

**October 2018**

# Children and Families Service

Full Year Report to Members 2017/18



# Contents

<b>Foreword</b>	page 3	Young Carers	page 24
<b>Overview of Performance</b>	page 4	<b>Disabled Children Service</b>	page 25
<b>Service Priorities for 2018/19</b>	page 5	<b>Clinical Service</b>	page 26
<b>Children and Families Service structure chart</b>	page 6	<b>Corporate Parenting</b>	
<b>Update following 2016 Ofsted Inspection</b>	page 7	Strengths and Areas for Development	page 28
<b>Developments and Innovation</b>	page 9	Looked After Children – the Hackney Promise	page 30
<b>Contextual Safeguarding</b>	page 10	Looked After Children – Data and case studies	page 31
<b>Workforce Development</b>	page 11	Looked After Children – Fostering Service	page 33
<b>Early Help and Prevention</b>		Looked After Children – Placement activity	page 34
Strengths and Areas for Development	page 13	The Virtual School	page 36
Young Hackney	page 14	Looked After Children – Health	page 36
Family Support Service	page 16	Adoption and Post-Permanency	page 39
Domestic Abuse Intervention Service	page 16	Leaving Care	page 40
Youth Justice	page 17	<b>Safeguarding and Learning</b>	
<b>Family Intervention and Support Service - Access and Assessment</b>		Local Area Designated Officer	page 42
Strengths and Areas for Development	page 18	Children’s Rights Service	page 42
Service Description, data and case studies	page 19	Independent Chairs	page 43
<b>Family Intervention and Support Service – Children in Need</b>		LAC Reviews	page 43
Strengths and Areas for Development	page 21	Missing children and children at risk of sexual exploitation	page 44
Service Description, data and case studies	page 22	Quality Assurance	page 44
Private Fostering	page 24	<b>Financial Performance – Overview</b>	page 45

# Legend



**Progress on service priorities**



**Feedback**



**Strengths**



**For information**



**Service description**



**Case studies**



**Areas for development**

*A number of case studies and direct quotes from children and young people are included within this report. All names and identifying details are anonymised.*

# Foreword



**Councillor Antoinette Bramble**

*Deputy Mayor and Cabinet Member for Education, Young People and Children's Social Care*

It gives me great pleasure to introduce the Children and Families Service 2017-18 Report to Members. Over the past year, our highly skilled and committed workforce has continued to strive for excellent outcomes for our children and families and maintain their commitment to continuous learning and development in response to changing needs.

Our social care workforce is one of the most stable in London, and the quality of the practice they deliver has been recognised by the Department for Education who selected Hackney to become a Partners in Practice authority. This will mean that we can further enhance our systemic approach to improve outcomes for families, as well as sharing our learning with other local authorities that are on an improvement journey.

The Children and Families Service (CFS) has continued its long tradition of innovation and this year became the first local authority children services in the country to receive accreditation from the Association of Family Therapy and Systemic Practice for its postgraduate training in Systemic Theory and Practice. This training is run and facilitated by our in-house CFS Clinical Service.

The Contextual Safeguarding Project, funded by the Department for Education Children's Social Care Innovation Programme, is focused on reducing the risks that young people face in extra-familial contexts including risks associated with peer abuse and sexual or criminal exploitation. Hackney is working in partnership with the University of Bedfordshire to develop new approaches and systems to change contexts of concern for young people. This is a high profile project and has received interest nationally and internationally.

The Children and Families Service cannot operate in isolation and we have great support from our multi-agency partners to improve outcomes for children and families in Hackney.

This includes Hackney Learning Trust, for example through the Virtual School for Looked After Children, which continues to support our looked after children and care leavers to achieve some of the strongest academic results in England. The Young Hackney Service through strong partnerships with local schools is working to strengthen resilience in our families through our early help offer. Increasing numbers of children and young people are also accessing our universal youth provision across the borough.

We continue to strengthen the voice of children and families in the services we deliver, with advocacy provided by our Children's Rights Service, our revised child-centred Looked after Child Review process, and the recently renamed Hackney Youth Care Council (our Children in Care Council) who will be inspecting our services and feeding back about what we can do better.

As we reflect on the past year, we are also aware of the challenges that increasing demand for our services brings. We will continue to evolve our approach and explore how we can further improve outcomes for children and families in Hackney.

# Overview of Performance



**4,563 referrals** were received in 2017/18 – a 16% increase compared to last year when 3,940 were received.



**15.5% re-referrals** were made within 12 months of a referral during 2017/18 – an increase compared to 13.4% in 2016/17.



**4,456 assessments were completed** in 2017/18 – a 22% increase compared to 3,667 in 2016/17.



**200 children were on Child Protection Plans** as at 31<sup>st</sup> March 2018 – a 39% decrease compared to 330 as at 31<sup>st</sup> March 2017.



**13% of children became the subject of a Child Protection Plan for a second or subsequent time** during 2017/18 – a decrease compared to 16% in 2016/17.



**165,283 attendances at Young Hackney** provision, including commissioned services, by children and young people during 2017/18 – an 11% increase compared to 149,527 in 2016/17.



**381 children were looked after** as at 31<sup>st</sup> March 2018 – a 3% increase compared to 371 children in care as at 31<sup>st</sup> March 2017.



**217 children entered care** in 2017/18 – a 12% decrease compared to 246 entering care during 2016/17.



**106 young people aged 14-17 entered care** in 2017/18 – a 14% decrease compared to 123 young people aged 14-17 entering care in 2016/17. The 14-17 year old cohort still represented 49% of the total number of children that entered care in 2017/18, compared to 50% in 2016/17.



**11% of looked after children had three or more placements** in 2017/18 – a decrease compared to 18% in 2016/17.



**62% looked after children had long-term placement stability** in 2017/18 – a decrease compared to 69% in 2016/17.



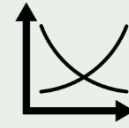
**301 care leavers aged 17-21** were being supported at the end of March 2018 – a 14% increase compared the end of March 2017, when 265 were being supported.

# Priorities for the Children and Families Service in 2018/19

Our identified priorities for the year ahead include to:



Continue to invest in the workforce across the Children and Families Service, recruiting people of the highest calibre, supporting their development and progression, and promoting leadership at all levels. As a DfE Partner in Practice, continue to develop and share our systemic practice.



Monitor, manage and understand the increasing demand for services, including careful analysis of demand at the front door and pathways to appropriate services



Continue to deliver a comprehensive range of integrated, targeted early help interventions through our Family Support services and Young Hackney to ensure that young people can access the support they need when they need it



Ensure that our care leavers are well supported in all aspects of their lives, that there are clear plans in place to support each young person's progression and independence, and that we have an appropriate range of creative, dynamic and high quality resources in place to support our care leavers



Through our Contextual Safeguarding project, continue to develop our response to adolescents in different contexts outside the home, including in their peer group relationships, school environments and the community



Further strengthen the coordination of domestic abuse services to ensure there is a comprehensive support offer available and early intervention is prioritised – including for perpetrators and for children who have witnessed domestic abuse



Continue our drive to recruit and retain more in-house foster carers, and provide them with the skills to support our more complex adolescents



Develop our understanding of the communities with which we work, ensuring that our interventions are well-targeted to respond to need and build on strengths and resources available with localities.



Ensure that we have the right placements to provide stability for our more complex adolescents who are looked after



Ensure that issues relating to identity, diversity, inequality and discrimination are considered and addressed in all aspects of our work

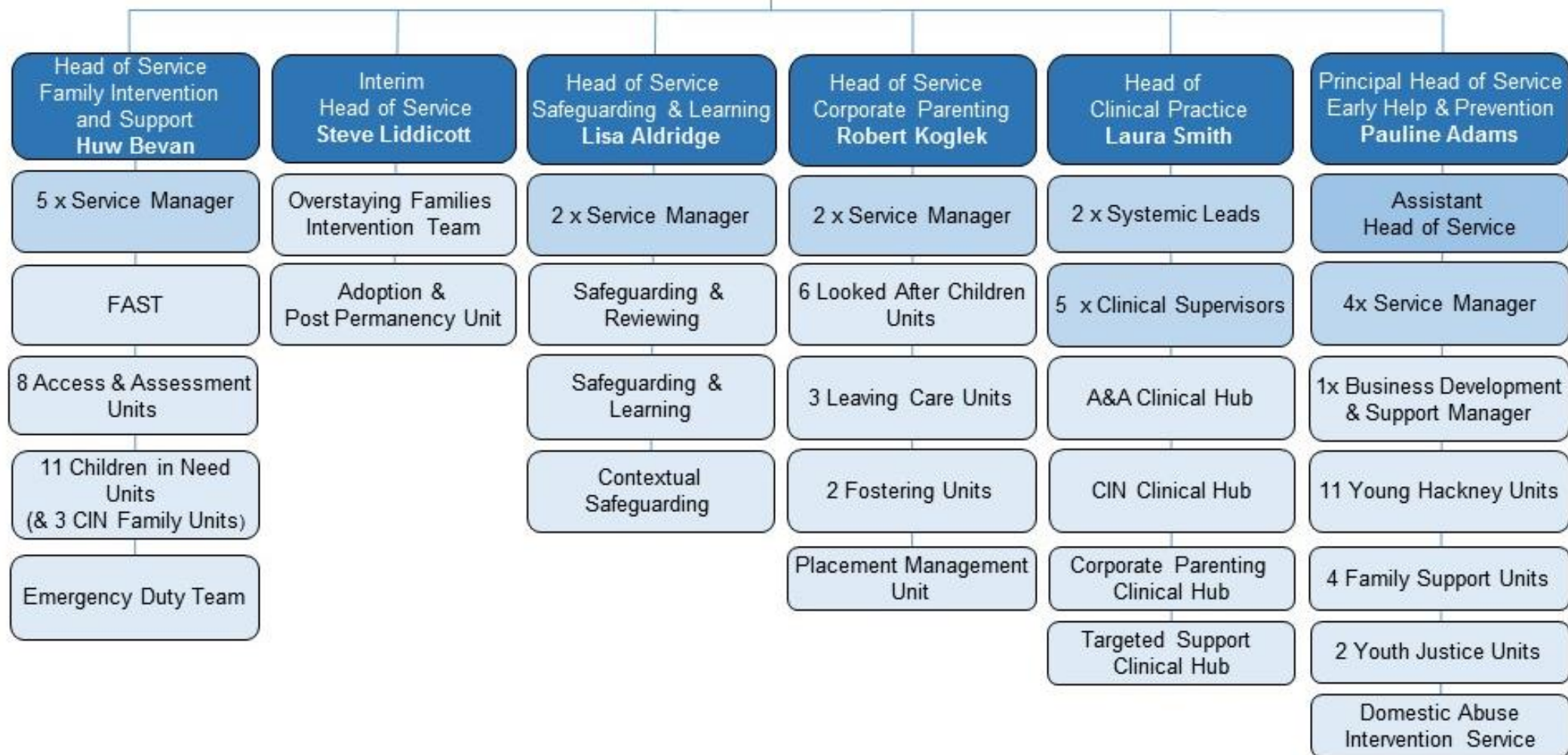


***Our service priorities shape and drive our improvement work. These are deeply embedded in all aspects of our everyday practice and have been highlighted throughout the report with the stars symbol.***



# Children and Families Service Structure Chart

Director – Children and Families  
Sarah Wright





# Ofsted Inspection – *Update following July 2016 inspection*

Ofsted inspected the Children and Families Service in July 2016 and judged Hackney's overall effectiveness to be '*good*', with the experiences and progress of care leavers judged to be '*outstanding*'. Following the inspection, 9 recommendations were made to further improve the Children and Families Service. In this section we set out our progress in responding to them:

**1. Revise the local authority protocol for 16- and 17-year-old homeless young people to ensure that it is consistent with statutory guidance. The revised protocol should ensure that young people are advised of their rights and entitlements as soon as possible and that s20 status is applied appropriately and within the young people's timescales.**

The revised protocol was introduced in December 2016. Information about all new homeless young people is reviewed at the Children's Resources Panel with legal advice provided. An audit of cases in September 2017 confirmed that the revised protocol was being followed consistently.

**2. Ensure that assessment timescales are effectively planned for, overseen by managers and completed within a timeframe appropriate to individual children's needs.**

Plans and timescales for assessments are now set at the start of an assessment and are reviewed at unit meetings to ensure that assessments take place within a timeframe to meet the child's needs. Assessments open for longer than average are audited by a Service Manager. Average assessment timescales have decreased year on year since the inspection.

**3. Involve health and other relevant professionals in initial strategy discussions to ensure that decisions are informed by their knowledge, perspective and insight of the child and their family.**

Revised guidance relating to strategy discussions was shared with all CFS staff in February 2017. Recording and reporting processes have been updated to allow regular management oversight of professionals invited to strategy discussions. 100% of strategy discussions held in July 2018 included the Police and 75% included Health colleagues. This is an improvement compared to performance in October 2017 (when regular reporting on this indicator was introduced) which showed that 42% of strategy discussions held included Health colleagues.

**4. Ensure that child in need plans and child protection plans focus on what needs to change to improve outcomes for children, and include timescales for completion of all actions.**

A programme of improvement work took place in 2017 and a themed audit of children's plans took place in March 2018. Auditors found that the vast majority of plans were clear, concise and actions were time-limited. Practice in this area will continue to be developed and monitored.

**5. Further develop processes to provide assurance that all children are offered an independent return home interview after an incident of going missing, that these occur within 72 hours of the child's return and they are recorded appropriately within the child's file.**

Missing children recording guidance has been updated and was shared with practitioners in November 2017. Improved missing children reporting processes have been implemented that now allow clear management oversight of missing episodes and return home interviews. There has been an overall improvement in the uptake of return home interviews by young people in 2017/18 with 55 (81%) of children/young people who went missing from home accepting a Return Home Interview (compared to 72% in 2016/17) and 51 (82%) children/young people who went missing from care accepting a Return Home Interview (compared to 32% in 2016/17).

# Ofsted Inspection – *Update following July 2016 inspection*

## **6. Ensure that the health needs of children looked after are fully understood and met through timely health assessments.**

The staffing group responsible for health assessments has been stabilised and performance against timescales has significantly improved.

