

Ayshe Simsek

020 8489 2923

020 8881 2660

Ayshe.Simsek@haringey.gov.uk

20 February 2009

To: All Members of the Cabinet
c.c. All other persons receiving Cabinet Agenda

Dear Member,

Cabinet Tuesday 24 February 2009

I attach an addendum to Cabinet Report Item number 8, Action Plan in response to the joint Area Review of Safeguarding in Haringey. This provides an update to the Cabinet on the recommendations from the Overview and Scrutiny Committee meeting of 17 February 2009 and includes a proposed Cabinet response. There is further included the updated Action Plan which will be referred to at the meeting.

Yours sincerely,

Ayshe Simsek
Principal Committee Co-ordinator

This page is intentionally left blank



Agenda item:

[No.]**Cabinet****On 24 February 2009**

Report Title ADDENDUM to Action Plan in Response to the Joint Area Review of Safeguarding in Haringey

Report of **Director of the Children and Young People's Service**

Signed :

Contact Officer : Ian Bailey, Deputy Director, Business Support and Development, CYPS

Wards(s) affected: **All**

Report for: **Key decision**

1. Purpose of the report

- 1.1. This addendum updates Cabinet on the recommendations from the Overview and Scrutiny Committee meeting of 17 February 2009 and includes a proposed Cabinet response.

2. Recommendations

- 2.1. That Cabinet agree the proposed response set out in paragraph 4.3.

3. Background

4.1 Overview and Scrutiny Committee met on the evening of 17 February 2009 and questioned the Cabinet Member for Children and Young People, the Director of CYPS and senior officers from the Metropolitan Police Service, NHS Haringey (formerly the Teaching Primary Care Trust) and Great Ormond Street Hospital Trust. The committee resolved:

That the report and action plan be noted and that the Overview and Scrutiny Committee feedback on the Action Plan in response to the Joint Area Review of Safeguarding in Haringey be put forward for consideration by Cabinet.

4.2 The Overview and Scrutiny process has provided a valuable examination of the work of the JAR Action plan project board. As the plan has developed we are pleased to see that some of the points raised at the meeting have already been made by others and incorporated into later versions of the plan. In our comments below we set out where the point made by the committee is represented in the current plan, without seeking to detail in all cases whether it was introduced as a direct result of the Overview and Scrutiny comments or due to suggestions from other stakeholders.

4.3 Overview and Scrutiny Committee feedback on the Action Plan in response to the Joint Area Review of Safeguarding in Haringey:

- i) That the lack of “joined-up” communication both within organisations and between partner organisations be emphasised as a key issue and addressed more explicitly in the action plan.

Comment: joining up effective communications at all levels is central to the plan and will be achieved through a range of measures including:

- Strengthening leadership working across the Children’s Trust (Theme 1 – Leadership and Partnership)
- Developing a shared communications strategy (1.4.4)
- The important Information Sharing area for improvement (2.2)
- Improvements in the workings of child protection meetings (2.5)
- Exploring further alignment of services across agencies (3.4)
- Cross-agency engagement and communications (6.4)

Additionally, the cross-agency process of plan development was itself, as designed, a significant step in building cross-agency relationships and partnership, not only at a senior level, but also through multi-agency staff events and consultation.

- ii) That the importance of publicity for raising awareness of the role of the public in safeguarding children and mechanisms for reporting concerns be reflected

in the action plan, and that communication material be reviewed and enhanced as necessary.

Comment: the committee have drawn attention to a vital area in ensuring all play their part in safeguarding children and young people. The development of a shared communications strategy (1.4.4) will directly address this point, and the actions specified under 7.3.4 will ensure that the key messages reach all of Haringey's diverse communities.

- iii) That the action plan clearly identify systems for monitoring the mandatory safeguarding training for GPs, health workers and other professionals in regular and sustained contact with children and families.

Comment: in implementing the plan, all training will be evaluated both directly and through the provisions made in the plan for measuring outcomes.

- iv) That the Council continue to lobby central Government in relation to the grant settlement, to address the current funding disparity compared with inner London Boroughs, in particular identifying a need for our social workers to be paid Inner London Weighting in the same way that we choose to pay our teachers.

Comment: The Leader and Cabinet Member for Children and Young People have already raised the issue of the grant settlement with ministers and will continue to do so.

- v) That the Council continue to lobby central Government in relation to the issue of obtaining CRB checks for all elected Members being investigated further, considering the current legislative framework.

Comment: the Council has not lobbied Government on this issue as we were responding to the recommendation in the JAR. The matter needs further discussion with Members and other authorities.

- vi) That the action plan include the development of a clear protocol on Members' access to information in accordance with national legislation, specifically relating to the different roles within the Authority, such as the accountable Cabinet Member and Corporate Parenting roles of all Councillors, in order to facilitate the discharge of their statutory duties.

Comment: this is now included in the plan at 2.2.2.

- vii) That the areas of the action plan relating to education be further developed, to explicitly include measures for the monitoring of challenging behaviour and

attendance issues as possible indicators of child protection issues. That the action plan also include the issue of ensuring pastoral teams are in place in all schools, that best practice in this area is shared, and that monitoring visits from the Local Authority place an emphasis on this and on Safeguarding in general. In addition, that the action plan includes closer monitoring of the educational achievement of children with Child Protection Plans and children educated at home, and that the feasibility of co-ordinating all relevant personal plans, for example Child Protection Plans, Personal Education Plans, etc, to form a single document for each child be explored.

Comment: all of these points will be explored in detail in achieving a 'clear set of expectations of universal services' (4.1.5) and monitored through the twice yearly vulnerable children meeting with every school, children's centre and children's home (4.1.4).

- viii) That the role of Housing Services in safeguarding children be further developed in the action plan, and reflected in the development of the new Housing Strategy, and in particular that all Housing Officers are CRB-checked and provided with regular Safeguarding training due to their ongoing close contact with vulnerable children and families.

Comment: our intention further to develop the role of Housing Services is made clear in 2.2.7 and 2.2.8. We will ask the Cabinet Member for Housing Services to ensure this work is reflected in the new Housing Strategy and to seek advice from the Assistant Chief Executive, People and Organisational Development, on the extension of CRB to all Housing Officers.

- ix) That the need for transparency relating to the resource contributions of all partners be emphasised.

Comment: this will be addressed in taking forward the implementation of the plan and following further discussions with the Secretary of State for Children, Schools and Families on resources.

- x) That the possibility of developing local performance indicators in respect of safeguarding children be explored.

Comment: a range of local performance indicators are monitored and these will support the monitoring of our achievements against the plan. The LSCB Quality Assurance sub-group is currently developing new qualitative measures for monitoring safeguarding practice (7.1.2). In refreshing our Local Area Agreement (LAA) we have put forward two new safeguarding performance indicators in addition to those already in the LAA. It is proposed that Haringey's LAA will now include:

- National Indicator (NI) 59 Percentage of initial assessments for children's social care carried out within 7 working days of referral (to be one of the LAA 35 improvement targets)
- NI 62 Stability of placements of looked after children : number of placements (LAA local target)
- NI 66 Looked after children cases which were reviewed within required timescales (LAA local target)
- NI 67 percentage of child protection cases which were reviewed within required timescales (LAA local target)

- xi) The quality and comprehensiveness of information exchanged between partners and between council officers and Members to be addressed more transparently in the action plan.

Comment: this will be addressed in the new 2.2.2 (see vi above)

- xii) That details of the role of Scrutiny in child protection be further developed.

Comment: this will be specifically addressed in carrying out 7.2.1.

- xiii) That the action plan details more thoroughly how the views of all children with CPPs or who are Looked After will be listened to regularly, including the views of primary age children, children living in placements outside of the borough, children in short-term/interim fostering arrangements, and children in informal/family-based fostering arrangements.

Comment: this is specifically addressed in 7.3.1, 7.3.2 and 7.3.3.

- xiv) That good mental health and wellbeing of social workers is a priority, and that the Haringey Offer for social workers includes regular meetings with line managers and/or counsellors that focus on this.

Comment: in developing the Haringey offer for social workers (6.1.1) we will be specifically concerned with the personal support offered to social workers and other staff. This is further reinforced by the emphasis on effective supervision processes in the plan, particularly in area for improvement 6.2 (supervision and management) and in the work with the Tavistock and Portman Trust with social work staff and managers (6.3.6).

- xv) That the Council ensures that every area of the Council's work and services regularly monitors the roles it can play in Safeguarding, and in particular that IT is used to minimise the written work necessary of frontline social work staff.

Comment: We will consult across the council to establish effective arrangements to allow such monitoring to take place. The second point is dealt with at 2.4.3 (ICS / framework-i) and through 3.6.2 (mobile technology).

Action Plan in Response to the Joint Area Review of Safeguarding in Haringey

Table of Contents

THEME 1 – LEADERSHIP AND PARTNERSHIP	4
AREA FOR IMPROVEMENT 1: CREATING A LEADERSHIP TEAM FOR SAFEGUARDING AT PARTNERSHIP LEVEL AND WITHIN AGENCIES	4
AREA FOR IMPROVEMENT 2: ENSURING THE LEADERSHIP TEAMS SET THE RIGHT CULTURE WITHIN THEIR ORGANISATIONS, PROMOTING BEHAVIOUR THAT SUPPORTS THE PARTNERSHIP’S VALUES AND STRENGTHENS THE COMMITMENT TO PARTNERSHIP WORKING	7
AREA FOR IMPROVEMENT 3: IMPROVE THE WORKINGS OF THE LSCB	8
AREA FOR IMPROVEMENT 4: CREATION OF CHILDREN’S TRUST	10
THEME 2: DELIVERING BEST PRACTICE	13
AREA FOR IMPROVEMENT 1: CHILD PROTECTION REFERRAL & ASSESSMENT PROCESSES	13
AREA FOR IMPROVEMENT 2: EFFECTIVE AND TIMELY INFORMATION SHARING	17
AREA FOR IMPROVEMENT 3: THRESHOLDS/ DECISION-MAKING/ASSESSMENT	20
AREA FOR IMPROVEMENT 4: USING IT SYSTEMS AND DATABASES TO SUPPORT SAFEGUARDING PRACTICE AND INFORMATION-SHARING	22
AREA FOR IMPROVEMENT 5 : ENSURING THAT CHILD PROTECTION MEETINGS FACILITATE GOOD INTER-AGENCY COMMUNICATION AND DECISION-MAKING	25
AREA FOR IMPROVEMENT 6: ENSURING THE IMPLEMENTATION OF CLEAR AND ACHIEVABLE CHILD PROTECTION PLANS	27
AREA FOR IMPROVEMENT 7: SUPPORT FOR CHILDREN IN CARE	28
AREA FOR IMPROVEMENT 8: RESPITE CARE AND SHORT BREAKS FOR CARERS OF CHILDREN AND YOUNG PEOPLE WITH LEARNING DIFFICULTIES AND/OR DISABILITIES	30
THEME 3: GETTING THE ORGANISATION RIGHT	31

