haringey strategic partnership

NOTICE OF MEETING

HARINGEY CHILDREN'S TRUST

Working together for the children of Haringey

PLEASE NOTE THE VENUE FOR THIS MEETING:

THURSDAY, 17TH DECEMBER, 2009 at **16:30** HRS – PARK LANE CHILDREN'S CENTRE, 139 PARK LANE, TOTTENHAM, N17 0HB.

The meeting will be preceded by a tour of the Children's Centre and an opportunity to see the work of the Centre. If you wish to take part in this tour please arrive by 4pm.

MEMBERS: Please see membership list set out below.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any items of Urgent Business. (Late items will be considered under the agenda item where they appear. New items will be dealt with under Item 19 below).

3. DECLARATIONS OF INTEREST

Members must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in the consideration of those items.

4. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held no 5 October 2009 as a correct record.

Items 1-4 inclusive: 4.30 – 4.35pm

5. CHILDREN'S CENTRE STRATEGY (PAGES 9 - 38)

A presentation will be made following the tour of Children's Centre.

Attached for information is a report that went to the Council's Cabinet on 17 November 2009.

10 minutes / 4.35 – 4.45pm

6. HARINGEY'S FAMILY INTERVENTION PROJECT (PAGES 39 - 42)

10 minutes / 4.45 – 4.55pm.

7. INFORMATION SHARING PROTOCOL (PAGES 43 - 54)

This report will be sent to follow.

10 minutes / 4.55 – 5.05pm

8. MATERNITY STRATEGY (PAGES 55 - 58)

10 minutes 5.05 – 5.15pm.

9. CHILD POVERTY UPDATE (PAGES 59 - 72)

10 minutes / 5.15 – 5.25pm.

10. UPDATE ON THE ANALYSES OF THE PRELIMINARY 2009 SCHOOL RESULTS (PAGES 73 - 80)

10 minutes / 5.25 – 5.35pm.

11. PERFORMANCE MONITORING (PAGES 81 - 100)

10 minutes / 5.35 – 5.45pm.

12. SAFEGUARDING PLAN FOR HARINGEY (PAGES 101 - 140)

10 minutes / 5.45 – 5.55pm.

13. CHILDREN'S TRUSTS: CONSULTATION ON NEW STATUTORY GUIDANCE INCLUDING THE CHILDREN'S TRUST BOARD AND CHILDREN AND YOUNG PEOPLE'S PLAN

A verbal report will be given.

10 minutes / 5.55 – 6.05pm.

14. HARINGEY CHILDREN'S TRUST COMMUNICATION PLAN (PAGES 141 - 158)

10 minutes / 6.05 – 6.15pm.

15. CHILDREN'S TRUST RISK REGISTER REVIEW

5 minutes / 6.15 – 6.20pm.

16. AREA CHILDREN'S PARTNERSHIPS

A verbal report will be given.

5 minutes / 6.20 – 6.25pm.

17. UPDATE FROM THE CHILDREN'S TRUST EXECUTIVE PERFORMANCE MANAGEMENT GROUP

A verbal report will be given.

5 minutes / 6.25 – 6.30pm.

18. ANY OTHER BUSINESS

To raise any items of AOB.

19. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 2 above.

20. DATES OF FUTURE MEETINGS

To note the dates of future meetings set out below:

- 9 February 2010
- 15 April 2010

Items 18 to 20 inclusive: 5 minutes / 6.30 -6.35pm.

Ken Pryor
Deputy Head of Local Democracy and Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Xanthe Barker
Principal Committee Coordinator
Tel: 020-8489 2957
Fax: 020-8881 5218
Email: xanthe.barker@haringey.gov.uk

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SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	7	**Councillor Lorna Reith**, Deputy Leader and Executive Member, Children and Young People **(Chair)** **Councillor Claire Kober**, Leader of the Council **Councillor Nilgun Canver**, Executive Member, Crime and Community Safety **Councillor Gail Engert,** Opposition Spokesperson for Children and Young People **Councillor Alan Stanton** **Dr Ita O'Donovan**, Chief Executive **Peter Lewis**, Director of the Children and Young People's Service
LSCB	Local Safeguarding Children Board (LSCB)	1	**Graham Badman,** Chair
Health	NHS Haringey	3	**Tracey Baldwin** **Sue Baker** **Julie Quinn**
	GP	1	**Dr Mayur Gor**
	North Middlesex Hospital trust	1	**Clare Panniker**
	Mental Health Trust	1	**Jane Lithgow**
	Whittington Hospital Trust	1	**Rob Larkman**
	Great Ormond Street Hospital	2	**Jane Elias** **Mary Macleod**
Community Representatives	Community Link Forum	3	**Ify Adenuga** **Cenk Orhan** **Jim Shepley**
	HAVCO	1	**Melanie Danan**
	Learning and Skills Council (London North)	1	**Yolande Burgess**
	College of North East London	1	**Paul Head**
	Job Centre Plus	1	**Walter Steel**

	Primary Schools	1	**John Jay**
	Secondary Schools	1	**Tony Hartney**
	Sixth Form College	1	**June Jarrett**
	Special Schools	1	**Margaret Sumner**
Other Community Agencies and Groups	Haringey Probation Service	1	**Mary Pilgrim**
	Metropolitan Police	1	**David Grant (Vice-Chair)**
	Youth Offending Service	1	**Jean Croot**
	Haringey Youth Council	2	**TBC**
Area Children's Partnerships Chairs	North Area Children's Partnership	3	**Interim Chair –Jan Doust**
	South Area Children's Partnership		**Interim Chair –Julie Quinn**
	West Area Children's Partnership		**Interim Chair –Chris Barclay**
	Total	**35**	

Agenda Item 4

MINUTES OF THE CHILDREN'S TRUST
MONDAY, 5 OCTOBER 2009

Present: Councillor Lorna Reith (Chair), Ify Adenuga, Sue Baker, Yolande Burgess, Tracey Baldwin, Jan Doust, Councillor Gail Engert, Dr Mayur Gor, Dave Grant, Tony Hartney, Paul Head, John Jay, Councillor Claire Kober, Peter Lewis, Jane Lithgow, Mary MacLeod, Cenk Orhan*, Jim Shepley, Councillor Alan Stanton, Penny Thompson.

** present for part of the meeting*

In Attendance: Xanthe Barker, Sheena Carr, Tim Dauncey, Tom Fletcher, Patricia Walker.

MINUTE NO.	SUBJECT/DECISION	ACTON BY
OBCB129	**APOLOGIES** Apologies for absence were received from the following: Graham Badman Councillor Nilgun Canver Jean Croot — Linda James substituted Jane Elias June Jarrett — Jo Salsbury Rob Larkin — Deborah Wheeler substituted Dr Ita O'Donovan Clare Panniker Walter Steel	
OBCB130	**URGENT BUSINESS** No items of Urgent Business were raised.	
OBCB131	**DECLARATIONS OF INTEREST** No declarations of interest were made.	
OBCB132	**MINUTES** **RESOLVED:** That the minutes of the meeting held on 14 July 2009 be confirmed as a correct record.	
OBCB133	**INFANT MORTALITY STRATEGY: 2007-2010** The Trust received a report setting out revisions made to the Infant Mortality Strategy following the issuing of new guidance from the Department of Health. The Trust was advised that the document contained a new section on	

	Housing and that this reflected the work being undertaken to address the link between poor housing and Infant Mortality. It was noted that in forming this new section of the document improved links between the Council's Housing Team and NHS Haringey had been forged. In response to a query the Trust was advised that bed sharing, particularly if a parent had been drinking or taking drugs, over heated properties, poor ventilation and a lack of awareness of good sleeping positions, were often associated with poor housing and that these were strongly linked to infant deaths. It was noted that, at its recent Board meeting, NHS Haringey had discussed the need to carry out research work with respect to the causes of premature births and the links to deprivation. This was intended to provide a more targeted approach to addressing the problems that were most prevalent in Haringey. The Chair noted that report proposed that an update was received in June 2010, following the National Support Team visit in January 2010 and there was agreement that this should be added to the Trusts Work Programme. **RESOLVED:** i. That the report be noted. ii. That an update should be received in June 2010 following the National Support Team visit in January 2010.	
OBCB134	**LOCAL SAFEGUARDING CHILDREN BOARD** The Trust received a verbal update on the work of the Local Safeguarding Children Board (LSCB). It was noted that the LSCB's Executive body had now met and agreed its Terms of Reference. At its first meeting there had been agreement that the sub groups under the LSCB should be reviewed with a view to concentrating on a limited number of key areas. Raising awareness amongst professionals of Safeguarding issues was a key area of focus for the LSCB and the Executive body would take responsibility for ensuring that this was an ongoing process. The Chair requested that the publicity material that would be issued to staff was circulated to members of the Trust for information. It was noted that the LSCB also planned to hold a series of awareness raising events for professionals. It was suggested that there should be a session to specifically look at cross partnership working and CONEL was offered as a venue for this. **RESOLVED:**	Penny Thompson

	That the verbal update be noted. That consideration should be given to arranging an event to focus on raising awareness of cross partnership working.	Penny Thompson
OBCB135	**FAMILY SUPPORT STRATEGY**	
	The Trust received a report that set out why a Family Support Strategy was required and the work that had been undertaken to date. A time limited, multi agency, Family Support Task Group had been established to complete the Strategy. As part of its work an information gathering exercise was being carried out that included seeking the views with respect to two questions: • Which areas of need should the Family Support Strategy need to address? • How can the Strategy ensure that appropriate support gets to those families who need it? The Trust broke into three groups and considered these questions and notes were taken of during their discussion. The Trust was advised that their comments would be fed into the Strategy and taken into consideration in the drafting of the Strategy. **RESOLVED:** That the report be noted.	
OBCB136	**AREA CHILDREN'S PARTNERSHIPS** A verbal update was provided with respect to the first cycle of Children's Area Partnership (CAP) meetings that had taken place in September. The Trust was advised that the first round of meetings had been well attended by the Core Agencies such as NHS Haringey, Police, Great Ormond Street Hospital and the Council. An overview was given of the issues raised at each of the meetings: <u>South CAP</u> The CAP had agreed that addressing the level of children classed as Not in Education, Employment or Training (NEET), provision of Family Support and children with Special Needs should be focussed on. It was also agreed that there should be a workshop session to consider how to respond to the Joint Strategic Needs Assessment (JSNA).	

	West CAP It was agreed to focus further work on the Hornsey Ward identifying the following areas for further review safeguarding issues and children in care (and whether numbers include out of borough children), domestic violence, number of YOS clients, identifying pockets of need within the ward, ways of involving parents and residents. North CAP It had been agreed that the following areas would be focused on; economic well-being, youth offending, crime and domestic violence. It had tentatively been agreed that a Ward based approach would be taken in order to concentrate resources where there was the greatest need. The Chair noted that once the CAPs became more established they would elect their own Chairs and that each Chair would have a place on the Children's Trust. In response to a suggestion that a Ward based approach may not fully deliver the objectives agreed and that a thematic approach would be more suitable; the Chair advised that each of the CAPs had been provided with a copy of the JSNA prior to their meetings and their agreed approach had been informed by this. There was agreement that the CAPs should be able to demonstrate a clear link to Local Area Agreement targets when identifying their priorities and areas of work. It was requested that the minutes of the CAP meetings were circulated to members of the Board. The Chair noted that future meetings would be arranged and clerked on the same basis as the Trust. There was agreement that Action Lists, rather than detailed minutes should be produced and circulated following each of the meetings. **RESOLVED:** i. That the verbal update be noted. ii. That the minutes of each of the Children's Area Partnerships should be circulated to the Trust.	Peter Lewis / Tim Dauncey Peter Lewis / Tim Dauncey
OBCB137	**THE CHILDREN'S TRUST: REVIEW AND EVALUATION** The Trust considered a report outlining proposals for a six month review of the Children's Trust. It was noted that the CT EPMG had agreed that there should be a review of progress in developing the Trust in December 2010 following the first six months of operation. The report set out a number of outcome measures to gauge performance to be used as part of the	

	review process and views were sought as to whether these captured everything. The Chair reminded everyone that the Trust was not a political body and that Councillors sitting on the Trust represented the Council as a whole. It was confirmed that Induction sessions with the Director of Children's Services were being organised for all new member of the Trust and that these would take place prior to the review. With regard to improving the understanding of other agencies and their work the Trust was advised that core agencies such as the Police, Council and NHS Haringey, visited one another's organisations to gain a better understanding of how they operated. It was recognised that it would be impractical to extend this type of visit to every member of the Trust and it was agreed that at future meetings operational staff from different organisations should be invited to give a presentation on an aspect of their work. It was further agreed that a Development Session would be useful in promoting understanding of roles. **RESOLVED:** i. That a six month review should be carried out in December 2009. ii. That at future meetings, operational staff from different organisations should be invited to give a presentation on an aspect of their work. iii. That a Development Session should be organised for the Children's Trust.	Peter Lewis Peter Lewis / Patricia Walker Peter Lewis Peter Lewis Peter Lewis/ Patricia Walker Peter Lewis
OBCB138	**SAFEGUARDING PLAN FOR HARINGEY** The Trust received a report that presented the Safeguarding Plan for Haringey. It was noted that the Safeguarding Plan (formerly the JAR Action) had been refreshed and was now presented in a more streamlined and simple format. The designed was intended to simplify the Plan and ensure that there was a clear focus on delivery. In response to a query as to why certain targets were reported as being 'on track' when the delivery date had passed, the Trust was advised that this status had been awarded in certain areas where there was a small degree of slippage. It was confirmed that in any given area any delay in achieving a target	

	would be no longer than one week if it was reported as being on track. The Chair requested that if any members of the Trust had further queries regarding the Plan following the meeting that these were emailed to Patricia Walker or Xanthe Barker and a response would be supplied. **RESOLVED:** i. That the final version of the refreshed JAR Action Plan, re-titled as the Safeguarding Plan for Haringey, be approved. ii. That progress against milestones and performance information presented within the report be noted.	All to note
OBCB139	**PERFORMANCE MONITORING** The Trust received a report setting out performance against selected Local Area Agreement (LAA) National Indicators (NIs) within its responsibility during the first quarter of 2009/10. Exception reports were provided for ten of the twelve NIs showing as red. Two of the NIs had been omitted as performance was improving in these areas. With respect to the fall in performance in completing Core Assessments, the Trust was advised that during the last two weeks in August there had been a sharp fall in the number completed and this had distorted the overall figures for the month. However, it was expected that the September data would show that performance had improved. In response to a query regarding the development of seven new proxy indicators, to measure the quality of Safeguarding, the Trust was advised that this had been suggested as a means of assessing the quality of the work being undertaken. There was agreement that details of what these proxy indicators would cover should be circulated with the minutes. The Trust was advised that work to determine whether referrals were being directed via the proper route was being carried out. It was recognised that ensuring referrals were properly dealt with was a key priority. To reflect this the Screening Team was now staffed by trained Social Workers, rather than administrative staff, who were better equipped to determine how cases should proceed. The Chair noted that the target with respect to NI 126, early access to maternity services, had been raised for the current year as performance during 2008/09 had been particularly good. Although this was showing as red against the new target, performance was still improving in this area. The Trust was advised that the CT EMPG would be looking at the	Patricia Walker / Xanthe Barker

	Maternity Action Plan at its next meeting. A report would be brought back to the Trust if this was considered appropriate. **RESOLVED:** That the report be noted.	
OBCB140	**UPDATE FROM THE EXECUTIVE PERFORMANCE MANAGEMENT GROUP** The Trust received a verbal update from the Director of Children's Services on the work of the Children's Trust Executive Performance Management Group. It was noted that the CT PMG had discussed the following: <u>Performance Monitoring</u> It had been agreed that a Development Session would be held for members of the CT EMPG to consider its approach to performance monitoring. <u>Instances of Looked After Children Reported as Missing</u> Information held by the Police, with respect to the number of children reported as missing whilst in Care, had been circulated and discussed at the meeting. There had been agreement that provision should be made to review these cases on regular basis between the Police and Council and that this should also be reported to the Corporate Parenting Committee. <u>Joint Commissioning</u> It had been agreed that a workshop session should be arranged for the Trust in the Spring to consider commissioning. The Chair noted that, in addition to the items raised above and earlier in the meeting, a report on the Children's Centre Strategy should be received at the Trusts December meeting. **RESOLVED:** That the verbal report be noted.	Patricia Walker / Xanthe Barker
OBCB141	**NEW ITEMS OF URGENT BUSINESS** No new items of Urgent Business were raised.	
OBCB142	**ANY OTHER BUSINESS** <u>Recent Gang Violence</u>	

	The Trust was advised that work was being undertaken to address the recent number of gang related stabbings and shootings in the Borough. A multi agency group to identify short and long term measures to address this problem was in place.	All to note
OBCB143	**DATES OF FUTURE MEETINGS** The following dates of future meetings were noted: • 4.30pm, 17 December 2009 • 4.30pm, 9 February 2010 • 4.30pm, 15 April 2010 The Chair suggested that, if appropriate accommodation was available, the meeting scheduled for December or February, should be held at the Triangle Centre and there was a general consensus that this was acceptable.	All to note All to note

COUNCILLOR LORNA REITH

Chair

The meeting closed at 6.45pm.

Agenda Item 5

Haringey Council

BACKGROUND PAPER –for information

Cabinet **On 17th November 2009**

Report Title. **Children's Centres – Phase 3 Review**

Report of: Peter Lewis
Director of the Children and Young People's Service

Signed :

Contact Officer : **Ngozi Anuforo, Interim Children's Centre and Extended Services Strategy Manager**
Tel: 020 8489 4681

Wards(s) affected: **All**	Report for: **Non -Key Decision**

1. Purpose of the report

1.1. Outline proposals for the development of Haringey's Phase 3 Children's Centre programme were agreed by Cabinet in January 2009. The purpose of this report is to provide more details about the intended capital investments to ensure Haringey Council meet their target of delivering two designated centres and a number of children's centre link sites by March 2010.

1.2. In addition, this paper provides Cabinet with an overview of the strategic direction of the continued development of Haringey's children's centre services.

1.3. This paper provides Cabinet with information about the planned Children's Centre capital and revenue expenditure for 2010/11.

2. Introduction by Cabinet Member

2.1. Provision of a network of well used good quality Children's Centres across the borough is key to delivering the newly agreed Children and Young People's Plan. Children's Centres have an important role in safeguarding, as well as supporting parents and meeting childcare needs more generally. They link families to a wide range of services and activities from other statutory and voluntary sector organisations as well as direct local authority provision. The list of help available

includes health, employment, benefits, ESOL, volunteering and support for local childminders.

2.2. This report updates Cabinet on progress to date and some changes which have been made to the proposals outlined to the January 2009 Cabinet meeting. I am happy that the changes proposed are in the best interests of meeting the needs of our most vulnerable children.

2.3. I would draw attention to the following link sites (Chettle Court in Stroud Green, Bruce Grove Primary school, Downhills Primary school and Tower Gardens) all of which will assist us in reaching more excluded and disadvantaged children.

