expected standard in Reading increased from 79% in 2016 to 84% in 2017. Harrow's result is above the SN (80%), London (80%) and National (78%). Harrow's pupils of Asian ethnic groups reaching the expected standard in Reading dropped from 84% in 2016 to 83% in 2017. Despite this decrease, Harrow's result remains above the SN (81%), London (81%) and National (77%) results. Harrow's pupils of the Black ethnic groups reaching the expected standard in Reading dropped from 75% in 2016 to 72% in 2017. Harrow's 2017 result is below the SN (77%), London (78%) and National (77%) results.

The percentage of Harrow's White ethnic group pupils reaching the expected standard in Writing increased from 62% in 2016 to 76% in 2017. Despite this increase, Harrow's 2017 result remains below Harrow's SN (68%), London (70%) and National (68%) results. Harrow's pupils of Mixed ethnicity reaching the expected standard in Writing increased from 68% in 2016 to 77% in 2017. Harrow's 2017 result is above the SN (71%), London (73%) and National (70%) results. Harrow's

pupils of Asian ethnicity reaching the expected standard in Writing remain the same at 80% in both 2016 and 2017. Despite having not increased, Harrow's result remains above the SN (77%), London (76%) and National (72%). Harrow's pupils from Black ethnic groups reaching the expected standard in writing remained the same at 63% in both 2016 and 2017. Harrow's result is below the SN (69%), London (72%) and National (71%).

The percentage of Harrow's pupils of White ethnicity reaching the expected standard in maths increased from 71% in 2016 to 73% in 2017. Despite this increase, Harrow's result remains below the SN (78%), London (79%) and National (75%) figures. Harrow's pupils of Mixed ethnicity reaching the expected standard in maths increased from 76% in 2016 to 82% in 2017. Harrow's 2017 result is above the SN (77%), London (79%) and National (76%) results. Harrow's Asian pupils reaching the expected standard in maths remains the same (85%) in 2016 and 2017. Despite not having increased, Harrow's result remains above the SN (82%), London (82%) and National (77%) results. Harrow's pupils of Black ethnicity reaching the expected standard in maths decreased from 67% in 2016 to 62% in 2017. Harrow's figure is below the SN (73%), London (75%) and National (73%) results.

KS2

Harrow's pupils eligible for FSM reaching the expected standard in Reading, Writing and Maths increased from 44% in 2016 to 49% in 2017. This increase is in-line with the Harrow average (all pupils) for this measure - 62% in 2016 and 70% in 2017. Harrow's FSM result is below the London result.

The percentage of Harrow's pupils with a SEND reaching the expected standard in Reading, Writing and Maths increased from 15% in 2016 to 24% in 2017. This 9pp increase is more than double the increase of SN (4pp), London (4pp) and England (5pp) results over this same period. This increase can be attributed to the results of Harrow's pupils with SEND Support - their result rose from 17% in 2016 to 28% in 2017. However, the result of Harrow's pupils with a Statement or EHCP decreased by 2pp, from 11% in 2016 to 9% in 2017. This drop is not in line with the results of our SN, which increased by 1pp. London stayed the same at 9% and nationally the result increased by 1pp. Harrow performed above the national and in line with regional average in 2017 but was above all in 2016.

The percentage of Harrow's pupils defined as being 'Disadvantaged' reaching the expected standard in Reading, Writing and Maths increased from 47% in 2016 to 55% in 2017. This latest result of 55% is higher than that of our SN (53%) and England (48%) but below London (58%).

Disadvantaged pupils are those who were eligible for FSM at any time during the last 6 years and CLA (including children who have been adopted).

The percentage of Harrow's pupils with EAL reaching the expected standard in Reading, Writing and Maths increased from 60% in 2016 to 69% in 2017. Harrow's 2017 result of 69% is higher than that of our SN (66%), London (67%) and Nationally (61%). In addition, the result of Harrow's pupils whose first language is English also increased from 64% in 2016 to 72% in 2017. This result of 72% is higher than the results of our SN (66%), London (68%) and Nationally (62%).

The results of Harrow's pupils of Asian ethnicity and Mixed ethnicity reaching the expected standard in Reading, Writing and Maths increased from 69% in 2016 to 76% in 2017 and from 57% in 2016 to 71% in 2017 respectively. Both of these groups have a higher achievement percentage in Harrow than in the other regions [SN (70% and 67% respectively), London (71% and 68% respectively) and National (64% and 63% respectively)]. The results of Harrow's pupils of White and Black ethnicity for the same measure increased from 58% in 2016 to 67% in 2017 and from 45% in 2016 to 61% in 2017 respectively. Both of these groups in Harrow have higher results than the SN (64% and 61% respectively) and Nationally (61% and 61% respectively) but slightly below than in London (68% and 63% respectively).

Harrow's primary school percentage of overall absence has dropped from 4.6% in 2012/13 to 4.1% in 2015/16. Similarly, the overall absence dropped for the SN (from 4.5% to 4.1%), London (from 4.5% to 4.1%) and Nationally (from 4.7% to 4.0%) over the same period. As at 2015/16 Harrow's primary school overall absence average is the same as the SN and London but slightly worse (by 0.1pp) than Nationally Primary pupils who are excluded are provided with an appropriate education.

7.4) Every young person fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) in key stage 4

7.5) Attendance at secondary school is good, and children receive more than 25 hours of education per week through a variety of appropriate provision, even if excluded.

Summary and evidence:

The average Attainment 8 score of Harrow's pupils eligible for FSM in 2017 is 40.9; this is higher than the result of the SN (40.2) and England (35.1) and in-line with London (41.2). The average Attainment 8 score of Harrow's pupils not eligible for FSM is 50.9. This means that the pupils eligible for FSM achieve a grade below in each subject in comparison to the pupils not eligible for FSM. This difference is in line with the London average difference between these two groups but is a lot narrower than the SN and England gaps.

Harrow's average Progress 8 score of pupils eligible for FSM in 2017 is 0.15. This is significantly higher than the average Progress 8 score of the SN (-0.06), London (-0.06) and England (-0.48). Harrow is the only area amongst these comparators that has a positive (above 0.00) Progress 8 Score. Additionally, the average Progress 8 score of all Harrow's pupils is very high (0.47), well above the SN (0.38), London (0.22) and England (-0.03).

The average Attainment 8 score of Harrow's pupils with a SEND in 2017 is 31.2, which is higher than the score of SN (30.4), London (30.4) and England (27.1). Harrow's high result is mainly due to the high Attainment 8 score (18.5) of Harrow's SEND students with a Statement or EHCP, which is much higher than for SN (15.6), London (15.7) and England (13.9). The average Attainment 8 score of Harrow's pupils with SEND Support of 35.2 is in line with SN (35.5) and London's (35.1) one but above the England (31.9).

The average Progress 8 score in 2017 of Harrow's pupils with a SEND is -0.27, which is higher than the average Progress 8 score in other areas [SN (-0.38), London (-0.40) and England (-0.59)]. The average Progress 8 score of Harrow's pupils with SEND Support is -0.11, which is higher than the score of SN (-0.21), London (-0.24) and England (-0.43). The average Progress 8 score of students with SEND Statement or EHCP in Harrow is -0.71, higher than the SN (-0.87), London (-0.88) and England (-1.04).

The 2017 average Attainment 8 score of Harrow's pupils defined as 'Disadvantaged' is 43.4, which is higher than the score of SN (42.5), London (42.8) and England (37.1). The gap between Harrow's disadvantaged – non disadvantaged pupils is slightly lower (9.0) than the gap of SN (12.0), London (9.8) and England (12.8).

The 2017 average Progress 8 score of Harrow's pupils defined as 'Disadvantaged' is 0.21, which is higher than the score of SN (0.03), London (-0.01) and England (-0.40). In addition, the average Progress 8 score of Harrow's Non-Disadvantaged pupils is 0.58, which is higher than SN (0.53), London (0.37) and England (0.11) scores.

The 2017 average Attainment 8 score of Harrow's pupils with EAL is 50.7, which is higher than the scores in London (49.6) and Nationally (47.7) but lower than the SN score of 52.6. The average Attainment 8 score of Harrow's non-EAL pupils is 48.1. This is lower than the SN (51.0) and London (48.7) scores but higher than the National score of 46.3.