AREA FOR IMPROVEMENT 1: ROLES AND RESPONSIBILITIES	31
AREA FOR IMPROVEMENT 2: ENSURING THE MOST EFFICIENT AND EFFECTIVE MIX OF PROFESSIONAL AND SUPPORT SKILLS	32
AREA FOR IMPROVEMENT 3: ENSURE SUFFICIENT CAPACITY FOR MANAGEABLE AND SAFE WORKLOADS ACROSS ALL AGENCIES	33
AREA FOR IMPROVEMENT 4: ALIGNING SERVICES TO FACILITATE INTEGRATED WORKING	34
AREA FOR IMPROVEMENT 5: OUT OF HOURS SERVICES	35
AREA FOR IMPROVEMENT 6: ACCOMMODATION AND INFRASTRUCTURE – IMPROVING THE WORKING ENVIRONMENT FOR STAFF AND CLIENTS	36
<u>THEME 4: EARLY INTERVENTION/UNIVERSAL SERVICES</u>	38
AREA FOR IMPROVEMENT 1: BUILDING THE CAPACITY TO INTERVENE EARLY TO PROMOTE POSITIVE OUTCOMES FOR CHILDREN AND YOUNG PEOPLE	38
AREA FOR IMPROVEMENT 2 : ESTABLISH THE CAF AS THE BASIS WITHIN UNIVERSAL AND TARGETED SERVICES FOR IDENTIFICATION AND ASSESSMENT OF ADDITIONAL NEEDS AND DECISION MAKING ABOUT APPROPRIATE INTERVENTION	44
AREA FOR IMPROVEMENT 3 : ESTABLISHING THE ROLE OF THE LEAD PROFESSIONAL (LP)	45
<u>THEME 5: COMMISSIONING AND RESOURCES</u>	46
AREA FOR IMPROVEMENT 1: PLANNING AND COMMISSIONING OF SERVICES TO BE BASED ON NEEDS ASSESSMENT AND UNDERSTANDING OF EFFECTIVE PRACTICE.	46
AREA FOR IMPROVEMENT 2: ESTABLISH ROBUST JOINT COMMISSIONING ARRANGEMENTS	47
<u>THEME 6: DELIVERING SUCCESS THROUGH PEOPLE</u>	49
AREA FOR IMPROVEMENT 1: RECRUITING AND RETAINING GOOD STAFF ACROSS THE PARTNERSHIP	49
AREA FOR IMPROVEMENT 2: SUPERVISION AND MANAGEMENT	50
AREA FOR IMPROVEMENT 3: DEVELOPING THE SKILLS AND CONFIDENCE OF OUR WORKFORCE	52
AREA FOR IMPROVEMENT 4 ENGAGE AND EMPOWER ALL STAFF IN THE CHILDREN’S TRUST WITH THE CHANGE PROGRAMME	54
<u>THEME 7: MANAGING THE PERFORMANCE AND THE QUALITY OF SAFEGUARDING PRACTICE</u>	56

AREA FOR IMPROVEMENT 1: ASSURING THE QUALITY OF PRACTICE
AREA FOR IMPROVEMENT 2: EXTERNAL CHALLENGE AND SCRUTINY
AREA FOR IMPROVEMENT 3: CONSULTING AND INVOLVING CHILDREN AND YOUNG PEOPLE AND THEIR COMMUNITIES

56
57
58



Action Plan in Response to the Joint Area Review of Safeguarding in Haringey

Theme 1 – Leadership and Partnership	
Aims	<ul style="list-style-type: none"> To provide stable, pro-active, capable, visible, supportive, inspirational, listening, confident leaders for the safeguarding of children in Haringey To create a strong partnership with a shared focus on safeguarding children & young people

Area for improvement 1: Creating a leadership team for safeguarding at partnership level and within agencies				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.1.1 To strengthen governance by improving the effectiveness of Safeguarding in the Local Strategic Partnership and in the delivering of the Community Strategy outcomes.	Chief Executive (Haringey Council)	Partners to HSP	Feb - May 2009 July 09 March – Sep 09	<ul style="list-style-type: none"> Children’s Trust Executive Performance Management Group established and Terms of Reference clear IDeA Training in place for the EPMG Operational support to the Strategic Partnership reviewed and effectiveness increased
1.1.2 Ensure partnership’s leadership is at strategic level and in compliance with the <i>Working Together To Safeguard Children (2006)</i> guidance, recognising the different forms of governance within which partner agencies operate	Assistant Chief Executive Policy Performance Partnerships & Communications (Haringey Council)	Partners to HSP	Feb – May 2009 (as new Children’s Trust established)	<ul style="list-style-type: none"> Appropriate non executive and executive members of the NHS Haringey Board and senior officers from partner agencies identified as ‘responsible’ for Safeguarding in accordance with each agency’s governance. Programme of decision-making and governance meetings agreed and published (including briefings to elected

<p>1.1.3 Develop a clearly defined vision and values in which partners state where we aspire to be.</p>	<p>Assistant Chief Executive Policy Performance Partnerships & Communications (Haringey Council)</p>	<p>Partners to HSP</p>	<p>Feb – Sept 2009</p>	<p>members, Partner Boards/Committees, etc.)</p> <ul style="list-style-type: none"> Corporate Parenting Group replaces Children & Young People's Consultative Committee (CYPCC) with change in terms of reference
<p>1.1.4 Be clear that partners share responsibility for all Haringey's children and young people</p>	<p>Chief Executive (Haringey Council)</p>	<p>Partners to HSP / CYPSP</p>	<p>Feb -Sep 2009</p>	<ul style="list-style-type: none"> Strategy and priorities around children and young people and safeguarding in Community Strategy are reviewed and agreed Local Area Agreement includes agreed indicators and targets on safeguarding. Community Strategy review informs the development of Children & Young People's Plan (CYPP) 2009-20.
<p>1.1.5 Identify further opportunities for leadership to act as a team across the partnership</p>	<p>Borough Commander</p>	<p>Partners to HSP</p>	<p>Feb - May 2009</p>	<ul style="list-style-type: none"> Induction and information pack for members of HSP and theme boards is clear on partnerships role and responsibilities on safeguarding in place. Effective induction and training for new HSP and theme board members on responsibilities for safeguarding. Effective out-of-hours process in place for appropriate senior staff across the partnership to be informed of any critical incident (a child death or serious injury) at night or weekends.

				<ul style="list-style-type: none"> Develop the work programme of the children's trust to ensure the trust takes a lead on issues that impact on children, young people and their families in Haringey Inspection outcomes from all partners are reported to the Safeguarding Policy and Practice Panel.
1.1.6 Ensure compliance with the Laming recommendations is reviewed annually	Chair, LSCB	All partners	Feb – March 09	<ul style="list-style-type: none"> Laming 2 recommendations considered First annual review completed
1.1.7 Develop a cross-partnership management/leadership programme focused on safeguarding and inter-professional working	Assistant Chief Executive People & Organisational Development (Haringey Council)	Assistant Chief Executive Policy Performance Partnerships & Communications (Haringey Council) Head of Human Resources (Haringey Council)	Sept - Feb 2010	<ul style="list-style-type: none"> Shadowing programme for senior leadership teams within and outside of the partnership developed and in place Management leadership programme developed
1.1.8 Set out explicit guidance for the partnership on the leadership and challenge role of elected members	Director C&YPS	Haringey Council	Mar – Jun 2009	<ul style="list-style-type: none"> Guidance published
1.1.9 Ensure that all relevant elected members have valid CRB checks	Head of Human Resources	Haringey Council	Feb – March 09 Feb – May 09	<ul style="list-style-type: none"> Risk assessments on need for CRB check of Members complete CRB checks carried out for all members identified as needing one
1.1.10 Implement the London pledge for Children in Care including establishing elected member leadership of corporate parenting	Director Children & Young People's Service	Haringey Council	Feb – May 09	<ul style="list-style-type: none"> Establish corporate parenting Member group Engage CiC across the age spectrum in reviewing and planning service development.

			Apr – Jul 2009	<ul style="list-style-type: none"> Establish a Children in Care Council to represent the viewpoint of children in care
--	--	--	----------------	---

Area for improvement 2: Ensuring the leadership teams set the right culture within their organisations, promoting behaviour that supports the partnership's values and strengthens the commitment to Partnership working				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.2.1 Involve all agencies in staff activities to promote a culture of openness, enabling exchange of views and learning where the professional roles of people involved in safeguarding children and young people are recognised and acknowledged.	Director Children & Young People's Service	All partners	June – Sept 09 March – May 09 May – July 09 November 09	<ul style="list-style-type: none"> First annual staff surveys setup and completed across the partnership and plans published to address findings Regular staff forums and practice discussion forums set up, such as the social work forum, with staff receiving feedback to issues raised in forums Partners share consistent information on structures and changes in structures so that all staff are clear about how partner agencies work. Annual conference on safeguarding for all staff
1.2.2 Ensure leaders and senior managers within the partnership receive appropriate training and development.	Chair of Children's Workforce Development Group	All	May - July 09 Aug - Dec 09	<ul style="list-style-type: none"> Gap analysis used to inform training and development needs Management and leadership skills and competencies across partners agreed

	Director, C&YPS	Haringey Council	February – March 09	<ul style="list-style-type: none"> Safeguarding Policy and Practice Panel established for elected Council Members to ensure knowledgeable Members, able to ask appropriate questions to fulfil their role.
	Chair of LSCB training sub group	Safeguarding Children's Board Training & Development sub-group	Feb – Sep 09	<ul style="list-style-type: none"> Elected members receive validated safeguarding training, appropriate to their different levels of responsibility including where applicable an enhanced scrutiny role
	Chair of LSCB training sub group		June – September 09	<ul style="list-style-type: none"> Ensure relevant training for NHS Haringey Board is provided
	Head of Schools Personnel	Haringey Council	March – November 09	<ul style="list-style-type: none"> Increased take up of on-line safeguarding training for school governors.
			March – June 09	<ul style="list-style-type: none"> Online safeguarding training available to all staff
1.2.3 Invite Youth Council to be involved in delivery of JAR action plan	Director Children & Young People's Service	Youth Council, C&YPS	Feb - March 2009	<ul style="list-style-type: none"> Director discussed and agreed with Youth Council (29th January 2009)

Area for improvement 3: Improve the workings of the LSCB				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.3.1 Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	Chair LSCB	Partners to LSCB	Feb – May 09	<ul style="list-style-type: none"> Identify strengths and weaknesses of present arrangements. Recommendations for change made and membership extended as necessary. Appropriate training invoked for LSCB, both

				May to Dec 09	relative to need and the demands of legislation and any other forthcoming recommendations
1.3.2 LSCB Chair becomes member of Children's Trust, challenging CTB on safeguarding issues	Chair LSCB	Partners to CYPSP & LSCB	Partners to LSCB	Feb - May 2009	<ul style="list-style-type: none"> LSCB Chair member of Children's Trust Board
1.3.3 Implement best practice approach for investigating serious case reviews	Chair LSCB			Feb – May 2009	<ul style="list-style-type: none"> Review membership and terms of reference for SCR panels. Ensure sufficient resources to undertake SCRs. Establish clear path ways between SCR panels and other LSCB mechanisms eg. Child Death; QA & operational practice group. Develop clear communication strategy to inform staff of the fact and outcome of all reviews. Improve mechanism for implementing learning from SCR . Ensure regular monitoring of recommendations of SCR and action taken <p>All SCRs and IMRs will be at least adequate as judged by Ofsted.</p>
1.3.4 Review existing LSCB protocols, guidance and information to public	Chair LSCB			Feb – Dec 09	<ul style="list-style-type: none"> The content of all LSCB publications is up to date and compliant with relevant statutory guidance All LSCB publications carry a built –in review date LSCB publications are easily identified and accessible

1.3.5 Review LSCB commissioning arrangements	Chair LSCB	Partners to LSCB	Feb – Dec 09	<ul style="list-style-type: none"> Commissioning arrangements are clear and accountable
1.3.6 Review sub groups of LSCB, including development of practice review group	Chair LSCB	Partners to LSCB	February - May 2009	<ul style="list-style-type: none"> All sub-groups have clear purpose, terms of reference and appropriate membership
1.3.7 Implement new working arrangements	Chair LSCB	Partners to LSCB	May - December 2009	<ul style="list-style-type: none"> New working arrangements and channels of appropriate communication are in place, to the confidence of professionals and the public Agreed model for LSCB determined as above and in place All members clear about their roles and responsibilities, both in relation to the LSCB and their host agencies. All members are of appropriate seniority within their respective agencies and are empowered to make decisions as necessary.