2.4. A further report will be brought to Cabinet on the future sustainability of the centres once DCSF funding provision is announced.

2.5. A report will be brought to Cabinet in June 2010 on fee charging and funding for childcare places.

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

The continued development of Haringey's children's centres is aligned to a number of key council priorities and reflects the fact that the delivery of children's centre services is integral to the Council fulfilling its early years outcome duties under the Childcare Act 2006 to ensure the provision of integrated early childhood service (A summary of Childcare Act's key provisions is provided at Appendix 1).

3.1. The plans reflect the Council Plan vision set out in strategic priority 3 to *"Encourage lifetime well being".* The proposals address this priority by seeking to ensure there is integrated, good quality early childhood service provision available from the earliest point in a child's life.

3.2. In addition, the Phase 3 development programme links to the Children and Young People's Plan 2009 - 2020 priorities set out below;

Priority 1 – to improve health and well-being throughout life
Priority 3 – to improve safeguarding and child protection
Priority 4 – develop positive human relationships and ensure personal safety
Priority 5 – develop sustainable schooling and services with high expectations of young people
Priority 6 – engender lifelong learning for all across a broad range of subjects both in and out of school
Priority 10 – Empower families and communities

3.3. The programme also links with the Council's Sustainable Community Strategy - 2007-2016, in particular the outcomes;
-Economic vitality and prosperity shared by all
-Safer for all
-Healthier people with a better quality of life.

3.4. The programme has clear links to the Council's Child Poverty Strategy and Action Plan 2008-2011, namely;

Objectives 1: Addressing workless ness and increasing parental employment in sustainable jobs
Objective 2: Improving the take-up of benefits and tax credits
Objective 3: Reducing educational attainment gaps for children in poverty

4. Recommendations

4.1. That Cabinet notes the plans for capital investment to meet the Department for Children, Schools and Families (DCSF) target of delivering two new designated children's centres by March 2010. Further, Cabinet should note the additional plans in place to deliver universal access to children's centre services for children under 5 living in Haringey by March 2011.

4.2. That Cabinet notes the continued strategic development of children's centres and centres services as we progress towards the mainstream delivery of integrated early childhood services from April 2010.

4.3. That Cabinet receive a report setting out a sustainability strategy for children's centre services following an announcement from the DCSF on future funding arrangements for early years and children's centres.

4.4. That Cabinet receives a report in June 2010 following a review of the fee charging arrangements and funding for childcare places, including targeted provision for disadvantaged and vulnerable children in Haringey.

5. Reason for recommendation(s)

5.1. The development of Haringey's Phase 3 children's centre programme is well under way. The positive feedback received from DCSF about our plans, reflects the confidence in our ability to deliver to expectations. Given the strong performance of the Authority through the development of the first two phases, and the work that has been undertaken to establish the rationale for our Phase 3 programme, there is the scope to provide sufficient access to services through the realisation of our Phase 3 plans.

5.2. The Authority is awaiting feed back from the DCSF on *Sure Start, Early Years and Childcare* Grant funding arrangements post March 2011. We anticipate receiving information on future funding arrangements during the period April 2010 – March 2011.

5.3. The 2007 report to Executive *"Developing Sustainable Childcare"* noted a review was to be undertaken of funded nursery places with the intention of identifying new models for supporting our most vulnerable children to access, good quality early years provision. The Children and Young People's Service is now in a position to consider the provision of funded places through the children's centre programme as part of this wider strategic context.

5.4. The advent of a new single funding formula from, April 2010, for the provision of

the free, flexible nursery education entitlement for all 3 and 4 year olds provides us with the opportunity to address inconsistencies in how the free entitlement offer is currently funded across the private, voluntary, independent and maintained sectors (including children's centres).

6. Other options considered

7. Summary

7.1. **Universal Children's Centre Service provision in Haringey**
The national roll-out of the children's centre initiative concludes with a Government target of 3,500 children's centres designated by the end of March 2010. In December 2009, it is anticipated that children's centres will become statutory, following Royal Assent. This establishes children's centres as statutory entities, alongside schools. What is not yet clear is how, or to what level of funding will be made available by Government.

By March 2010, Haringey will have 19 designated centres and four link sites. It is anticipated that by 2011, all centres and link sites will be fully operational and providing access to services for Haringey estimated 16,080 children under 5 and their families.

Our intention now is to provide a clear strategic context for Haringey's children's centres service delivery following the conclusion of our three development phases by April 2010, and in light of the duties placed on the Authority under the Childcare Act (2006).

Moving forward, strategic priorities include the provision of good quality, integrated early childhood services, with an emphasis on the early identification of needs and the engagement of vulnerable and excluded parents and children in services. We are seeking to improve access to services for our most vulnerable and disadvantaged young children and their families and ensure there are effective systems in place for measuring impact and tracking outcomes for children.

7.2. **Targeted Early intervention and Prevention**

7.2.1 Outreach Strategy
A key role for children's centres is their outreach to families with young children. Of particular importance is the outreach to families with young children where there is a risk of social exclusion or they are living in the most disadvantaged areas. Section 3 of the Childcare Act (2006) places a duty on Local Authorities to improve the outcomes for all children up to 5 and reduce inequalities between them.

In fulfilling this duty, the Council must "*take steps to identify parents who are unlikely to take advantage of early childhood services that may benefit them, and to encourage them to take advantage of those services. In many cases, this will be inextricably tied to the duty to narrow the gaps between those achieving the poorest*

outcomes and their peers, and thereby reduce inequality".
*(*Section 3: Specific duties of local authority in relation to early childhood services, Childcare Act 2006)

This function is supported by the DCSF guidance for the Phase 3 development of children's centres which suggests that priority should be given to reaching the most vulnerable and disadvantaged families within all communities. The intention is that children's centres should play a key role in identifying families with additional needs early to prevent problems escalating further.

The location and development of the additional children's centres link sites as part of our Phase 3 programme reflects an intention to improve access to children's centres services within key areas. The data collected from our operational centres suggests that there is still work to be done to ensure we are able to reach children and families from our priority and most excluded groups.

In Haringey, an outreach approach is adopted by all centres but there remains a need to develop more consistency in some aspects of our approach. The outcome of this is that, to date, the engagement of some of our most excluded and disadvantaged children and families has been variable. A key feature of our outreach approach is to establish a dedicated outreach workforce for all children centres to achieve the following aims;

1. To increase the engagement of communities with children's centres and early childhood services.

2. To identify and support vulnerable children at the earliest possible point in their lives (including prior to birth) by connecting children and their families into services to:
    - Safeguard children and promote their welfare
    - Promote children's health and well-being
    - Tackle and reduce the impact of inequalities
    - Enable children to achieve their full potential
    - Support communities to support children and families

The children's centre outreach approach is being developed in partnership with representatives from across the Children and Young people's service, the Council, Children's Centres, Job Centre Plus, health, schools, and voluntary sector agencies.

7.2.2 Sign-posting and referral
In Haringey, the draft strategy for family support includes an identified family support worker for each designated children's centre. The family support worker provides targeted support where, in most instances but not exclusively, a need for such intervention has been identified through the Common Assessment Framework(CAF). Family support is a fundamental part of the children's centre core offer and is also available within children's centres in our neighbouring boroughs. It is widely acknowledged that children's centres services will be accessed by families through location as well as personal choice. We are aware, from contact data, that families will often access children's centre services outside of the ward in which they live as well

as outside of their borough of residence. To this end, the intention is to have agreed protocols in place with our neighbouring boroughs by April 2010. This will ensure there are clear arrangements in place for addressing cross-borough referral, sign-posting to services and access to family support.

Working with health colleagues, the intention is also to establish clear protocols to support the access to health services for children and their families who may access children's centre services outside of their borough of residence.

Joint working with our NHS partners means that the provision of midwifery, speech and language, psychology and health visiting services are in place across children's centres and support sign-posting and referral to and from children's centre services. We continue to work strategically with Health partners around the implementation and integration of the child health promotion programme as part of the children's centre core offer.

7.3 **Childcare**

The Childcare Act (2006) places duties on Local Authorities to assess the level of childcare need and ensure there are sufficient services provided in response to parental needs. A priority within this is meeting the needs of low-income families and those with children with disabilities. The Council's strategic commissioning role encompasses the planning, support and development of flexible childcare that is sustainable, high quality and affordable.

The offer of integrated childcare and education remains an essential part of the core children's centre services offer for centres serving the 30% most deprived super out areas. The development of such childcare was a requirement during the first phase of children's centre development. All phase one centres are expected to offer childcare for 10 hours per day, 48 weeks of the year. In addition to this, there is a requirement to provide new childcare places for under 3's.

The intention and expectation from DCSF is that such childcare provision is self-sustaining and not subsidised using children's centre revenue funding[1]

The future development of childcare aligned with the children's centre programme will be informed by the findings of Haringey's Childcare Sufficiency Audit and subsequent action planning. The assessment of the demand for, and availability of, good quality, affordable childcare for children under 5, across the borough, will remain an area of focus to ensure that we continue to address any inequities in the quality of provision for all children, whether they access a childcare place within a children's centre or not.

7.4 **Commissioning**

Work is being undertaken to establish clear commissioning arrangements to address key priorities within the delivery of children's centre services.

In strengthening our relationship with partner providers, including the community and voluntary sector, the Children and Young People's service is developing a framework for the commissioning of targeted outreach to the community.

[1] DCSF (2007) Sure Start Children's Centres: Phase 3 Planning and delivery, Chapter 4

The appointment of a Childcare Commissioning Officer will support the Council to meet some of its duties under the Childcare Act 2006, particularly in relation to the establishment of the Council as a commissioning agent for childcare.

7.5 **Children's Centre Phase 3 Development Programme**

Following Cabinet's approval of Haringey's children's centre Phase 3 plans; as set out in the January 2009 paper, Haringey has gained approval from the DCSF for our plans to develop two new designated children's centres and four children's centre link sites.

Extensive work has been undertaken to refine the proposals and ensure that by March 2011, Haringey will have met the requirement to provide universal access to children's centre services for 16,080 children under 5.

As part of the Phase 3 development programme, an assessment of the performance of Phase 2 centres was undertaken. The findings suggest that the newly operational centres have made progress in making contact with children and their families. By the end of March 2009 10,790 children under five had been contacted by the seventeen children's centres. Appendices 2- 4 shows, in map format, the latest data on the number of children reached by our current portfolio of designated centres.

Although they have been operating for less than a year, we have begun to see the impact of the Phase 2 centres reflected in the numbers of children accessing their services. In consolidating Phase 3 plans, consideration was given to what progress was being made in contacting priority groups, particularly the most disadvantaged and vulnerable and where they may be gaps in provision. A review of the contacts made by our operational centres highlighted, in more detail, the gaps that currently exist in centres reaching some of our priority groups. Addressing these gaps forms an important part of our approach in Phase 3.

We are currently procuring a children's centre database system that will not only ensure that we have a more robust system in place for capturing and tracking the progress of centres in reaching children but will support the future planning and shaping of service delivery to maximise impact on outcomes for children and engage those more excluded groups in services. Sections 99-101 of the Childcare Act 2006 allow for the collection of information about young children to inform funding, and support the local authority duties under the Act. We believe our approach will support the Authority in achieving this.

Since January, initial Phase 3 plans have been developed further and it is anticipated that the projects set out below will ensure that the objective of delivering universal access to children's centre services by March 2010.

The proposals agreed by Cabinet in January have been developed as follows;

Table 1

Project	**Project Objective**

Rokesly Infant School - Crouch End Ward (Main Site)	The January report proposed Coleridge Primary School as an option for the development and designation of a main children's centre. Following further analysis of this option, an alternative option, Rokesly Infants School is now proposed as a main children's centre due to its more suitable location in relation to need. The project will include a new build children's centre incorporating a permanent nursery provision and a basis for supporting childminders and local PVI providers.
Fortis Green Ward (Main Site)	The January report suggested Coldfall Primary School would be an appropriate site for designation. – A cluster model is now proposed for the delivery of children centre services within the Fortis Green ward. North Bank Methodist Church offers the scope and range of services to be proposed as the designated main site, working closely with Coldfall Primary school and Barnet's Coppetts Wood Children Centre to ensure adequate access to services is available across the ward.
Chettle Court Neighbourhood Community Centre	Planned designation as a children centre link site to Stroud Green Children's Centre which includes the proposed adaptation of the existing community centre for delivery of children centre services in Stroud Green ward.
Muswell Hill Ward.	Initial proposal suggested Muswell Hill Community Centre. Planned designation as a children centre link site which is intended to support Stonecroft Children's Centre's delivery of children centre services.
Downhills Primary School	Planned designation as a children centre link site which includes the proposed adaptation of early years office accommodation for enhanced delivery of children centre service delivery within West Green ward.
Bruce Grove Primary - Bruce Grove Ward	Planned designation as a children centre link site to Pembury Children's Centre and offering improved access to services for the children and families living in Bruce Grove ward.
100 Tower Gardens Road	Re-establishment of the site as a link site to Rowland Hill children's centre, working with partners in White Hart Lane ward to ensure improved access to services for children and families.

The model for the delivery of the centres in Fortis Green and Crouch End wards is intended to build on existing provision and ensure that we are able to deploy resources as efficiently as possible, whilst maximising the benefits to the two communities. We are working closely with Islington and Barnet Council's to develop shared protocols and, where, appropriate, partnership arrangements which can support families to readily access their most local children's centre and enable effective referral and sign-posting into services to take place.

7.6 **Financial Implications**

7.6.1 Revenue Funding: Cost Analysis and Projections

The cost of the additional Phase 3 centres and link sites will be met through

Haringey's 2010/11 *Sure Start, Early Years and Childcare Grant* allocation. The additional cost of our increased portfolio will need to be met within the funding provided. Table 4 below shows the revenue funding streams available to support the delivery of children's centre services.

Revenue Funding	2009 -10	2010 -11
Children's Centre Revenue	5,741,233	6,693,144
Sure Start Revenue	3,058,589	2,923,740
Sufficiency & Access	577,881	586,000
TOTAL (Excluding ring-fenced streams)	9,377,703	11,035,884

Sure Start revenue is ring-fenced and can only be spent on centres located in previously designated Sure Start Local Programme areas. Current grant conditions place restrictions on the use of the Children's Centre revenue stream to fund centres located within Sure Start programme areas. The anticipated reduction in the Sure Start revenue stream will be taken into account in the review of the formula funding arrangements for 2010/11.

The priority for the use of revenue funding is to meet the direct delivery costs for each designated centre and link site. The intention is to ensure that resources are used to maximise the impact of children's centres in their community and enable the council to improve outcomes for children by providing high quality early childhood services.

We have built on our already strong partnership working with health and other agencies to deliver the children's' centre core offer. (**See Appendix 5**) Given the need to consider the limitations on grant funding and also the need to establish sustainable early childhood services, we are continuing to work strategically with colleagues to ensure the full core offer can be met across the portfolio of main centre and link sites and resources can be maximised through joint planning and the re-structuring of existing provision.

There is not an expectation that children's centre revenue is expected to meet the costs of child and family health services or those intended to directly support parents back into work.

> *'Family and community health services, such as the delivery of the child health promotion programme, employment and training advice for parents are not funded through children's centre revenue. We expect these services to be provided by the NHS and Jobcentre Plus, reshaping existing resources where necessary, and working in partnership with local authorities within children's trust arrangements'*
>
> DCSF (2007) Sure Start Children's Centres: Phase 3 Planning and delivery, Chapter 4: 16

The funding formula model introduced in 2008/9 has provided the basis for funding designated centres in Haringey. The need to review this model was highlighted in the January 2009 Cabinet paper and is being undertaken to ensure that resources are allocated appropriately across the entire portfolio. The review takes into account; the

additional children's centres and link sites from 2010/11, the need for more intensive resources and funding for centres serving our more disadvantaged areas and the anticipated annual reduction in the Sure Start stream within the overall Sure Start, Early Years and Childcare Grant.

Although it is too early to comment on the detail of the changes, given the anticipated budget reduction shown in Table 4, there will inevitably be an impact on the funding allocations. The prioritisation of areas of greatest need within the borough will be integral to our approach to the allocation of funding.

Table 5 below provides an overview of the expenditure projections for 2009/10 and 2010/11.

Children's Centre Profile	2009/10	2010/11
Designated main centres	£6,196,637	£6,730,390
Link Sites	£218,000	£600,000
Total	**£6,414,637**	**£7,330,390**

7.6.3 Capital funding

The capital allocation for Phase 3 is significantly less than in the previous two phases.

It should be noted that there is an expectation that capital allocations are spent by the end of March 2011. Given the likelihood that a limited amount of projected expenditure on retention costs will fall within the 2011/12 financial year, we are currently reviewing the issue of anticipated 2011/12 retention costs with the Children and Young People's Service Finance team and the DCSF.

The projected capital expenditure for 2009/ 2010 and 2010/11 is outlined in **Appendix 6**.

7.7 **Sustainability**

7.7.1 Children's Centre Buildings: Maintenance

The capital allocation for maintenance will be fully utilised by March 2010 (**See Appendix 7**) From April 2010, we do not have an identified capital funding stream to address future children's centre maintenance issues.

The future maintenance needs of all Haringey's Children's Centres will need to be addressed in order to ensure sustainable service delivery from all designated and link sites. By March 2010 the Children's centre estate will comprise a total of 19 designated centres and four link sites. Centres are provided in a variety of physical settings, comprising a mix of new build purpose built centres of various types and a number of centres established by adapting existing buildings ranging from the Victorian era to the 1970's. By the end of Phase 3, 13 children's centres will have been established on existing primary and nursery school sites, and a further 4 will eventually be directly managed by existing primary schools. Across the portfolio of centres, a total of 2 children's centres will remain as "stand alone centres" or are otherwise housed as part of a local community centre.

Settings attached to primary schools may benefit from investment via the school's devolved capital grant depending on the priorities established by the school in relation to its overall asset management plan. Stand alone centres however are wholly reliant on centrally retained Council resources to secure their future maintenance needs, and this fact needs to be recognised in the CYPS capital programme prioritisation in the future.

In relation to planned maintenance of the main structural, mechanical and electrical systems of the buildings occupied (also known as lifecycle works), across the whole Children's Centre estate, the DCSF is currently providing additional capital support through a specific capital allocation within the Children's Centre capital funding allocation. The total support provided for this purpose between 08/09 and 2010/11 is just over £300k. However, as mentioned earlier, there is no guarantee of further specific funding for this purpose beyond March 2011.

The Council's Capital Strategy for 2006-2011 set out an estimated shortfall against known investment requirements for Children's Centres of £750,000. Condition surveys are being commissioned in 09/10 of the primary school estate and children's centres estate in order to update the information supporting the asset management plan. A provisional estimate of the lifecycle maintenance requirements for the current Children's Centres estate from 11/12 onwards is approximately [£200,000] per annum.