The 2017 average Progress 8 score of Harrow's pupils with EAL is 0.69, which is higher than the London (0.55) and National (0.50) scores, but slightly lower than the SN score of 0.71. The average Progress 8 score of Harrow's non-EAL pupils is 0.16, which is higher than that of London (0.02) and Nationally (-0.11) but the same as the SN score of 0.16.

The 2017 average Attainment 8 score of Harrow's pupils of Asian ethnicity and Mixed ethnicity are 54.1 and 49.0 respectively. These scores are higher than those of London (53.5 and 48.8 respectively) and Nationally (50.2 and 47.1 respectively) but lower than the SN scores of 56.8 and 51.1 respectively. The 2017 average Attainment 8 score of Harrow's pupils of White ethnicity is 47.6, which is lower than the scores of SN (49.2) and London (48.4) but higher than the National average (46.0). The 2017 average Attainment 8 score of Harrow's pupils of Black ethnic origin is 41.8, this is lower than the SN (46.1), London (45.4) and National (45.0) scores. The average Attainment 8 score of those pupils whose ethnicity is Chinese in Harrow (68.5) is higher than SN (62.5), London (64.6) and Nationally (63.0).

The 2017 average Progress 8 score of Harrow's pupils of Asian ethnicity is 0.72, higher than London (0.65) and National (0.47) scores but lower than the SN score of 0.82. The 2017 average Progress 8 score of Harrow's pupils of White, Mixed and Chinese ethnic origin is 0.31, 0.29 and 1.27 respectively. These scores are higher than the SN scores of 0.17, 0.22 and 0.83 respectively, London (0.04, 0.09 and 0.87 respectively) and Nationally (-0.11, -0.02 and 0.93 respectively). The 2017 average Progress 8 score of Harrow's pupils of Black ethnic origin is 0.04 – this is lower than the SN (0.23), London (0.14) and Nationally (0.16) scores.

Harrow's secondary school overall absence has dropped from 5.3% in 2012/13 to 4.5% in 2015/16. This drop is inline with that of the SN (from 5.2% to 4.8%), London (from 5.2% to 4.9%) and Nationally (from 5.9% to 5.2%) over the same period. Harrow's overall secondary phase school absence is lower than SN, regional and national averages. Excluded students receive an appropriate education.

7.6) Every young person fulfils their potential no matter what their needs or where they live (consideration of any under-performing or vulnerable groups) post 16.

Summary and evidence:

The per Entry Average Point Score of Harrow's KS5 pupils increased from 31.56 in 2016 to 32.95 in 2017. In comparison this score also increased in the SN, London and nationally. Harrow's increase of 1.39 is higher than the increase of the SN - 1.15, London - 1.05 and England - 0.91. See section 7.7 below regarding focus on specific vulnerable groups.

7.7) A low proportion of young people are not in education, employment or training and targeted youth services support young people as they prepare for, and transition into adulthood.

Summary and evidence:

The percentage of students in Harrow completing KS4 and EET is 96%, which is higher than the previous year (94%) and higher than the National figure (94%). The percentage of 'Disadvantaged' students in Harrow completing KS4 and EET is 92%, this has increased from the previous year (91%) and is well above the national figure of 88%. The percentage of the Non-Disadvantaged students in Harrow completing KS4 and staying in Education, Employment or Training is 98%, which has increased from the previous year (96%) and is well above the national figure of 96%.

The percentage of students in Harrow who are EET after the 16 to 18 study is 90%, which is higher than the National figure (89%). The percentage of students in Harrow who are staying in education after the 16 to 18 study is 78% in comparison to the 66% nationally while 12% is routed to employment in comparison to 23% nationally. A higher proportion of students in Harrow are more academically oriented when compared to the national scale. 6% of Harrow students are not staying on in education or employment for at least 2 terms after 16 to 18 study, which is lower than the 8% nationally.

8. EARLY SUPPORT

8.1) There are a number of well-established and effective targeted early-help services to support children in Harrow. However, the number of children with additional needs who could benefit from an assessment and a coordinated early-help response from the LA and partner agencies, and who are receiving one, is low. At the time of the inspection, a substantial redesign and reorganisation of these services was in the process of implementation, but was at too early a stage to have had an impact.

8.2) Sometimes, when children need help but are not at immediate risk, they do not get the assessments or help they need quite as quickly as they could. The council knows this and is working hard to do better.

8.3) Ensure that all children and families who need an early-help assessment and a package of support coordinated by a lead professional are able to receive this.

Summary and evidence:

In December 2015, the Early Intervention Service (EIS) were required to find an in-year saving of £682 thousand from its budget. The requirement was to reduce the overall EIS budget from £2.463 million to £1.781million. This was also considered a timely opportunity to review how early help services were delivered to families in Harrow.

Following an extensive review and consultation with staff and families beginning in January 2016, the redesigned model of service delivery is being embedded, placing service delivery at the heart of the community, building upon the services delivered via CCs and Youth Centre sites.

The new ES model aims at all times to:-

- Work with a broader range of children and families working with all family members to achieve sustainable outcomes
- Work with multi-agency partners to achieve outcomes.
- Target vulnerable communities and CYP and families with additional needs, aged pre-birth – 19 years and up to 25 years for young people with SEND.
- Work in a holistic way and intervene early to assist family members to develop skills and resilience to resolve existing and future concerns
- Set realistic targets and expectations in a time-limited way alongside families always working

towards an exit strategy in order to not encourage any dependency

- Deliver high quality, engaging universal, targeted and responsive ES services through the ES Hubs where the Harrow CC and Youth offer are delivered to improve outcomes for CYP and families.
- Work with our community partner agencies to ensure we develop integrated, inclusive solutions taking into account local strengths and local needs identified by CYP and their families ensuring that support is offered by those best placed to offer it

ES is now a year into its implementation across the borough and the new model brings together the work of CCs, ES Practitioners and Youth staff under the one 0-19/25 umbrella.

ES now offers a range of services for CYP and families via the Hubs including:

- Bespoke Parenting Programmes
- Co – parenting workshop
- Parenting support, advice and guidance drop in
- Support and advice for young parents
- Young people’s Anger management
- Support and courses for parents of children with ADHD
- SALT / Universal TALK Groups and Triage
- SEND / Sensory Room sessions and Groups
- Targeted Speech and Language
- Young People’s Substance Misuse
- Domestic Violence Support
- Citizens Advice Bureau
- Lesbian, gay, bisexual, transgender (LGBT) Youth Group
- 2 year Checks/Transitional checks
- Parent Champions
- Youth Clubs
- Outreach and Detached Youth Work
- Mental Toughness Training
- Make a Change Leadership Group

Access Pathways/ System Integration

There is a need to ensure that the pathway of ES is clearly defined amongst staff and partners. Currently requests for ES are received via two different pathways:

MASH

Referrals received for support or safeguarding concerns are received via the front door MASH. ES has an ES Champion within the MASH providing a single point of contact for all requests for support. All requests for ES are recorded on Mosaic and work is progressed to the hubs using a specific workflow. This now provides a more timely response to requests from the public and other professionals. The ES Champion is able to provide advice and guidance and signpost where necessary to other partner organisations who work closely with ES via the ES Hubs and CC/Youth Centre sites.

Cases already open to social care and requiring input from ES are also directed via the MASH following consultation with an ES Hub Manager as to appropriateness of a request. Once the request has been deemed appropriate, the SW is required to complete stage 1 of a FLNA or YLNA which provides basic information regarding the presenting issues requiring support.

Direct access to ES Hubs

ES programmes and activities are easily accessed by parents/carers through visiting one of the 9 ES Hubs and Delivery sites across the Borough. The Hubs which include CC/youth centre sites continue to deliver on the CC core offer including Universal services provided jointly with health colleagues such as parenting support for under 5s, advice and guidance, SALT / Talk therapy, baby weighing, etc. Such services are at the heart of identifying early where there are issues which could if not addressed escalate into a need for higher tiered services such as social care. When directly accessing ES / CC sites, parents and their children are registered on eStart which has been the CC registration system for many years. eStart, however, is one of three electronic systems being used currently by ES to record support. The same applies to the Youth Centre hub, Wealdstone, where a young person is able to access universal services by attending the site. Again, upon accessing the centre, the young person's details are recorded on Integrated Youth Support System (IYSS) and, as with eStart, this has been the recognised case management system for youth work in Harrow for a number of years and is used across a West London consortium to track participation and inclusion of YP.