Area for improvement 4: Creation of Children's Trust				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.4.1 Review models for Children's Trusts and strategic partnerships	Interim Director Special Projects	Partners to CYPSP	Feb - April 09	<ul style="list-style-type: none"> Propose a model for a Children's Trust that reflects best practice and meets 2009 statutory guidance Report to Cabinet
1.4.2 Identify Children's Trust's accountabilities in general and with particular reference to Haringey	Interim Director Special Projects	Partners to CYPSP	Feb - April 09	<ul style="list-style-type: none"> Accountabilities agreed in line with legislation, statutory guidance and Haringey priorities and clarified for all levels of the Trust (such as Board, Executive Group, Management Group)

1.4.3 HSP agrees new Children's Trust	HSP	Partners to HSP	Feb – June 09	<ul style="list-style-type: none"> • Agree the membership of the Children's Trust and clarify the role and responsibility of members. • Agree terms of reference for Children's Trust • Agree governance and structure for the Children's Trust and how it fits within the HSP governance
1.4.4 Produce joint communications strategy and approach for the Children's Trust to promote the safeguarding of children and young people	Communication Officer C&YPS (Haringey Council)	All partners	Jun – Oct 09	<p>Review current agencies' communications strategies</p> <p>Communications Strategy agreed</p> <p>Ensure all communications planning is multi-agency in approach and coherent in delivery</p> <p>Review and develop work to build awareness, disseminate information and influence the opinion of:</p> <ul style="list-style-type: none"> Residents/Taxpayers Services users including children and young people Partners Staff <p>Review and agree audiences, messages and methods of communicating them.</p> <p>Review current and ongoing arrangements for this area</p> <p>Consistent communications and messages to all staff in partner agencies</p>
1.4.5 Review ways of involving young people and the Youth Council in the Children's Trust and its work.	Head of Children's Network North & Lead for Participation	Partners to CYPSP	May – Aug 09 Aug - Dec 09	<ul style="list-style-type: none"> • Consultation carried out during summer via Summer University. • Consideration of findings and action taken to ensure children and young people are fully engaged in the Children's Trust

<p>1.4.6 Agree and deliver a Children and Young People's Plan</p>	<p>Director Children & Young People's Service</p>	<p>Partners to CYPSP (via sub group developing CYPP)</p>	<p>Sep 08 – Jul 09 Jul – Aug 09</p>	<ul style="list-style-type: none"> • Consult on new CYPP • Publish new CYPP Sept 09, ensuring that this anticipates the new guidance for all plans due to be implemented 2011 onwards
--	---	--	---	---

Theme 2: Delivering best practice	
Aims	<ol style="list-style-type: none"> 1. All practice will demonstrate the principle of “best interests of the child” by meeting the test of “seeing things through the child’s eyes” and listening to the child. 2. All practice will demonstrate the principle that safeguarding requires effective partnership working which respects and values differing professions and organisations and is reflected through integrated arrangements where this will provide the best response and most authoritative service. 3. All practice will comply with WT and LCPPS and agencies’ standard operating procedures and guidance with a shared approach to intervention thresholds. 4. Our approach will be underpinned by a commitment to inter-agency information sharing arrangements and business processes which enable all partners to fulfil their role and deliver the outcome of best in class services for children and their families. 5. We will identify best practice and turn it into standard practice using evidence, research, and evaluation supported by relevant national organisations and the LSCB.

Area for improvement 1: Child Protection Referral & Assessment Processes			
Action	Lead	Involved groups	Timescale
2.1.1 Develop new pathway for referrals into children’s social care to deliver an efficient, effective, child-focused service.	C&YPS DDC&F	C&YPS	February – April 09
			Targets and outcomes Pathway to ensure: <ul style="list-style-type: none"> • single data entry for all contacts/referrals • all referrers clear about what is expected of them • high quality information gathering at referral stage • decisions on actions to be taken made within 24 hours • referrers informed of outcome and reasons for decision in writing within 48 hours

				<ul style="list-style-type: none"> Monitoring via case file audit (7.1.1) and audits published to Safeguarding Policy and Practice Panel and Children's Trust members (7.2.2)
<p>2.1.2 Integrate the referral pathways for children's social care and CAF.</p>	C&YPS DDC&F	C&YPS, Health (GOSH and CAMHS)	Feb – July 09	<ul style="list-style-type: none"> children and young people receive support from the most appropriate service information gathered through the CAF process will inform further assessment work where needed Monitoring via case file audit (7.1.1) and audits published to Safeguarding Policy and Practice Panel and Children's Trust members (7.2.2)
<p>2.1.3 Wherever possible all agencies use the CAF to avoid duplication and support better information gathering at initial stages.</p>	C&YPS DDC&F	C&YPS Police Health Schools	Feb - May 09 June – Sep 09	<ul style="list-style-type: none"> Agreement reached on which agencies use the form in which circumstances Implementation
<p>2.1.4 Ensure that managers discuss all new case allocations with social workers before electronically allocating the case</p>	Deputy Director Children & Families, C&YPS	C&YPS	Feb – Mar 2009	<ul style="list-style-type: none"> implemented <p>This will be monitored via feedback from social work staff through team meetings, social work forum, and partnership staff survey</p>
<p>2.1.5 Ensure that social workers are not allocated more cases than is manageable</p>	Deputy Director Children & Families, C&YPS	C&YPS	Feb 2009 Feb – Mar 09 Feb – Apr 09	<ul style="list-style-type: none"> Implement regular monitoring and reporting on caseloads to senior managers and take steps to secure additional short-term capacity where necessary Clarify escalation procedures to ensure staff and managers are able to raise concerns when work loads become too high Agree caseload weighting system and ensure this feeds into workload and

	C&YPS DDC&F	C&YPS	February- May 09	<p>staffing assessment (see 3.3.1)</p> <p>In addition to regular reports, this will also be monitored via feedback from social work staff through team meetings, social work forum, and partnership staff survey</p> <ul style="list-style-type: none"> Practice Protocols developed on what information needs to be replicated or cross referenced on each siblings file Ensure that duty workers/managers are aware of where to access/record important information
<p>2.1.6 Develop practice protocols to ensure that where there is more than one child in a family group each child's needs will be taken into account and decisions/actions clearly recorded on each file</p>	C&YPS DDC&F	C&YPS	Feb – May 09 All cases to comply with these requirements by May 09.	<ul style="list-style-type: none"> the child and their family are seen as part of the assessment the child is spoken to alone where there are concerns for that child's safety social workers demonstrate "professional scepticism" (Laming) the assessment evidences multi-agency information gathering the views of the carers and other professionals, including any disagreements, are clearly recorded risk analysis is evidenced there is a clear plan for that child/young person outlining what actions the "team around the child" will be taking the family and relevant professionals are kept advised of progress and receive a copy of the assessment
<p>2.1.7 Improve the overall quality of information and analysis within Initial and Core assessments Section 47 investigations and conference reports and ensure that these consistently meet agreed minimum standard</p>	C&YPS DDC&F	C&YPS	Feb – May 09 All cases to comply with these requirements by May 09.	<p>Monitoring by case file audit.</p> <ul style="list-style-type: none"> Protocols established
<p>2.1.8 Ensure that social care case transfer protocols are in place and implemented in</p>	C&YPS DDC&F	C&YPS	Feb – March 09	<p>Monitoring by case file audit.</p> <ul style="list-style-type: none"> Protocols established

<p>practice to ensure a seamless service for the child /young person</p>			<p>April 09</p>	<ul style="list-style-type: none"> • Protocols implemented • Monitoring via case file audit
<p>2.1.9 Establish thresholds for attendance of police investigators at medical examinations in cases of physical abuse</p>	<p>OCU Commander SCD5, MPS</p>	<p>MPS</p>	<p>Feb- Sep 09</p>	<ul style="list-style-type: none"> • Thresholds established within MPS and resources assessed
<p>2.1.10 Improve strategic and operational partnership between Adult, Culture and Community and Children and Young People Services</p>	<p>C&YPS DDC&F</p>	<p>C&YPS, Adult social care</p>	<p>Feb – May 09 June 09 – March 10</p>	<ul style="list-style-type: none"> • Review protocols for joint work between adult's (Parental Mental illness, Learning Disability, Substance Misuse, Domestic Violence) and children's safeguarding services, including the routine cross-checking of referrals and follow-up of information obtained • Support implementation of the protocols with joint training. • Monitor through regular review meetings
<p>2.1.11 All targeted and specialist services that hold case files on children and young people will ensure that each case file includes a minimum standard set of information</p>	<p>LSCB QA Sub Group Chair</p>	<p>All partners</p>	<p>Jan – May 09</p>	<p>All case files to meet this standard</p> <p>All case files to include:</p> <ul style="list-style-type: none"> • an agreed set of up-to-date key biographical details (family members, involved professionals, telephone numbers) • a record of all case management decisions taken • chronology and log of meetings • Differentiation between fact and professional opinion • An action plan of how the information recorded will be acted on • Analysis of the information gathered
<p>2.1.12 Review and update children's social care</p>	<p>Head of</p>	<p>C&YPS</p>	<p>Apr – Oct 09</p>	<ul style="list-style-type: none"> • Monitoring via case file audit • Updated version issued

procedures manual to incorporate changes to policies and procedures	Service Transformation	Legal Services NHS Haringey Police	
---	------------------------	------------------------------------	--

Area for improvement 2: Effective and timely Information Sharing				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.2.1 Review and re-publish information sharing protocols and guidance	Assistant Chief Executive Policy Performance Partnerships & Communications (Haringey Council)	All	Feb – May 09 Feb – May 09 Feb – May 09 May 09 May to Jul 09 Feb – May 09	<ul style="list-style-type: none"> Information Sharing protocols for the partnership reflect any national standards & arrangements set for all partner agencies. All staff are clear about the protocols and how they operate Clarity on operation of strategic information sharing principles and improve the operational use of information sharing protocols. Sign-off HSP Board information-sharing protocol – to be agreed by all partners, including voluntary sector Establish monitoring arrangements
2.2.2 Develop and implement a protocol on Members' access to information in accordance with national legislation, specifically relating to the different roles within the Authority, such as the accountable Cabinet Member and Corporate Parenting roles of all Councillors, in order to	Assistant Chief Executive Policy Performance Partnerships & Communications (Haringey)	All		<ul style="list-style-type: none"> Develop and implement protocol

<p>facilitate the discharge of their statutory duties</p> <p>2.2.3 Implement programme of joint training and communication</p>	<p>Council)</p> <p>Head of Children's Networks</p>	<p>All</p>	<p>Feb – Aug 09</p> <p>Sep 09 – Aug 10</p>	<ul style="list-style-type: none"> • Programme agreed • Roll-out programme of joint training and communication to practitioners <p>All practitioners and managers will :</p> <ul style="list-style-type: none"> • understand the Information Sharing Protocol • know when to share information and do so in a timely manner • operate on an assumption in favour of sharing information in the best interests of the child and are empowered to do so • continually re-assess situations and re-evaluate the need to share information in light of new information arising • make use of all relevant databases including ContactPoint <p>Monitor attendance at training</p> <ul style="list-style-type: none"> • Information sets, participating agencies and processes for sharing information agreed • Monitoring via audit of records of relevant agencies
<p>2.2.4 Implement procedure whereby all agencies routinely collect information on universal services accessed by each child/family they come in contact with and inform those universal services where there is a gap in provision</p>	<p>Head of Children's Networks</p>	<p>Health, MPS, Council</p>	<p>May 09 – Aug 09</p>	<p>Proposals agreed</p> <p>Roll-out to practices</p>
<p>2.2.5 Implement the proposals for GPs to take responsibility for the local medical monitoring of treatment of children subject to a CP plan and ensuring that information is shared with key colleagues within health and children's social care</p>	<p>Deputy Chief Executive NHS Haringey</p>	<p>Medical Director HTPCT, Clinical Executive Chair HTPCT, Director</p>	<p>Dec 08</p> <p>Jan- March 09</p>	<p>Proposals agreed</p> <p>Roll-out to practices</p>