## **8. Ensure that a full understanding of the child's journey is achieved within case records through good-quality, accurate and timely case recording. This is to include consideration of the impact of diversity for children within all assessments and plans.**

Guidance and mandatory training has been provided to all staff in 2017, supported by regular bulletins on best practice in recording.

The case recording system is currently being improved to include 'group recording' to avoid practitioners having to duplicate records. Additional diversity prompts have also been added to the system.

Case audit templates have been updated to include a specific section on case recording, including a score for this section. Audits undertaken show an improvement in case recording with an average score of 3.7 at the end of 2017/18 compared to an average score of 2.6 at the beginning of 2017/18 (where 1 is ineffective and 5 is highly effective). Auditors found evidence of clear and timely case recordings, including correspondence with families, chronologies and genograms.

A service-wide Practice Development Day on identity and diversity was held in February 2018. Racial identity training was provided to all managers across CFS in June 2018. Further work to embed awareness and informal responses to diversity are being pursued through the Council's Young Black Men programme.

## **7. Improve the oversight of outcomes and the timeliness of investigations of allegations against professionals to ensure that there is a clear understanding regarding the effectiveness of this role.**

An improved manual tracking system was introduced in August 2016 and a tracking system was introduced in the case recording system in December 2016 - this is monitored at monthly LADO team meetings

## **9. Ensure that operational managers are held to account for providing effective management oversight of day-to-day decision making, assessment and service provision for children. This to include operational managers recording case discussion from both unit meetings and case supervision, to inform planning and decision making for children.**

Service Managers, Heads of Service and the Director regularly attend unit meetings and this is now monitored on a monthly basis. Managers continue to reflect on the quality of unit meetings and share learning from their attendance. Audits have shown improved evidence of management oversight in case recording.

Peer observations of unit meetings took place in March and April 2017. Reflective discussions have taken place about effective unit meetings and this learning is being included in the plans to further develop systemic practice in our work through Hackney's Partners in Practice project.



# Developments and Innovation

## Partners in Practice

In March 2018 Hackney was selected to join the Department for Education's Partners in Practice (PiP) programme; these are among the strongest local authorities in the country and through the programme PiP authorities are expected to:

- Demonstrate what works and drive innovation to build understanding of the conditions needed for excellent practice to flourish
- Drive sector led improvement through peer support to authorities who need to improve
- Support the DfE to shape and test policy on wider programmes and reforms

Hackney's project will deliver a programme of work focused on enhancing our systemic social work practice, including the development and delivery of systemic leadership training and support to all levels of management in CFS. The project will further strengthen our systemic practice internally by re-looking at those parts of the system where there are currently constraints in place to practicing in a systemic way, in particular meeting formats and decision-making processes. We will also use Hackney's experience to share systemic practice more widely across the sector using methods that proved successful in our own system change journey.

## Family Learning Intervention Programme

In 2014, Hackney successfully applied to the Department for Education's Children's Social Care Innovation Programme for funding for the Family Learning Intervention Programme (FLIP). The ambition behind FLIP is to improve outcomes for young people on the edge of care, through supporting them to remain with their families or within a stable foster placement. FLIP is a model for a radically different residential facility (located outside of London) which provides preventative and responsive interventions for young people on the edge of care and their families. FLIP is staffed flexibly by our own expert practitioners who have the skills and existing relationships to best support our edge of care cohort. It is anticipated that over time costs will be avoided as a result of reduced residential placements either because young people are able to return home or are placed in appropriate foster care supported by FLIP. Each intervention is developed with, and tailored to, the needs of the family, with family members usually attending the property together, alongside key professionals involved in their support as appropriate, undertaking a range of interventions and activities.



## Edge of Care – trialling a Rapid Response Service

The Rapid Support Service went live at the end of January 2018. The service provides rapid, intense interventions with young people and families at the point of crisis with the clear aim of keeping vulnerable adolescents safe while they remain in their family context and preventing them entering the care system. The team does not hold cases but works alongside other teams in the Children and Families Service to intervene with the family/young person at the point of crisis. The focus of the service is on 15-17 year olds and their families. Fully staffed in May 2018, the team consists of three full-time edge of care workers and is managed as part of the Family Learning and Intervention Programme. The Edge of Care project is a 1 year pilot that is being evaluated to understand the impact for families.



# Developments and Innovation

## Contextual Safeguarding



Hackney Children and Families Service, in partnership with the University of Bedfordshire, received funding from the Department for Education (DfE) Children's Social Care Innovation Programme in March 2017. The Contextual Safeguarding Project is focused on reducing the risks that young people face in extra-familial contexts including risks associated with peer abuse and sexual or criminal exploitation. The project is developing new approaches and systems to support practitioners to appropriately assess risk of harm that comes from beyond a young person's family to develop and implement contextual intervention plans to actively change contexts of concern. A range of training on Contextual Safeguarding has been developed and is being delivered. Contextual Safeguarding processes to support practitioners to think about and respond to contextual risks faced by young people have been developed, and these are being piloted within the Children and Families Service (CFS).



The project's **youth panel** delivered training to the contextual safeguarding project team on 'Using Snapchat and other social media'. The youth panel discussed the functions of the application as well as the benefits and challenges of using social media for young people. It was a very successful and informative session, which was well received by colleagues. The youth panel is now working with the Communications Team to turn this training into a short video for professionals across the borough.

The team has been working with Hackney's Access and Assessment (A&A) service to review the **Child and Family Assessment Framework** to better identify and respond to extra-familial risks (such as considering location observations and the use of a safety mapping tool). The updated guidance has been piloted by A&A practitioners and a new assessment form is currently being drafted. The Hackney Child Wellbeing Framework is also being reviewed to strengthen contextual factors.



An initial framework for **Contextual Safeguarding Conferences** has been piloted in Dalston to address risks in the context of peers, schools and neighbourhoods. This approach moves beyond current Child Protection Plans which focus on risks to individual children in the context of their families. The aim of the 'context conference' is to provide a coordinated multi-agency response that addresses the risks to vulnerable adolescents in a specific location, thereby reducing the risks to a wider cohort of young people and the wider community. The project is now developing and piloting neighbourhood interventions in the Woodberry Down area.

A **peer tracker** for referrals coming into FAST has been developed and the team is working on adapting existing tools to enable peer assessments.

**School pilots** – The Contextual Safeguarding team has piloted a whole school assessment in a local secondary school which focused on extra-familial risks. The assessment identified a cohort of students with high level child sexual exploitation (CSE) concerns, normalised attitudes of students (and possibly staff) towards harmful sexual language, low confidence of students reporting serious concerns to staff, numerous locations in proximity to the school where students were afraid to go to because of either drug dealing, CSE or serious youth violence. A strategic conference was held to bring together key partner agencies including the school, Hackney Learning Trust, Young Hackney, Clinical Services, Police, and Housing. An action plan was agreed with the school to address the factors of harm identified during the assessment.

The Contextual Safeguarding team has been consistently feeding back learning and sharing developing practice through the project's **Local Authority Learning Group** (made up of 14 local authorities from across England and Wales) and the Contextual Safeguarding Network website.



### Next steps for the project

The Contextual Safeguarding Team will be working with the Children in Need, Looked After Children, and Youth Offending services to develop and support practice in all service areas. The team is also planning parental engagement events in order to build resilience in the local community. A learning event is taking place in December 2018 for all local authorities in the country to showcase developments to date and prompt best practice roll-out in other local authorities.

# Workforce Development

## Average number of cases per children and family social worker (based on FTE counts)

	2016	2017
<b>Hackney</b>	<b>21</b>	<b>19</b>
Statistical neighbour average	14	16
London average	13	16
England average	16	18

Comparator data for this performance indicator is only available for the last 2 years as it was introduced in 2016.

While Hackney's published caseload numbers are higher than our statistical neighbours', our unit model provides a high level of administrative support and access to a range of support services, including the in-house Clinical Service, so practitioners can spend more time with the families they are working with. Caseloads across CFS are monitored closely by senior managers, including via the fortnightly Managing Demands Group. This group has driven a decrease in caseloads in the Children in Need (CIN) Service during 2017 through a focus on practice related to Child Protection Plans and Child in Need Plans. Additional internal funding has been secured to recruit additional social workers in the short-term to reduce caseloads across the service whilst work takes place in the Access and Assessment Service where caseloads remained high and longer term options are developed. An increase in the number of care leavers being supported is also placing pressure on caseloads in this part of the service and options for responding to this are currently being explored.



The Children and Families Service is committed to 'growing our own' staff and has developed more opportunities for career progression to meet this commitment. There is a comprehensive workforce development strategy in place which is reviewed annually to further develop our workforce to meet the need for accountable, flexible and highly skilled practitioners and support staff. This strategy covers recruitment and training and is managed via the fortnightly Workforce Development Board, chaired by the Director of Children and Families. There is an extensive training and learning programme which includes a comprehensive ASYE (Assisted and Supported Year in Employment) programme for newly qualified social workers, staff training programme, and service-wide Practice Development Days that all practitioners attend. Practitioners can access multi-agency training through City and Hackney Safeguarding Children Board. Additional development opportunities are also available through the North London Social Work Teaching Partnership.

## North London Social Work Teaching Partnership

Hackney Children and Families Service is the lead partner in the North London Social Work Teaching Partnership (NLSWTP). This is a Department for Education (DfE) funded, collaborative partnership project set up in 2016 with Middlesex University, Haringey, Barnet, Enfield councils and the charity Norwood to support the professional development of adults and children's social workers.

In 2017-18, the partnership expanded to include Camden, Islington (adults and children's social care directorates) and Enfield Children's Services. Extended funding has been awarded to the partnership until March 2019.

The Teaching Partnership has created a range of new opportunities for social work students, qualified social workers and social work academics to engage in professional development activities and learn from practice in one another's organisations. As at 31st March 2018, there were 12 practitioners from the Children and Families Service teaching at Middlesex University as part of this project.

## Percentage rate of social worker turnover

Hackney's excellent social worker turnover rate of 12.7% in 2017 is significantly lower than the London average of 17.8% and national average of 13.6%, showing the service's ability to retain high performing practitioners, in a highly competitive field.

	2015	2016	2017
<b>Hackney</b>	<b>11.0</b>	<b>11.2</b>	<b>12.7</b>
Statistical neighbour average	18.5	24.5	16.4
London average	18.0	22.5	17.8
England average	16.0	15.1	13.6

# Workforce Development



## Feedback from staff

Hackney CFS carried out a Staff Health Check survey in early 2018. The survey has helped to inform service developments and our workforce strategy. Many staff commented on the supportive environment within the service and particularly how much they value their colleagues and having managers that are approachable and accessible. There were also many observations from staff about the learning environment within the service and the appreciation of the culture of innovative practice. Valuable feedback was also received about some of the pressures that staff experience in their day to day jobs and about limited progression opportunities for business support staff, and these are being addressed in 2018/19.

## National Assessment and Accreditation System (NAAS)



The Department for Education (DfE) expect that the introduction of the National Assessment and Accreditation System (NAAS) will ensure a consistent way of providing assurance that child and family social workers, supervisors and leaders have the knowledge and skills required for effective practice.

The DfE approached Hackney at the end of 2017 to ask the Children and Families Service to be part of Phase 2 of the implementation of NAAS. This is an opportunity for Hackney practitioners to be involved with and to influence the implementation of NAAS nationwide, and to feed back to the Government about their experiences.

The assessment stage for social workers is scheduled to start in Spring 2019 for Phase 2 local authorities and the service is working to prepare Hackney social workers to undertake the NAAS next year.

# Early Help and Prevention



## Strengths/Progress

**Strong links with local schools through the Young Hackney Service** – in relation to providing additional targeted support to young people, as well as in relation to PSHE provision and sports activity.

**Young Hackney has continued to extend its reach to more young people** – there has been an 11% increase in attendances by children and young people to Young Hackney provision, including commissioned services.

**Effective Troubled Families programme** - Hackney has met its Troubled Families targets and recent feedback from the Ministry of Housing, Communities & Local Government about the quality of Troubled Families work was very positive, noting that cases seen '*demonstrated the high-quality work that Hackney is carrying out with families across a range of services.*'

**The in-house Domestic Abuse Intervention Service is now integrated and co-located within CFS** - strengthening the coordination of domestic abuse services in Hackney to ensure there is a comprehensive support offer available. This includes a specialist perpetrator programme.

**The rate of first time entrants to the Youth Justice System is lower than comparator authorities** - a focus on crime prevention and diversion activities throughout the year, alongside the extensive Young Hackney and community based provision offer, has helped to divert young people before they enter the youth justice system and has helped to keep the rate of first time entrants (FTE) per 100,000 young people below the rates of Hackney's statistical neighbour authorities.



## Areas for further development and actions to address

**Improve monitoring of the effectiveness of early help support** - particularly in a time of increasing demands for statutory services. Work is currently taking place to review the effectiveness of early help pathways and the interface with statutory services, for example in relation to early help pathways at the front door, and step up/step down processes between early help and statutory social care services to ensure that families are provided with the right level of support to meet their needs.

**We aim to strengthen the support for children who have witnessed domestic abuse** – trauma-informed practice is a major focus for this year and support for children affected by domestic abuse is being developed with the Domestic Abuse Intervention Service. Training has been delivered to a cohort of practitioners and group work interventions with children and non-abusive parents will be embedded across early help and statutory services within CFS by March 2019. The Domestic Abuse Intervention Service is also working in collaboration with a number of local authority partners to explore opportunities for implementing the *Safe and Together* approach. This is an evidence based model that provides a framework for partnering with domestic abuse victims and intervening with domestic abuse perpetrators to enhance the safety and wellbeing of children.

**Serious youth violence, in particular knife crime, is a significant challenge** - This requires a multi-agency response to allow for targeted and well-rounded interventions to effectively support this cohort. In order to address this, Hackney has developed a multi-agency Knife Crime Strategy using a public-health approach aimed at reducing children's exposure to criminal, violent, and anti-social behaviour. This approach treats violence as a preventable public health issue, using data and analysis to identify causes and focusing on prevention through multi-agency systemic approaches.