There are various funding streams supporting the CYPS capital programme which the Council is encouraged to use in a joined up way to support its overall strategy for Children's Services. Amongst these funding streams are formula funding allocations and grant funding to support the Primary Strategy for Change. The Primary Strategy for Change clearly signalled the Council's desire to ensure sustainability of the network and support the extended role of schools within their communities by continuing to create strong management links between primary schools and Childrens' Centres where appropriate.

It is recommended therefore that a budget for the future maintenance of the Children's centre estate is established within the CYPS capital programme to be funded by a mix of funding derived from formula allocations and primary capital grant. Unless specific additional funding streams are ring fenced to the programme by DCSF in the future, the budget allocation will necessarily compete against other priorities within the CYPS programme, including providing for additional primary places, improving community access and extended school provision, and the overall assessment of condition and suitability need across the CYPS estate. The overall prioritisation of the programme is reviewed annually during the PBPR process and setting and approval of the capital programme.

7.7.2. Childcare

Children's centre childcare currently receives subsidy through allocations of funding from the Early Years, Sure Start and Childcare grant stream; Childcare Sufficiency and an allocation of Dedicated School Grant (DSG) funding of £1.6m per year.

CHILDCARE COSTS

Revenue	2009/10	2010/11
TOTAL CHILDCARE COSTS	4,694,124	4,833,006
INCOME FROM CHILDCARE	2,526,791	2,609,441
NET CHILDCARE COST	2,167,333	2,223,565

SOURCES OF CHILDCARE FUNDING

Revenue	2009/10	2010/11
Sufficiency & Access	219,333	232,000
DSG	1,654,000	1,654,000
CHILDREN CENTRE FUNDING	294,000	337,565
NET CHILDCARE COST	2,167,333	2,223,565

Current levels of DSG funding cannot be guaranteed with the advent of single formula funding arrangements from April 2010. In addition to this, the Childcare Sufficiency stream of funding is a grant allocation only available until the end of March 2011.

The expectation from DCSF is for childcare to be sustained through fee income and subsidy received by parents directly, through childcare tax credits. The challenge for the Council remains being able to offer high quality, flexible childcare that is affordable to parents, in the absence of such levels of subsidy. In addition, children's centre services have no identified funding source beyond 2011. We await a clear steer from central government on what levels of funding will be allocated to support children's centres and the childcare offer from April 2011.

There is a need to review the funding arrangements for childcare places in Haringey, taking into account the current fee charging policy which sets a maximum fee level of £175 per week per child and does not allow sufficient income generation to enable childcare places to be sustained without high levels of subsidy and to meet the actual costs of delivering childcare from ages 0-5.

7.7.3 Longer Term Funding

Confirmation of revenue grant funding to support the overall portfolio of children's centres and services has only been received to 2010-2011 financial year. The review of the funding formula for children's centres takes into account this uncertainty and will seek to introduce a greater degree of prudence in committing revenue resources drawn from the Early Years, Sure Start and Childcare grant. Work is continuing to

establish a picture of the sustainability of the entire children's centre portfolio past March 2011 and will be informed by anticipated announcements from DCSF during 2010 regarding future funding. A more detailed report to Cabinet on the sustainability of children's centres is proposed for 2010.

8. Chief Financial Officer Comments

The estimated revenue implications of creating the new build Children's Centre and the additional link centres referred to in this report, are to be met through the increase in the Sure Start Early Years and Childcare Grant (SSEYCG) identified in Table 4. This indicates an increase of £1.658m (at 2010-11 prices). Table 5 indicates the estimated effect (at 2009-10 prices) of meeting the revenue costs of these new centres, through the Children's Centre Funding Formula. This increase amounts to £916,000 suggesting that there is an unallocated element of the SSEYCG of around £742,000, before the effect of inflation is taken into account.

There are considerable uncertainties surrounding the level and demands of future funding available for Early Years, including the effect of the single funding formula for the (3 and 4 year old) free entitlement which takes effect from April 2010. However, it is also important that the authority maximises the use of this grant as any unspent allocation must be returned to the DCSF and cannot be carried forward into later years.

Section 7.7.2 sets out the arrangements for childcare which states that the Government expects this to be self financing, through parental fee income supported by childcare tax credits. Currently the fee levied on parents is capped at £175 per week which it is understood has not been revised since September 2007. There is clearly a balance between childcare services being accessible widely, particularly in areas of greatest need, and recipients making a reasonable contribution towards these non-statutory services. At present there is a subsidy, met largely from the Dedicated Schools Grant (DSG) which amounts to £2.167m; in determining this subsidy, income of £2.527m has been assumed. It is essential that these fee levels are reviewed with a view to implementing any changes from September 2010 at the latest and taking into account the level and any changes in the childcare tax credits.

In addition to the capital funding set out in Appendix 6 from the Children's Centre phase 3 resources, the authority has allocated £600,000 from the Early Years Quality and Access capital funding and £100,000 from the general Primary Capital Programme resources, in order to support expenditure of £1m at Rokesley Infant School.

9. Head of Legal Services Comments

The Head of Legal Services has been consulted on the content of this report and has no specific comment to make. The proposals follow the relevant duties and requirements of the Children Act 2004 and the Childcare Act 2006.

10.Head of Procurement Comments – N/A

11. Equalities &Community Cohesion Comments

11.1 The approach set out in this report places an emphasis on ensuring services can be accessed by the most vulnerable and disadvantaged children and their families through the provision of targeted services and service delivery.

11.2 The development of an outreach strategy is a priority for the continued development of children's centres in Haringey. The approach being taken seeks to ensure that the early identification of vulnerable children is a key function of children's centre outreach and service delivery. Working with key partners such as health, children and families and the voluntary and community sectors, the intention is to improve access to children's centres services and outcomes for all children under five, particularly those we are most concerned about.

11.3 Analysis of the performance of children's centres to date, suggests that, whilst significant progress is being made in the number of children and families contacted by children's centres, there are some priority groups for whom there appears to be barriers to accessing children's centres services. It is anticipated that the development of children's centre outreach approaches will include targeted outreach and close working with community partners to ensure all sections of the community are able to benefit from children's centre services.

12. Consultation

12.1 Consultation with stakeholders and partners is on-going and is instrumental to the strategic direction set out in this report.

13. Service Financial Comments

Please see financial implications at section 7.6.

14. Use of appendices /Tables and photographs

14.1 Appendix 1: Childcare Act 2006 – Summary
14.2 Appendix 2-4: CC contact maps profiled by Children's Networks
14.3 Appendix 5: CC Gap Summary
14.4 Appendix 6: CC Core Offer
14.5 Appendix 7: Phase 3 Children's Centre Capital expenditure 2008-2011
14.6 Appendix 8: Phase 3 Children's Centre Maintenance capital expenditure 2008-2011

15. Local Government (Access to Information) Act 1985

Appendix 1

CHILDCARE ACT 2006 - SUMMARY

The Childcare Act has four parts: duties on local authorities in England (Part 1); duties on local authorities in Wales (Part 2); regulation and inspection arrangements for childcare providers in England (Part 3); and general provisions (Part 4). Key provisions are as follows.

Sections 1-5 require local authorities and their NHS and Jobcentre Plus partners to work together to improve the outcomes of all children up to 5 and reduce inequalities between them, by ensuring early childhood services are integrated to maximise access and benefits to families - underpinning a Sure Start Children's Centre for every community

Sections 6, 8-11 & 13 require local authorities to assess the local childcare market and to secure sufficient childcare for working parents. Childcare will only be deemed sufficient if meets the needs of the community in general and in particular those families on lower incomes and those with disabled children. Local authorities take the strategic lead in their local childcare market, planning, supporting and commissioning childcare. Local authorities will not be expected to provide childcare direct but will be expected to work with local private, voluntary and independent sector providers to meet local need.

Section 7 re-enacts the duty for local authorities to secure a free minimum amount of early learning and care for all 3 and 4 year olds whose parents want it.

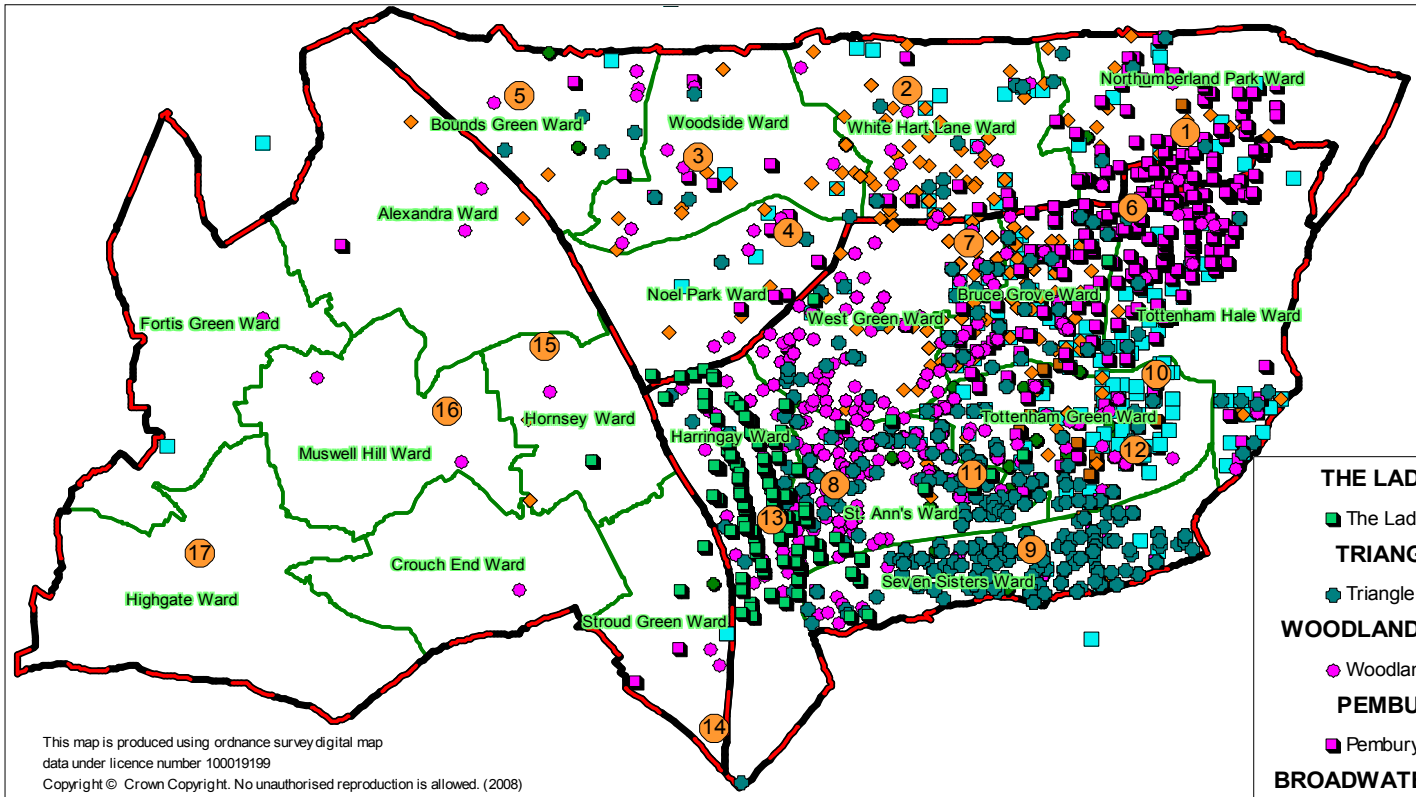
Section 12 extends the existing duty to provide information to parents, to ensure parents and prospective parents can access the full range of information they may need for their children right through to their 20th birthday. Local authorities will be required to ensure that this service is available to all parents and that it is pro-active in reaching those parents who might otherwise have difficulty accessing the information service.

Sections 39-48 introduce the Early Years Foundation Stage (EYFS) which will build on and bring together the existing Birth to Three Matters, Foundation Stage and national standards for under 8s day care and childminding. The EYFS will support providers in delivering high quality integrated early education and care for children from birth to age 5.

Sections 31-98 reform and simplify the framework for the regulation of childcare and early education to reduce bureaucracy and focus on raising quality and standards. All providers caring for children from birth to the 31 August following their fifth birthday will be required to register on the Early Years register and deliver the Early Years Foundation Stage (unless exceptionally exempted). Childcare settings providing for children from the 1 September following their firth birthday up to the age of eight must register on the compulsory part of the Ofsted Childcare Register (unless they are exempt.) The Act introduced certain requirements that all providers who are registering on the Ofsted Childcare Register will need to meet some of which are provided for in the Act but most of which are laid down in associated Regulations made under the Act.. Those childcare providers who are not obliged to register on the compulsory part of the Ofsted Childcare Register can choose to join the voluntary part of the Register. These providers will also need to meet certain requirements, which are laid down in Regulations made under the Act.

Sections 99-101 allow for the collection of information about young children to inform funding and support the local authority duties under the Act.

Haringey Council



Children Centre Key
1 Park Lane
2 Rowland Hill
3 Woodside
4 Noel Park
5 Bounds Green
6 Pembury House
7 Broadwater Farm
8 Woodlands Park
9 Triangle
10 Welbourne
11 South Grove
12 Earlsmead
13 The Ladder
14 Stroud Green
15 Campsbourne
16 Stonecroft
17 Highgate

THE LADDER REACH
The Ladder (206)

TRIANGLE REACH
Triangle (639)

WOODLANDS PARK REACH
Woodlands (1085)

PEMBURY REACH
Pembury (564)

BROADWATER FARM REACH
Broadwater Farm (751)

WELBOURNE REACH
Welbourne (340)

SOUTH GROVE REACH
South Grove (140)

EARLSMEAD REACH
Earlsmead (119)

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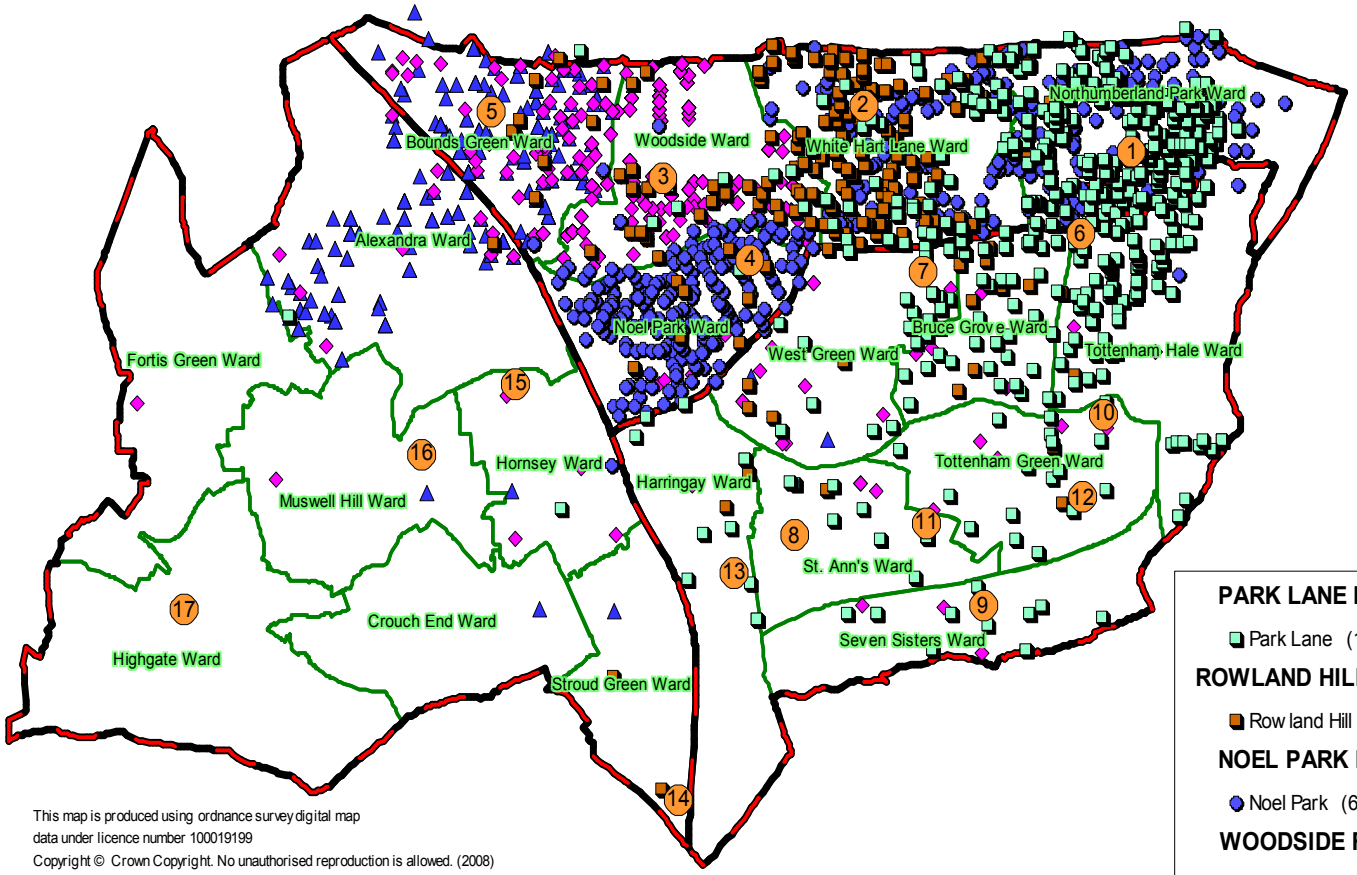
(JA0509)

SOUTH NETWORK CHILDREN'S CENTRES REACH



Children Centre Key

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9 Triangle
10 Welbourne
11 South Grove
12 Earlsmead
13 The Ladder
14 Stroud Green
15 Campsbourne
16 Stonecroft
17 Highgate

PARK LANE REACH

Park Lane (1253)

ROWLAND HILL REACH

Row land Hill (525)

NOEL PARK REACH

Noel Park (683)

WOODSIDE REACH

Woodside (653)

BOUNDS GREEN REACH

Bounds Green (313)