Access Pathways/System Integration – Next Steps

The new model of ES brings together the work of CCs, ES Practitioners and Youth staff under the one 0-19/25 umbrella. This will provide a whole family working model where the work with the family can be captured on one system. Currently, ES activity is recorded on the following, dependent on the activity/service being offered:

- eStart – CC Registration system
- Mosaic – Primarily a social care recording system and not initially considered appropriate for ES work in order to separate out the statutory against non-statutory.
- IYSS – System for recording youth activity. Shared resource with other West London boroughs.

A Project is underway mapping the 'as is' and the 'to be' for the ES pathways including the use of systems to record, track and report on performance. This is driving towards one suite of data for a comprehensive management overview and scrutiny of the early help offer in Harrow to identify where gaps in services are; where there is the most need and the impact on services on CYP and their families.

Early Help Assessment (FLNA/YLNA)

As part of the EIS redesign in Harrow it was determined that the implementation and embedding of the Common Assessment Framework (CAF) in Harrow had been largely unsuccessful and the CAF as a referral form for support services was unpopular amongst partners. Through consultation with schools in particular, a number of Head Teachers raised their concerns for the use of the form to secure support services.

During the EIS review:

- Performance data suggested a poor take up of the CAF. E.g. Since March 2015 to October 2016, the number of children Subject of an Early Help Assessment or Team Around the Family was recorded as 10 children.
- There was acknowledgement by Harrow EIS staff that the CAF had not been embedded across the borough and amongst partner agencies.
- Schools in particular were of the view that the completion of a CAF was a lengthy process which was not always considered necessary or guaranteed to access the right service in a timely way.

The previous centrally driven requirement to use a nationally agreed template was removed in 2016 and many local authorities devised their own locally designed versions of Early Help Assessment to

replace the CAF.

The FLNA and YLNA were devised to replace the CAF as an Early Help Assessment tool. This has now been fully implemented as the early help assessment of ES and all staff have been trained in its use with further refresher training to be undertaken in due course. The FLNA is now commonly used by SWs from FRT and CIN teams in their requests for ES and most teams are aware of the guidance in completing the form. The FLNA and YLNA are designed to support analysis, clearly identify needs and lead to a co-ordinated response within defined timescales.

Stage 2 of the FLNA / YLNA is completed by the ES Practitioners along with the parent / young person and is used to explore expectations and the possible programmes / plan of work to be completed with them. Staff plan and deliver enabling groups and, at times individual, interventions that build on family strengths, promote independence, and support them to recognise their own resourcefulness and resilience. This offers the best opportunity to achieve positive change and improved and sustainable outcomes.

Early Help Assessment (FLNA/YLNA) – Next Steps

- There is a need to continue to embed the FLNA / YLNA process throughout all teams across the borough ensuring widespread use and understanding of how to access Early Help Services.
- A suitable performance measurement tool is to be secured to work in conjunction with the FLNA / YLNA and provide a more detailed overview of progress and impact of ES services and the journey travelled by the individual / family / service.
- There is a need for the FLNA / YLNA to be rolled out to partners as an option to be used where there is a clear need for support for a child or family and only where it is clear that there are no safeguarding concerns.

Evaluation and Measurement of Impact

As referenced above, there is a need for the practitioners and the service to be able to capture and monitor progress and the journey travelled by a family / child. The review of EIS found that some examples of the interventions were not purposeful and the journey travelled by the child / family not evidenced.

Currently ES does not have a measurement tool to measure the impact of individual family work or indeed impact of the services as a whole. Outcomes Star provides tools to measure impact and outcomes. Outcome Star could be adopted to work in conjunction with information gained from stages within the FLNA / YLNA.

CC Core Offer

Harrow previously had 16 Main CCs from 2010 – 2012 providing a range of early education, care, health and support services to young children and their families. Harrow Council's Children's Services had deployed a strategy of locating as many CCs (10) within LA maintained educational provisions, to ensure their sustainability in terms of accommodation.

Over the past 5 years there has been an on-going need to make significant savings and there have been four reorganisations of CCs to date including the 2016/17 remodelling of the EIS which included CCs, Youth Development Team and the Early Intervention Teams; the current agreed model is that there are 2 Main CCs and 7 CC delivery sites, set up in 2 Hubs, 1 with 4 delivery sites and 1 with 3 delivery sites (9 sites to provide the offer).

A recent situation of the appearance of a sink-hole and the discovery of uncharted and collapsing 18th century chalk mines led to the closure of the Pinner Wood School and Pinner Wood CC Delivery site. This meant that services there have temporarily ceased and will be relocated to The Pinner Centre, a previous Main CC and then a delivery site. In the 2014/15 CC reorganisation the building was retained in the footprint of CCs in order to generate an income to support the sustainability of other centres. It was not in the model as a Main or delivery site and was not delivering CC services.

Cabinet have been presented with annual reach figures for CCs (prenatal – 5 years) and these are:

- Hillview Hub: 3,395 children, 2,995 from the most deprived areas
- Cedars Hub: 3,720 children, 2,720 from the most deprived areas
- Overall Total: 7,115 children, 5,715 from the most deprived areas

Performance data related to the current CC reach remains strong and the Cedars and Hillview Hub reach figures are month on month exceeding their statutory targets.

Harrow's CCs were last inspected by Ofsted in 2014. It is intended in March 2018 for the core offer to be reviewed and feedback provided as to how the centres are performing against the previous framework for inspection. This 'health check' is intended to inform the department on its strengths and areas for development in anticipation of a new inspection regime in the future.

Following the EIS redesign, the council is in a stronger position with its CC core offer which has been strengthened as a result of the new ES model and the additionality it provides to CYP and families.

Youth Offer

The ES Youth Offer now provides a comprehensive range of programmes and activities for young people in Harrow. An aim of the EIS redesign in respect of the youth offer was to ensure that activities and programmes were purposeful and linked to improving the life chances of young people, including providing services which would contribute to the reduction of antisocial behaviour and criminality.

More recently, a second and final phase of the ES redesign brought the working arrangements of the ES Youth Offer more in line with the work of Harrow Youth Offending Team (YOT). This was due to a national and local appetite and requirement to have stronger links between youth services in response to the Mayor of London's Police and Crime plan with the ambition to make London a safer city for all Londoners. The plan has clear priorities one being 'Keeping CYP safe', with an approach of effective identification, prevention, intervention and enforcement, and includes a renewed focus on restorative justice, which is offered as an option after the offender has admitted the offence.

The Youth Justice board (YJB) works to prevent offending, reduce reoffending, protect the public, support victims of crime, and to promote the safety and welfare of CYP in the criminal justice system. The YJB has a vision that 'Every Child and Young Person lives a safe and crime free life – and makes a positive contribution to society'. It is on these principles that the YOT / ES Youth Offer integration was based.

Within Harrow there are 25,091 young people aged between 10-19. Around 60% of the 10-19 aged young people belong to a Black and Minority Ethnic (BME) group. The largest ethnic group represented in this age cohort is the Any Other Asian background at 17%, followed by the Indian population at 16% and the White British population follows at 12%.

In terms of recent performance, 218 different Young People accessed Wealdstone Youth Services from 1st April 2017 to 31st December 2017. These Young People accessed 1,137 times in the 9 month period. 67% of all Attendees were Male and 32% were Female. 57% of all Attendees were age 9-15, 33% of attendees were aged 16-19 and 21% of attendees were aged 20-30. The highest age group attending was 14 year olds, followed by 13 year olds and then 15 year olds.

There have been vast improvements in the youth service structure and offer under ES, alongside rationalising the establishment and making the service more efficient. There are a number of key actions which need to take place in 2018 to move the service forward. These include:

- Further engagement with the wider partnership related to youth is required to agree an overarching Youth Engagement Strategy for the borough with aims and objectives to engage young people and develop a comprehensive youth service offer.
- HYP requires closer oversight and more stringent controls to ensure processes are fair and equitable to all. HYP's agenda needs to also align with the priorities of the council including working in partnership to tackle local problem issues.
- Teen Star or Youth Star is to be implemented in order to be able to comprehensively measure the impact of youth work being undertaken in Harrow currently.