# Early Help and Prevention

## Young Hackney



Young Hackney is the Council's early help, prevention and diversion service for children and young people aged 6-19 years old and up to 25 years if the young person has a special education need or disability. The service works with young people to support their development and transition to adulthood by intervening early to address adolescent risk, develop pro-social behaviours and build resilience. The service offers outcome-focused, time-limited interventions through universal plus and targeted services designed to reduce or prevent problems from escalating or becoming entrenched and then requiring intervention by Children's Social Care. Young Hackney's approach to early help is based on a systemic understanding of the key relationships in a child or young person's life and, in particular, the critical influence of peers and family members.

### Work with local schools



Young Hackney works closely with schools to support the delivery of the core Personal, Social and Health Education (PSHE) programme as well as to support behaviour management interventions. A curriculum has been developed that is delivered in schools and focuses on topics such as healthy relationships, substance misuse, e-safety and youth participation and citizenship.

The majority of secondary schools in Hackney have an allocated Young Hackney team who will work with them to identify students who require additional support to participate and achieve. If schools identify students who would benefit from individual support, Young Hackney will create an appropriate intervention with the school.



*Michael was referred to Young Hackney by CAMHS Disability. Michael and his mother were denied entry on applying for a return visa to Canada after a short planned stay in the UK. During this time his mother did not enrol Michael in school as she thought they would return to Canada and Michael had been out of school for over a year. Michael has autism and was nervous about starting back at school as well as making friends. Young Hackney supported Michael's mother to get a school place for Michael. Ahead of starting school, Young Hackney worked on a plan to support Michael to access activities in the community to familiarise himself with the local area and travel independently, to build a structured routine ahead of his start at school and to become exposed to groups of young people and worked on improving his confidence and social skills. Initially the plan had been to show Michael a range of youth hubs to see if he could gradually be encouraged to engage in activities, however he surprised everyone, including himself, and now attends one of the youth hubs every week (Michael has commented that 'I don't deal with loud people but I like it here'). His school has reported that he has settled well into his new routine. Michael's case will soon be closed to the Early Help team, but he will continue to be supported through the universal Young Hackney provision. Michael's mother is delighted with his progress and has commented on how the hub gives them both independence and confidence.*



## Universal Provision delivered through Youth Hubs

In 2017/18, there were 65,672 attendances by named children and young people aged 6-19 years recorded at the 4 Young Hackney Hubs. There were 165,283 attendances by named children and young people aged 6-19 years during 2017/18 at the wider youth provision delivered through Young Hackney and commissioned services for young people. This is an 11% increase compared to 2016/17 when there were 149,527 attendances by named children and young people.

## Substance Misuse Team

The Substance Misuse Team supports children and young people aged 6-25 years who are directly affected by substance misuse, or affected through their parent's misuse. Interventions take a tailored and holistic approach that builds young people's resilience and addresses issues of family and relationships, finances, education and housing, while liaising with other services/partners as necessary. Over 2017/18, the team worked with 202 young people on a targeted basis and delivered outreach sessions to 5,211 anonymous young people, including schools and youth hubs.



The Early Help and Prevention Service also includes:

- Youth and School Sports
- Adventure Playgrounds and play streets
- Prevention and Diversion
- The Health and Wellbeing team

*'I can't tell you how helpful and supportive it is to have had your input this week. You provide a calm, objective adult influence for [the young person], and I know that she hears what you say, and that she respects you. I am very grateful for your advice and input, and that you managed to make so much time for us this week'.*

Parent about their Young Hackney worker



*'Thank you for all you have done with our students and the support you have provided my team. It is greatly appreciated and I look forward to working with you all next year'.*

Teacher from a local school about a Young Hackney intervention

## Individual Support - Universal Plus and Targeted Support



At any one time, Young Hackney are working with approximately 600 young people through the Early Help teams, providing tailored individual support. The most common presenting issues include: risk of sexual exploitation, behaviour, attendance and truanting, risk of offending, risk of becoming not in education, employment or training (NEET), different cultural expectations within the family.

*Jamal, age 13, was referred to Young Hackney by the Access and Assessment Service following an allegation made by his father about his mother's drinking. Jamal's parents had recently split up following incidents of domestic violence and his mother appeared to be using alcohol to cope with difficult feelings. When working with Jamal, Young Hackney aimed to give him space to talk about his experiences of witnessing domestic violence and his mother's use of alcohol. This allowed him to think about how these had affected him, as well as addressing the risks posed by his mother's drinking. Young Hackney also helped Jamal to find activities outside the home which would support him to build his confidence and engage with the wider community. His mother was open to support and was able to have difficult conversations about her use of alcohol and agreed to engage with a counsellor and welfare officer. Young Hackney continued to work with her addressing the impact of her alcohol use on Jamal through consultation with the Young Hackney Substance Misuse Service and created a safety plan together to address the things that Jamal was most worried about. Jamal's and his mother's feedback at case closure was positive: they both found the process to be helpful in allowing them to reflect and voice their concerns. They particularly appreciated the positive, strength-based approach to providing support that Young Hackney uses and have indicated that they would self-refer in future if they thought they needed further support.*



# Early Help and Prevention

## Family Support Service



The Family Support Service Units are primarily social work led delivering targeted support to families in need of additional and/or intensive support, including those identified as 'Troubled Families' meeting a minimum of two of six headline criteria:

- Parents and children involved anti-social behaviour
- Adults out of work or at risk of financial exclusion or young people at risk of worklessness
- Children who are not attending school regularly
- Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan
- Families affected by domestic violence and abuse
- Parents and children with a range of health problems

*'I would like to convey my sincere thanks, appreciation, support and loyalty to my son. He has finished his A level exams today and I could not have done it without your tireless support. It's one of the first days in a long time that I have had a genuine smile'*

– Parent about their Family Support social worker

## Domestic Abuse Intervention Service



The Domestic Abuse Intervention Service (DAIS) joined the Children and Families Service as part of the Early Help and Prevention Service in April 2017 and is co-located with other services in CFS. DAIS works with anyone experiencing domestic abuse who is living in Hackney, aged 16 or over, of any sex and gender, and of any sexual orientation. The service assesses need; provides information and support on legal and housing rights; and supports service users with court attendance and to obtain legal protection. The service also works with perpetrators of domestic abuse to try to reduce risk.



DAIS received 1,165 referrals in 2017/18. There has been a year on year increase in the number of referrals the service receives with a 42% increase between 2015/16 and 2017/18.

For those victims of domestic abuse who have been identified and assessed as high risk, Hackney holds a fortnightly Multi Agency Risk Assessment Conference (MARAC), chaired by the police, and scrutinised by the Violence Against Women and Girls (VAWG) lead. 477 cases were heard at MARAC in 2017/18, a decrease of 4% from 2016/17 when 497 cases were heard. 96 (20%) of the total number of cases heard at MARAC were 'repeat' referrals. In 230 of the 477 cases (48%) there were children in the household. A total of 406 children were potentially being impacted by high risk domestic abuse.

The team works closely with professionals across the Council and external partnerships and DAIS provides support through co-location one day per week in the First Access and Screening Team (FAST), where referrals for early help and safeguarding services for children and families are received and processed. DAIS workers provide consultation and expert advice and guidance to other practitioners in the Children and Families Service, and provide training as part of the wider CFS staff training programme.



*"I knew there would be help, I didn't expect all this though. I am so so grateful. It's the little things. My Intervention Officer came with me on the journey, she saw how low I was, how vulnerable, and that helped me a lot"*

DAIS service user about her Intervention Officer

# Early Help and Prevention

## Youth Justice



The Youth Justice Service works with all young people in Hackney who are arrested or convicted of crimes and undertakes youth justice work including bail and remand supervision and supervising young people who have been given community or custodial sentences.

Young people are supported by a multi-agency team including a Forensic Psychologist, the Virtual School, Speech and Language Therapists, the Police, a Nurse, Probation Services, a Substance Misuse Worker and a Dealing Officer.



*"Helped me sort out my housing situation, and education advice as well as making positive decisions, for example choosing my friends and speech and language"*

Young person about his Youth Justice worker

Overall, Hackney has a relatively low proportion of 10-18 year olds involved in the youth justice system, and a low number of remands and custodial sentences. The number of young people re-offending in Hackney within a 12 month period has increased over the last year, from 59 at the end of March 2017 to 70 at the end of March 2018.

### First time entrants (FTE)

In 2017/18 Hackney witnessed a small decrease in the overall numbers of First-Time Entrants (FTE) with the number decreasing to 111 (from 114 in 2016/17) after three years of growth from a historic low four years ago.

### Education, Employment and/or Training

Education can be a strong protective factor for young people at risk of offending. The Youth Justice Service has a strong focus on securing access to education, training and employment and is supported by the Virtual School. At the end of March 2018, 78% of young people on youth justice orders were attending and engaging in full time education, training or employment.

*Neil, aged 16, attended a screening session with the Speech and Language Therapist (SaLT) as part of his Youth Justice Order. This showed that Neil had some difficulties with his ability to remember and understand information. When this was explored further, Neil's mother reported that he had become a bit withdrawn recently. Neil then disclosed that he would often hear voices in his head that would give him strong migraines. After obtaining his consent, the SaLT worker made a referral to Homerton Safeguarding and the Hackney Clinical Hub. The Clinical Psychologist was then able to meet with Neil, his Speech and Language Therapist and Youth Justice worker to provide specialist input into the support strategy being agreed to support Neil to complete his order and improve his life chances.*





# Family Intervention and Support Service (FISS)

## Access and Assessment



### Strengths/Progress

**Quality of assessments** – Audits found an improvement in the quality of assessments with an average score of 3.9 in 2017/18 compared to a score of 3.5 in 2016/17 (where 1 is ineffective and 5 is highly effective). Auditors found that the majority of assessments were thorough, and identified risks in a timely manner, particularly in complex cases such as those with an element of child sexual exploitation or harmful sexual behaviour. Assessments also demonstrated evidence of strong multi-agency information sharing.

**Swift and effective response at the front door** - 127 brief audits were undertaken in the First Access and Screening Team (FAST) during 2017-18, with auditors agreeing with the decisions made by the team in 98% of cases.

**Response to 16 and 17 year olds who are homeless or at risk of homelessness** – Thematic audits carried out on this topic in September 2017 evidenced good practice. The average score for overall practice was 3.5 (where 1 is ineffective and 5 is highly effective). In all cases where the revised 16/17 year old homelessness protocol applied (developed following the Ofsted inspection in 2016), auditors found that this protocol had been followed correctly.

**Improved consistency for families** - Thematic audits in February 2017 on re-referrals found that for some families the impact of multiple referrals and repeat assessments had not been fully considered for the family, particularly in cases of neglect. In order to improve consistency for families, the Access and Assessment and Children in Need services were brought under the same leadership in November 2017 to form the Family Intervention and Support Service. The service has since implemented a revised process to ensure that families that are re-referred to statutory services are allocated to the unit that previously worked with the family.



### Areas for further development and actions to address

**Assessment timescales** - Following the July 2016 Ofsted inspection findings that some assessments took too long, plans and timescales for assessments are set at the start of an assessment and reviewed at weekly unit meetings, to try to ensure that assessments take place within a timeframe appropriate to the individual child's needs. Assessments open for longer than average are audited by a Service Manager to understand the reasons for any delay. Assessment timescales are also monitored at the fortnightly Managing Demands Group, chaired by the Director of the Children and Families Service.

Whilst there has been some progress in achieving reduced timescales and very good engagement from both managers and practitioners on this issue, rises in demand for services and associated increases in caseloads have made it difficult to achieve the reduced timescales that had been anticipated. The service is supporting staff to undertake briefer assessments, proportionate to children and families' needs, while maintaining the high quality of assessments undertaken. Work is also underway to review the application of thresholds at the front door, for implementation in early 2019, and the effectiveness of the interface with early help services. It is hoped that this will support a reduction in the number of assessments being undertaken and the length of time taken to complete these.

**Information for parents/carers on assessments** - A number of complaints received during 2017-18 showed that parents are not always clear about what a Child and Family Assessment entails. Informed by this feedback, a booklet explaining the process as well as parents'/carers' right to comment on the assessment is being produced, and will be shared with parents/carers from January 2019. This will replace the leaflet currently in use.

**Increase in re-referral rate** - Hackney's re-referral rate increased in 2017/18, following a number of years of steady performance for this indicator. Further analysis is taking place to understand and respond to this increase.



# Access and Assessment



The Access and Assessment Service is part of the Family Intervention and Support Service and undertakes statutory assessments of children in need and child protection investigations for all new referrals to Children's Social Care.



## First Access and Screening Team (FAST)

The First Access and Screening Team (FAST) acts as a single point for contacts and referrals to the Children and Families Service for children in need of support or protection. The multi-agency and co-located team of police, probation, health, social work and research staff work together to share intelligence and jointly assess risk. All contacts with FAST are immediately progressed as a referral to Children's Social Care if the threshold for a statutory assessment is met, otherwise FAST supports children and young people to access universal and targeted early help provision such as the Family Support Service, Young Hackney, or Children's Centres.



## The **Overstaying Families Intervention Team (OFIT)**

The **Overstaying Families Intervention Team (OFIT)** supports families with No Recourse to Public Funds with advice and practical support through the provision of accommodation and subsistence payments. During 2017/18, OFIT has taken on a specialist immigration lawyer, benefitted from close working relationships with immigration services and from the assistance provided by the immigration advisor funded through the "controlling migration" grant. The Service has also developed working relationships with local voluntary groups. During 2017-18, OFIT supported up to 120 families and 240 children at any one time. Towards the end of 2017/18, the number of families successfully resolving their immigration status and obtaining access to public funds increased, reducing the number of families receiving support, a trend that has continued into the current year.



*'Thank you. Such a great social worker. She understood all our needs and respected our opinions.'*  
- Parent about their A&A social worker

## Out of Hours Social Work Service

The Out of Hours Social Work Service, or Emergency Duty Team (EDT), forms part of a 24-hour and seamless front line child protection service delivered by experienced and senior social work staff from across CFS working on a voluntary rota basis. The service meets the local authority's out of hours statutory social care responsibilities in safeguarding the welfare of children.