			Primary Care & Performance HTPCT and Deputy CEO HTPCT, Designated Doctor and Director of Operations GOSH Partnership, Director of CAMHS BEH-MHT		
2.2.6 Ensure that GPs respond in a timely manner to requests from CYPS colleagues for consultation about a child with a child protection plan, to incl. emergency access in case of dire emergency	Chair of Clinical Exec Committee, NHS Haringey	Haringey Council	Haringey Council	Feb – Sep 09	
2.2.7 Implement routine cross-checking of children subject to subject to a CP plan against the temporary accommodation and other housing databases	Head of Service for Safeguarding and Children in Need	Haringey Council	Haringey Council	Feb 09 Feb - May 09	<ul style="list-style-type: none"> • Procedure in place re temporary accommodation • Procedure developed for further housing databases
2.2.8 Ensure that housing refer to children's social care where they are aware of children living in accommodation they deem unsafe.	ADS&CH	Haringey Council	Haringey Council	Feb – March 09	<ul style="list-style-type: none"> • Procedure in place with agreed monitoring arrangements.
2.2.9 Introduce protocols for sharing information with children's centres on children subject to a child protection plan within their reach area.	Head of Children's Networks	Haringey Council, Children's Centres	Haringey Council, Children's Centres	June – Dec 09	<ul style="list-style-type: none"> • Protocol developed and in place
2.2.10 Review and implement joint protocol for disclosure of C&YPS files to Police and Courts.	Assistant Head of Legal – Social Care Team	Haringey Council	Haringey Council	Feb – May 09	<ul style="list-style-type: none"> • Protocol implemented
			OCU		

		Commander SCD5	
--	--	-------------------	--

Area for improvement 3: Thresholds/ Decision-Making/Assessment				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.3.1 Develop and publish a clear set of thresholds that operate across specialist, targeted and universal services to provide guidance on levels of vulnerability and the service required to address these, in line with the guidance in <i>Working Together</i> section 3.18-3.21.	Deputy Director Children & Families Chair, LSCB	Haringey Council All	Jan – May 09 Apr – Dec 09	<ul style="list-style-type: none"> Social care thresholds in place Threshold for vulnerability in place and operational across all agencies
2.3.2 Implement programme of multi-agency training to ensure practitioners across the partnership have a common understanding of thresholds and use a common language to talk about need and vulnerability	Chair, LSCB	All	June – Nov 09	<ul style="list-style-type: none"> Briefing sessions and training June – Nov 09 then periodically Numbers of staff to be trained identified by each agency Effectiveness to be measured by staff survey/supervision
2.3.3 Issue guidance and develop training on risk assessment, addressing sharing of relevant information, joint assessment of risk, and clear and explicit recording of the rationale for decisions	CYPS Deputy Director of Children & Families	All	June – Nov 09	<ul style="list-style-type: none"> Develop and issue guidance on risk assessment and recording Monitor through case file sampling
2.3.4 Conduct multi-agency Child Protection exercises for key staff using MACIE methodology	OCU Commander SCD5, MPS	All	Feb – Sep 09 Oct 09 – Sep 10	<ul style="list-style-type: none"> Multi-agency Child Protection exercises and programmes agreed Roll-out programme (multi-agency Child Protection exercises)
2.3.5 Review decision-making processes within children's social care to ensure decisions (e.g.	C&YPS DD C&F	C&YPS	Jan – May 09	<ul style="list-style-type: none"> Issue guidance sharing of relevant information, assessment of risk, clear and

<p>requests for placements) are made at the appropriate level</p>				<p>explicit recordings of the rationale for decisions</p> <ul style="list-style-type: none"> • Monitored through supervision
<p>2.3.6 Ensure that MPS use relevant information from the violent and sexual offender register to inform decision making and risk assessment</p>	<p>OCU Commander TPHQ, MPS</p> <p>OCU Commander SCD5, MPS</p> <p>OCU Commander MIB SCD25, MPS</p> <p>OCU Commander TPHQ, MPS</p>	<p>MPS</p>	<p>Jan – May 09</p> <p>Jan – May 09</p> <p>Jan – May 09</p> <p>June – Dec 09</p>	<ul style="list-style-type: none"> • Develop compliance model for BOCU through Public Protection Group Control Strategy. • Develop compliance model for SCD5 through SCD5 Control Strategy. (DSu Knight) • Ensure MIB staff are suitably trained and instructed on use of ViSOR • Employ two researchers for BOCU Public Protection Desk
<p>2.3.7 Ensure that CAIT receive required information in domestic violence cases</p>	<p>OCU Commander TPHQ, MPS</p> <p>OCU Commander SCD5, MPS</p>	<p>MPS</p>	<p>Feb 09</p> <p>Feb – May 09</p>	<ul style="list-style-type: none"> • Update Domestic Violence SOPs • Review awareness and training of CAIT staff on MAPPA and ViSOR <p>Compliance with this requirement will be via monitoring reports from the CRIS & Merlin IT systems. See also 2.4.8 on improvements to the CRIS and Merlin systems that will facilitate the flow of information.</p>
<p>2.3.8 Ensure that the rationale for all key case decisions is made explicit and recorded, across all agencies</p>	<p>Chair LSCB QA Sub-group</p>	<p>All</p>	<p>Jan – May 09</p>	<ul style="list-style-type: none"> • Procedures for recording key decisions agreed and in place <p>Monitor via case file audit</p>
<p>2.3.9 Put in place escalation procedures across</p>	<p>Chair LSCB</p>	<p>All</p>	<p>May – Sept</p>	<ul style="list-style-type: none"> • Procedure agreed

<p>all partners to resolve disagreements where practitioners are unable to arrive at a consensus – in – in line with London CP procedures section 18.6</p>	<p>P&P sub-group</p>		<p>09</p>	<p>Reports will be prepared to LSCB P and P sub-group on the use and effectiveness of these escalation procedures.</p>
--	--------------------------	--	-----------	--

<p>Area for improvement 4: Using IT systems and databases to support safeguarding practice and information-sharing</p>				
<p>Action</p>	<p>Lead</p>	<p>Involved groups</p>	<p>Timescale</p>	<p>Targets and outcomes</p>
<p>2.4.1. Re-engineer finance workflow in FWI to simplify the process of purchasing services and reduce social work time given to this task</p>	<p>Achieving Excellence Programme Manager</p>	<p>C&YPS Finance</p>	<p>Feb - June 09</p>	<ul style="list-style-type: none"> Revised Fwi in place, relevant staff trained to use new system.
<p>2.4.2. Establish ICS/FWI support teams to stabilise current system use and support implementation of future configuration. Combined with practice focus initiatives to build the confidence of social workers in the use Framework-1</p>	<p>Head of Service Transformation</p>	<p>C&YPS Achieving Excellence Programme Manager. Head Of Systems Development & Performance Head of Information Strategy and Communications ICS Programme Manager</p>	<p>Feb - June 09 July 09</p>	<ul style="list-style-type: none"> Establish and train teams of IT/FWI/ICS specialists to support social workers and managers in use of system. Impact on practice evaluated
<p>2.4.3. Review the current ICS processes on Framework-1 and make changes that support best practice requirements in social work. This includes</p>	<p>Head of Service Transformation</p>	<p>C&YPS Achieving Excellence</p>	<p>Feb – Nov 09</p>	<ul style="list-style-type: none"> Review completed and changes implemented

<p>a) continue to work with Corelogic to identify any areas for improvement</p> <p>b) Continue to work with other boroughs both with the ICS Sub Group and outside it to share ideas and identify best practice models.</p> <p>c) Review the use of the ICS forms within social work practice as a tool for effective information gathering and analysis</p> <p>d) Implement identified workflow and other changes needed to reflect improve practice – including changes to CP Plans and conference documents.</p> <p>e) Align language used within Framework-1 to that used within social work practice</p> <p>f) Make sure that documentation accepted by courts is supported on Framework-1 (including Core Assessments and Chronologies)- as covered by ICS Phase 1C</p> <p>g) Reflect the transfer protocols between different teams on the system</p> <p>h) Look at ways of reducing repetition of information required within ICS at a local level and engage in the national debate</p> <p>i) Identify how social workers can be supported to spend more time doing “social work”</p> <p>j) Continue to attend and participate in forums, consultations and discussions on ICS, with the view to ensure that it is a more practice led system both locally and on a national level</p> <p>k) Integrate findings of the Social Work</p>		<p>Programme Manager.</p> <p>Head Of Systems Development & Performance</p> <p>Head of Information Strategy and Communications</p> <p>ICS Programme Manager</p>		
---	--	--	--	--

<p>Task Force</p> <p>l) Continue to participate in DCSF's benefits work and extend this work on a local level following the implementation of the changes outlined in the improvement plan</p>	<p>Head of Service Transformation</p>	<p>C&YPS</p>	<p>Mar 09 – Feb 10</p>	<ul style="list-style-type: none"> Improvements implemented
<p>2.4.4 Implement data quality improvements on Framework-1 system (e.g. through cleansing) - to support staff in using the system more effectively</p> <ol style="list-style-type: none"> Cleansing personal details screen Identifying and cleansing duplicate files Ensuring that information in relation to personal and professional relationships are recorded correctly Cleansing of out of date child purchase services Develop scanning and uploading protocols Cleansing plans and working with staff to ensure that plans are recorded correctly and used effectively 	<p>Head of Information Strategy and Communications</p>	<p>C&YPS Achieving Excellence Programme Manager. Head Of Systems Development & Performance</p>	<p>April 10 – Mar 12</p>	
<p>2.4.5 Extend the use of FWi as a Case Management system (CMS) for services that work with children and young people in the Children and Young People Service</p>	<p>Head of Service Transformation</p>	<p>C&YPS, Health As above</p>	<p>Feb- Sep 09</p>	<ul style="list-style-type: none"> 'Appropriate' staff identified and arrangements in place
<p>2.4.6 Ensure that all appropriate health services have access to 'live' information on children with CP plans, including the detail of what the plan is.</p>				

<p>2.4.7 Extend the use of Framework-I to Children in Care Health team</p>	<p>Head of Service Transformation</p>	<p>C&YPS, Health As above</p>	<p>Nov 09 – Apr 10</p>	<ul style="list-style-type: none"> To be in place by April 10
<p>2.4.8 Develop interface between CRIS and Merlin to facilitate information sharing and risk assessments</p>	<p>OCU Commander TPHQ, MPS</p>	<p>MPS</p>	<p>Feb – Sep 09 Oct 09 – Dec 10</p>	<ul style="list-style-type: none"> Requirements and approach agreed Implementation

<p>Area for improvement 5 : Ensuring that child protection meetings facilitate good inter-agency communication and decision-making</p>				
<p>Action</p>	<p>Lead</p>	<p>Involved groups</p>	<p>Timescale</p>	<p>Targets and outcomes</p>
<p>2.5.1 Ensure attendance of appropriate staff at all child protection meetings</p>	<p>LSCB Chair</p>	<p>All</p>	<p>March 09</p>	<ul style="list-style-type: none"> All partners to formally commit through the LSCB that they will ensure attendance of appropriate staff at all child protection meetings, or in exceptional circumstances send a written report to the chair of the meeting no less than 24 hrs before the meeting
	<p>Head of Service Quality Assurance and Child Protection</p>		<p>Feb – April 09</p>	<ul style="list-style-type: none"> Ensure that all relevant professionals are invited to child protection meetings and that the invites go out in a timely fashion
	<p>Head of Service Quality Assurance and Child Protection</p>		<p>Feb – July 09</p>	<ul style="list-style-type: none"> Ensure times and locations of child protection meetings facilitate the attendance of those professionals most central to the particular case, including where relevant holding meetings in hospitals and schools
				<ul style="list-style-type: none"> Report to LSCB with records of attendance