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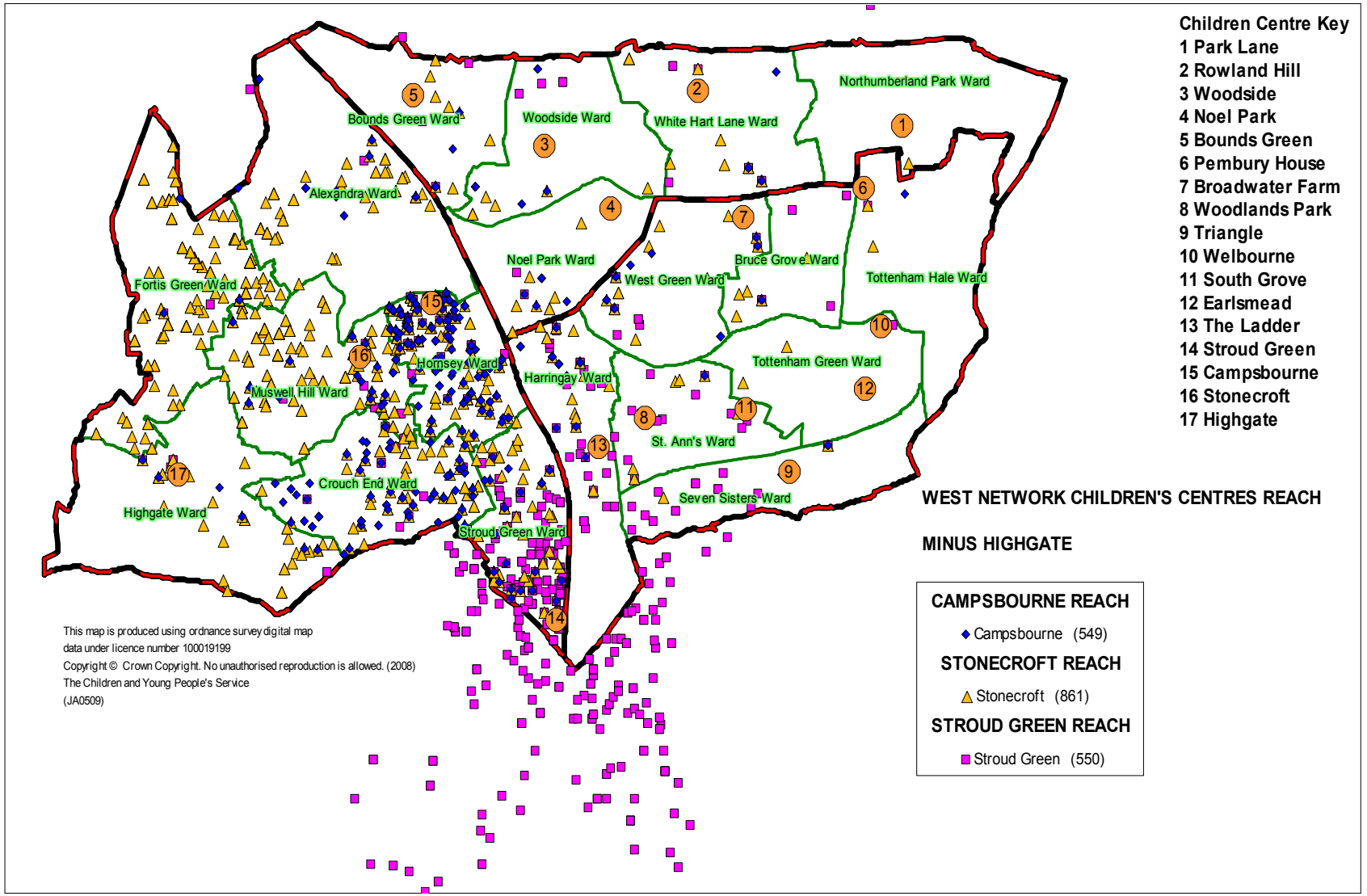
NORTH NETWORK CHILDREN'S CENTRES REACH



Appendix 4
Report Template: Formal Bodies

Haringey Council

Appendix 5 **Children's Centre Core Offer**

	Core offer 1 - Early education integrated with child care	
Core offer 1.1	High quality, enjoyable, inclusive early education integrated with childcare which meets all legal requirements, national and local standards: - available to all the community - services to reflect the diversity of the communities served - sign posting to childminders - sign posting to other children's centres and related services - effective consultation and involvement of parents and children in shaping service design and range of activities offered - high quality play, learning and family support services linking across the extended services core offer - up to date information on local, Network and borough wide childcare and early years education opportunities - representation and involvement in Quality and Inclusion Network meetings	30% model only
Core offer 1.2	**Working within Early Years Foundation Stage Curriculum to ensure high quality learning experience and outcomes for children**: - modelling high quality provision - research and dissemination of effective practice - reviewing and evaluating services with an outcomes focus - community bases stay and play sessions - Toy libraries - work closely with childminders, Private, Voluntary and Independent providers in the area to ensure high quality curriculum delivered - to develop parents skills as a child's first teacher, engaging parents in understanding how to support children's learning and development - to develop whole family learning support activities to support transition to primary school	30 & 70% model

Core offer 1.3	**Early identification of children with special needs and disabilities, with inclusive services and support for children and families**: - providing opportunities to access support services - raising awareness of parents and providers about what to look for - supporting parents to access advice and services to meet their needs - development and delivery of activities to support children's development	30 & 70% model

	Core offer 2 - Child and Family Health Services	
Core offer 2.1	**Ante-natal advice and support for parents:** - information leaflets available, signposting on to services - clear package of support for parents - target support for women identified as being at risk or vulnerable - facilitation of ante-natal classes, information, advice and support sessions in the children's centre **Post-natal advice and support for parents:** - facilitation of post-natal support classes and activities - facilitation of post-natal midwife and health visitor support groups - facilitation of child health and baby weighing clinics - sign-posting of services and active encouragement of mothers to attend the children's centre for informal and formal support	30 & 70% model
Core offer 2.2	**Information and guidance on breast feeding, hygiene, nutrition and safety:** - facilitate access to Breastfeeding Support - provision of comfortable, private space to enable mothers to breast-feed - active promotion of breastfeeding in the centre, including training of staff to support mothers in sustaining breastfeeding - information leaflets available, signposting on to services - signposting training courses for parents on hygiene, nutrition safety, etc - development of healthy eating baby, toddler and early childhood eating advice and activities in partnership with health and other services	30 & 70% model
Core offer 2.3	**Smoking cessation interventions:** - raising awareness of issues around smoking cessation, specifically ante-natal smoking/passive smoking - signposting to advice and information	30 & 70% model

Core offer 2.4	**Health promotion:** - oral health and care - healthy eating for children and adults - exercise and fitness - promotion of immunization take-up	30 & 70% model
Core offer 2.5	**Child and Young Persons Mental Health Intervention Service**: - direct support to children and families - supporting professionals by enabling them to use the building to provide services - mental health promotion activities - support child and adult psychologists to provide individual support and group sessions	30 & 70% model
	Core offer 3 - Family support	
Core offer 3.1	**A multi-disciplinary team approach developing and delivering:** - prevention and early intervention work with midwives, health visitors, outreach workers, community programme co-ordinators, family support workers, schools and social care - development and delivery of choice and range of family support services - participate in Network and cluster based activities - home visits to all new births within two months of birth - additional visits based on need following assessment of need by health workers and through CAF - excellent first contact work - strong partnership working and sharing of information on individual children and families - identification of individual and community needs with provision of tailored made services and packages of support	30 & 70% model
Core offer 3.2	- introduction to services and sign-posting - effective first contact - liaison and partnership working with Health Visitors - effective partnership links with community organisations (including voluntary/private) - supporting access to groups and community-based services - support delivery of supervised contact visits with families	30 & 70% model
Core offer 3.3	- parenting programmes (Strengthening Families Strengthening Communities programme used to identify and prioritise parents who may need further support) - effective communication with parents and families about the specific support they need, taking into account diversity	30 & 70% model

	- signposting to translation and interpreting services - identification and support for parents experiencing stress or social isolation - supporting children and mothers experiencing domestic violence - support for teenage parents - support for asylum seekers, refugees information, advice, guidance and support on alcohol and substance misuse	
Core offer 3.4	**Increasing the involvement of fathers:** - at least one targeted service for fathers - consideration of fathers' needs in all service planning - targeted consultation and father involvement activities	30 & 70% model
Core offer 3.5	**Parental involvement:** - information and advice on parenting skills at significant transition points for the family such as pre-birth, settling into childcare - identification and development of early intervention support activities to support parents identified as being vulnerable or at risk - consultation with parents and carers on what services to offer to ensure they are represented and involved in planning services - parental involvement in children's learning - Parents forums - Access to training for parents about children's learning and development - ESOL classes	30 & 70% model

	Core offer 4 – Community Outreach	
Core offer 4.1	- reach out into the community to identify children and families not accessing the children's centre services, identify what the barriers and their needs are - involve children and parents in shaping service design and ongoing improvements - develop a robust expert knowledge of the local community within which the children's centre is located, shaping children's centre services to meet local needs - provide local and borough wide information to sign-post parents to services to meet their needs - develop partnerships with other local schools, voluntary and independent providers to provide a "hub and spoke" model of children's centre services by working in partnership with others bringing children's centre services to children and families in locations that suit their needs best - maximize the first contact opportunity and ensure staff are appropriately trained in understanding its significance in accessing children and families into services - consult and involve children and parents in shaping services provided and in identifying new services to meet changing needs	
	Core offer 5 – Links with childminders	
Core offer 5.1	- crèche facilities for training courses - support from Children's Information Service (signposting for people looking for training courses, employment, etc.) - participation in stay and play sessions - curriculum and activity support - develop strong partnership relationships - actively engage with and support local communities - develop and support Childminding Networks	30 & 70% model

	Core offer 6 - Encouragement and support for parents and carers to enter training and employment:	
Core offer 6.1	- raising awareness of information and support available - signposting to higher education, etc. - benefits and childcare tax advice - skills training - Jobcentre Plus advice sessions during events - strategy for working with volunteers - develop close working relationships with Job Centre Plus - ensure facilitation of ESOL classes in the centre	30 & 70% model

	Additional core offer requirements	
Core offer	**Links with extended school programmes and schools within Network area** Links to schools, extended schools, and out-of-school activities: - development of strong partnership framework with schools in your Network - participate in shaping 0-19 services across the cluster and Network - have regularly updated information about extended school and older children childcare activities - work closely with other local schools in preparing children for transition to school	
Core offer	**Information Service and activities:** - Have up-to-date, accurate, user-friendly information to parents and families about everything that they need in relation to health services, childcare and early education, family support, play, training, housing and unemployment - provide information in a range of relevant community languages - reception areas to be open, welcoming and child friendly providing a range of information and sign-posting resources to parents - information, reception and administration staff to have excellent open, engaging and welcoming skills for both children and adults - all centre staff to be trained in customer care skills and be aware of the importance of maximizing the first contact - all staff to be briefed and knowledgeable on the purpose of the children's centre and be able to sign-post parents to services	

Appendix 6

Phase 3 Children's Centre Capital Expenditure Profile 2008-2011

Projects	Description of Project	Projected Expenditure			
		2008/09 (£)	2009/10 (£)	2010/11 (£)	Total (£
Children Centre Phase 3 Funding		**288,685.00**	**618,610.00**	**334,049.00**	**1,241,344.00**
Children Centre Maintenance Funding		**67,920.00**	**117,317.00**	**123,447.00**	**308,684.00**
Children Centre Phase 3 and Maintenance Total Funding Profile		**356,605.00**	**735,927.00**	**457,496.00**	**1,550,028.00**
Phase 3 Capital Projects	-				
Highgate Children Centre Development (Highgate Primary CC Ph2 works)	Presently a designated a main children centre site but planned adaptations and extension of existing parent and community school building for delivery of extended children centre service delivery	**36,797.00**	**449,703.00**	**9,000.00**	**495,500.00**
Rokesley Infant School - Crouch End Ward (Main Site)	Main site location formerly identified at Coleridge Primary School – Rokesly is now planned to be designated as a main children centre site which may include a new build children centre incorporating a permanent nursery provision and a basis for supporting childminder service delivery. Total projected project cost is £1m (£600k Early Years Quality and Access + £300k Children Centre phase 3 + £100k Primary Capital Programme). Please note no expenditure is shown for 2011/12 as the retention costs are anticipated to be met by PCP funding.	**0**	**50,000.00**	**250,000**	**300,000.00**
Chettle Court Neighbourhood Community Centre	Planned designation as a children centre link site which includes the proposed adaptation of the existing community centre for delivery of children centre services	**0**	**75,000.00**	**10,000.00**	**85,000.00**

Muswell Hill Youth Centre	Planned designation as a children centre link site which includes the proposed adaptation of youth/community centre office accommodation to support delivery of children centre services	**0**	**10,000.00**	**0**	**10,000.00**
Downhills Primary school	Adapt early years office accommodation for enhanced delivery of children centre services at Downhills primary and to support delivery children centre services within the 2 wards.	**0**	**60,500.00**	**5,000.00**	**65,500.00**
Northbanks, Muswell Methodist Church - Fortis Green Ward (Main Site)	Main site location formally identified at Coldfall Primary School – Now Planned designation as a main children centre site to support the cluster delivery of children centre services within the Fortis Green ward	**0**	**5,000.00**	**0**	**5,000.00**
Bruce Grove Ward	Additional link site proposed	**0**	**140,000.00**	**10000**	**150,000.00**
Development of Children centre link sites to meet future capacity demands (Sites dependent on service/reach target review)		**0**	**0**	**45,000.00**	**45,000.00**
Programme Contingency		**0**	**35,000.00**	**20,344.00**	**55,344.00**
Programme management Costs		**10,000.00**	**10,000.00**	**10,000.00**	**30,000.00**
TOTAL		**46,797.00**	**835,203.00**	**359,344.00**	**1,241,344.00**

Haringey Council

Appendix 7 **CC Maintenance Capital Expenditure Profile 2008-2011**

Projects	Description of Project	Projected Expenditure (£)			
		2008/09	2009/10	2010/11	Total
Maintenance Projects					
Rowland Hill Children Centre	Roof Repairs; resolution of solar gain, heating and ventilation issues and waterproofing	4,252	59,430	1,413	65,095
Stonecroft Children Centre	Boiler replacement, roof repairs to parents room, external decorations, lighting and window repairs	60,409	85,270	0	145,679
Pembury Children Centre	Boiler replacement and door threshold adaptations	36,262	5,000	0	41,262
Park Lane Children Centre	Fire precaution works	0	5,000	0	5,000
Stroud Green Children Centre	Boiler replacement (contribution from CC)	0	5,000	0	5,000
South Harringay Children Centre	General repairs	0	9,648	0	9,648
Shropshire Hall Children Centre	Roof repairs and associated works	0	17,650	1,350	19,000
Condition surveys		15,000	0	0	15,000
Programme Contingency		0	2,000	1,000	3,000
Programme management Costs		0	0	0	0
TOTAL		115,923	188,998	8,763	308,684

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haringey strategic partnership

Meeting: **Haringey Children's Trust**

Date: **17 December 2009**

Report Title: **Haringey's Family Intervention Project (FIP)**

Report of: **Mark Gurrey, Interim Assistant Director - Performance**

Purpose

To respond to the Trust's request of 11 November 2009 to explain how Haringey's Family Intervention Project (FIP) will operate in the Borough.

Summary

FIP's are part of the Government's **Think Family** strategy, which means reforming systems and services provided for vulnerable children, young people and adults to secure better outcomes for children, by co-ordinating the support they receive from children's, adults and family services.

The FIP approach

FIP's provide intensive support to vulnerable families and in particular those facing legal actions, evictions, or who are affected by long term worklessness and poverty. The FIP model was based on a number of projects run by Action for Children and expanded as part of the Government's Respect programme to target families involved in persistent anti-social behaviour, who were at risk of loosing their homes. Through multi-agency support plans and assertive working methods projects reduce the likelihood of legal sanctions and help families address their problems. The package of support offered to vulnerable families may include accredited parenting programmes and co-ordinated programme of support from other services such as health or drugs treatment which responds to the needs of different family members.

Three types of FIPs currently operate in different parts of the country:

Anti-social behaviour, Child Poverty, Youth Crime.

Haringey is a Youth Crime FIP aimed at families experiencing problems including child behavioural problems, mental ill health, domestic violence, having a parent in prison, prolific parent offending, substance misuse, and child neglect which often lead to youth offending and other poor outcomes.

FIPs are important partners in assessing whether children's safety or welfare may be at risk and can help develop and deliver elements of Child Protection Plans. FIP key workers will work closely with the social worker for any child

considered to be at risk and acts as the lead professional for that child. Key workers visit frequently and have in-depth knowledge of a families functioning.

Governance

A small project group of senior managers has been working over the past few months to put in place the building blocks necessary to establish the FIP and Think Family aims. The group reports to a multi-service steering group chaired by the assistant director. Further work is being done on governance to clarify where issues and outcomes need to be reported. The FIP will initially account for performance to the steering group through the team manager.

Resources

The project is funded by the DCSF until 2011 with the prospect of continued funding good. Current funding will enable staff to be employed and equipped including a manager, four key workers, a health professional and a half time admin. support worker. Some staff has already started and job offers have been made to others. The manager will be in post by the end of January 2010. The calibre and number of applicants for the posts has been good. Staff are currently based in the Professional Development Centre but will shortly be located in a more permanent base.

In November 2009 extra Government funding was announced for local authorities to bid to establish a Housing FIP, either freestanding or as part of an existing FIP. At the time of writing Haringey is preparing a bid which will align with the existing FIP.

Practice

A referral process has been agreed and in place. A referral form and assessment pro-forma have also been agreed. Referrals may be made by any public sector agency or indeed the family.

After considering all the evidence including meeting set criteria, the FIP manager will decide whether or not the family will be allocated. Unallocated families will be referred to the CAF manager for further review. Each key worker will work with a maximum of five families at any one time. A contract will be agreed between the key worker and the family and post intervention support will be available where required. The family needs to agree to project intervention but sanctions will be applied if they do not. The FIP has started working with two families and several referrals are currently being considered with more in the pipeline.

Legal/Financial Implications

The DCSF funding allocation is sufficient to cover project costs. All staff are employed on time limited contracts. No other agreements have been entered into.

Recommendations

i. That the Trust notes the report.

ii. That the Trust requests the Assistant Director to propose a formal structural arrangement with the Trust to report FIP progress and highlighting significant Think Family developments.

Background

Family Intervention Projects (FIP's) are targeted at the most challenging and anti-social families. These are few in number but can cause disproportionate disruption and damage to the communities in which they live.

Previous research on six similar projects in the north-west showed that 70% of the families had members who were engaged in youth nuisance, 54% were associated with more general neighbour conflicts whilst 43% had committed property damage. Almost 25% of families had members with an Acceptable Behaviour Order (ASBO). Early findings from the monitoring of families where FIP's are working, shows that a significant percentage has members who are engaged in the criminal justice system.

In addition the families themselves typically have entrenched problems. Evidence shows that:

- Almost nine out of ten (89%) families had some form of threat to their tenancy including 14% who were homeless or at immediate risk of homelessness at the time of referral.
- Poor mental or physical health and/or substance misuse affected 80% of adults.
- In 94% of families there were schooling concerns with at least one child.

- A high proportion was claiming Income Support (89%) and Housing Benefit (87%).

The families targeted by FIP's will be known to, and receiving services from a wide range of agencies. However the range of agencies involved, the individual basis on which service are offered and the absence of a compulsion to engage with support mean that these are often ineffective.

That means that the wider community continue to experience unacceptable levels of anti-social behaviour which can destroy people's enjoyment of their home and public space and undermine community spirit. It also means that the families themselves become socially excluded and sometimes homeless. In particular children's physical and emotional development and educational attainment can be severely damaged. The financial cost of these failings is also significant – it is estimated that the cost of dealing with these families can be up to £250-£350.000 per family per year.