*'I must also add that this feedback is amazing and I really hope that all social workers could be this thorough. This is the first time I have received this type of feedback on an out of area referral.'*

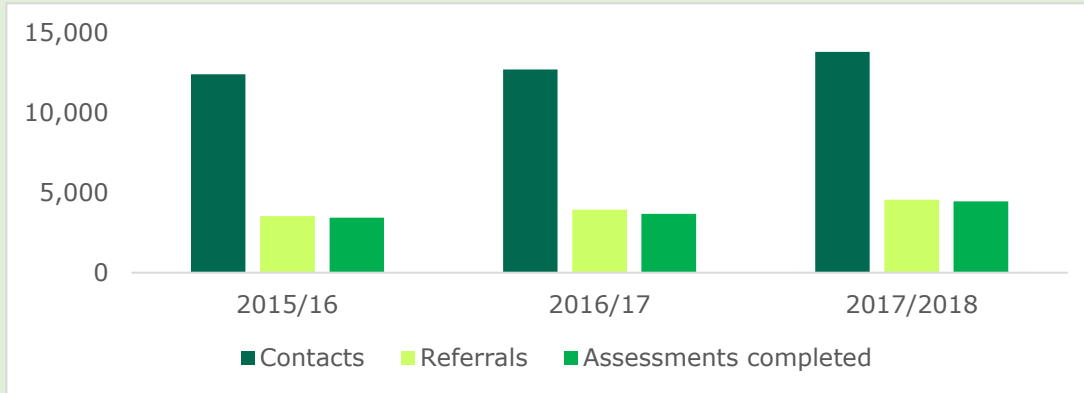
- Health professional about the outcome of their referral



*A referral was received from a local hospital after a mother who presented with chronic substance misuse issues gave birth in the community and discharged herself and went missing following the birth. The baby had significant health needs and initially no one with parental responsibility could be identified. Shortly after going missing, the mother contacted her estranged aunt who made contact with Hackney Children's Services. After contact was made with the wider family, family members immediately started to visit the baby whilst her medical needs were being met at the hospital. It was soon agreed that someone within the family network would look to adopt the baby, who has now been discharged into their care. Care proceedings have been initiated accordingly in a timely way and the baby is reported to have settled in very well with her carers and is thriving in their care.*



## Contacts, Referrals and Assessments



	2015/16	2016/17	2017/18
<b>Contacts</b>	12,386	12,699	13,802
<b>Referrals</b>	3,543	3,940	4,563
<b>Assessments completed</b>	3,434	3,667	4,456

**Contact:** when an agency or member of the public provides information to our First Access and Screening Team (FAST). This might be a discussion about a child or family, or be for advice about services.

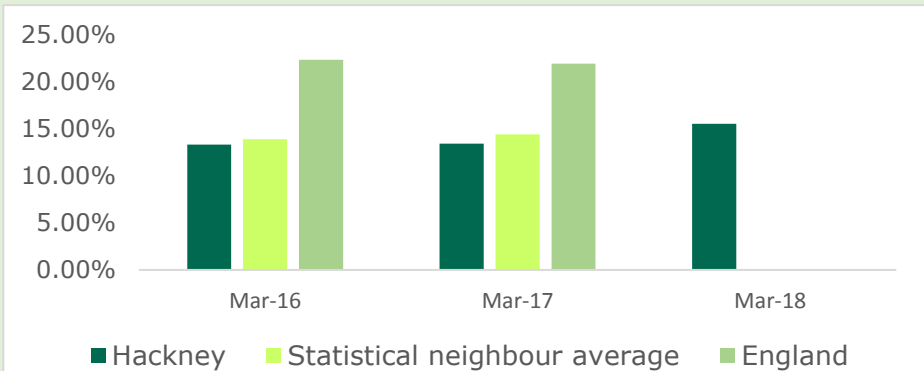
**Referral:** when a contact is about a specific child and this requires further investigation, the FAST team may progress the contact to a referral.

**Assessment:** when a referral has been investigated and it is decided that an assessment is needed to understand more about the child and their family in order to check that they are safe, an assessment is undertaken.

Referrals which do not result in an assessment but indicate that some ongoing support would be beneficial result in families being signposted or referred to Early Help services.

- ↑ 9% increase in the number of contacts received compared to last year
- ↑ 16% increase in the number of contacts accepted as referrals compared to last year
- ↑ 22% increase in the number of completed assessments compared to last year

## Percentage of re-referrals within 12 months of a previous referral



	March 2016	March 2017	March 2018
<b>Hackney</b>	<b>13.3%</b>	<b>13.4%</b>	<b>15.5%</b>
<b>Statistical neighbour average</b>	13.9%	14.4%	Not yet published
<b>England</b>	22.3%	21.9%	Not yet published



There has been an increase in the number of re-referrals since last year

## Average length of assessments

<b>49 days</b>	<b>2015/16</b>
<b>47 days</b>	<b>2016/17</b>
<b>46 days</b>	<b>2017/18</b>

Hackney continues to exercise dispensation agreed by the Department for Education for statutory assessment timescales which has enabled the Children and Families Service to adopt a proportionate and flexible approach with families during assessment.

# Family Intervention and Support Service (FISS)

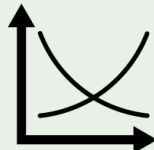
## The Children in Need Service



### Strengths/Progress

#### **Decrease in the number of children subject to Child Protection Plans -**

Considerable work took place in 2017/18, led by the Managing Demands Group that was established in July 2017, to understand and address the increase in Child Protection Plans in 2016/17. This has now decreased significantly to a level in line with the number of plans in the years prior to 2016/17. Extensive audits have taken place and these have led to the re-introduction of a consultation stage allowing practitioners to have conversations with Independent Chairs around the rationale for recommending a Child Protection Plan, and more consideration is given about



whether it is appropriate for all children from a large sibling group to be on a Child Protection Plan and on identifying alternative types of plans and support that may be more appropriate for young people aged over 16.



**Decrease in repeat Child Protection Plans** - Robust management oversight of repeat plans for children is having a positive impact on rates, which, at 13.1%, is now lower than the most recently published statistical neighbour average (15.9%) and most recently published national average (18.7%).

#### **Close tracking of Public Law Order (PLO) processes by senior managers**

- to ensure permanency is secured as quickly as possible for children and young people.

#### **Very positive feedback was received from the Courts and Cafcass in 2018 about Hackney social workers**

- this includes praise from a Judge for the "excellent and high quality social work" from a Children in Need social worker to support a child that she was working with and numerous comments about the sensitivity, thoughtfulness and respectful work undertaken with families.

#### **Timely and well-rounded response to neglect**

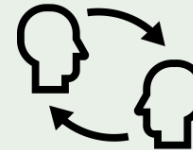
- Thematic audits in June 2017 showed that in seven out of eight cases reviewed where children were experiencing or had previously experienced neglect, the assessments fully explored and addressed the professional concerns and risk factors relating to neglect. Auditors found evidence of timely action being taken when there were immediate concerns about the levels of risk to children, as well as examples of good multi-agency working.



### Areas for further development and actions to address

#### **Communication with families about plans**

- Following the Ofsted inspection in 2016, a programme of improvement work took place across CFS in relation to children's plans and a themed audit on this topic took place in March 2018. Auditors found that the vast majority of plans reviewed were clear and concise. However the audits highlighted that communication with families about plans could be improved.



This finding was supported by feedback from families as part of this thematic audit round. Families need to be clear about what is expected of them, how they can achieve this and also what support is available to them. This learning has been shared with practitioners and practice in this area will continue to be monitored.



#### **We need to understand why a high number of children remain at home at the end of court proceedings**

- The Service is carrying out more analysis of cases that go to court and result in children remaining/returning home, as well as liaising with other boroughs about their experiences, to ensure that we are not taking families through court proceedings unnecessarily.

#### **Strengthening responses to parental non-engagement for neglect cases**

- Thematic audits in June 2017 identified examples where practitioners could have used stronger strategies to work with parental non-engagement or disguised compliance in relation to neglect. A service-wide Practice Development Day was held in February 2018 for all CFS practitioners on the topic of 'Working with denial and cognitive dissonance' and this has been embedded into the wider staff training programme.

# The Children in Need Service



The Children in Need Service is part of the Family Intervention and Support Service and is responsible for the safeguarding of children and young people assessed as being 'at risk'. Work undertaken in the service includes child protection interventions, court proceedings and statutory family support to help children remain at home safely.



## Child Protection Plans

Children thought to be at risk of significant harm are discussed at an Initial Child Protection Conference to determine the need for a Child Protection Plan – a Protection Plan will outline the multi-agency interventions and support that will be put in place with the child and family to reduce the risk of harm and to achieve change within the family. Child Protection Plans are reviewed at regular intervals, and will end when the multi-agency group agrees that the child is no longer at risk of significant harm (in some cases this will be because the child has become looked after by the local authority).



*'I'd like to personally thank you, for initially listening and keeping an open mind to the circumstances that surround my family. It is to your great credit how fairly, evenly and rigorously you have understood and interpreted the information you have received. [...] Many times you have stated that 'this is your job' but I am deeply impressed by your commitment to the future happiness and prosperity of my two children.'*

Parent about their Children in Need social worker

*'I have done a few cases with Hackney since Christmas and have been so impressed by everyone's commitment. It's so sad this isn't mirrored in all the boroughs'*

– Comment from Cafcass



*'Hackney is one of the most supportive and helpful Boroughs in this court and they have so many resources available to families'*

Comment from a Judge following a court case

*Omar, aged 8, lived with his mother and came to the attention of CFS following concerns raised by his school in relation to his emotional wellbeing and his behaviour being beyond parental control. He would attack his mother frequently, had stopped attending school and had threatened to hurt himself. His mother struggled to accept the concerns and the need for intervention and he was consequently made subject to a multi-agency*

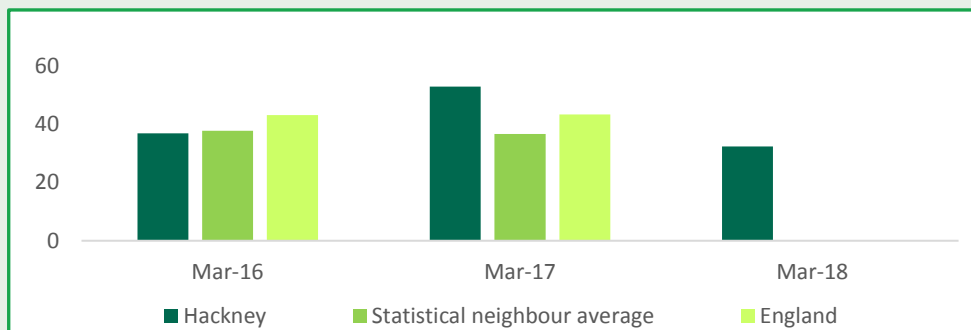
*Child Protection Plan. However the risk escalated rapidly, leading CFS to attend Court to commence Care Proceedings and a Full Care Order was granted by the Court. Omar's behaviour changed when he came into care. He has an excellent foster carer who has supported him to return to school and he now has 100% school attendance. Omar has received support from the CFS Clinical Service, and he has engaged very well with this support and the concerns in relation to his emotional wellbeing have now decreased. He is enjoying friendships for the first time and likes a wide range of social activities. The social worker undertook ongoing work with Omar's mother to support her to understand the risks to Omar's development and she was able to develop some insight into his behaviour and her parenting. The contact that Omar now has with his mother has become much more enjoyable and safer for both of them.*



### Number of Child Protection Plans at 31<sup>st</sup> Mar

Mar 2016	Mar 2017	Mar 2018
226	330	200

### Rate of Child Protection Plans per 10,000 population aged under 18 (at 31<sup>st</sup> Mar)



Area	Mar 2016	Mar 2017	Mar 2018
<b>Hackney</b>	<b>36.9</b>	<b>52.9</b>	<b>32.4</b>
<b>Statistical neighbour average</b>	37.7	36.6	Not yet published
<b>England</b>	43.1	43.3	Not yet published



39% decrease in the number of children subject to Child Protection Plans compared to the same point last year

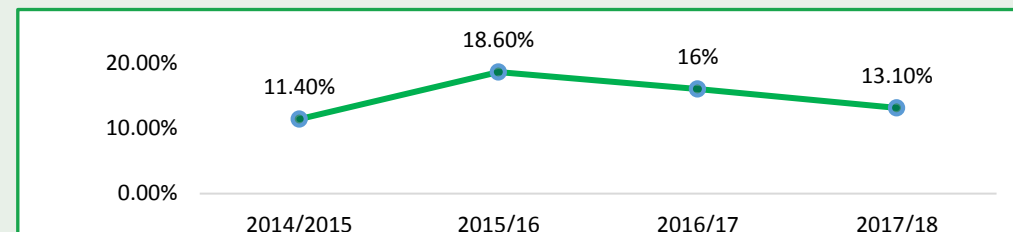


The rate of Child Protection Plans in Hackney at 31<sup>st</sup> March 2018 was 32.4 children per 10,000. This is a decrease from the previous year (52.9 per 10,000 at March 2017)

### Court Proceedings

The overall average length of proceedings in Hackney during 2017/18 was 30 weeks. This is 5 weeks longer than the overall average for 2016/2017 which was 25 weeks, and 4 weeks longer than the target of 26 weeks. This performance is mainly due to a number of long standing cases which were finalised in the final quarter of 2018 which significantly increased the overall average for the year. One family of 6 children were in proceedings for 75 weeks and another family of 3 children were in proceedings for 72 weeks.

### Percentage of children who became the subject of a Child Protection Plan who became the subject of a plan for a second or subsequent time



	2015/16	2016/17	2017/18
<b>Hackney</b>	<b>18.6%</b>	<b>16%</b>	<b>13.1%</b>
<b>Statistical neighbour average</b>	14%	15.9%	Not yet published
<b>England</b>	17.9%	18.7%	Not yet published



The number of children subject to a Child Protection Plan for a second or subsequent time decreased to 13.1% in 2017/18, which is lower than the most recently published statistical neighbour average (15.1%) and most recently published national average (18.7%).

### Percentage of children subject of a Child Protection Plan, by length of time as the subject of a plan

Duration of Child Protection Plan	Mar 2016	Mar 2017	Mar 2018
Under 3 months	28%	36%	32%
3 – 6 months	20%	22%	11%
6 – 12 months	35%	27%	21%
1 – 2 years	14%	12%	33%
Over 2 years	3%	3%	3%

Hackney had fewer children on Child Protection Plans for 3-6 months (11%) during 2017-18 compared to the national average (25%), and had more children on Child Protection Plans for between 1-2 years (33%) compared to the national average (15%).