Harrow has a strong track record of delivering positive outcomes for many CYP and being at the vanguard of transformation. TWF is Harrow's response to the National Troubled Families Programme launched in December 2011. Harrow commenced Phase 2 of the Troubled Families programme in September 2015 and is set to identify and work with 1330 families over 5 years (2015-2020). TWF has a dual delivery approach; to integrate the principles of whole family working into existing services across the children's pathway; and to operate as a launch pad to test out new ways of working by leading on a number of innovative programmes designed to achieve sustainable outcomes for families, reduce demand and deliver cost efficiencies in the long term.

TWF commissioned development of KFT service, which incorporates the principles of TWF - focus on outcomes, a whole family approach to intensive intervention and reducing costs through effective demand management.

To date, Harrow has included up to 1000 families in the TWF programme and has achieved sustained outcomes for over 300 families.

8.2) Children and Young Adults with Disabilities and their families are supported through a range of activities which prevent family breakdown and promote the most positive outcomes for children, young adults and their families.

Summary and evidence:

The number of children with diagnosed LD, ASD and challenging behaviours has increased steadily over the last few years with referrals from Harrow MASH rising from 104 in 2015/16, to 131 in 2016/17 and to date at 127 in 2017/18. Harrow's schools have experienced a growth in demand for children with SEND requiring support in an additionally resourced mainstream school or special school place. The number of statements, (now ECHPs) has increased since 2007 and continues to rise. The percentage of the school population with SEND has remained fairly stable at 2.6%. The increase in ECHPs for post-16 is an area of increase under the SEND reforms. To meet this demand locally 151 additional places for pupils with SEND have been opened in Harrow schools. This includes the expansion of three special schools. There is further projected unmet demand and the

need for an additional 120 place special school, for children with severe and complex needs with ASD.

Estimated number of children with a learning disability in Harrow in 2012

Children with a LD			
	aged 5-9	aged 10-14	aged 15-19
Harrow	145	325	410

Young people with learning disabilities transitioning to adult services trend

Year	Number of young people in transition (18 years old)
2011-12	27
2012-13	32
2013-14	Figs not available
2014-15	35
2015-16	50 est. include dual diagnosis of LD and ASD. At least 20 of the 50 will have complex care needs

The CYADS have been proactive with supporting the child and family in a person centred way. This includes making sure the journey from childhood to adulthood is simplified in a 0-25 team of SWs. With a team manager dedicated to supporting disabled children 0-18 and a Transitions team manager based in the same service supporting young people into adulthood the child and its family now have dedicated managers to work together and support the journey into adulthood.

There is access to an LD CAMHS SW within the service now who offers therapeutic SW support to disabled children and their families. This is a 2 year pilot funded under NHS England's Transforming Care agenda with the new post based in CYADS. Since September 2017 when the LD CAMHS SW post began they have successfully diverted 3 children from crisis and Accident and Emergency (A&E) admission and helped them remain at home with their family.

A crisis response pathway has also been piloted as part of this service to provide a more rapid and joined up approach to escalations of behaviour and difficulty in the home (implemented from May 2017 partly in response to two children ending up in A&E due to family not coping with challenging behaviours).

Referrals, assessments, and planning are done jointly with SEND and CCG services for the most complex and vulnerable children. This has improved the implementation of EHCPs and greater access to continuing healthcare funding for the most disabled and complex children. An at risk register of those children is maintained by the CCG and allows a multidisciplinary approach to supporting the most vulnerable disabled children and disadvantaged homes (currently 19 children on the local register). Disabled CYP and their families are able to access services such as short breaks, and social care packages where appropriate. In order to meet their assessed needs Harrow provides a local offer, published on its website, that allows families to see what is available to the disabled child and themselves as carers. Performance management information evidences that those subject to CP and safeguarding procedures meet all formal targets with good outcomes. The majority of the children are stepped down to a short breaks / CIN plan and are doing better with their families. One case has proceeded to PLO due to ongoing concern regarding child welfare issues.

There are regular internal and external audits, management oversight and Business Intelligence performance management data to ensure decision making, assessments and reviews are timely. Internal QA and service improvement audits are as follows; October 2016 HSCB Disability Audit,

2017 Ofsted inspection, March 2018 CYADS audit (external auditor, in progress). These continue to help the service identify areas for improvements and workforce development needs.

9. CHILDREN'S SOCIAL CARE: REFERRAL, ASSESSMENT, CHILDREN IN NEED AND CHILD PROTECTION

9.1) Rates of referrals, assessments, children in need and children subject of child protection plans are in line with expected ranges, and there is evidence through audit, management oversight and performance management that the right children are being referred, are children in need or subject of a plan.

9.2) Decision making, assessments and reviews are timely.

9.3) Care plans contain sufficient, detailed information about the needs of the child and what needs to happen, by when. Risks are identified and prioritised, and plans are audited and reviewed frequently enough and with sufficient scrutiny to take robust action to challenge when this is not the case.

9.4) There is good quality and impact of direct work with children and families in a majority of cases.

9.5) The quality and effectiveness of services to support children is of a good standard. Views of children, young people and families about the service they have received is fed into care planning and service planning.

Summary and evidence:

Our provisional performance data indicates Harrow's rate of referral is 497 per 10,000 which confirms an increasing trend in activity levels. Assessment timeliness is at 98% completed within 45 days. Rate of S47 is 172 per 10,000 which had dropped from 2017 but remains above SN and National average. Rate of Initial Child Protection Conference (ICPC) is 67 per 10,000 which similar in profile to S47s. 63% of ICPCs were undertaken within 15 days of S47 commencing. Rate of new CPP is 53 per 10,000 which has dropped in line with S47 and ICPC activity. Our rate of CPP is 39 per 10,000 which is above SN but below national average. Rate of CIN per 10,000 is 274, which has dropped this year and is closer to SN average.

The MASH was launched in Harrow in Feb 2012, one of the first in London. The integrated working model is a strong platform that promotes 'getting it right first time', and professionals value the consultation and support they get from MASH. An audit undertaken by the Corporate Audit team in October 2017 gave the MASH a Green rating with no priority actions. The MASH was commended for its embedded performance culture with a focus on the child. The performance framework assisted managers in tracking timeliness of decision making and enabled children to receive the right support at the right time. There is evidence of thresholds being consistently applied with a strong learning culture.

Following a successful growth bid, a relentless focus on frontline practice and a carefully thought out performance framework, the MASH and FRT are in a very strong position. Both areas are permanently staffed at SW level and successful succession planning has left a small minority of management posts filled with interim managers who are committed to Harrow; overall a stable workforce. Caseloads are carefully monitored and very manageable with assessment timescales amongst the highest in London. Case transfers are child centred with good handovers occurring with SWs in the CIN team. The relocation of the Case Manager one day a week in FRT has resulted in a greater focus on unborn children and early permanence where appropriate with pre-birth assessments and legal planning meetings taking place at an earlier point.

In June 2016, forward thinking and realignment of CSE, Gangs and Missing Children resources under the auspices of one team being located within the MASH has greatly improved service to this vulnerable group with return interviews happening consistently. The daily VVE meetings have improved information sharing with key partners now attending consistently including the Police, Community Safety, YOT and the Police Gangs and Police Missing Persons workers being co-located in the MASH for part of the week. This innovative approach is leading to the profiling of offenders and victims being identified at an earlier point. There is good intelligence sharing across the partnership with the potential to identify hot spots and disrupt networks.

The education lead (qualified senior teacher) in the MASH, funded through a SLA with schools has successfully strengthened partnership working with schools. Schools are consistently reporting that they have strong relationships with SWs. This arrangement has had a positive impact on the quality of referrals.