An evaluation of the projects mentioned above in the second paragraph showed at the point at which they exited the project, complaints about ASBs had ceased or reduced for 85% of the families. In addition, for 90% of the families project workers felt that either there had been no complaints to the police or the number of complaints had reduced after engaging with the

project. In nine out of ten (92%) case there was either no risk to the community or the risk had reduced by the time families exited the project.

There were also positive consequences for the families themselves. Workers reported that in four out of five cases families tenancies had been had been successfully stabilised with a similar percentage of cases also being assessed as having reduced risk of homelessness. 53% of children showed improvement in their physical and 40% showed improvement in their mental health after intervention. 36% of children who had schooling concerns had an improvement. In 48% of cases there had been a reduction in the likelihood of family breakdown.

A briefing paper was considered at the Trust's meeting 11 November 2009

Contact: Ray Westcott X3399

haringey strategic partnership

Meeting: **Haringey Children's Trust**

Date: **17 December 2009**

Report Title: **Information Sharing Protocol**

Report of: **Director, Children and Young People's Service**

Purpose

To inform the Children's Trust of the proposed changes to the information-sharing protocol and supporting guidance for practitioners. This complies with the commitment in the Haringey Safeguarding Plan to have revised guidance in place by 31 December 2009.

Summary

The local protocol builds on the national guidance published by the DCSF. This expresses the commitment of Children's Trust partners to share information efficiently in order to safeguard and promote the welfare of children and young people. The guidance for practitioners is intended to support managers and frontline staff who make decisions on a case by case basis. It is intended to offer clarity on when and how information can be shared legally and professionally in order to improve outcomes for children.

Key partners have been consulted in the process of drafting the protocol and guidance and have expressed their commitment to implementing in full.

Legal/Financial Implications

The Council's Head of Legal Services has been consulted on the content of this report and on the content of the proposed Information Sharing Protocol (ISP) and associated Guidance. The ISP and guidance are compliant with the main elements of the legal framework covering the protection and disclosure of personal information, including the Human Rights Act 1998. Data Protection Act 1998 and the common law duty of confidentiality.

Recommendations

1. That the Children's adopt the information-sharing protocol as the basis for sharing-information across the partnership;
2. That members of the Children's Trust disseminate the guidance for practitioners so that front-line staff are supported in making decisions about when and how to share information;
3. That the Children's Trust requests an update report in June 2010 and each partner agency to report on progress within their own agency.

For more information contact:

Name: Jan Doust
Title: Deputy Director, Children and Young People's Service
Tel: 020 8489 -3150
Email address: jan.doust@haringey.gov.uk

Background

Information-sharing was one of the key strands of Every Child Matters. The Children and Young People's Strategic Partnership adopted the first Information-Sharing protocol in 2005. This replaces the original protocol and is intended to express the commitment of Children's Trust partners to sharing-information legally and efficiently. It is intended to provide clear guidance to managers and staff dealing with individual cases. It sits alongside the suite of information-sharing protocols already in existence within Haringey Strategic Partnership (HSP) and will complement the implementation of these protocols.

Use of Appendices

The revised Children's Trust Information-sharing protocol and guidance is attached as appendix 1.

APPENDIX 1

Haringey Children's Trust
Children, Young People and Families Information Sharing Guidance for Practitioners

(1) Introduction

Sharing information is vital for safeguarding the welfare of children and young people and for providing effective and efficient services that are co-ordinated around the needs of a child or young person and their family. In Haringey, we encourage a culture where information is shared with confidence as part of routine service delivery. We also recognise that it is important people remain confident their personal data is kept safe and secure and practitioners maintain the privacy rights of the individual.

We know that practitioners recognise the importance of information sharing, however in some situations they may be uncertain about whether they can do so lawfully. This is especially true in early intervention and preventative work where information sharing decisions may be less clear than in safeguarding or child protection situations where the timely sharing of information is essential.

This guidance is for all practitioners working with children, young people and families in Haringey. It provides clear advice on when and how information can be shared legally and professionally, in order to achieve improved outcomes.

Information sharing is one of the three interdependent elements of the Government's *Every Child Matters: Change for Children* programme, alongside the Common Assessment Framework (CAF) and the lead professional/ Team Around the Child (TAC).

i. The Common Assessment Framework (CAF)
A framework to help practitioners work with children, young people and families to assess children and young people's additional needs for earlier and more effective services, develop a common understanding of those needs and how to work together to meet them.

ii. The lead professional
The person responsible for co-ordinating the actions identified in the assessment process; a single point of contact for children and young people with additional needs, supported by more than one practitioner within a Team Around the Child (TAC).

iii. Information sharing
Helping practitioners work together more effectively to meet children and young people's needs through sharing information legally and professionally.

This guidance is part of a suite of Integrated Working guidance documents for Haringey, alongside guidance on the CAF and the lead professional/TAC. It is

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adapted from the Government publication *Information Sharing: Guidance for practitioners and managers* (2008). This guidance also supports the implementation of the Haringey Children's Trust *Information Sharing Protocol*. This document sets out the commitment of all Trust members to sharing information in order to improve outcomes and outlines the principles and standards of expected conduct and practice they will all adopt.

Significant harm to infant, child or young person

If you have any concerns that an infant, child or young person may be or is at risk of significant harm or has been harmed or abused then you must follow the London Child Protection procedures and make immediate telephone contact with First Response (contact details below). You will then be asked to record your Child Protection concerns on a CAF form and fax it to the number below. If you are uncertain about how to respond, please seek advice from a Child Protection Adviser.

First Response
48 Station Road, 4th Floor
Wood Green
London N22 7TY
Tel: 020 8489 1834/ 1856/ 1857
Fax: 020 8489 2110

Why information sharing is important

Sharing information as part of early intervention and preventative services – Early intervention aims to prevent problems escalating and increase the chances of positive outcomes. This depends on effective partnership working and appropriate information sharing between services.

Sharing information between adult and children's services - Staff in adults' services are aware that problems faced by clients who have parenting responsibilities are often likely to affect children and other family members. However this information is not always shared and opportunities to put preventative support in place for the children and family are missed. Where an adult receiving services is a parent or carer, sharing information where appropriate with colleagues in children's services could ensure that any additional support required for their children can be provided early.

Sharing information to support transitions – At key transition points such as starting nursery or a Children's Centre, moving from primary to secondary school or moving into adulthood, information-sharing is particularly important to ensure that the child or young person gets the support they need.

Sharing information where there are concerns about significant harm to a child or young person - If you have any concerns that an infant, child or young person may be or is at risk of significant harm or has been harmed or abused

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then you must follow the London Child Protection procedures and make immediate telephone contact with First Response (see box above).

(2) Seven golden rules for information sharing

1. Remember that the Data Protection Act is not a barrier to sharing information but provides a framework to ensure that personal information about living persons is shared appropriately.

2. Be open and honest with the person from the outset about why, what, how and with whom information will, or could be shared, and seek their agreement, unless it is unsafe or inappropriate to do so.

3. Seek advice if you are in any doubt, without disclosing the identity of the person where possible.

4. Share with consent where appropriate and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, that lack of consent can be overridden in the public interest. You will need to base your judgement on the facts of the case.

5. **Consider safety and well-being:** Base your information sharing decisions on considerations of the safety and well-being of the person and others who may be affected by their actions.

6. Necessary, proportionate, relevant, accurate, timely and secure: Ensure that the information you share is necessary for the purpose for which you are sharing it, is shared only with those people who need to have it, is accurate and up-to-date, is shared in a timely fashion, and is shared securely.

7. Keep a record of your decision and the reasons for it – whether it is to share information or not. If you decide to share, then record what you have shared, with whom and for what purpose.

(3) Further information to inform decision making

Unless there is a statutory duty or court order to share information, information-sharing decisions must be based on your professional judgement. To inform your decision making this section sets out further information in the form of seven key questions about information sharing:

1. Is there a clear and legitimate purpose for you or your agency to share the information?
2. Does the information enable a living person to be identified?
3. Is the information confidential?
4. If the information is confidential, do you have consent to share?
5. If consent is refused, or there are good reasons not to seek consent to share confidential information, is there a sufficient public interest to share the information?
6. If the decision is to share, are you sharing information appropriately and securely?

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7. Have you properly recorded your information sharing decision?

These questions are illustrated in the flowchart below. Further information on each of the questions can be found in the remainder of this section[1].

Figure 1: Flowchart of key questions for information sharing

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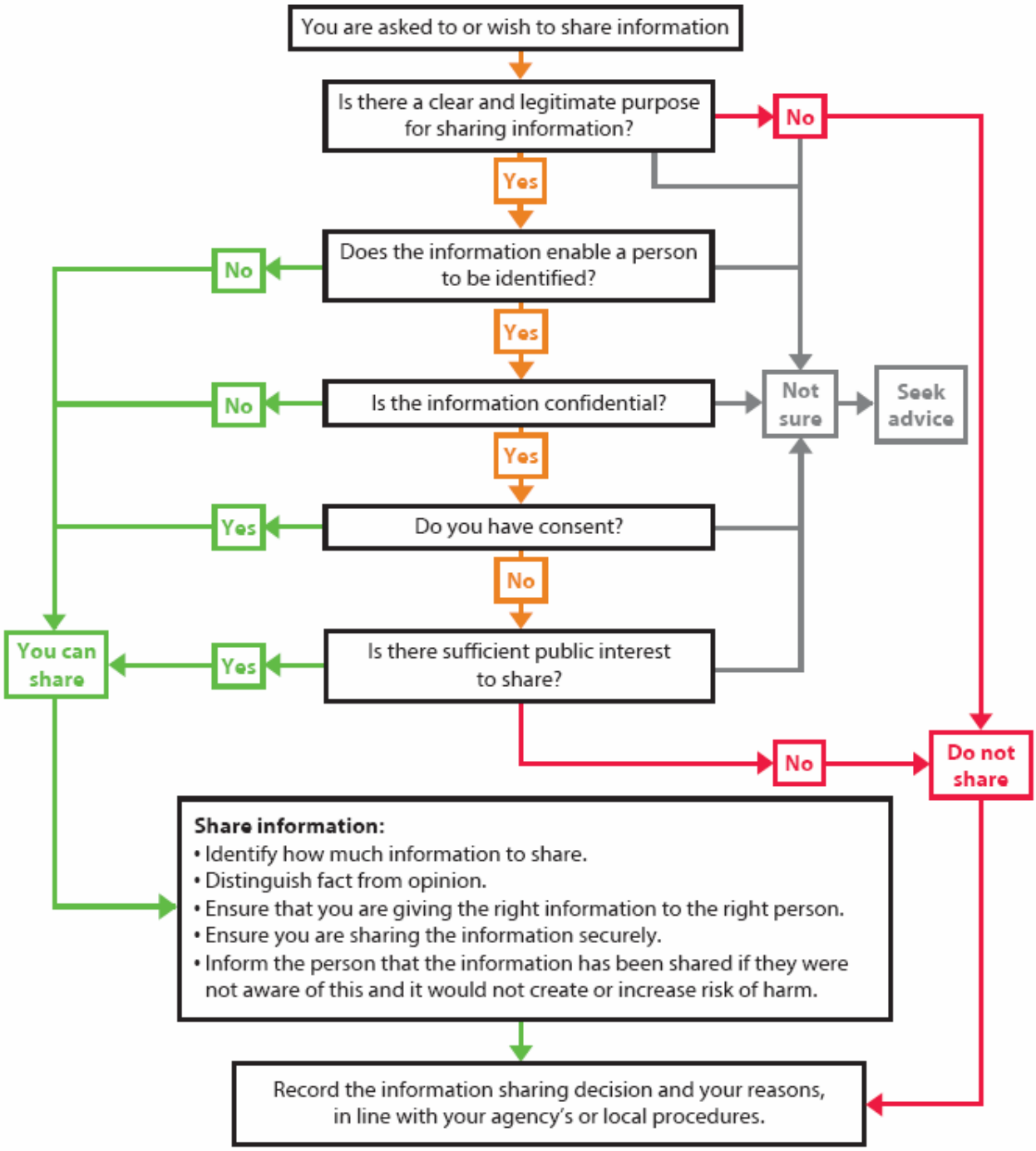
[1] Reproduced from HM Government guidance



If there are concerns that a child may be at risk of significant harm or an adult may be at risk of serious harm, then follow the relevant procedures without delay.

Seek advice if you are not sure what to do at any stage and ensure that the outcome of the discussion is recorded.

Question 1: Is there a clear and legitimate purpose for you or your agency to share the information?

If you are asked, or wish, to share information about a person you need to have a good reason or a clear and legitimate purpose to do so. Ask yourself:

- Why do you or the other person want the information?
- What is the outcome you are trying to achieve?
- Could the aims be achieved without sharing the information?

Of course, where you are required by a statutory duty or a court order to share information, then you must do so, even if it is confidential and consent has not been given, unless in the case of a court order, your organisation is prepared to challenge it and is likely to seek legal advice.

Question 2: Does the information enable a living person to be identified?

Anonymised information which does not and cannot be used to establish the identity of a living person (*'depersonalised information')* can generally be shared. However, if the information is about an identifiable living individual, or could enable a living person to be identified when considered with other information, it is *personal information* and is subject to data protection and other laws. This means you will need to consider the issues of confidentiality, consent, and public interest set out in the subsequent 'key questions' to inform your decision.

You should be open from the outset about what information you might need to share and why. However, it may not be appropriate to inform a person that information is being shared, or seek consent to this sharing. This is the case if informing them is likely to hamper the prevention or investigation of a serious crime, or put a child at risk of significant harm or an adult at risk of serious harm.

Question 3: Is the information confidential?

Confidential information is information of a private or sensitive nature that:

- is not already lawfully in the public domain or readily available from another public source; and
- has been provided in circumstances where the person giving the information could reasonably expect that it would not be shared with others.

This is a complex area and you should seek advice if you are unsure as to whether some specific information is or is not confidential.

There are different types of circumstances that are relevant to confidentiality. Where a formal confidential relationship exists (e.g. doctor/patient or social worker/client), all information provided by the individual needs to be treated as confidential, but this does not mean that it should not be appropriately shared. In other situations, you may be asked to treat some specific information confidentially, or sometimes people may not specifically ask but instead assume that personal information will be treated as confidential. Sometimes information not generally regarded as confidential (such as name and address) may be provided in the expectation of confidentiality and therefore should be considered to be confidential information. It is good practice to check with the individual whether the information is or is not confidential, the

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limits around confidentiality and under what circumstances information may or may not be shared with others.

Information about an individual or family is confidential to the agency as a whole, and not to individual practitioners. However individual practitioners do have a responsibility to maintain the confidentiality of the information. They should only share confidential information with other practitioners in the same agency or team for genuine purposes, for example, to seek advice on a particular case or ensure cover for work while on leave. This should be explained clearly to the individual or family at the start of the involvement.

Question 4: Do you have consent to share?

If you wish or are asked to share confidential information, you should seek consent where possible and respect the wishes of those who do not consent. You may still share information without consent if, in your judgement on the facts of the case, that lack of consent can be overridden in the public interest (see 'Question 5').

When consent should not be sought
There will be some circumstances where you should not seek consent, for example, where doing so would:

- place a child at increased risk of significant harm; or
- place an adult at increased risk of serious harm; or
- prejudice the prevention, detection or prosecution of a serious crime; or
- lead to unjustified delay in making enquiries about allegations of significant harm or serious harm.

What constitutes consent
Consent must be 'informed' – the person giving consent needs to understand why information needs to be shared, what will be shared, who will see their information, the purpose to which it will be put and the implications of sharing that information. Obtaining explicit, written consent is best practice, as it reduces the scope for subsequent dispute.

Whose consent to seek
A young person aged 16 or over is presumed, in law, to have the capacity to give or withhold their consent to sharing of confidential information, unless there is evidence to the contrary.

Children and young people under the age of 16 may give (or refuse) consent to sharing if they have the capacity to understand and make their own decisions. Children aged 12 or over may generally be expected to have sufficient understanding, and younger children may also have sufficient understanding, however it is crucial that you assess for each particular child or young person on each particular occasion whether this is so. You will need to consider:

1. *Can the child or young person understand the question being asked of them?*

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2. *Do they have a reasonable understanding of:*
   - what information might be shared;
   - the main reason or reasons for sharing the information; and
   - the implications of sharing that information, and of not sharing it?

3. *Can they:*
   - appreciate and consider the alternative courses of action open to them;
   - weigh up one aspect of the situation against another;
   - express a clear personal view on the matter, as distinct from repeating what someone else thinks they should do; and
   - be reasonably consistent in their view on the matter, or are they constantly changing their mind?

When assessing a child's understanding you should explain the issues to the child in a way that is suitable for their age, language and likely understanding. Where applicable, you should use their preferred mode of communication.

In most cases, where a child cannot consent or where you have judged that they are not competent to consent, you should ask a person with parental responsibility to consent on behalf of the child. If a child or young person is judged not to have the capacity to make decisions, their views should still be sought as far as possible.

Where parental consent is required, the consent of one such person is sufficient. In situations where family members are in conflict you will need to consider carefully whose consent should be sought. If the parents are separated, the consent would usually be sought from the parent with whom the child resides. If a care order is in force, the local authority will share parental responsibility with parent(s) and practitioners should liaise with them about questions of consent.

If you judge a child or young person to be competent to give consent, then their consent or refusal to consent is the one to consider, even if a parent or carer disagrees. Where parental consent is not required, you should encourage the young person to discuss the issue with their parents. However, you should not withhold the service on the condition that they do so.

These issues can raise difficult dilemmas. Wherever appropriate you should try to work with all involved to reach an agreement or understanding of the information to be shared. You must always act in accordance with your professional code of practice where there is one and consider the safety and well-being of the child, even where that means overriding refusal to consent. You should seek advice from your manager or nominated advisor if you are unsure.

Question 5: Is there sufficient public interest to share the information?

Seeking consent should be the first option. However, where consent cannot be obtained or is refused, or where seeking it is inappropriate or unsafe, you

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may still lawfully share it if this can be justified in the public interest. The question of whether there is a sufficient public interest must be judged by the practitioner based on the facts of each case. **Therefore, where you have a concern about a child or young person, you should not regard refusal of consent as necessarily precluding the sharing of confidential information.**

A public interest can arise in a wide range of circumstances, for example:

- to protect children from significant harm
- to protect adults from serious harm
- to promote the welfare of children
- to prevent crime and disorder

There are also public interests which in some circumstances may weigh against sharing, including the public interest in maintaining public confidence in the confidentiality of certain services.

It is not possible to give guidance to cover every circumstance in which sharing of information without consent will be justified. You must make a judgement on the facts of the individual case. In making the decision you must weigh up what might happen if the information is shared against what might happen if it is not, consider whether sharing the information is a proportionate response to the situation, and make a decision based on professional judgement. If you are at all unsure, speak to your manager.