# Private Fostering



A child under the age of 16 (under 18, if disabled) who is cared for, or proposed to be cared for, and provided with accommodation by someone other than a parent, person with parental responsibility or close relative for 28 days or more is described as being privately fostered.

Local authorities do not approve private foster carers, but are required to assess and say whether or not they agree and accept a private fostering arrangement to ensure that the welfare of privately fostered children is being safeguarded and promoted. To fulfil this duty local authorities must take a pro-active approach in partnership with other agencies and other key professionals in raising public awareness of requirements regarding notifications of private fostering arrangements.

## Age breakdown of total number of children in a private fostering arrangement between (Apr 17 - Mar 18)

As at the end of March 2018 there were 21 children in private fostering arrangements in Hackney. This is an increase from the figure of 18 private fostering arrangements in March 2017.

Of the 21 children in private fostering arrangements, 3 were new arrangements which began in 2017/18.

Age (at Mar 18)	Number of children
Under 1	0
1 - 4	1
5 - 9	8
10 - 15	12
16 and over	0
<b>Total</b>	<b>21</b>

## Total number of children in a private fostering arrangement (Apr 17 - Mar 18) by place of birth

Place of birth	Number of children
UK	9
Africa	7
Europe (other)	2
Asia	2
Middle East	0
Oceania	0
Canada and USA	0
Caribbean, Central and South America	1
Other	0
<b>Total</b>	<b>21</b>

# Young Carers



Young carers are children and young people under 18 who provide regular or ongoing care and emotional support to a family member who is physically or mentally ill, disabled or misuses substances.

A young carer becomes vulnerable when the level of care giving and responsibility to the person in need of care becomes excessive or inappropriate for that child, impacting on his or her emotional or physical well-being or educational achievement and life chances.

The multi-agency Hackney Young Carers Steering Group continues to monitor and support the Hackney Young Carers Project.

At the end of March 2018, Hackney Young Carers Project, funded by the Children and Families Service and delivered by Action for Children, was working with 185 young carers, compared to an average during 2016/17 of 209 young carers.

The project provides a variety of support services which include group work, and one to one work with children in more complex situations. Term time clubs take place such as cooking and homework clubs which take place every week, and one additional term time group that varies by term consisting of drama, sewing or cinema club. Positive activities and fun holiday sessions are well attended by the young people, and there are support groups in four secondary schools in Hackney.

# Disabled Children Service



The Disabled Children Service (DCS) is part of the Special Educational Needs and Disability (SEND) service within Hackney Learning Trust. It operates a social model of disability in offering assessment and intervention in line with the Children Act to families who are experiencing crises due to the disability of their child and or social isolation as a result of their child's disability in accessing universal or targeted services. All referrals for an assessment from DCS are made through the First Access and Screening Team (FAST).

At the end of March 2018, the service was working with **241** children and young people. Of the 241 children, **165 were male and 76 were female**. This is a slight decrease compared to 2017, when the service was working with 248 children and young people.

## Age and disability breakdown for cases open to the Disabled Children Service (as at Mar 2018)

Age	Number of children
5 or under	33
6 - 8	47
9-11	40
12-14	61
15+	60
<b>Total</b>	<b>241</b>

Type of disability	Number of children
Physical disability	46
Learning disability	129
Both learning and physical disability	56
Down's syndrome	10
<b>Total</b>	<b>241</b>

## Transitions

During 2017/18, 58 young people transitioned from children's to adult services as they reached the age of 18. This number is in line with the number of young people last year. Work is underway to strengthen transition processes to ensure that joint planning is effectively managed.

## Short Breaks

Short breaks are defined as any service or activity outside of school hours which gives the family of a disabled child or young person a break from their caring responsibilities, and gives the disabled child or young person an enjoyable experience. There are currently **seven** commissioned short breaks providers in Hackney, including providers offering support specifically within the Orthodox Jewish community. In 2017/18, of **1,257** young people known to Short Breaks, **919** were accessing provision. Letters have been sent to families who are not using the provision to understand the reasons for this and prompt those families who have not selected provision to do so.



	2015/16	2016/17	2017/18
<b>Number of young people accessing Short Breaks provision</b>	1,081	1,193	919

As a result of a complaint from a parent in 2017/18 about information related to Short Breaks provision for children aged under 5, the Service has revised their explanation of the provision and made this clearer on the Council's webpages.

# Clinical Service



The Hackney Children and Families Clinical Service is an integrated and specialist Child and Adolescent Mental Health Services (CAMHS) for children accessing Children's Social Care Services, the Family Support Service, Young Hackney and the Youth Justice Service. It works in partnership with the City and Hackney CAMHS Alliance and is accountable through integrated CAMHS commissioning arrangements. The Clinical Service operates on an outreach basis in order to promote accessibility for families, and does not have a waiting list.



*It was really helpful to have time to discuss what was happening in our family. The team got us to think about various aspects which [otherwise] we might not"*

– Parent about their child's clinician

## Clinical Service Activity Data Apr 17 – Mar 18

Number of new cases	398
Total number of cases	1,216
% of positive CHI-ESQ* feedback	93%
% of positive SDQ** improvement	79%

\*The Children Experience of Service Questionnaire (CHI-ESQ) was developed by the Health Care Commission as a means of measuring service satisfaction in Child and Adolescent Mental Health Services.

\*\*The Strengths and Difficulties Questionnaire (SDQ) is a brief emotional and behavioural screening questionnaire for children and young people.

The Clinical Service delivers training to social workers, foster carers and other frontline practitioners. This includes topics such as managing self-harm risk, and recognising and responding to the attachment needs of looked after children.

## New Beginnings Parent-Infant Mental Health Programme

The CFS Clinical Service has an active partnership with the Anna Freud Centre to develop and deliver this programme for at-risk babies and their families. The project was recognised at the 2017 national Infant Mental Health Awards.

Since April 2008 all local authorities in England have been required to provide information on the emotional and behavioural health of children and young people in their care. Data is collected through a Strengths and Difficulties Questionnaire (SDQ).

The average **SDQ score** for Hackney's looked after children in 2017/18 was 14. This is in line with the national average score for looked after children and a decrease from last year's average SDQ score of 15.

The scoring range is between 0-40. On an individual basis a score of 13 or below is normal and 17 and above is a cause of concern (14 - 16 is borderline). Every child whose SDQ score was of concern has received additional support from the Clinical Service.



## Association of Family Therapy Accreditation



Hackney Children and Families Service is the first local authority in the country to receive accreditation from the Association of Family Therapy and Systemic Practice (AFT) for its postgraduate training in Systemic Theory and Practice within Children's Social Care (Year 1) and is run and facilitated by the CFS Clinical Service, meaning that practitioners who complete our in-house training receive a post-graduate qualification. Systemic social work practice aims to support families and young people to build their capacity to address their own problems more effectively, using a *collaborative* approach. This involves *working with* key relationships in a child or young person's life and building on these to ensure that they are supportive, helpful and safe.

## Evidence-based practice

The Clinical Service offers a wide-range of evidence based therapeutic support to children and families experiencing emotional and behavioural difficulties; relationship issues and mental health issues. Approaches offered include Systemic Family Therapy, Child Psychotherapy, Cognitive Behavioural Therapy (CBT), Video Interaction Guidance (VIG), Art Therapy and Dyadic Developmental Psychotherapy (DDP).

# Clinical Service

## Systemic approaches

Family Therapy, Multi-Family Group Therapy and Couples Therapy are available to families where there are relationship difficulties, including risks of abuse, neglect and extra-familial risk. Four Family Therapy clinics run each week, including an evening clinic for working parents. Systemic approaches also inform reflective practice groups for Children and Families Service practitioners.

## Trauma-informed practice

The Clinical Service provides training and consultation across Children and Families Services, to support awareness and responses to children and families who have experienced trauma. Clinicians also offer direct trauma-focused therapeutic support to children and young people. As well as addressing symptoms of PTSD, interventions focus on addressing the wider effects of complex and developmental trauma; experienced as a result of abuse and neglect, domestic violence, refugee experiences and community violence.



"[The clinician] let me talk freely and I stopped being over emotional and because of that I am very pleased".


Young person about their clinician



## Promoting Secure Attachment Relationships

The Clinical Service supports awareness of the attachment needs of children via consultation to colleagues, foster carers and schools, and offers training in this area to a range of audiences. The service runs a group programme for foster carers to help them meet the attachment-related needs of looked after children, and offers specialist attachment-focused therapies including Dyadic Developmental Psychotherapy (DDP) and Theraplay.

## Partnership and Inter-Agency working

Clinical support within Children and Families Services is highly integrated with the development and delivery of wider support plans, risk assessments and interventions offered by social workers, family support workers and youth workers. Clinicians attend unit meetings on a regular basis so that practitioners have frequent access to clinical support. 

Hackney's clinical offer to young people supported by the Youth Offending Team was highlighted as a case study in the Local Government Association's Youth Justice Resource Park (published in May 2018).

This year, Clinicians have also begun directly contributing to statutory health assessments for looked after children. This has led to improved identification of mental health needs at the initial stage of a child's journey into care.

*Tim, aged 9, was referred to the Clinical Service after disclosing sexual abuse by his father, during an overnight stay. Tim was described as being generally anxious and easily upset at school, but had a close relationship with his teacher. His mother reported having a close relationship with Tim, but there was a difficult relationship between Tim and his mother's new partner, who lived with them along with his own older children.*



*Alongside safeguarding responses from the social work unit, a comprehensive clinical assessment was completed, which established that Tim had some further symptoms of trauma, and that there was a high level of family conflict in the home, which was causing him a lot of worry and distress. Short-term family therapy was offered, which helped the family reduce conflict and build resilience. Clinical consultation helped staff in Tim's school to support Tim in a trauma-informed way. Individual specialist trauma-focused therapy also contributed to Tim feeling better, and able to enjoy home and school life again. The Clinical Service input included consultation to the social work unit to inform risk assessment and planning. At the end of the intervention period, Tim was no longer experiencing trauma symptoms, family life was calmer and there was no longer a need for statutory social work involvement.*



## Strengths/Progress

### **Consistently strong educational achievement of Hackney's looked after children -**

- Hackney performed well in the Key Stage 4 Attainment 8 measure in 2017 achieving better results than the England and statistical neighbour averages and came **29th overall in the country**.
- Hackney also achieved very well in the Key Stage 4 Progress 8 measure in 2017 attaining results better than the England and statistical neighbour averages and came **7th overall in the country**.

### **Development of new child-centred Looked After Child Review process -**

- There continues to be positive feedback from young people about their Looked After Child Reviews since the re-launch of these in September 2016 as the more child-friendly 'Our Reviews, Our Choice' process. Young people are being empowered to take a more directive role in their reviews and there has been an increase in young people chairing their review meetings and devising activities for the attendees to be part of.

### **Care leavers receive extensive support around education, employment and training (EET) via the Virtual School -**

- Hackney has strong care leavers EET performance - the overall EET figure for 19-21 old care leavers was 64% in 2017, placing Hackney **11th in the country overall** and 2nd in London (with only City above Hackney's performance).
- Hackney had a higher proportion than the national average of care leavers in higher education - 9% in Hackney in 2017, compared to 6% nationally.
- Hackney care leavers also benefit from a pre-employment programme to support them to develop the skills and experience to become ready to apply for apprenticeships within the Council and with other employers.



## Areas for further development and actions to address

**Suitable placements for complex adolescents** – young people aged 14 years and older made up 49% of the total children in care cohort (March 2018). These young people often have complex needs requiring greater levels of support; appropriate placements to match the needs of these young people are extremely difficult to source. The service aims to recruit more in-house foster carers who are able to provide appropriate placements for these complex adolescents (this will also have an impact on the use of residential placements which has increased over the last two years).

**Placement stability** – The percentage of looked after children with three or more placements in one year has significantly improved - decreasing to 11% in 2017/18 from 18% in 2016/17. However, long-term placement stability for children in care has decreased from 69% in 2016/17 to 62% in 2017/18. This is due to a number of young people reaching adolescence and their carers struggling to cope with increasingly complex behaviour. The Service has learnt from these placement breakdowns and work is underway to put additional support in place for similar placements before other possible breakdowns occur. The Mockingbird Model will also be rolled out in the Fostering Service in the coming year, which will create networks of peer support around foster carers and their looked after children to promote resilience within these placements.

**A significant proportion of Hackney looked after children are in placements provided by Independent Fostering Agency (IFA) carers** – these placements are significantly more expensive than in-house carers and the Service has limited control in terms of the quality of placements.



# Corporate Parenting



## Strengths/Progress

**Council tax exemption for care leavers** - Hackney care leavers, aged 18 - 25 years, who are living in Hackney have been exempt from paying council tax since April 2017.

**Foster carer recruitment activity is strong** - The number of mainstream foster carers recruited in 2017-18 was 17, similar to last year at 18 and higher than the most recently published statistical neighbour average of 7 (for 2016/17). The Service is working to further increase the number of new foster carers recruited.

**Skilled workforce in Leaving Care Service** - The Leaving Care Service continues to be delivered by qualified social workers rather than unqualified personal advisors as in many local authorities.

**Finding adoptive parents for children with additional needs** - The Service has been persistent in pursuing adoption placements for children with significant support needs. This has sometimes resulted in shifting focus away from target timescales to ensuring the best outcome for these children. Examples of this include securing adoption placements for a large sibling group and a child with severe physical and learning disabilities. The Service has also focused on strengthening the support offer for adopters by working closely with the in-house Clinical Service to design dedicated support packages for adopters.



## Areas for further development and actions to address

**Increased demand for care leaver services** - The number of care leavers aged 17 – 21 being supported by the Service has increased by 14% compared to last year. The legislative changes introduced from April 2018 will increase the number of care leavers aged over 21 that the Service is supporting. Extensive preparation work has taken place to ensure the service is well-equipped to respond to the leaving care legislation changes.

**Access to CAMHS support for looked after children placed out of borough remains a challenge** – work is taking place to consider additional support that can be provided by the in-house Clinical Service in these situations to ensure that our out-of-borough looked after children have access to excellent clinical provision. The service is exploring telemedicine techniques as well as strengthening relationships with clinical providers in hosting boroughs.