The CIN service is achieving a similar level of performance to that of our front door. Assessment, review, and management oversight is supporting a culture of systemic practice that values the voice of the child and direct work is an improving feature. This is validated by audit activity described in section 2. Examples of significant practice improvement are:

Public Outline

Improved tracking of pre-proceedings and court activity has assisted us in developing a greater understanding of key areas of our performance and to therefore target areas identified for improvement. Harrow had a strategic aim to reduce number in court with use of KFT, early help re physical chastisement and with a greater emphasis on use of pre proceedings. This was achieved with an 11% increase in numbers managed within PLO from 2016/17. In addition we achieved a reduction in Public Proceedings through greater level of support to families to commence private applications – both at end of pre proceedings and outside of PLO e.g. S20 followed by SGO

Pre proceedings

- 11% increase of families managed in PLO in 2017/18
- A greater number concluded with 31 in year 2017/18, compared to 26 in 2016/17

Following pre-proceedings activity, 38% of these cases led to decisions to make applications for Care or Private Proceedings. In respect of Care Applications the LA achieved its initial care plans in 87.5% of applications made, thereby demonstrating effectiveness in pre-proceedings activity. Through our analysis, however, we are aware that pre-proceedings process had not been concluded in all of these matters and earlier decisions to initiate were made either as a consequence of parental non-engagement or due to birth of a baby where the pre-proceedings process had pertained to an unborn child.

Duration

Reducing the length of care proceedings will be another area for focus in the coming year. Our average duration during the last year is calculated as being 31 weeks however there have been 5 exceptionally long cases which were considered to be highly complex. Case duration is tracked and monitored and the reasons for each matter extending beyond 26 weeks is known and understood. Proceedings with an international component often increase the length of proceedings; of the 4 positive assessments of relatives abroad 2 were completed within 26 weeks and the other 2 within 33 weeks.

10. CHILDREN LOOKED AFTER

10.1) Senior leaders and lead members discharge their responsibilities as a corporate parent, and are ambitious for children and young people's educational progress.

10.2) Children looked after are healthy, and able to access health provision when required.

Summary and evidence:

Provisional performance data indicates our rate of CLA is 27 per 10,000 which has dropped from the previous year. This is a result of activities described in section 4.7. Short term placement stability is at 14%, similar to previous year, with improving long term stability at 81%. 94% of our CLA 1+ year have up to date health assessments, and 88% have completed Strengths and Difficulties Questionnaire (SDQ).

Senior Leaders (CEO, DCS, Lead Member and Shadow Portfolio Lead) are regularly briefed on performance and outcomes for our looked after CYP. The Corporate Parenting Panel is well embedded and receives cross party scrutiny and support. Corporately there are high expectations and ambitions for our CLA. Examples of this overview and challenge has led to improved access to education support and Information and Communications Technology (ICT) tools in placements, increased focus on the timeliness and quality of personal education plans (PEP), and the Corporate Parenting Panel have been instrumental in driving the integration agenda with Central North West London CCG and Barnardo's. This has led to an improved pathway with Harrow Horizons, and with integrated systemic CAMHS clinicians and health team embedded within CYPS.

The success of the integrated CLA Health Team has supported improved initial and review health assessments, dental checks, and alignment with SDQ analysis. This improved focus has facilitated a smoother pathway to setting up appropriate physical and emotional health provision for all our CLA, including those in out of borough placements.

10.3) Children looked after receive appropriate education. There is effective multi-agency support (including social workers, Independent Reviewing Officers, parent and carers, schools and Virtual School) to help children looked after achieve, including the quality and impact of personal education plans. Pupil premium funding is targeted to help children achieve well and in accordance with the grant conditions. Young people are supported to achieve successful transition to higher education, training and employment.

Summary and evidence:

With the support of the Corporate Parenting Panel and the Virtual School (VS):
There are currently 95 children of statutory school age on roll at Harrow VS. 80% of these children attend good or outstanding schools. 49% of our students are educated outside of Harrow and are spread across 25 local authorities.

The average number of PEP returns in place is 80% with 90% of these at good or better quality. The quality of PEPs has increased by 40 percentage points since our last PEP audit in 2017. However, improving the number of PEP returns remains a priority for the VS and a school action plan is in place to address this.

PEPs are reviewed three times a year and these documents, alongside other intelligence, provide insight on pupil attainment, progress and attendance. Every child is monitored by the VS and any highlighted concerns are addressed promptly with our key stakeholders in education.

Pupil Premium funding is used to provide additional support to CLA to narrow the achievement gap between them and their peers. A proportion of funding is passed directly to schools, where designated teachers have identified specific interventions to accelerate pupil progress and remove barriers to learning.

In addition to this the VS uses remaining funds for a range of interventions such as:

- English Proficiency Assessments for pupils with EAL. These reports provide teaching and learning strategies for schools, carers and SWs to support pupils in 'catching-up'. Pupil progress is reviewed as a part of the PEP process.
- The Aim Higher Programme is targeted at CLA and Care leavers to provide insight into the range of opportunities and courses on offer by our partner universities.

As a result of targeted interventions there has been a 2% rise in the number of care leavers attending university over the past 2 years.

Attainment

Pupils at the end of KS2 exceeded the national average for CLA by 10.9 percentage points. In 2016 our Year 6 pupils had an EHCP and were working well-below expected standards. However some indicators are below the average of SN and the VS will prioritise progress and achievement in reading and writing specifically.

End of KS2					
2015-2016			2016-2017		
Subject	VS	National CLA	Subject	VS	National CLA
Reading, Writing and Maths	No pupils eligible	26%	Reading, Writing and Maths	42.9%	32%

Attainment at the end of KS4 is improving across the last 2 years. In 2017 pupils exceeded the national average for attainment 8 by 2.8. However, progress from KS2 to KS4 is not as good as that made either regionally nor nationally. Harrow VS has identified the further support needed at KS3 to ensure there is no regression as pupils enter KS4. The attendance of CLA in Harrow schools is good. Attendance of those children placed in out of borough schools and for shorter periods is an area for improvement. Improving attainment, progress and attendance are key objectives for the VS and the VSIB.

End of KS4					
2015-2016			2016-2017		
Subject	VS	National CLA	Subject	VS	National CLA
Attainment 8	-21.1	20.9	Attainment 8	20.7	18.1
Progress 8	-0.58	0.03	Progress 8	-1.47	-1.43

10.4) Children looked after and care leavers are aware of, and receive their rights and entitlements, and their views and wishes are taken into account in how/when they receive these.

10.5) Planning takes into account children's wishes and feelings, including maintaining positive relationships with people who are important to them. Children and families are supported where the plan is for the child to return home.

Summary and evidence:

Our provisional data demonstrates 88% of our care leavers are in suitable accommodation, and 67% are EET, which is above both SN and national averages.

All CLA receive a full suite of age documents / guides which outline their rights and entitlements while being looked after in Harrow. A recent consultation exercise with our young people has led to an up-dated pledge regarding financial support and support for hobbies / interests whilst being looked after. Based on feedback from young people, improvements have been made to the way that a savings account is set up and managed centrally on their behalf. The local offer to care leavers has also been up-dated following a consultation exercise, in light of the changes in the legislative requirements of the Children and Social Work Act 2017. Planning is well underway to ensure that all care leavers have a personal advisor up to the age of 25, and improved financial support for young people in higher education. All care leavers will receive improved support by having Council Tax relief as approved by Cabinet January 2018. This and the full range of support is publicised on the Council website, and has been promoted by the Harrow Leaving Care Forum, carers, SWs, and IROs.

Young People attend, or are fully supported to have their views represented in review and placement planning meetings. Parental contributions to these important meetings are also fully supported. Performance and monitoring data demonstrates good take up and contributions to care planning and contact arrangements. Our Advocacy Service has recently been recommissioned, with advocates being co-located within teams, and the service has been extended to include advocacy support for parents.

10.6) Arrangements for children looked after who are placed outside of the local authority area are made in their best interests and in accordance with regulations. Senior officers and Corporate Parents monitor the quality and impact of care and support for these children.

10.7) Children looked after who live outside of the local authority area have the same level of support and opportunities as all children looked after (e.g. contact with family; social work visits; access to health, education and leisure activities; attendance at celebration events). Their voice is heard and social workers take close account of their views.

10.8) Children looked after who are the responsibility of another local authority who live within the local area are known, and services provided for them as appropriate.