There are some circumstances in which sharing confidential information without consent will almost certainly be justified in the public interest. These are:

- when there is evidence or reasonable cause to believe that a child is suffering, or is at risk of suffering, significant harm; or
- when there is evidence or reasonable cause to believe that an adult is suffering, or is at risk of suffering, serious harm; or
- to prevent significant harm to a child or serious harm to an adult, including through the prevention, detection and prosecution of serious crime.

If your concern is about possible abuse or neglect of a child or young person, you should talk to the designated person for child protection within your organisation. Haringey Local Safeguarding Children Board's 'Thresholds of Need' (available at http://www.haringeylscb.org/thresholds_of_need.pdf) provide further guidance. If you still have concerns then you must follow the London Child Protection procedures and make immediate telephone contact with First Response.

If you decide to share confidential information without consent, you should explain to the person that you intend to share the information and why **only where it is safe and appropriate to do so.**

Question 6: Are you sharing information appropriately and securely?

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If you decide to share information, you will need to ensure that you:

- Only share what is necessary to achieve the purpose, distinguishing clearly between fact and opinion.
- Share only with the person or people who really need to know the information.
- Make sure the information is accurate and up-to-date.
- Understand the limits of any consent given and especially if the information has been provided by a third party.
- Check who will see the information and share the information in a secure way. For example, confirm the identity of the person you are talking to; ensure a conversation or phone call cannot be overheard; use secure email; ensure that the intended person will be on hand to receive a fax.
- Establish with the recipient whether they intend to pass it on to other people and ensure that they understand the limits of any consent that has been given.
- Inform the person to whom the information relates that you are sharing the information, if it is safe to do so, and if you have not already told them that their information may be shared.

Question 7: Have you properly recorded your information sharing decision?

You should record your decision and the reasons for it in line with your agency's arrangements for recording information, whether or not you decide to share information. If the decision is to share, you should record what information was shared and with whom.

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Meeting: **Haringey Children's Trust**

Date: **17 December 2009**

Report Title: **Maternity Strategy**

Report of: **Clare Hodgson, Assistant Director of Commissioning North East**

Purpose To outline planned developments of maternity services.
Summary Planned changes in the delivery of maternity services will improve local access and choice in maternity services. This will help to address inequalities in outcomes across the patch supporting the delivery of the Infant Mortality Action Plan as well as key local priorities.
Recommendations That the report be noted.
For more information contact: Name: Clare Hodgson Title: Assistant Director of Commissioning North East Tel: 020 8442 5500 Email address: clare.hodgson@haringey.nhs.uk

NHS Haringey

Brief Report to Children's Trust
Maternity Strategy

Aims
NHS Haringey's maternity strategy aims to deliver high quality, local maternity care for all women throughout pregnancy from planning a baby, through antenatal care, giving birth and to the immediate post natal period and beyond addressing inequalities across the borough.

Background
In April 2007, the Department of Health issued a set of standards for maternity services called *Maternity Matters*, which supported the delivery of the NSF for Children, *Every Child Matters.* This laid out four important choice guarantees for women and their families:

- Choice of how to access maternity care
- Choice of place of antenatal care
- Choice of place of birth
- Choice of postnatal care.

Supporting these are two key targets which measure the quality of antenatal care and care during birth:

- That all women should be seen by a midwife or obstetrician by the end of the twelfth week in pregnancy (early access), and
- that all women should have one-one care throughout established labour.

NHS Haringey has an ambitious three year plan to improve the quality of maternity care, prioritizing improved access to and choice of antenatal care in the first year.

1. Improving Access to Antenatal Care.
Women can now contact midwifery services directly to access maternity care or can choose to go through their GP. Midwives are available in children's centres and some GP practices. However there is some way to go in ensuring that all women have local access to maternity services. The team midwifery approach will be strengthened in line with North Central London Sector approaches such that all women will be offered antenatal and post natal care by local midwifery teams regardless of choice of place of birth. The PCT will also be extending its GP involvement in antenatal care through shared care arrangements.

A plan is in place including publicity, training and support to children's centres in encouraging women to access maternity services before the twelfth completed week in pregnancy.

2. Choice of Place of Antenatal Care

It is anticipated that women will be able to receive antenatal care at local children's centres and primary care facilities. Appointments requiring diagnostics such as scanning and blood tests will be offered at neighbourhood health centres where women are experiencing an uncomplicated pregnancy.

Routine dating scans will be offered in Neighbourhood Health Centres at Lordship Lane, Hornsey and Tynemouth Rd next year. This will help to ensure that all women, including those from the most vulnerable groups are able to access antenatal care locally, early in pregnancy.

Routine anomaly scanning will also be offered at Lordship Lane, Tynemouth Rd and Hornsey Central in stage 2 of the plan for all women experiencing a normal pregnancy.

Services will be co-located with other services for women including sexual health and family planning as well as routine gynecology services.

3. Choice of Place of Birth

All women in Haringey have a choice regarding hospital of delivery with most opting to use services at the Whittington or at North Middlesex Hospital (NMH). Where it is safe to do so women should be offered a choice of midwifery led delivery. The new unit at the Whittington provides this service. NMH will be building a midwifery led birthing unit as part of its plans for the re-development of the hospital site. Women are also able to access midwifery led birth at Edgeware.

Staffing levels at the North Middlesex Hospital have been increased to support the delivery of one:one care in established labour.

4. Choice of Postnatal Care

GPs will be closely involved in the delivery of post natal care in particular the 6 week check which will record breast feeding status as well as providing support for immunisations where required.

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Meeting: **Haringey Children's Trust**

Date: **17 December 2009**

Report Title: **Child Poverty Strategy One Year on Progress Update: 2008-09**

Report of: **Janette Karklins, Deputy Director School Standard, Haringey Council**

Purpose

This report provides an update on the progress of the child poverty strategy.

Summary

Haringey's first ever child poverty strategy, adopted by the HSP in November 2008, is based around five key objectives that need to be met in order to achieve a substantial reduction in child poverty.

The key National Indicator 116: Proportion of children in poverty is based on an interim measure and is 36.4% as of April 2007. No further child poverty baseline data has been released by the Department for Work and Pensions and there is no indication as to when the interim measure will be updated.

We are refining the use of existing LAA indicators such as those on tackling worklessness and improving housing to ensure more data is available on households with children. This also applies to the various projects and initiatives under each of the five objectives of the strategy.

The delivery plan for 2010/11 is currently being refreshed by a multi agency working group. This group will also identify how we can better use our data and resources to refine and improve our methods for delivering on our objectives.

Legal/Financial Implications

The Head of Legal Services comments that the local authority is under a duty to improve the social and economic well being of young children in its area by reference to Section 1 of the Childcare Act 2006. Consideration of the report and its recommendations will assist the authority in carrying out this duty. Further, consideration of the report and its content will assist both the authority and the partner agencies within Haringey Children's Trust to comply with duties under the Children Act 2004 to improve the well being of children,

young people and their families.

It is anticipated that costs associated with refreshing the delivery plan will be contained within existing resources.

In practice the strategy, which aims to move towards closer joint planning and working across the council and with partner agencies in tackling child poverty, should increase value for money and direct resources in a more efficient and effective manner.

Services are required to have systems in place to measure the outcomes.

Recommendations

That the Children's Trust:

- Considers the update report and notes the current work to refresh the delivery plan for 2010/11.
- Recommends other work to tackle child poverty.

For more information contact:

Name: Zakir Chaudhry
Title: Corporate Policy & Strategy Manager
Tel: 020 8489 2518
Email address: Zakir.Chaudhry@haringey.gov.uk

Background

The Child Poverty strategy 2008-11, agreed by the HSP in November 2008, has been designed to deliver two of the Sustainable Community Strategy's (SCS) objectives:

- Economic vitality and prosperity shared by all
- Healthier people with a better quality of life

The strategy identifies five objectives that the HSP needs to meet in order to achieve a substantial reduction in child poverty:

- Objective 1: Addressing worklessness and increasing parental employment in sustainable jobs
- Objective 2: Maximising incomes through improving the delivery of benefits and tax credits
- Objective 3: Reducing educational attainment gaps for children in poverty
- Objective 4: Ensuring all Haringey children have decent and secure homes.
- Objective 5: Partners within the Haringey Strategic Partnership to take responsibility as corporate bodies for their employees in helping to reduce child poverty

Delivery of the strategy is key in meeting the LAA target on tackling child poverty (NI 116), as well as LAA targets around worklessness and improving educational attainment.

NI 116 - Proportion of children in poverty is based on an interim measure and is 36.4% as of April 2007. No further child poverty baseline data has been released by the Department for Work and Pensions and there is no indication as to when the interim measure will be updated.

Appendix 1 provides an update on key initiatives under each of the five objectives.

Use of Appendices

Appendix 1: Child poverty strategy review 2008-09.

Appendix 1

CHILD POVERTY STRATEGY REVIEW 2008-2009

Introduction

The child poverty strategy 2008-11 has five objectives. This report gives an update on the key actions around each objective.

The delivery plan is currently being refreshed for 2010/11 by a multi agency working group. The process involves reviewing all projects/initiatives in the existing delivery plan and identifying: which are on-going; which have been completed; which have not been successful and which new projects/initiatives ought to be included. The group will also identify how we can better use our data and resources to refine and improve our methods for delivering on our objectives.

Objective 1: Addressing worklessness and increasing parental employment in sustainable jobs

1.1 **Families into Work:** 59 families are currently being supported in this project based in Northumberland Park. Of these families 39 have school age children and 12 have children at college. At the time of the writing of this report, the project had reported its first 15 job starts (11 full-time and 4 part-time) and will report sustained jobs later this year. Amongst these families, where the adults have commenced employment, there are 25 children. A Families into Work User Forum has been established and it met for the second time in November 2009. The forum is a form of consultation to enable us to gather and analyse the views of the people using the service to inform future plans for delivery.

1.2 **Haringey Guarantee (lone parents)**: In 2008/09 20 lone parents were supported into sustained employment through the Haringey Guarantee. To date (from April 2007 to quarter 2, 2009/10), 62 lone parents have been supported into sustained employment against a target of 110 to be achieved by March 2010. The Economic Regeneration Team is investigating the possibility of capturing the information about the number of dependent children living with Haringey Guarantee participants.

1.3 **Marks and Starts**: This project was delivered in partnership with Gingerbread and involved 14 lone parents completing a 10 day work placement with Marks and Spencer across their stores in Marble Arch, Oxford Street and Wood Green. Three of these lone parents secured permanent employment with Marks and Spencer and the remaining lone parents continue to receive employment support through the Haringey Guarantee.

1.4 **Work Directions**: 4000 lone parents were initially mailed but only a very small number of people were helped into work through Work Directions

(WD), as a result of this initiative. 15 clients took up a referral to WD and no more than 5 were sustained into work. Therefore, it is felt that the initiative has had limited success. However, WD stated that their preferred approach was via employment events rather than targeted mailshots and so are keen to continue working with the Council to explore the possibility of an alternative approach.

1.5 **Job Centre Plus & Children's Centres:** 9 Children's Centres (CC) are supporting parents, particularly single parents, back into work through partnership work with Job Centre Plus (JCPlus) and other providers. The Centres currently delivering JCPlus services are Broadwater Farm; South Grove; Earlsmead; Noel Park; Bounds Green; Woodside; Campsbourne & Rowland Hill. These CC also provide general benefits advice to parents.

This partnership, praised by the Government's Child Poverty Unit, has seen more lone parent engaging with JCPlus advisors than when interviews took place at JCPlus offices. For example over 800 Lone Parents have received JCPlus support at Broadwater Farm CC since 2008.

1.6 **Improving Access to Psychological Therapies:** As a result of this initiative 62 people have come off benefits. Provisions have now been made to collect information about the number of children living with IAPT recipients and data will be available for future progress reports.

1.7 **Increasing young offenders' engagement in suitable education, employment and training**: The Youth Justice Board (YJB) sets 6 National Indicators for the Youth Offending Service (YOS). One of these is NI 45 – Engagement by young people in suitable full time (25 hours+ for under 16s) education, training or employment (ETE). This is measured at the end of the court order to which the young person is subject. The YJB measures the direction of travel, rather than setting a target.

1.8 The YOS ETE figure for 2008/9 confirmed by Youth Justice Board is 75.3% young people in suitable ETE at the end of their orders. This compares to 66.5% in 06/07 and 75.2% in 07/08 . The rate is fairly static which is encouraging given the current economic climate. The 2008/09 figure equates to 78% (112 out of 143) of school age young people, and 73% (150 out of 205) post 16. The figures for 2009 are: April to June 2009 - under 16s: 85% (42 out of 49), post 16s: 62% (23 out of 37); July to September under 16s: 80% (16 out of 20) and post) 16s: 73% (39 out of 53).

1.9 **Increasing childcare provision:**

a) **Extended schools**

I. There are currently 47 breakfast clubs in Haringey. 19 of them are funded through the Area Based Grant (ABG) and in the period April 09 –July 09, 726 children received support through the Breakfast Clubs funded by the ABG. The Council specifically targets its efforts to increase breakfast club provision in areas that are identified as being in most need. Until April 09 Breakfast Clubs were funded via two routes – the Children & Young People's Service and the Chief Executive's under the Corporate Voluntary Sector team. From July 09 these two routes have been merged to give us one delivery model. For this reason, like for like comparisons between periods is not yet possible. As the new delivery model moves into its second period, data will be used to draw these comparisons to enable us to monitor the progress we are making in increasing Breakfast Club provision.

II. 85% of our schools are delivering the Extended Schools Full Core Offer (10 out of 11 secondary schools and 100% of special schools).

III. Haringey will continue working to reach its target of 100% of schools delivering the Extended Services Full Core Offer by September 2010.

b) **Care 2 Learn**: 2008/09 data shows that 62 applications have been successfully made to Care 2 Learn by teenage parents in Haringey to pay for child care support funds while they were studying. 42 of the applications have had their support agreed and 11 of those teenage parents have already had their learning objective met. However, 20 applications have since been withdrawn and the details of the teenage parents have now been given to the targeted Connexions Personal Advisor to identify the reasons for this and to support these particular teenage parents. An additional targeted Connexions Personal Advisor has now joined the teenage parents team to reduce NEETs and increase access to Care to Learn. Further outcome data on the remaining successful applications is not available as yet.

1.10 **Teenage parents:**

a) Of 81 known teenage mothers, as referred via the Common Assessment Framework (CAF) since Jan 2007, 100% are supported through the joint Children's Centre and Support for Teenage Parents Programme. They all have a Connexions worker and are accessing programmes to support basic skills, childcare and child development, ESOL (English as an Additional Language) and healthy eating. They are also offered the September Guarantee, a guarantee to all young people who have reached the statutory school leaving age that they will receive an appropriate place in education or training by the end of September.

b) Two Supporting Teenage Parent Roadshows events have been run at Rowland Hill CC and Campsbourne CC in 2009. These brought a 'one stop shop' to young parents. Service representation included Whittington Hospital's Young Parents Midwifery Team, a

Safeguarding Midwife from North Middlesex Hospital, Children's Centres and Connexions. The first roadshow was attended by 35 young parents and the second by 24 young parents.

c) A part time Teenage Father's Worker was appointed in Dec 2009 and is supporting 7 teenage fathers to access services.

Objective 2: Maximising incomes through improving the delivery of benefits and tax credits

2.1 A **programme of events** was run throughout 2008/09 aimed at encouraging people to receive advice on benefits and to encourage take-up including:

a) **Publicity campaigns** in Haringey People, on JC Decaux advertising boards and street furniture.

b) **Reaping the Benefits** which is a joint outreach, income maximisation and debt counselling project between Haringey Council Neighbourhood Management Service and Haringey Citizens Advice Bureaux. It has been running since February 2007 and delivers advice in the most deprived areas of Haringey targeting people who are not accessing quality money advice services. In 2008/09 the project assisted 406 new clients, of which 56% were families. In that year, the project achieved money gains for all clients of £717,619.54 in extra benefits or tax credits and managed £298,707.93 worth of personal debts. In the first 6 months of 2009/10, the project has advised and assisted 183 new clients of which 47% (86) are either single parents or couples with children. The project has achieved money gains of £369,468.04 and, £264,199.75 personal debt has been written off or deferred for all clients in this period. In addition 27 clients have been referred for employment advice.

c) A **Claim It Event** was held in Wood Green library in the autumn of 2008. Altogether advice was provided to at least 500 customers. Of these it is believed that 200 (40%) were advised that they were entitled to claim extra benefits. Data about their family composition was not collected so it is difficult to measure the impact this will have on families. We will look to take details about family composition in any future campaign.

d) Benefits & Local Taxation (BLT) have produced a leaflet advertising a **"Get in Touch not in Debt"** campaign this year. They plan to extend this to a lamppost banner campaign in the coming months. Customers are being encouraged to make contact with the Council Tax Service if they are having difficulty in paying their Council Tax, in order to promote Council
Tax Benefit, Discounts and Exemptions. BLT have written to 528 council tax payers since 1st September 09 regarding making repayment arrangements, though it is unlikely that all of this is directly

attributable to the campaign. As BLT are dealing with primary liable Council Tax payers only it is also not possible to identify those with families, as the Council Tax Service is not required to collect data on other people in the household for the purpose of administering Council Tax.

e) **Benefit take up in schools:** 12 schools in areas where deprivation was high but benefit uptake was low had volunteered in late 2008 to participate. 3 'cluster' campaigns were identified: the first based at William C Harvey for the Broadwater Farm campus (December 2008); one in late January 2009 based around Seven Sisters and another in February 2009 around Risley area. However the first campaign at William C Harvey was very poorly attended. As a result it was decided to develop information about benefits take up and surgeries in neutral locations that families were more comfortable visiting e.g. Children's Centres.

2.2 **Tax credit advice sessions**: Sessions have recently begun in some CC, e.g. Noel Park, offering advice and support around completing the forms. These sessions are open to both working and non working parents, encouraging them to apply for the credits.

2.3 BLT will use intelligence-based methods to more specifically target working housing benefit and/or council tax benefit claimants who appear not to be claiming **Child Tax Credit or Working Tax Credit** in the last quarter of 2009/10.