**Reducing school exclusions for looked after children** – 14.1% of Hackney looked after children received at least 1 fixed term exclusion, compared to the statistical neighbour average of 11.3% and the national average of 11.4% (most recently published data). Of these, 17 children had an exclusion from a Hackney school, compared to 28 children that were excluded from schools outside of Hackney. The Virtual School is focused on reducing the number of exclusions for Hackney young people and will continue to work with Hackney Learning Trust in relation to Hackney schools, as well as with schools that looked after children attend outside of Hackney to address this issue.

**Support for Special Guardianship Order (SGO) carers** – the Service recognises that this is an area that needs further development to prevent later breakdown of these arrangements.

# Corporate Parenting

## Looked After Children



The Corporate Parenting Service is responsible for all areas related to the safeguarding and welfare of children who are in the care of the local authority. This includes planning for their future placements via fostering and adoption, supporting rehabilitation home whenever possible, and supporting young people who have previously been in care up to the age of 25.

*'the best social worker ever [...] I really like how [he] listens to me'*

*Young person about their LAC social worker*



## The Hackney Promise

**WE PROMISE...**

**COMING INTO CARE**

- ...THAT WHEN YOU BECOME A LOOKED AFTER CHILD OR YOUNG PERSON, WE WILL LOOK AFTER YOU THE BEST WE POSSIBLY CAN.
- ...THAT WE WILL BE HONEST WITH YOU ABOUT THE REASONS FOR BEING LOOKED AFTER BY THE LOCAL AUTHORITY AND TELL YOU ABOUT DECISIONS THAT ARE BEING MADE.
- ...WE WILL SHARE AS MUCH INFORMATION WITH YOU AS WE CAN ABOUT YOUR FUTURE CARERS.
- ...WE WILL LISTEN TO YOU ABOUT WHERE AND WHO YOU WOULD LIKE TO LIVE WITH. IF WE CAN'T PROVIDE EXACTLY WHAT YOU HAVE ASKED FOR WE WILL EXPLAIN WHY THIS IS.

**BEING IN CARE**

- ...THAT WE WILL LISTEN TO YOU AND TAKE TIME TO GET TO KNOW YOU AND DO OUR BEST TO MAKE SURE YOU FEEL SUPPORTED BY US.
- ...THAT, WHEREVER POSSIBLE, YOU WILL KNOW ABOUT AND BE READY FOR ANY CHANGES THAT ARE COMING.
- ...THAT WE WILL TALK TO YOU AND DISCUSS IF AND HOW YOU CAN BE SUPPORTED TO STAY IN TOUCH WITH YOUR FAMILY AND FRIENDS.



1

Hackney

The 'Hackney Promise to Children and Young People in Care' outlines 16 promises around what to expect from the Council when a young person is in care. The Promise was developed by our children and young people and has formed the basis for Hackney's Corporate Parenting Strategy.

## Hackney Youth Care Council (previously known as 'Hackney Gets Heard')

Hackney's Children in Care Council provides looked after children with an opportunity to share their experiences of the care system and increase their ability to influence and improve the services they receive. The group also runs fun events, trips and workshops with other young people in care to ensure a wide range of views are captured.

In 2017-18, young people have been involved in staff recruitment panels, delivering Skills To Foster training to potential foster carers, and providing feedback about services.



The HYCC were also previously involved in the re-design of how looked after child reviews are run in Hackney in 2016, which has led to these reviews changing to become more child-centred and engaging. The HYCC will be inspecting how effective these changes to looked after child reviews have been and will be speaking to young people and staff to establish how child centred looked after child reviews are in practice.



*Young people involved in HYCC this year have said that through working in partnership with a wide range of adults, Council staff and members of their community, they have developed their skills, increased their confidence and feel a sense of ownership and belonging.*

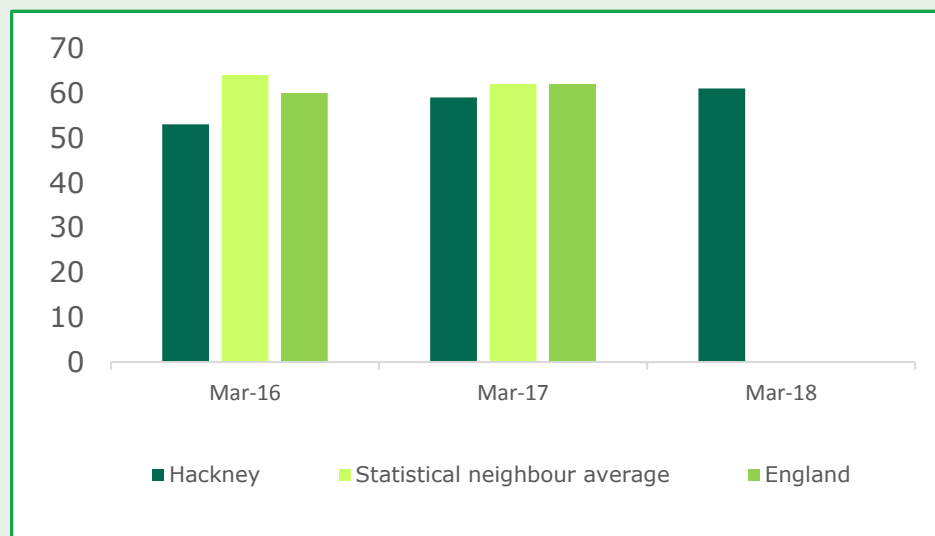
## Number of looked after children

Mar 2016	Mar 2017	Mar 2018
325	371	381

There was a 3% increase in the total number of looked after children at March 2018 compared to the previous year.

There are some areas where the local authority has no influence on whether children become looked after. The increase in the number of looked after children in 2018 is influenced by the number of young people that were looked after due to their remand status as at 31<sup>st</sup> March 2018 - 12 young people (3% of the total cohort) were young people on remand, compared to no young people being looked after due to their remand status at the same point last year. Additionally, 27 looked after children (8% of the total cohort) were Unaccompanied Asylum Seeking Children (UASC) as at 31<sup>st</sup> March 2018, compared to 30 young people at the same point last year.

## Children Looked After per 10,000 population aged under 18 (at 31<sup>st</sup> Mar)

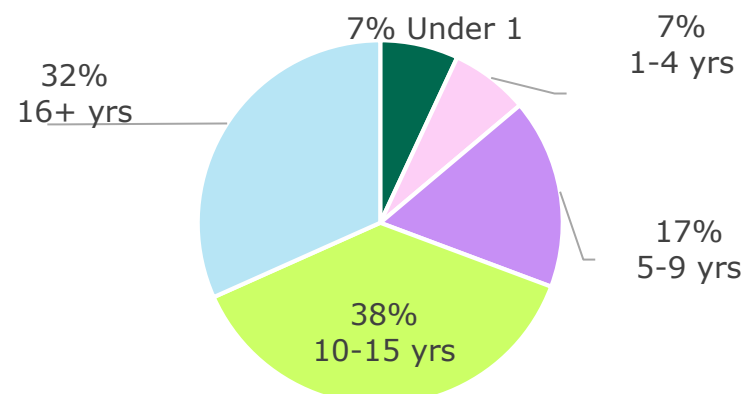


Area	Mar 2016	Mar 2017	Mar 2018
<b>Hackney</b>	<b>53</b>	<b>59</b>	<b>61</b>
<b>Statistical neighbour average</b>	64	62	Not yet published
<b>England</b>	60	62	Not yet published

## Age breakdown of total number of looked after children, at year ending 31 March

Age	2016		2017		2018	
	Eng	Hackney	Eng	Hackney	Eng	Hackney
Under 1	5%	10 (3%)	5%	14 (4%)	Not yet published	25 (7%)
1 - 4	13%	30 (9%)	13%	27 (7%)		28 (7%)
5 - 9	20%	45(14%)	19%	61 (16%)		64 (17%)
10 - 15	39%	140 (43%)	39%	153 (41%)		143 (38%)
16 +	23%	100 (31%)	23%	116 (31%)		121 (32%)
<b>Total</b>		<b>325</b>		<b>371</b>		<b>381</b>
<b>Total statistical neighbour average</b>		<b>385</b>		<b>379</b>		Not yet published

## Age of total looked after children (Mar 18)



A higher proportion of Hackney's looked after children cohort are older young people than the national average - 32% of the total cohort were aged 16 years or over in 2018, compared to 23% nationally.

## Age breakdown of children entering care during the year ending 31 March, by age on starting

Age	2016		2017		2018	
	England	Hackney	England	Hackney	England	Hackney
<b>Under 1</b>	18%	20 (10%)	18%	28 (11%)	Not yet published	32 (15%)
<b>1 – 4</b>	18%	20 (9%)	18%	27 (11%)		22(10%)
<b>5 – 9</b>	17%	30 (15%)	18%	43 (17%)		23 (11%)
<b>10 - 15</b>	29%	65 (33%)	29%	73(30%)		68 (31%)
<b>16 +</b>	18%	60 (33%)	17%	75(30%)		72 (33%)
<b>Total</b>		<b>190</b>		<b>246</b>		



There was an 11.8% decrease in the number of children entering care during 2017/18 (217 children) compared to 2016/17 (246 children). The Service is currently carrying out further analysis to understand this trend.

More young people come into care at an older age in Hackney. During 2017/18, 140 children and young people aged 10 and over entered care – 64% of the total number that entered care, compared to 46% nationally. Of this group, 106 young people who entered care in Hackney in 2017/18 were aged 14 or over representing 49% of all children entering care. More young people come into care in Hackney aged 16 years or over than the national average (33% of the total number entering care in Hackney, compared to 17% nationally). In 2017/18, 32 young people entering care in Hackney were aged 17 years old, representing 15% of the total cohort.



The percentage of young people becoming looked after for the second or subsequent time within the last 12 months was 9.2% for 2017/18, a decrease compared to 11.8% for 2016/17

The number of children leaving care during 2017/18 was 207. Of these, 82 (40%) returned home to live with parents, relatives or another person with parental responsibility. A further 12 (6%) left care due to Special Guardianship Orders or Child Arrangements Orders (previously known as Residence Orders) being granted, and 12 (6%) were adopted



*Nathan, aged 7, has significant developmental trauma and consequential extreme behavioural issues which include violent and aggressive actions towards carers and other children. Following the breakdown of his long term foster placement, an emergency placement was sought and a carer was located through an Independent Fostering Agency (IFA). Although the placement was initially at risk of breakdown due to Nathan's behaviour escalating, the Placement Management Unit worked closely with the IFA, the social work unit and the clinician to identify a suitable package of support which involved the IFA recruiting support workers to come into the placement daily to work with Nathan and his foster carer. An occupational therapist from the Virtual School and the in-house clinician have been able to support the placement, providing training with the foster carer and support workers to help them understand Nathan's internal world, the reasons for his defensive and attacking behaviour and techniques to help calm Nathan. Nathan's behaviour, although still problematic, is far calmer at home. Due to the foster carer's deeper understanding of his needs she has been able to build a reciprocal loving relationship with Nathan and she has indicated that once a package of long term support is confirmed she would like to formally put herself forward as Nathan's permanent foster carer.*



# Looked After Children

## Fostering Service



### Recruitment of Foster Carers

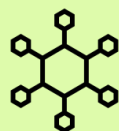
The Fostering Service has approved 17 mainstream foster carer households during the financial year 2017/18. 16 mainstream foster carers resigned and 1 foster carer's approval was terminated during 2017/18. The Fostering Service continues to develop their recruitment and retention strategy, using learning from recent years. Most recently, the service has worked with Future.gov to develop an online eligibility checker and application form for potential foster carers to help better focus the resources of the team on applicants that are more likely to go on to become foster carers.



### Children and Young People Scrutiny Commission review of Foster Carer Recruitment and Retention



Hackney's Children and Young People Scrutiny Commission carried out a review in October 2017 on this topic. The Commission noted the good work of the service in this area, with more people applying to become a foster carer in Hackney, more people being recruited and fewer choosing to de-register. The Commission met with the Fostering Network, a leading policy and research agency in this field, who commended Hackney on the range of support services it provided to local foster carers. Following the review, the Commission made ten recommendations to further strengthen work in this area which are currently being implemented. An update on progress against the recommendations will be provided to the Commission in 2018/19.

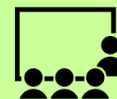


### Mockingbird Project

The Fostering Network's Mockingbird programme is an innovative research-based method of delivering foster care using the Mockingbird Family Model. The model uses an extended family model which provides respite care, peer support, regular joint planning, training, and social activities to other foster placements. The model centres on a constellation where one foster home acts as a hub, offering advice, training and support to 6-10 satellite foster or kinship families. The hub home builds strong relationships with all those in the constellation, empowering families to support each other and to overcome problems before they escalate or lead to breakdown.

Evaluations of the Mockingbird Family Model show improved outcomes for children, young people and carers, with improved placement stability, connection with siblings, and foster carer support and retention.

Hackney has committed to delivering the Mockingbird Family Model with the Fostering Network. The project aims to launch the first hub home in spring / summer 2018.



### Training of foster carers

As part of the Sufficiency Strategy 2016-19, an extensive training programme is offered to Hackney foster carers. Each foster carer develops their training programme with their supervising social worker, tailored to their needs and reviewed informally during supervision meetings and annually as part of the formal foster carer review. The training programme covers a wide range of training courses to provide support in specific areas such as 'Understanding Attachment' for different age groups; 'Considering the impact of educational pressure and the emergence of school refusal'; 'Safeguarding Young People (Child Sexual Exploitation; Harmful Sexual Behaviour)'; 'Supporting children with difficult behaviours'; 'Makaton Taster Session'; Social Pedagogy Action Learning Sets; and many more.



# Looked After Children

## Placement Activity

### Placement Stability

Percentage of looked after children with three or more placements in one year

	2015/16	2016/17	2017/18
<b>Hackney</b>	<b>13%</b>	<b>18%</b>	<b>11%</b>
Statistical neighbour average	11.6%	11%	Not yet published
England	10%	10%	Not yet published



The number of looked after children with three or more placements in one year decreased significantly to 11% in 2017/18 from 18% in 2016/17. This is in line with the statistical neighbour average and national performance on this indicator.