				Sep 09	(6 months after)
2.5.2 Improve the quality of child protection meetings	Head of Service Quality Assurance and Child Protection	LSCB T&D Sub - group	All	Jan – April 09 Jan – Aug 09 Feb – Aug 09 Feb – June 09	<ul style="list-style-type: none"> Communicate key messages from <i>Working Together</i> and the <i>London Child Protection Procedures</i> with regard to “strategy” discussions and meetings, S47 investigations, core groups and initial CP conferences, to ensure that all staff understand and fulfil their roles and responsibilities Develop and implement training and development programme and performance management to ensure the competence of all conference chairs, in line with the London Child Protection Procedures Develop and implement training programme for meeting participants to promote effective challenge across professional disciplines Develop and implement structured approach to meeting observation and feedback
2.5.3 Ensure the quality and timeliness of distribution of child protection minutes	Head of Service Quality Assurance and Child Protection		All	Jan – April 09 Sep 08	<ul style="list-style-type: none"> Ensure the details of the child protection plan are distributed within 48 hours and full minutes are distributed within 15 working days Report on CP meetings to LSCB with monitoring results
2.5.4 Review and implement protocols for legal services working with C&YPS, to include:	Assistant Head of		Haringey Council	Feb 09	<ul style="list-style-type: none"> Regular meetings established between C&YPS Core Team and Legal Services to

<ul style="list-style-type: none"> (i) Legal Planning Meeting procedures (ii) Escalation of concerns (iii) Case Conferences (iv) Strategy Meetings (v) Public Law Outline meetings 	<p>Legal – Social Care Team</p>		<p>Feb – Apr 09</p>	<p>ensure monitoring of work undertaken and identification and review of high risk cases</p> <ul style="list-style-type: none"> • Protocols refreshed and implemented
---	---------------------------------	--	---------------------	--

Area for improvement 6: Ensuring the implementation of clear and achievable child protection plans				
Action	Lead	Involved groups	Timescale	Targets and outcomes
<p>2.6.1 Ensure that all CP plans meet an agreed minimum standard.</p> <p>This will include that all plans:</p> <ul style="list-style-type: none"> • Show explicit account of how the plan will lead to better outcomes for the child • are realistic and achievable • Set out the roles and responsibility of each agency involved to ensure adherence to the requirements of the plan • Are reviewed when there is any significant change in circumstance and all agencies are involved in the review • are adhered to with fidelity, and where there are difficulties in implementing the plan, this is flagged up and the plan is reviewed 	<p>Head of Service Quality Assurance and Child Protection</p>	<p>All</p>	<p>Jan – April 09</p> <p>May 09</p> <p>June 09</p>	<ul style="list-style-type: none"> • Agree and publish required standard for all CP plans • All plans to meet required standards • Report case file audits to LSCB Sub Group • To be monitored via case-file audit
<p>2.6.2 Ensure that the membership of each 'core</p>	<p>C&YPS</p>	<p>All</p>	<p>Jan – May 09</p>	<ul style="list-style-type: none"> • Core Group to meet this standard

group' is clearly defined, with all practitioners understanding their role and responsibilities and as part of the 'team around the child'.	DDC&F	May 09	<ul style="list-style-type: none"> Monitor and report on case files and sample of interviews with core team members
---	-------	--------	--

Area for improvement 7: Support for Children in Care			
Action	Lead	Involved groups	Timescale
2.7.1 Improve the quality and accuracy of health assessments for children in care	Head of Children's Commissioning	C&YPS, NHS Haringey, GOSH	<p>Feb 09</p> <p>Feb – Aug 09</p> <p>Apr 09 – Apr 10</p> <p>Apr – Aug 09</p> <p>Sep 09 – March 10</p>
Targets and outcomes		<ul style="list-style-type: none"> establish multi-agency working group to support improvement employ an additional CiC Nurse to enable the CiC Health Team to support Social Workers in ensuring that the information to support the initial health assessment is available to the paediatrician Establish procedures to ensure: <ul style="list-style-type: none"> initial health assessments are carried out by a paediatrician/ designated doctor for children in care. All follow up assessments are reviewed by the designated doctor, with inadequate reports followed up by primary care performance Develop programme of training for GPs, social workers and other professionals around the health needs of children in care introduce bi-annual health reviews for children and young people in care with targeted health needs. 	

<p>2.7.2 Improve the long-term placement stability of looked after children</p>	<p>Head of Service Children in Care</p>	<p>C&YPS, Tavistock & Portman Trust, LSCB, Police, NHS Haringey, BEH-MHT</p>	<p>Feb – Sep 09 Feb – Sept 09 Feb – Sept 09 Feb 09 – Mar 10</p>	<ul style="list-style-type: none"> • Collate and analyse evidence on the causes of placement breakdown, including: <ul style="list-style-type: none"> ○ Audit of unplanned discharges ○ Review of IFA and private and voluntary placement providers ○ Analysis of factors that influence provision breakdown • Undertake review of IFA and private and voluntary placement providers (to include an audit of unplanned discharges) and ensure the findings from this feed into the commissioning strategy • Improve quality of decision making at care threshold points through enhanced use of multidisciplinary assessments • Review foster carer recruitment strategy and increase proportion of directly employed Haringey foster carers
<p>2.7.3 Support the school attendance of Children in Care</p>	<p>Head of Children in Care Education Team</p>	<p>Social workers Children's Homes Schools Multi-Disciplinary Teams</p>	<p>Sep 09 – Apr 10</p>	<ul style="list-style-type: none"> ○ Implement procedure to ensure an attendance target is included in each Personal Education Plan; ○ Further develop information-sharing between agencies on children identified as high-risk <p>Gap between average CiC attendance and overall borough attendance will be narrowed.</p>
<p>2.7.4 Implement procedure for tracking plans of all children under 6 coming into care to ensure</p>	<p>Deputy Director</p>	<p>Haringey Council</p>	<p>Feb – May 09</p>	<ul style="list-style-type: none"> ○ Procedure implemented

prompt placement for adoption where appropriate	Children & Families, C&YPS			
---	----------------------------	--	--	--

Area for improvement 8: Respite care and short breaks for carers of children and young people with learning difficulties and/or disabilities				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.8.1 Establish a steering group to provide strategic leadership for the implementation of the Aiming High: better support for disabled children and their families.	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey	Feb – March 09	<ul style="list-style-type: none"> Group established
2.8.2 Consult parents /carers and young people on the short break transformation programme	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey, Markfield Project	Feb – March 09	<ul style="list-style-type: none"> Consultation complete
2.8.3 Establish a range of short breaks, based on the outcomes of the consultation and drawing on universal and voluntary services and specialist services.	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey	April 09 – March 11	<ul style="list-style-type: none"> Programme implemented
2.8.4 Establish system for the collection and use of robust data and information to determine current service use, needs and gaps and which will underpin planning and commissioning of short breaks.	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey	Feb – May 09	<ul style="list-style-type: none"> System in place
2.8.5 Develop workforce strategy to ensure both quality and sufficiency of the short break workforce (carers and staff) to meet the identified scale of service expansion and the requirements of the Full Service Offer.	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey	April 09 – March 11	<ul style="list-style-type: none"> Strategy developed

Theme 3: Getting the organisation right	
Aims	<p>To ensure that across the partnership:</p> <ul style="list-style-type: none"> • Shared standards for effective, reflective supervision promote authoritative practice and ensure under-performance is tackled • Structures facilitate the smooth transfer of information • The structure and skills mix maximises the effectiveness of staff • Structures support integrated working • There is sufficient capacity to manage workload

Area for improvement 1: Roles and responsibilities					
Action Structures	Lead	Involved groups	Timescale	Targets and outcomes	
3.1.1 Reorganise the CIN & Safeguarding service to minimise the need for case handovers and so that there is continuity for children and their families, referrers, and colleagues in the team around the child	C&YPS DD C&F	C&YPS LSCB	Feb- May 09 May 09 May – July 09 Aug – March 2010 July 2010	<ul style="list-style-type: none"> • Proposal • Perform baseline of current process • Management quality assurance arrangements revised and consulted on • Implementation • Evaluation report 	
3.1.2 Ensure the management arrangements of Independent Reviewing Officers secure sufficient independence and improve advocacy for children in line with statutory requirements	C&YPS DD C&F	Independent Reviewing Officers	April – May 09 July 10	<ul style="list-style-type: none"> • New management arrangements in place • Evaluation report 	
3.1.3 Develop provision, roles and expectations of Designated and Named professionals for NHS Haringey and ensure their reporting arrangements are brought into line with best practice. Move the designated nurse role to the	Interim Deputy Chief Executive (NHS Haringey)	Health	Feb – April 09 May – July 09	<ul style="list-style-type: none"> • New job description and strategic roles developed and agreed • Implementation 	

PCT					
3.1.4 Establish single point of entry (SPE) to specialist CAMHS to ensure timely and equitable access to the appropriate service	Director of CAMHS	BEH-MHT NHS Haringey	Feb – May 09	<ul style="list-style-type: none"> SPE established 	
3.1.5 Establish dedicated specialist mental health input for Referral and Assessment, Safeguarding and Children in Need teams, to provide consultation, liaison, and direct work with children and families	Head of Children's Commissioning	CAMHS R&A staff	Feb – Sep 09 Feb - Sep 09 July 2010	<ul style="list-style-type: none"> Dedicated input established Establish baselines for waiting times and access to services Evaluation report to monitor waiting times and access to services 	
3.1.6 Develop an in house advocacy service for children's services, to develop capacity and expertise and to strengthen the partnership working between CYPs and legal.	Assistant Head of Legal – Social Care Team	Haringey Council	Apr – Sep 09	<ul style="list-style-type: none"> Service developed 	

Area for improvement 2: Ensuring the most efficient and effective mix of professional and support skills

Action	Lead	Involved groups	Timescale	Targets and outcomes
3.2.1 Employ screening officers to improve the process for receiving, filtering and directing referrals to R&A (supported by the duty social work manager) and free up duty social worker time to undertake assessments	DD C&F	C&YPS Haringey Council HR	Feb – May 09	<ul style="list-style-type: none"> Screening Officers employed Improved workflow through the assessment process Increase in the number of successful assessments completed on time Improved quality of initial and core assessments Monitoring through dip sampling and reporting to Monitoring Group
3.2.2 Employ additional suitably experienced and trained administrative staff to take on appropriate duties within CIN & Safeguarding to free up social	DD C&F	C&YPS Haringey Council HR	Feb – April 09	<ul style="list-style-type: none"> Administrative staff employed Increased contact time with families

worker time					<ul style="list-style-type: none"> • Speedier assessment & improvement in quality of assessment • Quicker identification of needs and services
3.2.3 Establish a flexible “contact service” which is responsive to the needs of children in care and their families and meets the requirement of court	Head of Service Transformation	C&YPS	Feb – March 09 Apr 09 Apr – July 09	<ul style="list-style-type: none"> • Specify and agree requirements • Perform gap analysis of resourcing gap • Identify, agree and acquire any additional resources 	

Area for improvement 3: Ensure sufficient capacity for manageable and safe workloads across all agencies

Action	Lead	Involved groups	Timescale	Targets and outcomes
3.3.1 CYPS workload and staffing assessment	Head of Service Transformation	C&YPS	Feb – Apr 09 Feb – Apr 09 May – Sep 09	<ul style="list-style-type: none"> • Benchmark workload assessment • Identify resource gap • Develop and agree resourcing plan and commence implementation
3.3.2 NHS Haringey workload and staffing assessment	Deputy Chief Executive (NHS Haringey)	NHS Haringey	Feb – Apr 09 Feb – Apr 09 May – Sep 09	<ul style="list-style-type: none"> • Benchmark workload assessment • Identify resource gap • Develop and agree resourcing plan and commence implementation
3.3.3 MPS workload and staffing assessment	OCU Commander SCD5, MPS	MPS	Feb – Apr 09 Feb – Apr 09 May – Sep 09	<ul style="list-style-type: none"> • Benchmark workload assessment • Identify resource gap • Develop and agree resourcing plan including: <ol style="list-style-type: none"> 1. flexible staff model for SCD5 2. supervisory capacity in Haringey CAIT 3. staffing levels and admin support