2.4 Work with **Haringey's Citizen's Advice Bureau** has continued:

a) A **guide to all benefits** that can be claimed by families with children has been completed in consultation with Council departments and the DWP. The guide has been designed to be as simple and accessible as possible signposting parents for further information and help where applicable. The guide is waiting to go to print.

b) Haringey's Geographic Information Services (GIS) team has provided information on the **top 15 Super Output Areas in Haringey relating to income deprivation affecting children** in order that future initiatives can directly target those most in need with a view to leafleting actual streets within these areas. This work has been recognised as an example of good practice by the government's Take up Task Force in their report *'Take up the Challenge'.*

The additional CAB advice services that have been rolled out in Children's Centres have used the information compiled by the GIS Team as well as the broader Index of Multiple Deprivation (IMD) map of Child Poverty in order to choose the centres in the most deprived areas.

c) Services are currently being provided in the following four **Children's Centres** (CC) in order to directly target families and provide advice and assistance on benefits: Campsbourne CC, Rowland Hill CC, Triangle CC, Welbourne CC. These have been promoted via attendance at events (including events for Teenage Parents and Baby Weighing Clinics), leaflets and newsletters. Over £45,000 has already been gained in extra benefits and Tax Credits for families and we expect this figure to rise as applications and appeals are decided. 94 families have been advised and/ or supported between April to October 2009 and 367 enquiries have been dealt with predominantly regarding benefits with the second highest category dealt with being debt which too can impact upon child poverty. These centres are in wards which contain seven of the 15 most deprived Super Output Areas (SOAs).

d) There is the potential to **expand the scope and coverage of this project** to:

I. Extend advice services to other CCs in other SOAs where child poverty levels are high. (There have already been requests for advice services at other CCs).
II. Increase targeting and promotion to increase take up including production of multi lingual publicity.
III. Increased use of data gained to monitor and evaluate outcomes, social policy issues and contribute to future child poverty strategies.

e) **Benefits awareness sessions** will be organised in Children's Centres, or in community facilities, in the seven most deprived wards by the end of April 2010.

Objective 3: Reducing educational attainment gaps for children in poverty

3.1 **Early Years Foundation Stage**: The gap between the median Foundation Stage Profile score of all children locally and the mean score of the lowest achieving 20% has been reduced from 39% in 2007 to 35% in 2009. This is a good reduction but below the target of 33.4%.

3.2 **Key Stage 2:** The gap at Key Stage 2 combined English and maths between the attainment of pupils eligible for free school meals and pupils not eligible has narrowed considerably in 2009 from 23.5% in 2008 to 15.2% in 2009 (provisional figures). The reduction in the gap has mainly been achieved by a significant increase in the attainment of pupils eligible for FSM from 51% in 2008 to 59% in 2009 (provisional).

3.3 **GCSE**: The gap at GCSE (5 or more A*-C including English and Maths) between pupils eligible for free school meals and pupils not eligible for free school meals has reduced from 18% in 2008 to 13% in 2009

(provisional). In 2008, Haringey was significantly above the national gap which was 22%.

3.4 **NEET:** A culmination of initiatives has led to a reduction in NEETs year on year for the past three years bringing Haringey's overall figure down from 10.8% in October 2007 to 6.5% in October 2009. Examples of initiatives include:

a) **Joint work across all partners on the 11-19 Forum**. Partners have developed strategies to address the needs of the most vulnerable through such actions as increasing the range of Level 1 provision, better targeting by ward, job brokerage schemes and employment training.

b) The **September Guarantee Voucher Scheme** which gave all school leavers who were NEET an individual package of activities, agreed with each young person, to equip them to progress towards a long term personal goal in mainstream education, training or employment.

c) Working with partners from the Youth Offending team, Leaving Care team, Housing and Job Centre Plus to **share data** and facilitate efficient tracking and monitoring young people's participation in employment, education and training.

d) **Two tracking assistants** have been employed to track young people who are either NEET or at risk of becoming NEET by phone, letter and home visits. This ensures that engagement with young people is sustained.

3.5 **Haringey Guarantee schools project:** 40 at risk students were identified in the academic year 2008/09. Confirmation still has to come from Northumberland Park School about the outcomes associated with these students.

3.6 **Free School Meals:** The percentage take up of FSM against those eligible for FSM in January 2009, stood at 90.9% overall - (81% at nursery, 94.3% at primary, 85.6% at secondary and 93.3% at special schools). Work is still needed to address actual take up against eligibility for FSM, although much progress has been made. Indeed, the uptake of FSM has risen in some schools where take up processes have shifted from the local authority to the schools. For example, Gladesmore School experienced a 21% increase in take up due to this change over. However, there is still much work to do and particular schools with high FSM eligibility and lower take up will be specifically targeted in the coming months. Other work to encourage take up has included:

a) Specific targeting through the Educomms system to enable sustained communication with schools, particularly those with a high FSM population.

b) Preparing a leaflet and poster aimed at encouraging take of FSM, and hope that this will improve numbers further.

c) Conducting focus groups with parents via coffee mornings in schools such as Risley Primary, which has a high eligible FSM population. This will enable us to better understand persistent barriers to uptake.

d) 8 Parent 'taster' sessions have either been held or planned. Parents attending the sessions have noted the quality and variety of lunch time menus, often commenting specifically upon the improvement in provision since they were in education. The sessions have resulted in an increase in take up. However, this is generally in paid meals and not specifically in free school meals, hence the need for the above planned marketing. The latest event was held at St Ann's Primary on 4th December 2009 to officially launch their new kitchen. A menu competition has been run and the winning menu was cooked on the day. Further tasters are to be planned in the New Year.

e) Some schools have begun to offer Halal meat in the hope that this will increase take up within Muslim families. Effective and sensitive marketing will be important as other boroughs trialling this have experienced complaints from some groups who have felt alienated by the initiative. Focus groups have been planned with local Muslim community groups. How we progress with rolling this out and marketing will be influenced by feedback from the schools and community groups on effective delivery models.

Objective 4: Ensuring Haringey children have decent and secure homes

4.1 **Temporary Accommodation (TA):** There has been a 16% decrease, between October 2008 and October 2009, in the number of children living in TA.

Age	**October 2008**	**October 2009**
0 – 5 years	3041	2459
6 – 10 years	2062	1842
11 – 17 years	2264	1878
Total number of children 0–17 years	**7367**	**6179**

4.2 **Overcrowding:** An Overcrowding officer is now in post to co-ordinate activity on addressing overcrowding and under occupation. An Overcrowding and Under-occupation Strategy is due for completion by

the end of the financial year, this will link to the priorities of the Child Poverty Strategy.

4.3 A new Lettings Policy is being drafted and will be finalised in March 2010.

4.4 **Fuel Poverty:**

a) A multi-agency **Affordable Warmth Strategy**, developed by the Integrated Housing Board was launched on 2nd November 2009. A partnership implementation group has been established to lead on the delivery of the Strategy.

b) The **SAP (energy efficiency) ratings** of 7500 of the 15000 households in receipt of Council Tax Benefit and Housing Benefit were determined through conducting a postal survey in 2008. The remainder will be surveyed in late 2009. 414 completed returns were received which helped to calculate the SAP ratings of these properties, which are occupied by some of the most vulnerable residents of the borough. The number of households with children is unknown.

4.5 **Decent Homes programme:** There were 5714 non-decent homes at the end of Q1 (2009/10) equating to 34% of the total stock (16,358). It is forecast that by the end of Q4 the target of 30% (Homes for Haringey [HfH] Business Plan 2009-14) will be exceeded with 4605 non-decent homes out of a total holding of 16,343 homes (28%) Information for the number of households with children living in non-decent homes is currently unavailable.

Objective 5: Partners within the Haringey Strategic Partnership taking responsibility as corporate bodies for their employees in helping to reduce child poverty

5.1 **NHS Haringey** has in place a flexible working policy. In their last annual staff survey over 70% staff reported that they worked flexibly and we were in the top 20% of PCTs nationally for staff satisfaction with their employer's commitment to worklife balance. They also offer amongst other schemes:

- childcare vouchers and interest free loans for season tickets, bicycles and cars where required to carry out the job
- staff discounts via NHS Discounts
- run a number of seminars on managing personal finance provided by the Financial Services Authority (FSA).

5.2 **The Council's** staff benefits programme includes:

- child care vouchers - 116 staff are currently using the scheme
- flexible working
- free finance seminars "Making the Most of your Money" are run by the FSA are held regularly and are well attended. In the last 12 months, 8 seminars have been run and attended by 256 staff.

5.3 The **Metropolitan Police Service** offers:

- flexible working schemes
- child care vouchers
- Staff can subscribe to a number of reduced price insurances e.g. travel insurance, car insurance.

5.4 The **London Fire Brigade** tries to base staff local to their homes wherever possible. They also have:

- a range of flexible working options
- a child care voucher scheme
- a highly successful "bikes to work" scheme offering tax free opportunities for employees to purchase bicycles.

5.5 **HAVCO**

- has a flexible working policy for its staff.
- has commissioned the development of benchmark data of local Third Sector organisations. This project ends in January 2010 and it will enable future local planning across HSP partners to support the Third Sector, so workforce training could be planned for groups working with children, young people and their families.
- Through Haringey's Community Link Forum, HAVCO are also planning an event that enables the VCS to have a collective say on the support they need during the recession – groups that work across the children and young people and their families will also be present.

LAA targets & NI 116 Proportion of children in poverty

6.1 The current overarching measure of the scale of child poverty in Haringey is National Indicator (NI) 116 – Proportion of children in poverty. This indicator is meant to be based on the national measurement based on the proportion of children living in households where income is 60% below the median.

6.2 However, these data are not currently available for local authorities and at present an interim measure is being used based on the number of children living in a household where a key benefit (such as Job Seekers Allowance, Incapacity Benefit and Income Support) is drawn down. Based on this interim indicator Haringey has a target to reduce the child poverty rate by 5.9% by March 2011.

6.3 Unfortunately, data for the interim measure is only available up to April 2007, where the Haringey rate is 36.4%, and at present there is no indication as to when the official and/or interim measure will be updated.

6.4 We are refining the use of existing LAA indicators such as those on tackling worklessness and improving housing to ensure more data is available on households with children. This also applies to the various projects and initiatives under each of the five objectives of the strategy.

haringey strategic partnership

Meeting: **Haringey Children's Trust**

Date: **17 December 2009**

Report Title: **Update on the Analyses of the Preliminary 2009 School Results**

Report of: **Janette Karklins, Deputy Director of Children and Young People's Services**

Purpose

To update the Trust on the analyses of the preliminary results for Foundation Stage, Key Stages 1, 2, 4 and post 16 for 2009 together with a review of attendance and exclusions.

Summary

This report provides a summary of the analyses to date of the provisional school results for 2009. The full analyses are contained in a detailed report which is available by contacting Avi Becker, Head of Management Information and Research on 0208 489 5009 or by e mail to avi.becker@haringey.gov.uk.

Overall results in 2009 Haringey are the best ever and continue the improving trend at Key Stages 2 and 4 with clear evidence of closing the gap with the national average. All the school results in the report are provisional and will be subject to some changes through the validation process. Once validated in 2010 the report will be updated.

The headlines are:

Foundation Stage results have remained as last year in the main progress indicator (78 points or more) and improved substantially on the indicator that measures the gap between the lowest performing 20% and the median.
Key Stage 1 results have remained fairly stable at Level 2+ in writing but declined slightly in reading, maths and science.
Key Stage 2 results have improved and are now 4% below the national average for the combined English and mathematics Level 4+ Haringey 68% national 72%.
Key Stage 4 results have continued to improve at a good rate and Haringey is now 2.7% behind national for 5+ A* -C GCSE (Haringey 67% national 69.7%) and 4.5% behind national for 5+ A* -C GCSE including English and mathematics (Haringey 45.2% national 49.7%).
Post 16 average point score per student in 2009 increased from 589 to 628 compared with a national decline from 733 to 731.

In the appendix to this report there is a summary of the analyses of the provisional school results.
Recommendations It is recommended that members of the Trust note the provisional results and the analyses and where relevant use the information in the report to inform their work.
Financial/Legal Comments or implications There are no legal implications from this report. There are no financial implications from this report.
For more information contact: Name: Janette Karklins Title: Deputy Director of Children and Young People's Services Tel: 0208 489 5048 Email address: janette.karklins@haringey.gov.uk

Appendix 1

Summary of the analyses to date of the provisional school results 2009

FOUNDATION STAGE

1. The Foundation Stage Profile (FSP) is now established as the statutory end of year assessment tool for pupils going into the reception class aged 5. However it is still fairly new and the data need to be treated with caution as its reliability is dependent on robust moderation systems being fully implemented and on accurate ongoing assessments being made by teachers. The percentage of children achieving at least 78 points and 6 or above in all of Personal, Social and Emotional development (PSE) and Communication, Language and Literacy (CLL) remained at 43% (national improved from 49% to 52%). The local authority gap between the median score and the lowest 20% reduced from 38.1% to 35.1% (national gap reduced from 35.6% to 33.9%).

KEY STAGE 1

2. The results at Key Stage 1 at levels 2+ were stable in writing but declined slightly in reading, maths and science. At level 2B+ there were reductions in reading, writing and maths. There were slight increases in reading and science at level 3 and a slight decrease in maths.

3. There continue to be significant differences between ethnic groups, particularly at the higher level 3 in Key Stage 1. For example, 37% White UK pupils attain level 3 and above in reading compared to 12% African Caribbean, 17% African, 6% Turkish, 46% Irish, 26% Nigerian and 23% White Other pupils.

KEY STAGE 2

4. Results at Key Stage 2 have improved. English level 4+ results have gone up from 75% to 76%, maths from 72% to 75% and science remained at 82%. Results in combined English and maths also rose from 66% to 68%. All schools where KS2 results are of concern are part of the LA monitoring and intervention programmes.

VALUE-ADDED KS1 – KS2

5. Haringey's DCSF contextual value added (CVA) measure (KS1 – KS2) in 2008 was 100.0. This placed Haringey in joint 61st place out of 149 local authorities. The provisional CVA 2009 result is the same as in 2008. (No further information is currently available).

KEY STAGE 4

6. Steady progress has been made at GCSE with continued gains in the percentage of pupils attaining 5+ A* - C grades. Since 2002 Haringey has improved from 35.6% to 67% in the 5+ A* - C indicator (national

improvement is from 51.2% to 69.7%). Haringey is now 2.7% behind the national figure. There is also improvement in the 5+ A* - C (including English and maths) indicator. Haringey has improved from 26.9% in 2002 to 45.2% in 2009 (national from 42.1% to 49.7%). Haringey is now 4.5% behind the national figure.

7. The gap in performance between schools in the east and the west of Haringey is closing quickly at Key Stage 4. Since 2001 schools in the east have improved from 18% to 66% (adding approximately 480 more pupils achieving 5+ A* - C grades), schools in the west have improved from 48% to 69% in the 5+ A* - C indicator. The gap in 5+ A* - C (including English and maths) has also began to close but at a slower rate. Since 2002, east schools have improved from 17% to 36%, west schools from 39% to 56%. This is now the main challenge for all schools to improve.

8. The attainment of most ethnic minority pupils at KS4 has improved considerably and many groups are beginning to close the gap with the Haringey average in the 5+ A* - C indicator. The challenge now is to make good progress in the 5+ A* - C (including English and maths) indicator where differential attainment is a significant issue.

9. The attainment of Looked After Children at most Key Stages has seen an improving trend. The percentage of Looked After Children who gain 5+ A* - C grades at GCSE has increased from 22.5% in 2008 to 31.2% in 2009. The percentage who gain 5+ A* - C (including English and maths) is 18.8% which is expected to be significantly above the national average (not yet available).

VALUE-ADDED KS2 – KS4

10. Haringey's DCSF contextual value added measure (KS2 – KS4) in 2008 was 1018.8. This placed Haringey in 5th place out of 149 local authorities. The provisional CVA 2009 measure is 1013.3. No further information is currently available.

POST 16

11. The average total point score per student increased from 589 to 628 compared to the national decline from 733 to 731. The average point score per exam entry also increased from 199.3 to 205.3 (national improved from 209.1 to 211.2). Analysis by Advanced Level Performance Systems (ALPS) of Level 3 attainment indicates excellent performance overall in the value added score. The DCSF KS4 to 5 CVA score for Haringey is 1017.7

NEET

12. There has been a decrease in the percentage of NEET from 12.5% in 2006/07 to 6.8% in 2008/09. The average number of NEET in November, December and January was 300.

ATTENDANCE AND EXCLUSIONS

13. Pupils' attendance in Haringey primary schools has fallen slightly from 94.15% to 93.99% (2008 to 2009). Attendance in secondary schools also fell from 92.66% to 92.62%. National primary attendance in 2009 is 94.54%, secondary is 92.72%. (National and Haringey data for 2009 is currently only based on Autumn and Spring terms data).

14. There were 9 permanent exclusions in primary schools during the academic year 2008/009 (4 in 2007/08). There were 27 permanent exclusions from secondary schools in the 2008/09 academic year (34 exclusions in 2007/08).

Summary of provisional results 2009 (2008 in brackets)

	Haringey	National	Gap with national narrowed by
Foundation Stage			
Personal, social and emotional development (PSE) - % achieving 6 or more in all 3 scales	66 (64)	74 (72)	0
Communication, language and literacy (CLL) - % achieving 6 or more in all 4 scales	49 (48)	55 (52)	-2
Mathematical Development - % achieving 6 or more in all 3 scales	58 (59)	70 (68)	-3
Percentage achieving at least 78 points and 6+ in all PSE and CLL	43 (43)	52 (49)	-3
LA % gap between median and lowest 20%	35.1 (38.1)	33.9 (35.6)	+1.3
Key Stage 1			
% Reading level 2+	80 (81)	84 (84)	-1
% Writing level 2+	75 (75)	81 (80)	-1
% Maths level 2+	85 (87)	89 (90)	-1
% Reading level 2B+	67 (69)	72 (71)	-3
% Writing level 2B+	52 (53)	60 (58)	-3
% Maths level 2B+	67 (69)	74 (74)	-2
Key Stage 2 VALIDATED			
% English level 4+	76 (75)	80 (81)	+2
% Maths level 4+	75 (72)	79 (79)	+3
% Science level 4+	82 (82)	88 (88)	0
% English and maths combined 4+	68 (66)	72 (73)	+3
% English level 5+	25 (26)	29 (30)	0
% Maths level 5+	32 (26)	35 (31)	+2
% Science level 5+	37 (37)	43 (44)	+1
% English and maths combined 5+	18 (18)	20 (19)	-1
Key Stage 4 (GCSE) UNVALIDATED			
% 5+ A* - C	67.0 (59.7)	69.7 (65.3)	+2.9
% 5+ A* - C (inc English and maths)	45.2 (42.0)	49.7 (47.6)	+1.1
% at least one qualification	96.5 (96.0)	99.2 (98.6)	-0.1
Key Stage 5 (Post 16 Advanced) UNVALIDATED			
Average point score per student	627.8 (589.2)	731.1 (740.0)	+47.5
Average point score per exam entry	205.3 (199.3)	211.2 (209.4)	+4.2

Note: The final column shows whether the gap with the national has closed from 2008 to 2009. A + sign indicates the gap closing, a – sign indicates the gap having increased.

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Agenda Item 11

haringey strategic partnership

Meeting: **Haringey Children's Trust**

Date: **17 December 2009**

Report Title: **Performance Monitoring**

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

Purpose To present information on selected national indicators from Haringey's local area agreement related to the work of the Children's Trust.
Summary The report presents exception reports on national indicators that appear to be missing, or at risk of missing, their targets.
Recommendations That the Children's Trust note and comment on the report.
Financial/Legal Comments N/A.
For more information contact: Name: Patricia Walker Title Policy & Partnerships Officer Tel: 020 8489 3373 Email address: patricia.walker@haringey.gov.uk

Introduction

1. The full scorecard, with the most recently available data, was considered at the EPMG meeting in November. The following indicators were showing red.