Summary and evidence:

Arrangements for all CLA placements are based on assessed needs and are tracked and monitored by an Access to Resources Panel chaired by the Divisional Director of CYP. All out of borough placements are agreed by the Director as per regulations and guidance and are robustly tracked and monitored. These are reviewed through the Access to Resources Panel with a focus on outcomes and timescales.

CLA placed outside of the LA have the same level of support as all CLA. The VS ensure that PEPs are tightly managed and the CLA Health team ensure that health needs are consistently monitored.

Placement Agreement Meetings and Statutory Reviews ensure that children are given the appropriate level of support and opportunities to meet their needs. This is enhanced through the work of the Participation Officer and the Advocacy service.

Harrow regularly notifies all other local authorities of the services available for children placed in the local area. All notifications of children moving into and out of the LA are recorded on Mosaic alongside services which are being provided.

11. FOSTERING AND ADOPTION

11.1) Foster carer recruitment, retention, sufficiency and skills are effective to meet the needs of children and young people, and there is evidence that sufficiency of foster placements is regularly reviewed and where shortfalls are identified, effective action is taken.

11.2) Placements are made, and ended appropriate so that information is shared with foster families prior to a child coming to live with them, and where the plan is for the child to return home or change placement, there is effective work with the child, parents and carers.

11.3) Responses to allegations against foster carers are timely and effective; unnecessary placement moves do not take place; and supervising social workers are effective.

Summary and evidence:

A comprehensive placement Sufficiency strategy outlines the range of recruitment and retention initiatives that have been put in place to ensure a diverse pool of foster carers. This is regularly reviewed and updated. An updated fostering payments report has also been approved at Corporate Parenting Panel. This outlines payments and expectations of foster carers and has in response to the complex needs of CLA introduced an enhanced a specialist fostering scheme.

A dedicated Training and Development Officer is attached to the Fostering team which has ensured a robust training schedule is in place. Monthly support groups take place which ensure effective communication between Foster carers and the department. There is also an active local Foster Care Association which meets regularly with the Head of Service. All foster carers have their own supervising SW who ensures they are supported and are equipped to meet the needs of children in their care.

All placements are made through an experienced Access to Resource Team. There is a requirement for a detailed profile of a child's needs before any placement is sourced. This is shared with foster carers prior to children being placed. Any plans for children to return home or change placement will need Head of Service agreement and to be ratified at a CLA Review. Harrow has a strong performance in placement stability which evidences the good practice and strong systems in this area. If Children have to move in an emergency their case is considered at the subsequent Access to Resources panel where effective challenge and support is given and additional resources agreed if appropriate.

All allegations against foster carers are responded to effectively with the support of the Local Authority Designated Officer (LADO) and using appropriate safeguarding procedures. Supervising SWs are very clear about the process and have developed an allegations pathway on the Children's Services ICT system.

11.4) The right permanence option is achieved for all children and young people, no matter what their age, and family finding commences at the earliest opportunity where appropriate. Children and young people are helped to achieve permanency without delay, permanence plans are rigorously tracked, and matching practice is effective. Support is provided for as long as it is needed.

11.5) National adoption targets are met (Adoption Scorecard), and information from CAFCASS and the local Family Justice Board demonstrate effectiveness. Reasons for current performance understood, appropriate actions to improve planned, and trajectory known.

11.6) Changes of the Children and Families Act 2014 have been implemented fully.

Summary and evidence:

Provisional data demonstrates that of the children who ceased to be looked after 7% were adopted, and 16% had an SGO order granted. Monthly Care Practice Group confirms that permanency planning remains a strength. Performance regarding achieving timescales remains strong, which is also confirmed through the national adoption scorecard. There has been a slight drop in timeliness owing to the complex legal matters that arise when children are placed with family members in other countries, sometimes outside the European Union.

CLA have six weekly permanency planning meetings and in addition to their own CLA reviews are tracked and monitored through a Monthly Care Planning Group chaired by the Head of Service QA. All permanency plans whether long term Fostering, SGOs or Adoption are accompanied by robust support plans. These are all presented alongside the matching information to an experienced Adoption and Fostering Panel before being signed off by the Agency Decision Maker. All support plans are reviewed on an annual basis by the Adoptions Support and Kinship Team.

Harrow has an effective and longstanding adoption partnership with Coram. This has been seen as a model of good practice. Harrow has consistently performed well in the Adoption scorecard being in the top quartile. Coram staff are located within Harrow social work offices which has facilitated positive integration of services and permanency planning to begin at an early stage of the child's journey. This has included concurrent carers and fostering to adopt.

11.7) Prospective adopters are informed about adoption support entitlements. Children who are in need of adoption support are being appropriately assessed and able to access a sufficient range of support when it is needed.

Summary and evidence:

Coram, a leading Voluntary Adoption Agency undertakes all aspects of adoption recruitment, assessment and support on behalf of Harrow. At any one time they have a wide range of adopters for Harrow to access in addition to comprehensive adoption support services, including access to the Tavistock. All Coram adopters are supported by experienced adoption practitioners and have been fully trained and prepared.

Children in need of adoption support have a comprehensive assessment and have a wide range of services available. Harrow has made considerable use of the Adoption Support Fund to ensure all adopted children have access to appropriate therapeutic support.

Harrow is the lead agency in the development of a new Regional Adoption Agency – Ambitious for Adoption. This has received approval from the DfE and implementation plans are being put into place.

12. CARE LEAVERS –

12.1) The local authority and partners prioritise the current and future accommodation needs of children looked after and care leavers, including their responses to complaints and feedback about how safe they feel where they are living

12.2) Care leavers are prepared for independence and living in high-quality, safe, permanent and affordable accommodation that meets their needs

12.4) Care leavers are supported to fulfil their ambitions in education, employment and training.

Summary and evidence:

All Harrow Care Leavers are fully supported by the LCT and professional partners.

The Leaving Care Charter and the local offer have been updated in light of changes in the Children and Social work Act 2017 and have been published on Harrow Council's website. Young People played a central role in writing these and have given positive feedback regarding the support that has been given

The LCT works closely with the Access to Resources team and the Housing Department to ensure there is a wide range of placement and accommodation options for care leavers. This includes staying put fostering arrangements, supported lodgings and residential and housing options with a range of support from 24 hours to a few hours a week depending on assessed need.

The Council has also agreed at cabinet to support care leavers in their accommodation by offering Council Tax relief. This was unanimously agreed by the Full Council.

There is a comprehensive Preparation for Independence training programme for Care Leavers including finance, relationships, education, employment and training, health and accommodation. In addition to their own personal advisors care leavers have access to specialist advice on EET from a commissioned service Prospects and an advocacy service. They also have support in their health needs from the CLA Health team and on education from the VS.

There are 3 Leaving Care Forums which are arranged during the year. These are well attended and Care Leavers play an active role in organising these events. Older Care Leavers often talk about their own personal journey and offer advice and support to their younger peers.

The performance data for Care leavers concerning EET and suitable accommodation highlights the positive outcomes being achieved.

There is an increased number of Care leavers attending further and Higher Education including University.

13. YOUTH OFFENDING

13.1) Young people who are at risk of offending are identified early and preventative support provided.

13.2) Young people who offend are identified and appropriate action taken promptly to safeguard others, and prevent re-offending.

Summary and evidence:

A national increase in Serious Youth Violence and Knife offending has led to a greater focus on not only strengthening preventative support but also ensuring intensive support and exit pathways are available for young people at risk of or within the criminal justice system.

The realignment of the youth offer and YOT under the umbrella of an Integrated Youth Service will ensure sustainable and meaningful diversion pathways are in place for those entering the youth justice system. The “Out of Court” disposals will have an automatic “offer” in place which engages young people into positive activities from the very onset. This is further enhanced by the recent securing of funding from CCG for Mindfulness Programmes. These programmes will be part of the intervention for young people subject to Out of Court disposals as well as a pilot programme being offered to young victims of crime, as research informs that these young victims can go on to become perpetrators of crime if left with no support to address the trauma of being a victim. The service redesign supports this seamless access to services by having one Deputy Team Manager to oversee the work of the Youth Offer as well as the Out Of Court Disposal work within the YOT.

The integration of YOT and Youth Offer provides the opportunity to share knowledge and skillset across both areas to ensue early identification of “at risk” young people, be it siblings of those involved or those on the periphery of crime / anti social behaviour.