<p>3.3.4 Recruit additional senior lawyers within the Legal Services Social care team to provide specialist legal advice and support to the client department</p>	<p>Assistant Head of Legal – Social Care Team</p>	<p>Haringey Council</p>	<p>Feb 2009</p>	<p>for PCLOs</p> <ul style="list-style-type: none"> • Staff recruited
<p>3.3.5 Establish a forecasting demand mechanism for referrals, assessments and placements of children at risk</p>	<p>DD BSD</p>	<p>Joint Commissioning Board Children's Trust Board DD C&F</p>	<p>Feb – Sep 09</p>	<ul style="list-style-type: none"> • Forecasting demand mechanism in place and supports medium term financial modelling
<p>3.3.6 Investigate potential for Third Sector support for Child Protection Processes</p>	<p>Head of Service Transformation</p>	<p>Voluntary and Community sector C&YPS</p>	<p>March – Sep 09</p>	<ul style="list-style-type: none"> • Report to C&YPS Core Team with proposed action

<p>Area for improvement 4: Aligning services to facilitate integrated working</p>				
<p>Action</p>	<p>Lead</p>	<p>Involved groups</p>	<p>Timescale</p>	<p>Targets and outcomes</p>
<p>3.4.1 Identify opportunities for further integrated working across the strategic partnership</p>	<p>Deputy Chief Executive (NHS Haringey)</p>	<p>C&YPS NHS Haringey MPS DDC&F Detective Chief Inspector CAIT, MPS</p>	<p>Feb – Apr 09 Aug 09</p>	<ul style="list-style-type: none"> • Review group established • Report with proposed action <p>Evaluate the following proposals:</p> <ul style="list-style-type: none"> - a single multi-disciplinary CP guidance advisory service across Health, the Police and Children's services (including schools and social care) to be established - Joint investigation and assessment

		Director of Operations, GOSH Partnership Services		<p>across children's social care and the CAIT, and broader model of joint visiting</p> <ul style="list-style-type: none"> - A consultancy model developed which could be accessed by individual professionals or the 'team around the child' to help progress 'stuck cases' - Co-location of staff to encourage better inter-disciplinary working to be developed - Additional lead commissioning and pooled budgets arrangements
<p>3.4.2 Identify opportunities for further alignment of front line services on an area basis across the strategic partnership, taking account the Council plan for area based working</p>	ASSISTANT CHIEF EXECUTIVE POLICY PERFORMANCE PARTNERSHIPS & COMMUNICATIONS (HARINGEY COUNCIL)	C&YPS YOS NHS Haringey MPS	Feb – Apr 09 Aug 09	<ul style="list-style-type: none"> • Review group established • Report

Area for improvement 5: Out of Hours Services

Action	Lead	Involved groups	Timescale	Targets and outcomes
<p>3.5.1 Re-commission out-of-hours services based on an appraisal of alternative options for delivery</p>	Head of Service Transformation	Haringey Council C&F BSD ACCS NHS Haringey	Feb- May 09 Apr – Aug 09 Sep 09 - Aug 10	<ul style="list-style-type: none"> • Effectiveness of existing service assessed and where necessary interim arrangements secured to ensure Laming compliance • Evaluate alternative options and report • Service commissioned

<p>3.5.2 Review (and improve if needed) the procedure for the provision of out of hours legal advice, including consideration of any changes arising from the re-commissioning of out of hours services (3.5.1)</p>	<p>Assistant Head of Legal – Social Care Team</p>	<p>Haringey Council</p>	<p>Feb – Aug 2009</p>	<ul style="list-style-type: none"> • Procedure reviewed and changes implemented
--	---	-------------------------	-----------------------	--

<p>Area for improvement 6: Accommodation and infrastructure – improving the working environment for staff and clients</p>				
<p>Action</p>	<p>Lead</p>	<p>Involved groups</p>	<p>Timescale</p>	<p>Targets and outcomes</p>
<p>3.6.1 Involve staff in planning an improved working environment for the CIN and Safeguarding service</p>	<p>DD BS&D</p>	<p>C&YPS BSD Corporate Services Smart Working (OD&L)</p>	<p>Feb 09 End March 09 March - Aug 09 Aug - Dec 09</p>	<ul style="list-style-type: none"> • Schools HR move to Civic Centre • Additional office space for referral and assessment, including space for accommodating families • Planning and procurement phase 2 <p>Phase 2 implementation to deliver:</p> <ul style="list-style-type: none"> • Space to interview clients in private and accommodate children when necessary • Private space for supervision with access to framework-i • Office layout that enables teams to sit and work together, facilitating the exchange of information • Creating a pleasant environment which people want to be in • Become part of Smart working programme • Clear messaging to staff on what is planned and what will be delivered

<p>3.6.2 Use new technology including mobile technology to improve and support staff in delivering the service</p>	<p>Head of Service Transformation</p>	<p>C&YPS Smart Working (OD&L)</p>	<p>Feb 09 April – Sep 09</p>	<ul style="list-style-type: none"> • Defer the mobile working grant • External study on use of technology to maximise effectiveness and efficiency
<p>3.6.3 Reconfigure referral and assessment telephony system</p>	<p>Head of Service Safeguarding & Children in Need</p>	<p>C&YPS Property Services</p>	<p>End Feb 09</p>	<ul style="list-style-type: none"> • System in place

Theme 4: Early Intervention/universal services	
Aims	To ensure all staff working with children and young people play their part in the safeguarding of vulnerable children, and through their practice intervene early to prevent problems occurring at a later stage.

Area for improvement 1: Building the capacity to intervene early to promote positive outcomes for children and young people				
Action	Lead	Involved groups	Timescale	Progress and outcomes
4.1.1 Review the resources available across the partnership for early intervention and targeted support that can prevent children needing to access children's social care at a later stage	Head Children's Networks	Children's Social Care Children's Centres Schools Multi-Disciplinary Teams North MDT Co-ordinator and Integrated Working & Workforce Dev Manager Director of Operations GOSH Partnership Services	May – Aug 09	<ul style="list-style-type: none"> Complete review and set out proposals

		<p>Head of Safer Communities Unit Acting Chief Inspector for Partnership and Youth</p>		
<p>4.1.2 Develop local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes</p>	<p>Chair Children's Trust Board</p>	<p>Head of Children's Networks All partners</p>	<p>Aug – Feb 10</p>	<ul style="list-style-type: none"> • Strategy completed and agreed by Children's Trust Board • Clear local continuum of provision agreed, that is embedded in universal settings and encompasses the role of targeted and specialist support services.. • Assess potential to extend Children's Networks MDTs to include social work staff who are able to work preventatively with children and young people causing concerns but below the threshold • Universal services have access to advice and support that enables them to identify and support children who may have additional needs. • Family support workers within the Children's Network MDTs are working with families that cause concern but do not meet the threshold either at the point of referral or following statutory assessment or intervention. • Common Assessment Framework is firmly embedded as an assessment tool in universal settings; • Children's Networks MDTs contributing to the CAF process in universal settings so

	that more CAFs are multi-agency.					<ul style="list-style-type: none"> • Launch extended services strategy • Work with schools to ensure that their core offer includes multi-agency partnership work that strengthens the preventative capacity of universal settings. • All schools to deliver core offer • Schools' role in commissioning resources is more developed and Extended Schools funding is used to deliver high quality preventative services.
4.1.3 Ensure that the re-launched extended services strategy contribute to safeguarding and early intervention	Head of Children's Network West	Children's Centres Schools Partner agencies Voluntary sector C&YPS	2 nd April Feb to Dec 09 Dec 09			<ul style="list-style-type: none"> • Develop standards and agreement • Launch • Agreement signed off with each Headteacher and governing body
4.1.4 Hold twice yearly meeting about vulnerable children with every school, children's centre and children's home, in order to: <ul style="list-style-type: none"> a) Improve the support these settings provide to vulnerable children b) Identify trends and areas for development in service provision 	Head of Children's Networks	Children's Centres Schools C&YPS Multi-Disciplinary Teams	Feb – Sep 09 Sep 09 Sep 09 - Apr 10			<ul style="list-style-type: none"> • Agreement signed off with each Headteacher Conference/Forum • Monitored through vulnerable children conversation
4.1.5 Work with schools, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services.	Chair, LSCB	C&YPS Schools Police TPCT	September 2009			<ul style="list-style-type: none"> • Set up and agree evaluation cycle • First evaluation cycle completed
4.1.6 Invite all schools to participate in a 3-yearly evaluation of all aspects of their provision for the health, safety and well-being of children and provide a written report to the governing body of	Head of Children's Networks	C&YPS Schools	May – Sep 09 Dec 09			

each school.					<ul style="list-style-type: none"> All schools to reference this report in their Self Evaluation Form (SEF)
4.1.7 Enhanced focus on children missing education	Head of Education Welfare Service	Education welfare service All services that work with schools	June – July 09 September December 09 Sep – April 2010		<ul style="list-style-type: none"> Hold a series of workshops within each Children's Network for school staff with responsibility for attendance and set out the expectations that the CAF used to assess and/or refer children/young people with poor attendance. Develop and deliver briefings, training and advice to all services within the CYPs and across the Children's Trust on supporting the attendance of children and young people at school and ensure that they are able to report concerns quickly. Extend the role of Education Welfare Officers. To include supporting the safeguarding responsibilities for children in universal settings, including the provision of advice, support and training to school staff.
4.1.8 Complete partnership Family Support Strategy	Head Children's Networks Director of Operations (GOSH partnership services)	C&YPS YOS GOSH	Feb - Sep 09 Aug – Nov 09 July 09 July 2010 March – July 09		<ul style="list-style-type: none"> Family Support Strategy agreed and published Review the organisation of family support All FSW's receiving case supervision that is matched to the level of needs expected within their caseloads Evaluation of operation and effectiveness of family support Agree and publish the preferred list of parenting courses including guidance on which courses are relevant to which types of need
4.1.9 Refresh and launch the parent participation	Head of	C&YPS	Feb - Sep		<ul style="list-style-type: none"> Clear plan for parental engagement in

strategy in all schools, Children's Centres and other educational settings and work with these services to promote parents/carers active engagement with their children's learning	Children's Network North & Lead for Participation	Schools	2009	their children's learning and schedule of support that they can access
4.1.10 Evaluate the Barnados Domestic Violence Risk Matrix model to support early and accurate identification of children who may be at risk	Domestic Violence Co-ordinator	Haringey Council Barnados	Feb – Sep 09	<ul style="list-style-type: none"> Model evaluated and report delivered with recommendations for action
4.1.11 Develop joint plan between the LSCB and Domestic Violence Partnership Board to minimise impact of domestic violence on the safety of children and young people	Chair, LSCB	Haringey Council LSCB Domestic Violence Partnership Board	Apr – Sep 09	<ul style="list-style-type: none"> Establish a baseline for Child Protection cases where domestic violence is a significant factor Plan agreed
4.1.12 Reduce anti-social behaviour	Head of Children's Network North & Lead for Participation Strategic Manager (YOS) Head of Children's Network West Strategic Manager	Schools, Police, C&YPS, YOS YOS, Police Youth Service, YOS, ASBAT YOS, Catch 22	Feb – Sep 09 Feb 09 – Mar 11 Feb 09 – Mar 11 Apr 09 – Apr 11	<ul style="list-style-type: none"> Develop the role of the Youth Summit as a key strategic partnership for ensuring that children and young people are protected from the risks of anti-social behaviour. Set up and deliver a Triage project whereby YOS workers will work with young people in police custody in order to divert young people from criminal activity Set up and deliver Challenge and Support Project to reduce anti-social behaviour amongst young people Set up and deliver Intensive Intervention Project using the triple track approach of prevention, non-negotiable support and

	(YOS) Strategic Manager (YOS)	Schools, Police, C&YPS, YOS	Feb 09 – March 10	<p>enforcement to work intensively with those behaving in an anti-social manner</p> <ul style="list-style-type: none"> Further roll out of restorative approaches training to partners and selected primary schools
4.1.13 Refresh the teenage pregnancy strategy and action plan to reduce the incidence of teenage pregnancy and improve support for teenage parents	Director of Public Health	Teenage Pregnancy Board	Feb – Aug 09	<ul style="list-style-type: none"> Action plan refreshed and agreed by Children's Trust Board <p>Strategy and action plan will include:</p> <ul style="list-style-type: none"> Agreed local risk factors for young people most likely to become teenage parents' Early identification and multi-agency support programme for young people at high risk Clear strategic plan in place to target the groups most likely to become teenage parents. Multi-agency approach to supporting the children of teenage mothers and alert system that monitors and responds to increasing risk.
4.1.14 Develop the early intervention role of Child and Adolescent Mental Health Services	Head of Children's Commissioning	BEH-MHT, NHS Haringey, C&YPS, Schools and Children's Centres	Feb 09 – Feb 10 Feb 09 – Feb 10	<ul style="list-style-type: none"> Establish Tier 2 early years mental health service consisting of 3 Clinical Psychologists. Service to be based in children's centres and will support front lines staff, offer one to one and group provision, and facilitate access to specialist services. Develop school aged provision through implementation of Keys to Wellbeing and the Targeted Mental Health Pilot.