Hackney's multi-strand placement stability strategy has led to improved performance over the past year. It has promoted the importance of placement stability with staff, encouraging them to build a 'team around the placement' which aims to identify placement fragility early on in order to devise a response to make placements more resilient and prevent break down.

Percentage of looked after children aged under 16 looked after continuously for at least 2½ years who have been living in the same placement for at least 2 years<sup>1</sup> as at 31<sup>st</sup> March



	2015/16	2016/17	2017/18
<b>Hackney</b>	<b>60%</b>	<b>69%</b>	<b>62%</b>
Statistical neighbour average	68.5%	73%	Not yet published
England	68%	70%	Not yet published

<sup>1</sup> (or placed for adoption and their adoptive placement together with previous placement lasting for at least 2 years)

Long-term placement stability for children in care has decreased from 69% in 2016/17 to 62% in 2017/18. This is due to a number of young people reaching adolescence and their carers struggling to cope with increasingly complex behaviour.

### Placement Types

Number of looked after children by placement type, as at 31 March 2018

Placement type	Number of LAC
Foster placements	274 (72%)
Placed for adoption	7 (2%)
Placement with parents	14 (4%)
Residential (children's homes)	25 (7%)
Secure unit	0
Semi-independent	38 (10%)
Youth Offender Institution	12 (3%)
Family Centre or Mother & Baby Unit	3 (1%)
Residential school	0
Other	8 (3%)
<b>Total</b>	<b>381</b>



The vast majority of Hackney's looked after children are placed with foster carers and the Service continues to increase the number of in-house carers available to support them. Of 274 foster placements as at 31<sup>st</sup> March 2018, 120 were with in-house carers, 153 were with Independent Fostering Agency carers, and 1 was with a carer provided by another local authority.

Number of looked after children by location, as at 31 March 2018



Placement location	Number of LAC
Hackney	86 (23%)
Neighbouring London local authority	68 (18%)
Other London local authority	150 (39%)
Local authority adjoining London	39 (10%)
Other 'at a distance' local authority	38 (10%)
<b>Total</b>	<b>381</b>

The majority of Hackney's looked after children are placed within commuting distance of Hackney. There is a strong focus on ensuring that all children, regardless of where they are placed, receive the same level of support.

# Looked After Children

## Unaccompanied Asylum Seeking Children (UASC)



As at 31<sup>st</sup> March 2018, 27 unaccompanied asylum seeking children aged under 18 (UASC) were looked after by Hackney Children and Families Service, a slight decrease compared to 30 at the end of March 2017. 8% of Hackney's looked after children cohort are unaccompanied asylum seeking children compared to a statistical neighbour average of 13%.

**CFS is providing additional support for UASC/former UASC through a project funded by the Government's Controlling Migration Fund** – This project is aiming to develop supported lodgings options for Vietnamese, Albanian and Eritrean UASC, and provide specialist support to develop the independence and integration of this cohort.

Our unaccompanied asylum seeking children also receive support in terms of their education, including learning English, through the Virtual School, and will receive clinical support for trauma by the in-house Clinical Service as required.

## Independent Visitors Service

The independent visitor service recruits volunteers who befriend, support and advise looked after children and young people. A careful matching process takes place to understand the interests of the young people and the independent visitor - they may share a hobby, sport or interest. There are currently 30 young people matched with an independent visitor.

## Placement Costs

**Average weekly marginal cost of selected placement types as at 31 March**

Placement type	Average weekly cost as at Mar 17	Average weekly cost as at Mar 18
In-house foster placements	£436	£415
Independent Fostering Agency (IFA) placements	£886	£910
Residential placements	£3,554	£3,615
Secure welfare placements	£5,310	£6,035



The table above shows the difference in the average weekly costs in payments for in-house foster placements (excluding Fostering Service staffing costs, foster carer training and other associated costs), Independent Fostering Agency placements and residential placements.

The final volume of Independent Fostering Agency placements slightly decreased whereas in-house foster care volume stayed fairly steady between 2016/17 and 2017/18, however the cost has increased for both.

There has also been an increase in cost of semi-independent placements for young people aged under 18, although the numbers slightly decreased between 2016/17 and 2017/18. The impact of these and other changes are indicated in the tables opposite.

# Corporate Parenting

## The Virtual School



The Virtual School team provides additional educational support for children looked after, from early years all the way through to post-16 education and training opportunities, which provides continuity for children and young people in care. The Virtual

School is well-resourced and includes a variety of roles including social pedagogues, learning mentors, an occupational therapist and speech and language therapists.

### Key Stage 2

Pupils in year 6 are identified for additional teaching support according to their academic level and the Virtual School intervention teacher delivers creative one to one sessions in Maths and English. Feedback from children and schools is very positive and the accelerated progress of each child is evident.

All pupils are offered support for the transition to secondary school, and links are made with designated teachers before children transition to their new school.

**% of KS2 Pupils achieving the required standard or above in maths, reading and writing**

	Reading	Writing	Maths	Reading, Writing and Maths
England	45%	48%	46%	32%
Statistical neighbour average	53%	54%	55%	40%
<b>Hackney</b>	<b>41.7%</b>	<b>58.3%</b>	<b>50%</b>	<b>41.7%</b>

This cohort consists of 12 young people. Whilst Hackney achieved results higher than the national average in reading writing and maths combined, the different results for the individual subjects are mixed. Hackney achieved above the national and inner London results in writing, but under the national average in reading. Maths and grammar, punctuation and spelling were above the national average, but below the inner London average.

### Key Stage 4

Pupils in Key Stage 4 are offered additional sessions of one to one tutoring in maths and English in both years 10 and year 11. Progress is monitored throughout and where necessary individual targeted support is offered.

All year 11 pupils receive support to identify appropriate pathways once statutory schooling has ended, and when necessary, are accompanied to college open days and interviews by a member of the Virtual School staff.

**Percentage of KS4 Pupils achieving A\*-C in both English and maths (performance of children who have been looked after continuously for at least 12 months) in 2017**

	5+ GCSEs including English and maths	Entered for EBac	Achieved EBac
England	15%	9.0%	3.0%
Statistical neighbour average	21.5%	14.0%	6.0%
<b>Hackney</b>	<b>22.7%</b>	<b>13.6%</b>	<b>4.5%</b>

Outcomes for this group of pupils are generally strong, falling slightly behind the statistical neighbours on the English Baccalaureate (Ebac) measures.

### Key Stage 4 Attainment 8 in 2017

	Attainment 8
England	19.3
Statistical neighbour average	20.7
<b>Hackney</b>	<b>22.7</b>

*Attainment 8 averages the scores of the best 8 subjects for each young person, adds them together to get a cohort score. (The maximum score possible is 80, assuming 8 A\* results).*

Hackney performed well in this measure achieving better results than England and statistical neighbour averages.

# Corporate Parenting

## The Virtual School

### Attendance

**Percentage of looked after children classed as persistent absentees at 31<sup>st</sup> March**

	2015	2016	2017
<b>Hackney</b>	<b>6.8%</b>	<b>12.2%</b>	<b>9.6%</b>
Statistical neighbour average	11.1%	11.1%	12.2%
England	9.0%	9.1%	10.0%

*A low percentage represents better attendance\**



The Virtual School has worked hard over the last year to improve performance by sending out attendance leaflets to all foster carers and monitoring every young person's attendance every 2 weeks. This strategy has resulted in attendance exceeding both the statistical neighbour and national figures

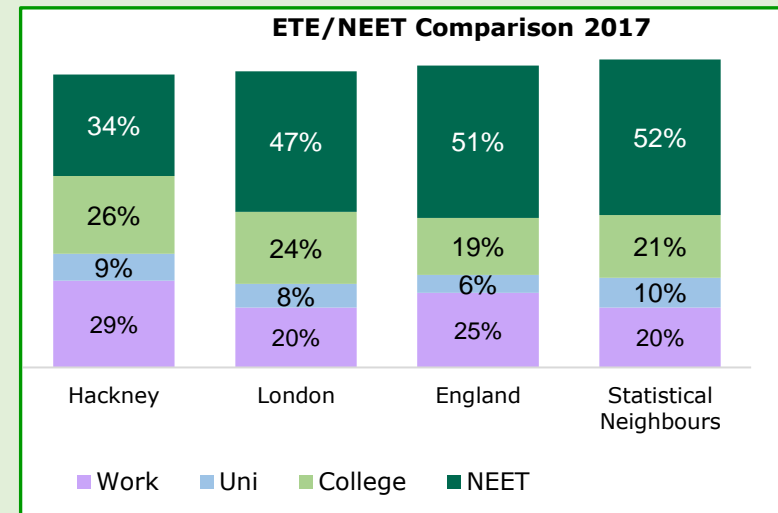
Children and young people supported by the Virtual School have the opportunity to engage in a wide range of activities.

During 2017/18 children and young people have enjoyed engaging in activities such as residential trips to Jamie's Farm, a residential trip to Outward Bound in Wales, cultural exchanges to India and Romania, a sailing trip to the Isle of Wight, a residential trip to Kent, attending a music workshop at the Royal Albert Hall, creative writing workshops at the Ministry of Stories, art school classes, drumming and pottery workshops, a visit to the Sea Life Centre, bouldering and attending an 'Earth Science' taster day at Cambridge University.



### Education, employment and training

The consistent support offered by the team during the last year has again resulted in a low number of care leavers who are NEET (not in education, employment or training).



Hackney compares very favourably to the national picture and far fewer Hackney care leavers are NEET when compared to London, statistical neighbour and national averages

**EPIC (Exceptional People in Care) Awards** - In February 2018, the annual EPIC Awards took place at Hackney Empire to celebrate the achievements of Hackney's looked after children and care leavers. A total of 229 young people were nominated for an award in recognition of their hard work and commitment to their education.

# Looked After Children

## Health



The Hackney Looked After Children (LAC) health service is delivered by a dedicated team closely aligned with Hackney's universal school-based health service and is co-located with the Virtual School to promote the delivery of a more holistic and integrated service to our looked after children and young people.

### Percentage of looked after children whose health checks were in time during a 12 month period



	2015/16	2016/17	2017/18
<b>Hackney</b>	<b>84%</b>	<b>90%</b>	<b>97%</b>
Statistical neighbour average	94%	94%	Not yet published
England	90%	89%	Not yet published

97% of children and young people had their review health assessment completed on time in 2017/18, an increase from 90% last year and higher than the national average from 2016/17. This reflects the efforts to increase stability in the staffing of the LAC health team over the year.

### Percentage of looked after children whose immunisations are up to date

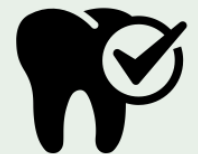


	2015/16	2016/17	2017/18
<b>Hackney</b>	<b>86%</b>	<b>79%</b>	<b>77%</b>
Statistical neighbour average	78%	81%	Not yet published
England	84%	84%	Not yet published

Performance on this indicator at 77% in 2017/18 was lower than the statistical neighbour and national averages in 2016/17. Performance in this area is affected by Hackney's higher proportion of older young people coming into care, as well as the number of unaccompanied asylum seeking children (UASC) in the cohort, for whom immunisation data may not be available.

### Percentage of looked after children who have had an up-to-date dental check

	2015/16	2016/17	2017/18
<b>Hackney</b>	<b>83%</b>	<b>74%</b>	<b>82%</b>
Statistical neighbour average	85%	86%	Not yet published
England	84%	83%	Not yet published



82% of looked after children had an up to date dental check in 2017/18, an increase from 74% in 2016/17 and in line with the most recently reported national average of 83%.



# Corporate Parenting

## Adoption and Post Permanency



**Number (and percentage) of looked after children who ceased to be looked after who were adopted**

	2015/16	2016/17	2017/18
<b>Hackney</b>	<b>15 (8%)</b>	<b>19 (9%)</b>	<b>12 (6%)</b>
Statistical neighbour average	19 (9%)	19 (9%)	<i>Not yet published</i>



In 2017/18 a total of 12 Hackney children were adopted; a decrease from the 19 children adopted in 2016/17. This is in part due to the percentage of children entering care in Hackney being older than the national profile, with more complex needs (see page 25), and the judiciary continuing to show reluctance in granting Adoption Orders, preferring to keep children within their families.

As at 31<sup>st</sup> March 2018, 8 children were placed with their adoptive family but an Adoption Order had not yet been granted. A further 18 children had a formal plan for adoption but had not yet been placed with an adoptive family.

During 2017/18, the children who have been adopted have generally been placed quickly with adopters, with children waiting on average 11 months from the time the Placement Order has been granted to the date they moved in with their adoptive families. 4 sibling groups were placed for adoption in the year.

### Recruiting adopters

6 adoptive families were approved in Hackney in 2017/18.



### Regionalisation of Adoption Services

All local authorities are required to become part of a Regional Adoption Agency by April 2020.

In London the majority of local authorities are participating in the development of Adopt London which has 4 Sub-Regional Adoption Agencies. It is envisaged that Hackney will be part of Adopt London North which will consist of 6 local authorities (Hackney, Camden, Islington, Enfield, Barnet and Haringey). The development of the Regional Adoption Agency is being led by Islington Council. Each local authority will need to formally delegate its statutory duty to provide an adoption service to the Regional Adoption Agency. It is expected that the Regional Adoption Agency (Adopt London North) will commence work between April and June 2019.

### Post Permanency

There continues to be a high demand for post permanency support services from the Permanency Service, both from adoptive and Special Guardianship families. The range of work is broad and includes support for adopted adults and access to records; social work involvement and support; practical support; life story work; requests for financial support; contact (direct and letterbox); and access to therapeutic support. As at September 2018, the Permanency Service was providing support to 52 families who have adopted children (post-Order support), 17 families who are in the process of adopting children (pre-Order support), and 50 families where Special Guardianship Orders (SGOs) have been made. The Adoption Support Fund (ASF), established by the Department for Education in 2013, is being utilised to provide group work programmes within the North London Adoption and Fostering Consortium and to enable adoptive and Special Guardianship families to access therapeutic parenting training externally. The majority of ASF applications made on behalf of families are to provide personalised therapeutic support to individual families. Work continues to increase awareness and uptake with Special Guardianship families, who traditionally have been less aware of the potential benefits of therapeutic support. As at September 2018, Hackney has 46 applications pending to the ASF and is assessing 5 applications for prospective adoptive families.