Regular performance data continues to show positive trends for those diverted away from the criminal justice system. Since April 2017, of the 40 who were considered “First Time Entrants”, only 4 had previous “Triage intervention” (Triage is an alternative programme to charging young people for an offence and relies on voluntary engagement to charge for low level offences). This demonstrates an effective diversion scheme delivered by YOT.

The YOT continue to assess young people using the YJB approved assessment tool Assetplus. This supports practitioners to robustly assess levels of risk to public as well as self, triggering referrals into social care services as and when needed. Joint work with social care colleagues, including home visits and discussions at YOT’s Risk, Safety and Wellbeing meeting? have increased understanding of roles and responsibilities and have provided additional resources where needed for those with the most need.

Although YOT has experienced an increase in custodial cases, this relates to the seriousness of offending, and cases are analysed to ensure all appropriate options were considered as alternatives to custody. There is a continued need to monitor cases going into custody to ensure all options were explored by the LA to avoid a young person going into custody; however this will continue to be balanced with the YOT’s duty to protect the public.

Reoffending rates have decreased in Harrow which is unlike national trends; however it is suggested that this is due to having a stable workforce made up of permanent frontline staff for the past 2 years who have then been able to build meaningful relationships with young people and been crucial to supporting young people into exit pathways.

14. MISSING CHILDREN (HOME, CARE, EDUCATION)

14.1) There is effective partnership collaboration in respect of children who are missing or who are at risk of going missing; clear, well-established and consistently applied inter-agency protocols; and regularly reviewed strategic analysis by the HSCB and partners resulting in a strong understanding of the risks associated with going missing.

14.2) There are effective plans and action to protect and help children who go missing as well as family members, including risk assessments; management plans; and return interviews. Outcomes from return home interviews are evaluated to assess any emerging patterns and trends.

14.3) Agencies and teams such as virtual school, schools, social workers and carers work together to identify and support CLA that are missing education and there are effective processes for information sharing. Actions are taken to help children return to suitable education and children in alternative provision receive at least 25 hours per week.

Summary and evidence:

Harrow (and the multiagency partnership) has adopted the Pan London (LSCB) Runaway and Missing from Home and Care (RMFHC) protocol which is followed when children run away or go missing.

Missing children data and strategic analysis is reviewed at the HSCB VVE Sub-group, including thematic information from return home interviews regarding patterns and trends, push and pull factors, locations and risks.

Multiagency Strategy meetings are held for children who are missing from home or care. "Grab Packs" are shared with police for children who are at high risk of missing episodes in order to quickly locate and safeguard children.

Management information reports are presented to the weekly Missing Children meeting, which reviews both processes such as strategy discussions and CSE risk assessments as well as the quality and themes of return interviews. Both missing and absent children are considered. Return home interview (RHI) are offered to all missing children and children where there is a pattern of absences.

Information regarding children missing education is shared with the CSE coordinator and escalated for strategy meetings and assessments where relevant.

15. CHILD EXPLOITATION – Violence, Vulnerability, and Exploitation

15.1) There is effective Police, local authority and other agency collaboration in respect of children who are at risk of, or who are being exploited. There are clear, well-established and consistently applied protocols; a clear understanding of the local culture and prevalence; and regularly reviewed strategic analysis by the HSCB; and a high level of awareness among professional staff, resulting in a strong understanding of the risks associated with the exploitation spectrum.

15.2) There is high quality and impact of referral, assessment and planning for children and young people with regard to risks associated with exploitation; direct work is effective and the voices of children and young people, families and professionals are gathered and acted on appropriately.

15.3) There is effective work with partners to disrupt offenders and appropriate action relating to perpetrators.

Summary and evidence:

Harrow (and the multiagency partnership) has adopted the Pan London CSE Operating Protocol (2017 edition).

A Multi Agency Sexual Exploitation (MASE) Panel is convened every 6 weeks where Victims, Offenders, Locations, Themes are discussed in order to share intelligence on CSE in Harrow and contribute to a strategic response.

Quarterly data and strategic analysis in relation to CSE are reviewed at the HSCB VVE Sub-group.

- The vast majority of possible CSE victims referred to the MASE were female (93%). The majority of victims were aged between 13 and 17.
- The most common type of suspected CSE was identified as peer-on-peer, followed closely by the relationship model, suspected gang involvement, and the internet / social media.
- Through proactive multiagency partnership working, Harrow was able to successfully target some of the schools and public spaces that are most associated with, or affected, by peer-on-peer abuse.
- The VVE team and the CSE Coordinator role have strengthened Harrow's response to CYP at risk of CSE through better collaboration, intelligence sharing, and identification of key themes, locations and trends

In cases where CSE or associated risk factors are been identified, SWs complete a CSE SAFEGUARD risk assessment with young people. Direct work with young people is effective, and for young people who are not open to engaging with professionals, this is not a barrier to effective safeguarding practice. For example, Child Abduction Warning Notices (CAWN) are still served in relation to suspected offenders where there is significant cause for concern.

There is effective work with partners to disrupt offenders and action taken in relation to perpetrators, including CAWNs being served, offenders being prosecuted, and locations being "closed down" with closure notices and proactive policing.

In April 2016 the VVE Team was formed as part of the MASH to incorporate the Missing Children / Runaways Family Support Worker and the Gangs Co-ordinator posts alongside the CSE Co-ordinator role. This has reinforced the LA's role in responding to and supporting CYP who have VVE indicators and vulnerabilities. The VVE team's primary focus is to ensure collaborative working across these key areas, which research shows are often inter-related, and to identify and respond to risks as early as possible. This also helps to develop key themes and trends, improve collective response through an informed understanding of the problem profile in respect of young people that go missing and experience harm.

From June 2016, the CSE Co-ordinator assumed responsibility for chairing all strategy meetings involving CSE cases, attended by Harrow Borough designated CSE and Missing Police team which is managed by the Detective Inspector responsible for co-chairing MASE. The aim is to provide consistency in terms of threshold, approach and scrutiny, as well as to develop mapping of peer associations, locations and themes. In addition, pre-MASE meetings are now held between the MASE Chair and the CSE-Co-ordinator to share intelligence across Police and Social Care information systems, and to ensure each young person has a Police Crime Record Information System (CRIS) number or Non-Crime CSE Reference on the Police system. This ensures that when a young person comes to the attention of the Police, a quick systems check will flag the CSE risk.

From July 2016, cross-borough working was strengthened, with CSE co-ordinators and analysts

within the WLA meeting to share key themes, trends and improve cross borough intelligence and communications around CSE. Quarterly meetings are now on-going. This has strengthened Harrow's understanding of CSE where there are cross borough challenges. This is essential in developing consistent local, regional data sets and sharing information with key partners where young people are crossing boroughs.

As of August 2016, following recommendations from London Councils and Metropolitan Police Lead for CSE, Harrow now considers suspected perpetrators of CSE at the MASE panel. This has strengthened the response to CSE and developed a more robust response to all facets of CSE involving victims and suspected perpetrators.

Daily reports from the Harrow's performance data team ensure that the information regarding Missing children can be picked up and responded to in a timely manner. This is also further reinforced by daily Police notification reports of CSE, Gangs and Missing children along with the weekly Missing meetings with Heads of Service to oversee and scrutinise responses to Harrow's missing children.

16. DOMESTIC ABUSE, PARENTAL SUBSTANCE MISUSE, AND MENTAL ILL HEALTH

16.1) The prevalence and impact of children living in households where domestic abuse, parental substance misuse and mental ill-health are a factor is known and there is effective work with partners, especially adult services, to reduce this impact and provide help and support. There is good understanding among professional staff, resulting in a strong understanding of the risks and early identification. The LSCB/HSAB is assured of the effectiveness of practice.

Summary and evidence:

As evidenced in section 3, HSCB has a strong focus on the prevalence and impact of services to support households where domestic abuse, parental substance misuse, and mental ill health. This has been the focus of the full Board and that of the QA sub-committee activities. Evaluation of ES and "hidden harm" through the QA sub-committee has demonstrated improving identification through ES interventions has reduced the need for statutory intervention, but has also fast tracked referrals through MASH into FRT where required. Impact of services for young persons and also parents with substance misuse issues has been subject of scrutiny in the QA sub-committee. The HSCB has maintained an overview of developments focused on domestic abuse through scrutiny of the Tavistock couples counselling project, perpetrator programmes delivered through the Safe Harrow partnership, and arrangements for information sharing between the Police and schools.