Area for improvement 2 : Establish the CAF as the basis within universal and targeted services for identification and assessment of additional needs and decision making about appropriate intervention				
Action	Lead	Involved groups	Timescale	Progress and outcomes
4.2.1 All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	North MDT Co-ordinator and Integrated Working & Workforce Development Manager	Universal settings C&YPS	Feb 2009 – July 2010	<ul style="list-style-type: none"> Roll-out across all schools and settings CAF panel monitors the quality of referrals and alerts School Standards and Inclusion to schools/settings that fail to meet a satisfactory standard. The use of CAF as both an assessment and referral tool at school level monitored through Vulnerable Children Conversation and feedback provided to headteachers and governors.
4.2.2 Training and communication programme to ensure all agencies and voluntary and community bodies are using the CAF appropriately for assessment, analysis, and multi-agency planning and not just as a referral system	North MDT Co-ordinator and Integrated Working & Workforce Dev Manager	All services HAVCO	Feb – July 2009 July 09 July- Dec 09	<ul style="list-style-type: none"> Training and Communication programmes developed VCS Groups identified and engaged in the programme Training and Communication programmes rolled out Measured through Vulnerable Children Conversation
4.2.3 Redesign the process of decision-making on CAF to ensure swifter response with the multi-agency panel focussing on complex cases that require a multi-agency response	North MDT Co-ordinator and Integrated Working & Workforce Dev Manager	MDT coordinators Health YOS CAMHS	Feb 09 Feb – July 09 Feb- June 09 July - Aug 09 July 2010	<ul style="list-style-type: none"> Group formed NFER/LARC evaluations reviewed and impact on Haringey systems identified Review completed Implementation Evaluation report and proposals for further action

Area for improvement 3 : Establishing the role of the Lead Professional (LP)					
Action	Lead	Involved groups	Timescale	Progress and outcomes	
<p>4.3.1 Implement programme of communication and training to ensure all practitioners (including those in universal settings and those with a statutory responsibility to undertake the role):</p> <ul style="list-style-type: none"> • understand the roles and responsibilities of the lead professional • have the competency and confidence to carry out the role • work closely with the child and family to ensure their views are central • act as the central point for the sharing of information and ensure everyone is kept updated 	Head of Children's Networks	All – including schools	Feb- June 09 Sep- Dec 09 July 2010	<ul style="list-style-type: none"> • Model of working as Lead Professional agreed and published • Programme of training/implementation agreed and rolled out • Evaluation report with proposals for further action 	
<p>4.3.2 Implement procedures to ensure the allocation of a lead professional for children moving from social care or other specialist service back into targeted/universal services</p>	Head of Children's Networks	All	June 2009 – Dec 2009	<ul style="list-style-type: none"> • Procedure agreed and implemented across all agencies • Evaluation report with proposals for further action 	

Theme 5: Commissioning and resources	
Aims	<ul style="list-style-type: none"> To develop joint planning and commissioning arrangements, which focus on safeguarding and emphasize the importance of prevention and early identification and intervention, and improving outcomes for children and young people in Haringey. Arrangements to be underpinned by a sustainable financial plan.

Area for improvement 1: Planning and commissioning of services to be based on needs assessment and understanding of effective practice.					
Action	Lead	Involved groups	Timescale	Progress and outcomes	
5.1.1 DCSF facilitated commissioning workshop	DD BSD	C&YPS NHS Haringey	April 09	<ul style="list-style-type: none"> Workshop held 	
5.1.2 Carry out a Joint Strategic Needs Assessment (JSNA) into safeguarding and vulnerable children and young people with a focus on early identification.	Director of Public Health	JSNA Steering Group, JSNA Sub Group on vulnerable children and young people, and Joint Commissioning Board	Feb – Jul 09	<ul style="list-style-type: none"> JSNA and literature review completed 	
5.1.3 Cross agency planning and commissioning review	DD BSD	Joint Commissioning Board Children's Trust Board	Apr – Aug 09 Sep – Jan 10	<ul style="list-style-type: none"> Collate outcomes from JSNA, Vulnerable Children's conversation, CYPP needs assessment and local strategic planning Planning and commissioning review completed. 	
5.1.4 Ensure robust arrangements in place for Rapid Response and Child Death Overview Panels. To include sustainable funding and fit with joint planning and commissioning processes.	Chair LSCB Child Death sub group	LSCB LSCB Training & Development Officer	Feb - May 2009	<ul style="list-style-type: none"> Current arrangements for Rapid Response and the Child Death Overview Panels reviewed – borough and sector wide – and if necessary, business case developed to support revised proposals. 	

			Head of Children's Commissioning OCU Commander SCD5, MPS	Jun – Dec 09	<ul style="list-style-type: none"> Implementation
--	--	--	--	--------------	--

Area for improvement 2: Establish robust joint commissioning arrangements					
Action	Lead	Involved groups	Timescale	Progress and outcomes	
5.2.1 Confirm the Joint Commissioning and CYPs Commissioning Framework <ul style="list-style-type: none"> Structure (steering group, Sub-Groups and locality arrangements) Membership and terms of reference Governance and accountability Children's Network arrangements 	DD BSD	Joint Commissioning steering group Partners to Children's Trust Board	June 2009	<ul style="list-style-type: none"> Arrangements confirmed by Children's Trust Board 	
5.2.2 Develop joint commissioning and procurement operational working arrangements	Director of Commissioning NHS Haringey	Joint Commissioning steering group Partners to Children's Trust Board DDBSD	June – July 09 Aug – Nov 09	<ul style="list-style-type: none"> Identify operational commissioning and contracting staff across the partnership Arrangements for joint working and information exchange developed 	
5.2.3 Align procurement and performance management arrangements to ensure safeguarding	DD BSD	Joint Commissioning steering group	June – Oct 09	<ul style="list-style-type: none"> Develop common core of procurement and tendering guidelines and assessment criteria in relation to safeguarding 	

<p>5.2.4 To ensure that other partners (e.g. (extended) schools and the VCS), who with children and young people on their sites, are provided with clear leadership and guidelines on safeguarding, including roles and responsibilities for ensuring and maintaining the safety of children, at or referred to, those facilities.</p>	<p>Head Children's Networks</p>	<p>Corporate procurement teams Head of Children's Networks Extended schools co-ordinators Schools Personnel HAVCO/other VCS umbrella organisations Faith groups Corporate Voluntary Sector Team DD BSD</p>	<p>June – Sep 09 July 2010</p> <ul style="list-style-type: none"> Enhanced guidelines produced and disseminated to all schools/VCS organisations/faith groups Programme of Regular monitoring and review by organisations, to ensure that enhanced safeguarding is maintained
---	---------------------------------	--	---

Theme 6: Delivering success through people	
Aims	<ul style="list-style-type: none"> To engage and empower staff from across the partnership in changed ways of working To encourage a culture of openness and honesty by listening, learning, and focusing on the delivery successful outcomes for vulnerable children To attract and retain excellent staff and value their contribution To develop the skills and capacity of managers and supervisors- encouraging reflective practice particularly within clinical supervisions For the children and young people's workforce to be competent and skilled in relation to safeguarding To have joint learning and development that facilitates, common understanding, shared values and aspirations at all levels across the partnership To create a positive culture by building workforce support for new structures and new ways of working to deliver efficient quality services, in partnership To develop the workforce skills and knowledge, in an innovative, high performance, multi-agency context. To have a shift in culture that reflects improved ways of working with partners and adoption of more open ways of working

Area for improvement 1: Recruiting and retaining good staff across the partnership				
Action	Lead	Involved groups	Timescale	Targets and outcomes
6.1.1 Develop an all partnership Haringey Offer to include: <ul style="list-style-type: none"> suitable accommodation technology supply & support professional & clinical supervision team working CPD career progression potential involvement in ways of working 	ASSISTANT CHIEF EXECUTIVE PEOPLE & ORGANISATIONAL DEVELOPMENT (HARINGEY COUNCIL)	All partners	Feb – Jun 09 Jun – Jul 09 Sep 09	<ul style="list-style-type: none"> Benchmark neighbouring Boroughs and national methods of recruitment and retention within social work and beyond, including pay & benefits and support package available (CPD, supervision, ICT, accommodation) Haringey Offer developed Cross partnership recruitment and retention strategy in place

<ul style="list-style-type: none"> • being part of a strong partnership • a pay package developed to reflect the valued professional roles. 			<p>February 2011</p> <p>February 2015</p>	<ul style="list-style-type: none"> • Safeguarding services staffed in line with national average • Haringey seen as a desirable employer – measured through recruitment and retention indicators
<p>6.1.2 Develop a non-specialist trainee scheme in the Children's Trust for people interested in working with children's services, but not sure which career path to pursue.</p>	<p>Head of Organisational Development & Learning</p>	<p>All partners</p>	<p>Feb - Dec 09</p> <p>Dec 09</p>	<ul style="list-style-type: none"> • Map and explore existing trainee schemes across the partnership • Create four one year trainee positions (foundation through to graduate level) to work across the partnership providing experience of key occupations/professional areas
<p>6.1.3 Expand the social work graduate trainee scheme</p>	<p>Head of Organisational Development & Learning</p>	<p>C&YPS</p>	<p>February 2010</p>	<ul style="list-style-type: none"> • Additional places developed – to be quantified
<p>6.1.4 Fast track recruitment for staff in safeguarding, including CRB checks, taking account of impact of new Vetting & Barring scheme</p>	<p>Head of Human Resources</p>	<p>All partners</p>	<p>Feb – May 09</p>	<ul style="list-style-type: none"> • Reduced length of time for recruiting safeguarding posts

Area for improvement 2: Supervision and Management				
Action	Lead	Involved groups	Timescale	Targets and outcomes
<p>6.2.1 Ensure consistent application of the social care supervision model</p>	<p>ASSISTANT CHIEF EXECUTIVE</p>	<p>C&YPS</p>	<p>Jun 09</p> <p>May 09</p>	<ul style="list-style-type: none"> • Managers workshops delivered • Benchmark partnership staff survey