# Corporate Parenting

## Leaving Care



The Leaving Care Service ensures that young people are supported to develop independent living skills, offered career advice and training and educational opportunities, and supported to reach their full potential in all aspects of their life.

Hackney's 2016 Ofsted inspection found that *'the support that care leavers receive is outstanding'*.

301 care leavers aged 17-21 were being supported by the Leaving Care Service, as at March 2018, a 14% increase compared to the 265 being supported at the same point in March 2017.

The Service was providing support to 30 care leavers aged over 21 who were in higher education, as at March 2018. It is expected that the number of care leavers aged over 21 that the Service is supporting will increase following legislative changes introduced in April 2018.

As at 31<sup>st</sup> March 2018, 20 young people were living in Staying Put arrangements (continuing to live with their previous foster carer after they have turned 18), the same number of young people as at the end of March 2017.



### Leaving Care legislation changes

From 1<sup>st</sup> April 2018, the Children & Social Work Act 2017 requires all local authorities to:

- Extend support from Personal Advisers to all care leavers up to the age of 25, irrespective of whether they are engaged in education or training. This includes care leavers who return to the local authority at any point between the ages of 21 and 25 and request support, even if they had previously indicated that they did not want it.
- Consult on and publish a local offer for their care leavers: The local offer should provide information about all the services and support available to care leavers in the local area. It should include information about their statutory entitlements, as well as any discretionary support that a local authority might choose to provide.



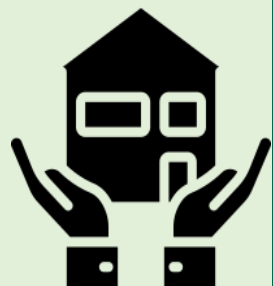
In response to this change in legislation, a working group was established to prepare the service for the new duties. The group has focused on the following key priorities: forecasting demand in the context of the extended provision; considering the structure and capacity of the Leaving Care Service; consulting with care leavers about the local offer; refreshing the local offer for care leavers; adapting local data and information systems; communicating to care leavers to inform them of the extended duty to age 25 and Hackney's local offer; communicating the new duty within the Council; and ensuring partner agencies and providers are aware of the extended duty and the resulting changes.

# Corporate Parenting

## Leaving Care



The percentage of care leavers aged 19-21 who were in suitable accommodation in 2017/18 was 78%, an increase from 75% last year. Most of the young people who were recorded as not in suitable accommodation were in custody (15 young people) or were no longer in touch with the Leaving Care Service (17 young people) and therefore information about their accommodation status was unclear.



Housing continues to be an issue nationally, especially for care leavers in the London area, with the statistical neighbour average decreasing from 83% in 2016 to 81% in 2017.

The Service will continue efforts to improve the number of care leavers in suitable accommodation in partnership with the Council's Housing Needs Service.



*'[He] is one of the few people I can really talk to and trust'*

Young person about their Leaving Care social worker

*Megan came into local authority care at the age of 14 after having experienced a challenging and disrupted childhood and following the breakdown of her relationship with her parents. From the age of 18 when her case transferred to the Leaving Care Service she was very unsettled and due to her past found it hard to build or maintain trusting and positive relationships, which meant she was unable to access education, employment or maintain any of her semi-independent placements. Megan became pregnant when she was 19 and professionals were very concerned about her safety and that of the unborn baby due to her experiencing high levels of domestic violence from the baby's father, and her alcohol and substance misuse. This led to an intensive joint piece of work between the Leaving Care team and the Children in Need team (who were responsible for the safety of her unborn baby) to find a parent and child residential placement where Megan could move to when pregnant, and to begin weekly therapeutic work to help her consider her relationship patterns, substance and alcohol misuse and help her think about preparing to become a mother.*



*The Leaving Care unit provided intensive weekly one to one support to Megan and was able to support Megan to rebuild bridges with her siblings and parents. Megan was able to keep her baby in her care safely and progressed from a parent and child placement to holding her own tenancy, where she is functioning at a significantly higher level of independence and emotional maturity and resilience. She continues to work well with Leaving Care, therapeutic services and the Children in Need team. Megan is now hoping to return to education or employment, and progress with the next stage of her life. Megan recently told her social worker that she did not think she would ever get to this place in her life, and has reflected on how far she has come in the last two years, how grateful she is for the support she has received, but mostly how proud she is of herself.*

# Safeguarding and Learning



## Local Area Designated Officer (LADO)


The LADO investigates allegations of harm or a concern around the conduct or suitability of an adult to work or volunteer with children.

There were 165 referrals to the LADO in 2017/18, a 27% decrease from 226 referrals in 2016/17. However the number of referrals in 2017/18 is in line with the number for the two previous years.



There is a strong and effective working relationship between Hackney Learning Trust (HLT) and the LADO service. This is particularly important as the majority of LADO referrals are education setting based. The LADO has worked extensively with the Head of Wellbeing and Education Safeguarding over the last year to address the ongoing difficulties posed by unregistered educational settings and the challenges around safeguarding in these settings.

## Children's Rights Service

The Children's Rights Service offers children and young people access to confidential and impartial support on issues concerning the Hackney Children and Families Service. The Service also provides Independent Return Home Interviews to young people following a missing episode. The Children's Rights Officer (CRO) aims to ensure that children and young people's voices are heard and their rights & entitlements upheld. While undertaking much of the work of a conventional advocate, the role has a specific focus on resolution and contributing to wider organisational learning. 

In 2017/18, 95% of cases where young people required support with a single issue were resolved with the outcome desired by the young person.



There has been a notable decrease in the number of complaints made by children and young people or advocates on their behalf, decreasing from four in 2016/17 to none in 2017/18. This follows a similar decrease in previous years and is likely linked to the work of the Children's Rights Officers in seeking early and informal resolution for the children and young people with whom they work.

The use of Independent Return Home Interviews continues to be effective in supporting young people to share information about push and pull factors, what happens when they going missing and what support they need to reduce further episodes. The clear focus on the young person's voice alongside timely and case specific safety planning promotes the safety of these young people. The close liaison with the professional network promotes more effective risk assessment by the social work unit.



*A referral was made to Hackney's FAST team about Celine, aged 14 years, who had been missing from home. The family had no previous social care history and were unknown to professional services. Celine accepted the offer of an Independent Return Home Interview and a Children's Rights Officer (CRO) met with her within 72 hours of her return home to her family home. The interview gave Celine the space to speak about the reasons why she went missing. With the support of the Family Support Service, professionals began working with the whole family holistically to create positive changes within the home that worked to keep the family together and communicate more effectively. However, Celine's missing episodes became more frequent and for longer periods. Through continued return home interviews the Service learnt that she was experiencing child sexual exploitation by a criminal gang. Celine was feeling frightened, angry, and trapped. The return home interviews helped her to explore how she was feeling and the continued safety planning undertaken with her helped keep her safe from violence. Celine worked with her Children's Rights Officer to share information with the Police resulting in the arrest of the criminal gang.*

# Safeguarding and Learning

## Independent Chairs

Hackney's Independent Chairs provide independent oversight of work with looked after children as well as chairing Child Protection Conferences. They hold regular consultations on determining whether cases meet thresholds for Child Protection and Conferences and chair initial Harmful Sexual Behaviour and Child Sexual Exploitation Multi-Agency Planning (MAP) meetings.



*"Chair was professional and understanding and I did not feel under attack. The professionals made me feel comfortable as I was nervous"* - Family member about Child Protection Conference

## LAC reviews



After consulting with young people and partner agencies Hackney made the decision to move away from the traditional LAC review meeting process. Independent Chairs now use a range of tools and activities to engage and work with young people during their LAC reviews. Independent Chairs take a creative approach to LAC reviews, consulting with professionals, families and children before the review to ensure the LAC review is meaningful for the young person. Engagement techniques that are used include drawing and creative activities to enable children to talk about their lives and individual pieces of work to help young people identify the important people in their lives using football players and pop star references. LAC review reports are now written by Independent Chairs directly to the child/young person and, alongside the carers' and social worker's reports, these form part of the young person's life story work.

Performance for LAC reviews completed within timescale has improved over the last year - 85% of LAC reviews were completed within timescale in 2017-18, compared to 82% in 2016-17. Plans are in place to further improve this performance in 2018/19.



*"Thank you from me and on Sam's behalf for the insightful way you completed today's LAC meeting. It was very imaginative and Sam has commented that he has a much improved outlook on his life and has agreed for me to print the tree out for him to have in his room. He went on to say that he really enjoys speaking with you and made the comment that the cultural similarities you have together makes you seem 'like an uncle, cause that's how they would look out for me'"*

- Foster carer to Independent Reviewing Officer



# Safeguarding and Learning

## Missing Children and Children at Risk of Sexual Exploitation (CSE)

In 2017/18, 39 cases had initial CSE and harmful sexual behaviour (HSB) Multi-Agency Planning (MAP) meetings post assessment or following concerns emerging in open cases. During 2017-18, an average of 35-50 cases were being tracked by the Multi-Agency Sexual Exploitation (MASE) group at any one point during the year. Analysis is being used to support the MASE restructure to broaden its remit to address a wider range of vulnerabilities and exploitation types (e.g. 'county lines', missing episodes), to allow for a more holistic focus on vulnerable adolescents, and to facilitate and support a transition to focusing on broader thematic issues. A thematic audit in January 2018 focused on cases where children were known to be at risk of child sexual exploitation (CSE): the average score for overall practice was 4.1 (where 1 is ineffective and 5 is highly effective). The Children and Families Service is working closely with the Council's Integrated Gangs Unit to explore opportunities to enhance joint working to deliver early interventions and strengthening preventative approaches, as well as ensuring holistic support for vulnerable young people.



In 2017/18, 78 young people went missing from care on 555 occasions and 78 young people went missing from home on 162 occasions. There has been an overall improvement in 2017/18 where 55 (81%) children/young people who went missing from home accepted a Return Home Interview (compared to 72% in 2016/17) and 51 (82%) children/young people who went missing from care accepted a Return Home Interview (compared to 32% in 2016/17). In order to ensure young people who frequently go missing are supported and that the Director and senior management are kept informed, fortnightly missing children meetings are convened whereby practitioners provide an overview of the risk in relation to the child and the circumstances around the current missing episode in respect of high risk cases.

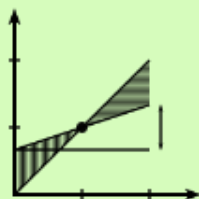
## Quality Assurance

The Children and Families Service is a complex system and many tools are used to understand performance and identify learning opportunities, themes and trends to enable the service to continue to adapt and respond to new demands. This includes management and audit oversight, with 1,314 audits taking place in 2017/18. Key strengths identified through audits include thorough assessments, appropriate and timely responses to high levels of risk, and strong multi-agency working and information sharing. Key areas for development identified through audits include deploying more effective strategies for working with parental non-engagement, exploration of identity with young people, and continuing to improve case recording. Multi-agency audits are also coordinated through City and Hackney Safeguarding Children Board.



Learning from complaints is used to identify areas where our service to families can be improved; a total of 78 complaint-related representations were received during 2017-18 - this is a decrease from 2016/17 when 102 representations were received. Learning from complaints this year has led to improvements in information leaflets provided to families, and reminders to practitioners about recording and the importance of timely sharing of information with families.

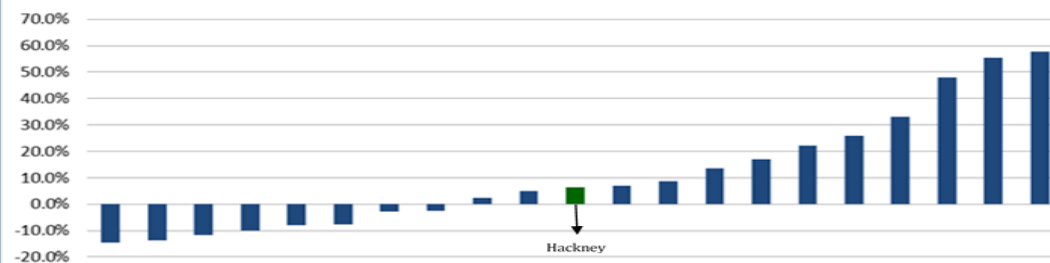
# Financial Performance – Overview



The outturn for 2017/18 for the Children and Families Service on a net budget of £56m was a breakeven position after use of grants and reserves of £4.3m including a drawdown on the Commissioning Reserve of £1.8m. There has been a requirement to draw down from the Commissioning Reserve since 2012/13 due to the increased number of children in care and a shortage of in-house foster carers.

Bringing the financial position up to date, for 2018/19, against a net budget of £58m the Children and Families Service is forecasting an overspend of £334k (as at July 2018) after use of guaranteed reserves and drawdown of grant of £5.8m, including full use of the commissioning activity guaranteed reserve of £3m.

Change in children's social care spend (2013/14 to 2016/17) - by individual borough



The sustained pressure on Children's Services budgets is a position that is not unique to Hackney, as shown by the results of a recent survey on Children's Social Care spend carried out jointly by the Society of London Treasurers (SLT) and the Association of Directors of Children's Services (ADCS). The graph above shows how Hackney's increased spend on Children's Social Care compares to other boroughs.

The Children and Families Service has continued to make significant contributions to the efficiency agenda of the Council. Over the previous eight years the service has delivered £11m savings with a further £0.3m being delivered in 2018/19.



The increase in commissioning costs has been driven by an increase in the number of looked after children since 2011/12, and this trend looks to continue through 2018/19. There is a continuation of a large proportion of children being placed with independent fostering agencies (IFAs) due to a lack of suitable in-house foster carers. The cost of an IFA placement is significantly greater than that of an in-house placement.



Although Hackney's use of residential placements continues to be lower than other local authorities, there has been an increase in residential placements since 2015 adding considerable budget pressures with an average weekly unit cost of £3.6k. We are also seeing a rise in the number of under 18s in high-cost semi-independent placements. Where young people in their late teens are deemed to be vulnerable, and in many cases are transitioning from residential to semi-independent placements, they may still require a high-level of support and in extreme circumstances bespoke crisis packages. These pressures have been recognised by the Group Director - Finance & Corporate Resources with a total growth of £5.3m included in the base budget between 2012/13 to 2018/19.