The prevalence of referrals for CYP with domestic abuse, substance misuse, and mental ill health are regularly tracked through monthly performance management reports. This information has been used to support innovative projects, outlined in section 3, regarding couples counselling and digital finger print testing. Consideration is currently underway to improve the pathway for capacity assessments undertaken with CIN and Adult Services.

It is anticipated that with improving alignment of HSCB and HSAB priorities that interventions to address the "toxic trio" will be strengthened through the HSAB work streams.

17. RADICALISATION AND EXTREMISM

Summary and evidence:

The approach to tackling radicalisation and extremism in Harrow is firmly rooted in a safeguarding perspective, and reaching out to communities to raise awareness, and deliver training through the Workshop to Raise Awareness of Prevent (WRAP), and establishing an effective multi-agency panel to consider referrals for those considered vulnerable (Channel Panel). Our approach has been validated by Ofsted and during Adult and Community Learning inspection.

In 2017/18 Harrow has been recognised as a priority borough by the Home Office which has secured targeted funding to develop our validated approach further. As a result dedicated coordination, education, and specific additional support to schools to enhance the established community cohesion agenda. Equaliteach has been commissioned to deliver preventative workshops in primary and secondary schools. This has received positive feedback from pupils and teachers on the delivered workshops. The initial phase of the programme has targeted year groups 5 and 6 in primary school settings.

The Channel Panel is well established in Harrow, with good multi-agency support, being chaired by Head of Service for ES and YOT. Referrals demonstrate that agencies, particularly schools, are aware of the duty to support a counter-terrorism strategy, but one that is fully grounded in identifying and supporting vulnerable CYP and adults.

The monthly Channel Panel is an early intervention multi-agency panel designed to safeguard vulnerable individuals from being drawn into extremist or terrorist behaviour. Channel works in a similar way to existing multi-agency partnerships for vulnerable individuals, such as MAPPA (Multi Agency Public Protection Arrangements). Channel is for individuals of any age who are at risk of exploitation by extremist or terrorist ideologies. Early intervention can prevent individuals being drawn into terrorist-related activity.

We have a dedicated Prevent worker based in the MASH who works with CYP who are at risk of radicalisation, which is supporting the Channel panel programme, but is also well positioned to offer early intervention prior to the need for a formal Channel panel referral.

FINAL WORDS

Children and Young People Services in Harrow are performing at a good standard across the whole children's pathway. The council invested in establishing new SW posts during 2017 / 2018 and provided growth in business support to ensure that workloads will be maintained at a meaningful level over the next year. The workforce has responded by delivering consistently good outcomes for children from early support through to leaving care; as well as universal services through our schools.

The challenge will be to sustain these high standards. We will aspire to achieve not just good but outstanding outcomes for all our vulnerable children and their families over the next year. We will do this by training and developing our SW and practitioners; growing our future managers and leaders through embedding our culture of learning, support and challenge; and by putting children's welfare at the heart of what we do.

We are confident that these aspirations to deliver outstanding outcomes for Harrow's children will be supported fully by corporate colleagues and our local councillors, over the course of the next year, and by key partners within the locality.

Glossary of Terms

Acronym	Description
ADHD	Attention Deficit Hyperactivity Disorder
ARMS	Additional Resourced Mainstream Schools
ASD	Autism Spectrum Disorder
BME	Black and Minority Ethnic
CC	Children's Centre
CEO	Chief Executive Officer
CHAT	Children's Services Analysis Tool
CAF	Common Assessment Framework
CAFCASS	The Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Services
CAWN	Child Abduction Warning Notices
CCG	Clinical Commissioning Group
CFPS	The Centre for Public Sector Scrutiny
CIN	Children in Need
CLA	Children Looked After
CP	Child Protection

CPD	Continuous Professional Development
CPP	Child Protection Plan
CQC	Care Quality Commission
CRC	Community Rehabilitation Company
CRIS	Crime Record Information System
CSE	Child Sexual Exploitation
CST	Children's Sensory Team
CYAD	Children and Young Adults with Disabilities
CYADS	Children and Young Adults with Disabilities Service
CYP	Children and Young People
CYPS	Children and Young People Services
DASH	Domestic Abuse, Stalking and Harassment and Honour Based Violence
DBS	Disclosure and Barring Service
DCS	Director of Children's Services
DfE	Department for Education
DSG	Dedicated Schools Grant
EAL	English as an Additional Language
EBacc	English Baccalaureate
EET	Engagement in Education, Employment and Training
EHCP	Education, Health and Care Plan
EIS	Early Intervention Service
EPS	Education Psychology Service
ES	Early Support
EYFS	Early Years Foundation Stage
FGM	Female Genital Mutilation
FLNA	Family Led Needs Analysis
FRT	First Response Team
FSM	Free School Meals

GLD	Good Level of Development
HI	Hearing Impairment
HNB	High Needs Block
HSAB	Harrow Safeguarding Adults Board
HSCB	Harrow Safeguarding Children Board
HSIP	Harrow School Improvement Partnership
HV	Health Visitor
HWBB	Health and Well Being Board
HYP	Harrow Youth Parliament
IAG	Information Advice and Guidance
ICPC	Initial Child Protection Conference
ICT	Information and Communications Technology
IDACI	Income Deprivation Affecting Children Index
IDVA	Independent Domestic Violence Advisor
IRO	Independent Reviewing Officer
IYSS	Integrated Youth Support System
JSNA	Joint Strategic Needs Assessment
KFT	Keeping Families Together
KS1,2,3	Key Stage 1, 2, 3
KSS	Knowledge and Skills Statement
LA	Local Authority
LADO	Local Authority Designated Officer
LCT	Leaving Care Team
LD	Learning disability
LGA	Local Government Association
LGBT	Lesbian, Gay, Bisexual, Transgender
LSE	London School of Economics
LSCB	Local Safeguarding Children Board

LSOA	Lower Super-Output Areas
MAPPA	Multi Agency Public Protection Arrangements
MASE	Multi Agency Sexual Exploitation
MASH	Multi-Agency Safeguarding Hub
MOPAC	Mayor's Office for Policing and Crime
MSI	Multi-Sensory Impairment
NEET	Not in Education, Employment or Training
NHS	National Health Service
NPS	National Probation Service
NSPCC	National Society for the Prevention of Cruelty to Children
Ofsted	Office for Standards in Education, Children's Services and Skills
PAMS	Parent Assessment Manual Software
PEP	Personal Education Plan
PLO	Public Law Outline
PRU	Pupil Referral Unit
PSD	People Services Directorate
PSW	Principal Social Worker
RHI	Return Home Interview
RiP	Research in Practice
RMFHC	Runaway and Missing from Home and Care
S17	Section 17, Children Act 1989 – Provision of services for Children in Need
S20	Section 20, Children Act 1989 – Provision of accommodation
S47	Section 47, Children Act 1989 – Duty to investigate
SALT	Speech and Language Therapist
SCR	Serious Case Review
SDQ	Strengths and Difficulties Questionnaire
SEND	Special Educational Needs and Disabilities
SGO	Special Guardianship Order

SIF	Single Assessment Framework
SLA	Service Level Agreement
SMART	Specific, Measureable, Achievable, Realistic and Timely
SN	Statistical Neighbours
SW	Social Worker
TEASC	Towards Excellence in Adult Social Care
Tri.x	Not an acronym. Company who provide information and procedures.
TSA	Teaching School Alliance
TWF	Together with Families
UASC	Unaccompanied Asylum Seeking Children
VI	Visual Impairment
VS	Virtual School
VSIB	Virtual School Improvement Board
VVE	Violence, Vulnerability and Exploitation
WDP	Westminster Drug Project
WLA	West London Alliance: Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow
WRAP	Workshop to Raise Awareness of Prevent
YLNA	Youth Led Needs Analysis
YJB	Youth Justice Board
YOT	Youth Offending Team