	PEOPLE & ORGANISATIONAL DEVELOPMENT (HARINGEY COUNCIL)		May 10	<ul style="list-style-type: none"> • Follow-up partnership staff survey completed • Social care supervision model to ensure that: <ol style="list-style-type: none"> 1. managers and practitioners focus on the needs and safety of the child 2. managers evaluate the quality of practice 3. practitioners are able to reflect on the quality of their practice and identify learning points 4. practitioners are guided to share information appropriately 5. practitioners are fully aware of risk assessments 6. staff are encouraged to openly discuss their workload in supervision, particularly where there are concerns
6.2.2 Ensure consistent application of the health supervision model	Director of Operations Partnership Services	Director of Operations All Health providers	Jun 09 May 09 May 10	<ul style="list-style-type: none"> • Managers workshops delivered • Benchmark partnership staff survey • Partnership staff survey completed
6.2.3 Programme to ensure Compliance with Standard Operating Procedures (SOP) for supervision	OCU Commander, SCD5, MPS	MPS	Feb – Jun 09	<ul style="list-style-type: none"> • Programme in place
6.2.4 Senior managers to regularly audit case files	DD C&F	All partners	Mar 09	<ul style="list-style-type: none"> • First audit completed • Programme of audits established
6.2.5 Develop a managerial competency programme	ASSISTANT CHIEF EXECUTIVE PEOPLE &	All partners	Feb - Sep 09	<ul style="list-style-type: none"> • Programme developed and implementation commenced

	ORGANISATIONAL DEVELOPMENT (HARINGEY COUNCIL)	Head of Service Transformation	All	Apr 09. Sep 09	<ul style="list-style-type: none"> Children and Families support scheme implemented Identify potential to extend across the partnership
--	---	--------------------------------	-----	-------------------	---

Area for improvement 3: Developing the skills and confidence of our workforce					
Action	Lead	Involved groups	Timescale	Targets and outcomes	
6.3.1 Refresh the Children's workforce development partnership	Head P&OD	All partners DD BSD Head Workforce Development C&YPS	Feb – Mar 09 Apr – Jun 09 Mar - Oct 09 Sep 09	<ul style="list-style-type: none"> Review composition of Children's Workforce Development Steering Group Evaluate learning and development programmes across the partnership Complete development of CWD strategy for Haringey Create a network of workforce development officers across the partnership 	
6.3.2 Review of training needs and develop training plan in safeguarding across the partnership (linked to the annual audit of Section 11 responsibilities)	Chair LSCB Training and Development	All partners	Mar – Sep 09 Sep – Dec 09	<ul style="list-style-type: none"> Review completed Training plan developed <p>Training plan developed to address areas identified.</p> <ol style="list-style-type: none"> staff capacity and skills to work with families in partnership, gather information, make judgments and take action when relationships break down Build the assertiveness of all staff involved in safeguarding in dealing with difficult and complex cases Develop practitioners skills in effectively 	

				<p>exchanging views and dealing with disagreements in meetings where parents are present such as core groups</p> <p>4. Basic safeguarding awareness for staff in Universal and non safeguarding roles</p> <p>5. Strengthen C&YPS and legal joint training including Planning, Risk Assessments, evidence gathering and preparing cases for court/PLO and Human Rights Legislation.</p>
<p>6.3.3 Develop a multi-agency core safeguarding induction programme, which builds on the Children's Workforce Development Council's induction standards and the Department for Children Schools and Families (DCSF) Common Core of Skills and Knowledge. This core programme will be developed in addition to specific professional groups and settings induction programme.</p> <p>The core induction programme will involve all partners, including the private and voluntary sectors.</p>	Chair LSCB Training and Development sub group	All partners Head Workforce Development C&YPS CAIT command training department	Mar – Jul 09	<ul style="list-style-type: none"> Programme developed and agreed
<p>6.3.4 Establish the pilot newly qualified social worker supervision and support scheme</p>	Head of Practice Learning	C&YPS	Feb - Mar 09 Nov 09 – Feb 10	<ul style="list-style-type: none"> Scheme established Review pilot and consider extension of scheme
<p>6.3.5 Strengthen the induction and supervision processes for social care lawyers to imbed Haringey's specific working practices.</p>	Assistant Head of Legal – Social Care Team	Haringey Council	Feb – Mar 09	<ul style="list-style-type: none"> New processes in place
<p>6.3.6 The Tavistock and Portman NHS Trust to work with social work staff and managers to</p>	Head of Service	Tavistock	Feb – May 09	<ul style="list-style-type: none"> Barriers identified Plans developed and agreed

support them in identifying and addressing barriers to improving professional practice at an individual and collective level	Transformation		Jun – Nov 09	
6.3.7 Implement an agreed debriefing process on a Critical Incident De-briefing model within each organisation and across multi-disciplinary teams	Borough Commander	All partners	Apr – Oct 09	<ul style="list-style-type: none"> Develop agreed debriefing process
6.3.8 Develop a programme of evidence informed practice	Head of Service Transformation	All partners	Jun 09 - Jun 10	
6.3.9 Implement team based self-assessment	DD C&F	Haringey Council	May 09	<ul style="list-style-type: none"> Team based self assessment process in place
6.3.10 Actively engage with agencies to receive feedback on safeguarding practice within Haringey (e.g. Courts, Head Teachers, Islington legal services)	DD C&F	All partners	Feb - Apr 09 Apr 10	<ul style="list-style-type: none"> Feedback sought action in response identified Progress review
6.3.11 All professional, relevant qualifications and accreditations are kept up to date	Head HR	All partners	Mar - Oct 09	<ul style="list-style-type: none"> Scheme for collection and analysis of data developed Monitored every 6 months
6.3.12 Ensure compliance within agency safeguarding procedures, for staff who have designated child protection roles in universal settings	Chair LSCB	All partners	June 2009	<ul style="list-style-type: none"> All staff working with children have sufficient accreditation

Area for improvement 4 Engage and empower all staff in the Children's Trust with the change programme				
Action	Lead	Involved groups	Timescale	Targets and outcomes
6.4.1 Weekly update staff eNewsletter	Communication Officer CY&PS	All partners	Jan 09 Mar – May 09 Jun 09	<ul style="list-style-type: none"> Launch for C&YPS Expand to other partners Develop additional communication media

<p>6.4.2 Establish processes to consult and gather staff views and encourage dialogue on the change programme</p>	<p>DDBSD</p>	<p>All partners Head OD&L</p>	<p>Dec 08 Feb - Mar 09 May 09</p>	<ul style="list-style-type: none"> • Social Work staff forums established • Consultation with staff on the change programme • Carry out partnership staff survey • Coordinate approaches to staff surveys and work on overall improvement plans as a result of staff feedback, sharing good practice
<p>6.4.3 Develop a staff quality and change network within Children's Trust to take forward findings from 6.4.1, including the identification of Quality Change Champions from each team or service area</p>	<p>Head OD&L</p>	<p>All partners HOST</p>	<p>Dec 09</p>	<ul style="list-style-type: none"> • Network formed
<p>6.4.4 Develop programme of staff engagement activities across the partnership working within the Children's Trust</p>	<p>Head OD&L</p>	<p>All partners</p>	<p>Feb – May 09</p>	<ul style="list-style-type: none"> • Engagement programme developed and agreed
<p>6.4.5 Develop the family information service directory Practitioner Zone to allowed shared access to internal communications across the partnership</p>	<p>Head of Information Strategy & Communications</p>	<p>All partners Communication Officer Haringey Council</p>	<p>Feb – Mar 09 Mar – Apr 09 April 09 May – Dec 09</p>	<ul style="list-style-type: none"> • Design Practitioner Zone • Build and testing • Release • Delivery of promotional plan

Theme 7: Managing the performance and the quality of safeguarding practice	
Aims	<ul style="list-style-type: none"> • Robust arrangements for monitoring the quality of safeguarding practice • Ensure compliance with <i>Working Together to Safeguard Children, London Child Protection Procedures</i>, and all agencies' standard operating procedures and guidance • Dissemination of learning from QA and monitoring activity

Area for improvement 1: Assuring the quality of practice					
Action	Lead	Involved groups	Timescale	Targets and outcomes	
7.1.1 Develop and implement programme of continuous sampling and qualitative assessment of case files across the partnership focusing on the effectiveness of multi-agency child protection practice	Chair LSCB QA Sub group	All partners	Feb – Mar 09 Feb – Mar 09 Feb – Mar 09 Apr - May 09 May 09	<ul style="list-style-type: none"> • Scope and sampling methodology agreed • Quality assessment framework agreed • Reporting framework agreed • Pilot and evaluation • Baselines established 	
7.1.2 Develop the partnership's measures for managing the quality and performance of safeguarding practice	Chair LSCB QA Sub group	All partners	Feb – May 09 Feb – May 09 Feb- Jun 09	<ul style="list-style-type: none"> • Expand range of data collected to include practice quality indicators • Evaluate the use and presentation of data in order to enhance understanding and learning • Review SCD5 performance management framework and monthly management report to include more qualitative measures 	
7.1.3 Ensure the work of the LSCB QA sub-group has an appropriate focus on the effectiveness of multi-agency child protection practice	Chair LSCB QA Sub group	All partners	Feb – March 09 Feb – May 09 Feb – May	<ul style="list-style-type: none"> • Terms of reference agreed • Identify a named partnership analyst to support the strategic work of the sub-group • Establish clear pathways between the LSCB QA sub-group, the LSCB Operational Practice Group and the recommendations 	

				09	of any Serious Case Review Develop protocol for themed practice audits that includes a clearly identified process for communicating outcomes
7.1.4 Develop Haringey Council corporate data quality strategy to ensure that the data we use is fit for purpose and represents an accurate and consistent picture of the Council's and joint partnership activities	Corporate Head of Performance & Policy	All partners	Apr – Sep 09 Feb – Mar 09 Mar - Nov 09		<ul style="list-style-type: none"> Data quality strategy agreed Joint data quality audits of cross-cutting indicators with key partners
7.1.5 Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	North MDT Co-ordinator and Integrated Working & Workforce Dev Manager	All partners	May 09		Dependent on date of agreement of Pan London CAF protocol

Area for improvement 2: External challenge and scrutiny

Action	Lead	Involved groups	Timescale	Targets and outcomes
7.2.1 Build regular reviews of all aspects of children's social care into the forward programme for Overview & Scrutiny	Democratic Services Manager (Scrutiny)	Haringey Council	June 09	<ul style="list-style-type: none"> Forward plan includes regular reviews of children's social care Overview and Scrutiny evaluate the scrutiny role of elected members (see 1.1.8)
7.2.2 Establish a cross party expert member panel with expert support (the Safeguarding Policy and Practice Panel) to monitor the quality of safeguarding. Panel to receive regular independent case audits.	Cabinet Member for C&YPS	C&YPS	Mar – Apr 09 May 09	<ul style="list-style-type: none"> Safeguarding Policy and Practice Panel established Sample data set supplied to panel Safeguarding Policy and Practice Panel to

					<p>meet monthly and reviews quality of casework</p> <ul style="list-style-type: none"> Independent Expert recruited and supporting the Panel Summary of quality checks reported to CEMB, Cabinet and Scrutiny on a regular basis
7.2.3 Director of Children's Services to supply a monthly report to the Secretary of State for Children, Schools and Families	Director Children & Young People's Service	All partners	Monthly	<ul style="list-style-type: none"> Monthly report supplied 	
7.2.4 Ofsted monitoring visit	Director Children & Young People's Service	All partners	June 09	<ul style="list-style-type: none"> OFSTED visit programmed and reporting schema agreed/accepted 	
7.2.5 Include more C&YPS indicators in the LAA refresh	Director of the Children & Young People's Service	Haringey Council	2 nd March 2009	<ul style="list-style-type: none"> Refresh sent to Government Office for London, including two additional local safeguarding indicators 	

Area for improvement 3: Consulting and involving children and young people and their communities				
Action	Lead	Involved groups	Timescale	Targets and outcomes
7.3.1 Establish systematic collection of feedback from families receiving safeguarding services	Service Manager Child	All partners	Feb – June 09 June 09	<ul style="list-style-type: none"> System developed Baselines set

This page is intentionally left blank