Be Healthy

NI 53 - breastfeeding
NI 112 – teenage conceptions
NI 126 - early access for women to maternity services

Stay Safe

NI 59 – initial assessments
NI 60 – core assessments

Enjoy and Achieve

NI 72 – early years
NI 73 – maths at KS2
NI 75 -5+ A*-C grades at GCSE
NI 93 – progression by 2 levels in English KS1 to KS2
NI 94 – progression by 2 levels in maths KS1 to KS2

Exception reports are not included in this report for NI 53, NI 112 or NI 126

Be Healthy

- Breastfeeding - The final outturn for quarter one was delayed because of late returns from GPs dealing with the H1N1 swine flu. However when completed the result was above target. The percentage of infants being breastfed at 6-8 weeks was 62.4%, above the target of 60%. The percentage of infants for whom breastfeeding status was recorded was 86.4%, above the target of 85%. The current data for quarter two is also low, and therefore showing at red, because of late submission of returns.

- Teenage conceptions - An exception report on teenage conceptions was presented to the last meeting of the Childrens Trust in October. This indicator continues to show at red as the outturn is below the target. However recent trends have been encouraging. The Office of National Statistics (ONS) has just released the data for quarter three of 2008 and this confirms the downward trend already seen in quarters one and two of 2008. Quarter three outturn is 50.2 per 1000 with 44 actual conceptions (compared to Q3 2007 which was 70 per 1000). The rolling quarterly average is now down to 56.8 per 1000 (compared to 2007 Annual Rate which was 70 per 1000) and shows a 5.9 decrease compared to the 1988 base rate of 62.7 per 1000. ONS has also adjusted the outturns for quarters one and two of 2008 resulting in a decrease to 51.4 and 56.1 respectively.

- Maternity services - In November this indicator was at red but since then additional information has been added so it is now at amber, with 76.4% against the target of 80%. This target is also showing an improving trend as the end of year outcome for 2008/09 was 51.9%. A report on the maternity action plan is reported separately to today's meeting.

Stay Safe

- Initial and core assessments - Plans for improving these targets are contained in the Safeguarding Plan which is reported separately to the Children's Trust.

Enjoy and Achieve

The reports show the same provisional information as in October as confirmation of the final data is still awaited. The exception is NI 72, one of the early years foundation stage targets where the outturn is now expected to be 43% - the same as last year. A separate report on the provisional school results is included on the agenda of this meeting.

Please note: large scale version of graphs in exception reports are available at the end of the document.

Children's Trust Exception Report December 2009/10: Safeguarding Indicators

CY02_H_N0059 Percentage of initial assessments for children's social care carried out within 7 working days of referral

Outcome Lead	Portfolio

Sustainable Community Strategy Outcome:

Safer for All

Children & Young People's Plan Outcome:

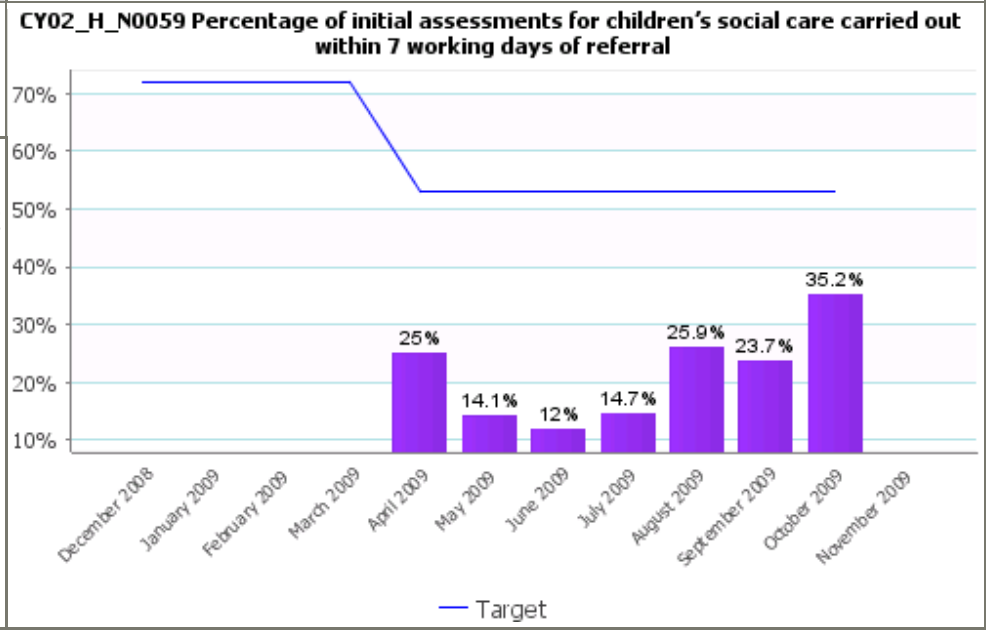
Stay Safe (priority 3)

Red

This process indicator is included as a proxy as robust data is not available for outcomes of improved child safety. Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator would also show how well multi-agency working arrangements are established in local authority areas.

See comments below

2009/10		
	Value	Target
May 2009	14.1%	53%
June 2009	12%	53%
July 2009	14.7%	53%
August 2009	25.9%	53%
September 2009	23.7	53%
October 2009	35.2	53%
2009/10 (YTD)	22.4%	53%



Safeguarding Indicators (continued)

CY02_H_N0060 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement

Outcome Lead	Portfolio

Sustainable Community Strategy Outcome:

Safer for All

Children & Young People's Plan Outcome:

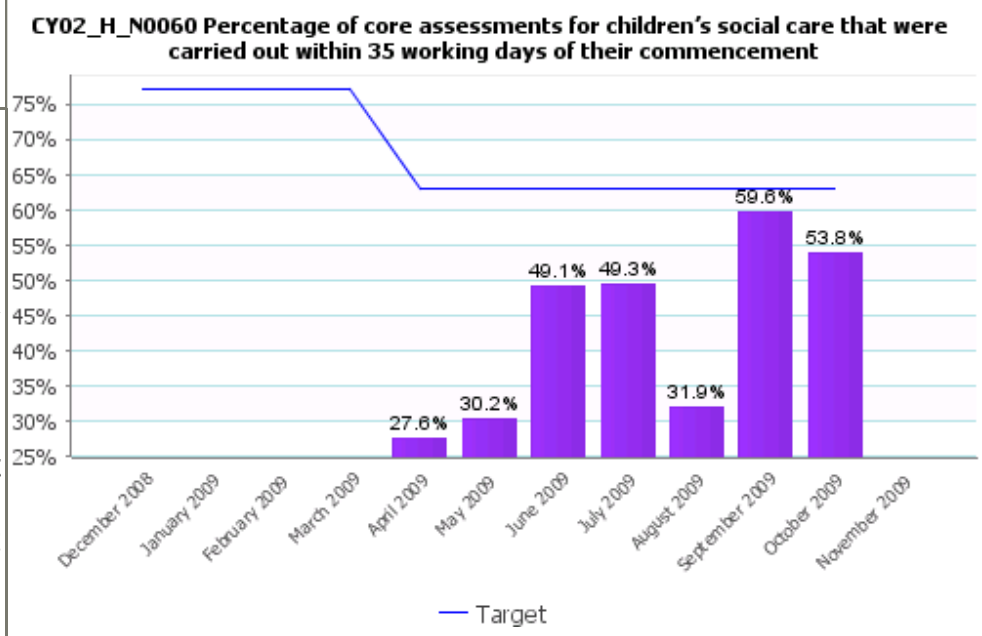
Stay Safe (priority 3)

Red

The indicator measures the percentage of core assessments which were completed within 35 working days. Core assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families. They are also the means by which section 47 (child protection) enquiries are undertaken following a strategy discussion.

The Assessment Framework specifies that core assessments should be completed within 35 working days. It is important that local authorities should investigate and address concerns in a timely and efficient way, and that those in receipt of an assessment have a clear idea of how quickly this should be completed. Successful meeting of the timescales can also indicate effective joint working where multi-agency assessment is required.

2009/10		
	Value	Target
May 2009	30.2%	63%
June 2009	49.1%	63%
July 2009	49.3%	63%
August 2009	31.9%	63%
September 2009	59.6%	63%
October 2009	53.8%	63%
2009/10 (YTD)	44.6%	63%



See comments below	

Explanation of Current Performance
The low percentage of initial and core assessments completed in timescale is a result of a number of issues, including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements and we believe we remain on track to reach the declared target of 53% for initial assessments and 63% for core assessments by the end of December 2009.

Current Activities
There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance. 6 newly qualified social workers (NQSW) have joined the First Response service and they are now able to take on increasingly complex work. Two other permanent NQSW are due to join the team this month, with two places remaining. All managers are now in place, although all but 2 remain agency staff so there remains a need to create a permanent management structure.

Best Practice
A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.

Recent audits undertaken by an independent Social Worker show that there has been an improvement in the quality of initial and core assessments undertaken with appropriate outcomes and recommendations.

Performance discussion date
Improving outcomes in initial and core assessments is part of the Safeguarding Plan for Haringey. The plan is reviewed regularly by the Safeguarding Plan Steering Group. The respective delivery organisations will also report their progress through their management structures. Reports on the plan have been submitted to the Children's Trust in May, July and October and to the Children's Trust Executive Performance Management Group in July, September and November. From September 2009, the Council's Overview & Scrutiny Panel will receive quarterly reports.

ABG Funding

Children's Trust Exception Report November 2009/10: Early Years

CY03_H_N0072 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy

Outcome Lead	Portfolio: Children and Young People

Sustainable Community Strategy Outcome:

Economic vitality and prosperity shared by all

Children & Young People's Plan Outcome:

Enjoy and Achieve (priority five)

Red

Definition: The Early Years Foundation Stage is a statutory framework for children's learning, development and welfare from birth to the end of the academic year in which they turn 5. It covers six areas of learning:
• Personal, Social and Emotional Development [PSED] (3 scales)
• Communication, Language and Literacy [CLL] (4 scales)
• Problem-solving, reasoning and numeracy (3 scales)
• Knowledge and understanding of the world (1 scale)
• Physical Development (1 scale)
• Creative Development (1 scale)
The Early Years Foundation Stage Profile is an assessment of children's achievement at the end of the academic year in which they turn 5.

The indicator measures the number of children achieving 78 points across all 13 EYFSP scales with at least 6 points or more

2009/10			
	Value	Target	National average
2009/10	43%	48%	52%

2008/09			
	Value	Target	London Boroughs Average / National average
2008/09	43%	46.1%	46% / 49%

in each of the PSED and CLL scales, expressed as a percentage of the total number of children assessed against the Early Years Foundation Stage Profile. This indicator is not only a schools based indicator. It is also includes achievement figures provided by local authorities for children in the private, voluntary and independent sector who are still in receipt of funding in the term preceding their key stage 1 studies. Good performance Higher percentages show better performance. ABG Funding:	

Explanation of current performance
The National Strategies have given Haringey green on this indicator. They are impressed with the steady progress being made and recognise that the target is very challenging.

Current Activities
There are a number of specific programms on which we are working with schools to continue to raise performance. Our analysis shows us which schools and which groups of children are in most need of support and consultants work with those schools to improve performance. A support programme is provided for all early years settings with a focused programme for any causing concern. Setting review group meetings are used to identify where support, training & advice is most needed & will have the most impact. The local authority is creating an accreditation scheme designed to encourage providers to continually improve their settings. This should be in place by the end of the year. Our early intervention & prevention strategy has led to a range of targeted initiatives in the early years. Individual children and groups who have been underachieving are identified and their schools and settings can access a number of specific intervention programmes to provide earlier support.

Best Practice
Do we know of any high achieving borough?

Emerging Risk
The early years are crucial to a child's chances of later success. Children who achieve well in their early years are much more likely

to be successful in future education and in later life. Performance discussion date: Equality Impact

Children's Trust Exception Report November 2009/10: Key Stage 2

CY03_H_N0073 Achievement at level 4 or above in both English and Maths at Key Stage 2	
Outcome Lead	Portfolio: Children and Young People
Sustainable Community Strategy Outcome: Economic vitality and prosperity shared by all Children & Young People's Plan Outcome: Enjoy and Achieve (priority 5)	
Red	
Good performance Good performance is typified by percentages where the proportion of pupils is above the national average and where there are no schools where performance has been below the 55% floor target for 4 or more consecutive years.	

2009/10			
	Value	Target	National average
2009/10	69%	75%	72%

2008/09			
	Value	Target	National average
2008/09	66%	75%	73%

Children's Trust Exception Report November 2009/10: Key Stage 2 (continued)

CY03_H_N0093 Progression by 2 levels in English between Key Stage 1 and Key Stage 2	
Outcome Lead	Portfolio: Children and Young People
Sustainable Community Strategy Outcome: Economic vitality and prosperity shared by all Children & Young People's Plan Outcome: Enjoy and Achieve (priority 5)	
 Red	
Good performance Good performance is exemplified where the percentage achieving 2 levels progress is higher than the national average.	

2009/10		
	Value	Target
2009/10	82%	90%

2008/09			
	Value	Target	National Average
2008/09	85.3%	85.5%	N/A

Children's Trust Exception Report November 2009/10: Key Stage 2 (continued)

CY03_H_N0094 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	
Outcome Lead	Portfolio: Children and Young People
Sustainable Community Strategy Outcome: Economic vitality and prosperity shared by all Children & Young People's Plan Outcome: Enjoy and Achieve (priority 5)	
 Red	
Good performance Good performance is exemplified where the percentage achieving 2 levels of progress is higher than the national average.	

2009/10			
	Value	Target	
2009/10	79%	86%	

2008/09			
	Value	Target	National Average
2008/09	75.6%	86%	N/A

ABG Funding:

Explanation of current performance NI 73
NI 73 - This figure is provisional and will be validated in December 2009 (It should remain at 69%). Steady progress is being made and we are closing the gap with the national. The 2008 gap was 7% and the 2009 gap will be 3% (when validated). The DCSF contextual value added measure in 2008 placed Haringey in 61st place out of 149 local authorities. This indicates that pupils make good progress.

NI 93 -This figure will not be validated until Dec 2009. We expect to remain below target. Our analysis indicates that the progress pupils make in English will be good. This target is a very challenging one and in 2008 only one local authority (Camden) achieved 90%. The Haringey result in 2008 was 3.1% above the national and Haringey was placed 26th out of 150 local authorities.

NI 94 This figure will not be validated until Dec 2009. We expect to remain below target. This target is a very challenging one and in 2008 only 6 local authorities achieved it. The Haringey result in 2008 was 3.2% below the national. Our preliminary analysis for 2009 indicates that this will improve significantly.

Current Activities
We have a number of programmes working with schools to continue to raise attainment. Our analysis shows us which schools require the most support and our consultants work with those schools. The target is recognised as being very challenging by the DCSF and we do not expect to meet this target for a number of years. We continue to monitor the work of schools during the year and will be collecting data to enable us to assess the progress being made. Schools that are below the floor target receive an agreed schedule of support and challenge, which is reviewed termly , and in some cases, half termly. Every school receives support and challenge from School Improvement Partners on a regular basis – either termly or half termly. Support and challenge is also given from outside agencies including the Primary National Strategy and City Challenge.

Emerging Risk
It is widely accepted that good literacy and numeracy are key to employability and further study, and that more needs to be done to improve performance in these areas. Performance at Key Stage (KS) 2 is a very strong indicator for expected performance at KS4 (5 A*-C including English and maths). Without this indicator at age 11, the risks to performance at the end of compulsory schooling would be very substantial. The Government is therefore committed to ensuring that more children master the basics and has set a national threshold target for 2011 for 78% to achieve Level 4 or above in both English and Maths at KS2. As well as improving the proportion of pupils achieving this standard, the Government also wants to see no schools where less than 65% of pupils achieve Level 4 in both English and Maths (floor target).

Performance discussion date:
A report was presented at the Children's Trust meeting in May 2009 on the work to support improvements in Key Stage 2.

Equality Impact
Programmes to support children and young people from minority ethnic communities are on going. All data is analysed by ethnicity

Children's Trust Exception Report November 2009/10: GCSE

CY03_H_N0075 Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths

Outcome Lead	Portfolio: Children and Young People

Sustainable Community Strategy Outcome:

Economic vitality and prosperity shared by all

Children & Young People's Plan Outcome:

Enjoy and Achieve (priority 5)

Red

2009/10			
	Value	Target	National average
2009/10	45.2%	50%	49.&
2008/09			
	Value	Target	National average
2008/09	42%	44%	47.6%

Definition: The number of pupils achieving 5 or more A*-C or equivalent including English and Maths at KS4 as a percentage of the number of pupils at the end of KS4.

Good performance is typified by a higher percentage reduction from the baseline figure.

ABG Funding:

Explanation of current performance

Provisional 2009 figure will be validated in Dec 2009. This is the 7th year of steady improvement at over twice the national rate. The 13.4% gap with the national in 2003 reduced to 5.6% in 2008 and will continue to reduce in 2009 (no national data currently available). The service continues to work closely with the schools in most challenging circumstances. The DCSF contextual value added measure placed Haringey in 5th place out of 150 local authorities for the progress pupils make from KS2 to GCSE in 2008 and we expect that the 2009 figure will also be very high. The target that the schools set was very ambitious and was not met but the progress we are making is very good.

Current Activities
Schools monitor performance termly and the local authority monitors results of mock exams. Each school has a support plan linked to the priorities for improvement in the core subjects, where appropriate these are written in conjunction with National Challenge advisers.

Local authority support is provided on proportionate basis with a focus on raising standards in English and mathematics, where appropriate in conjunction with support from National Challenge advisers

School categorisation is undertaken on an annual basis and is reviewed regularly through School Review Group meetings

School Improvement Partners provide challenge and support with a focus on raising standards in English and mathematics w appropriate

Monthly Project Board meetings are held in schools at risk of falling below the National Challenge benchmark

Best Practice

Emerging Risk
It is widely accepted that good literacy and numeracy are key to employability and further study, and that more needs to be done to improve performance in these areas. The Government is therefore committed to ensuring that more children master the basics by the end of the years of compulsory schooling and has set a national threshold target for 2011 for 53% to achieve 5 A*-C GCSE grades and equivalent including GCSEs in English and Maths by the end of Key Stage 4. As well as improving the proportion of pupils achieving this standard, the Government also wants to see no schools where less than 30% of pupils achieve 5 A*-C grades including GCSE English and Maths by 2011 (floor target).
Performance discussion date:

Equality Impact
Programmes to support children and young people from minority ethnic communities are on going. All data is analysed by ethnicity and the larger ethnic groups are showing improvement at the GCSE 5+A*-C

Pregnant schoolgirls and school-age parents all have a Connexions worker and all teenage mothers are supported through the joint Children's Centre and Support for Teenage Parents Programme.

Work is ongoing to monitor mobility of children and young people who move home or schools frequently and promote good induction

programmes, some standards fund money is held centrally to support this work.

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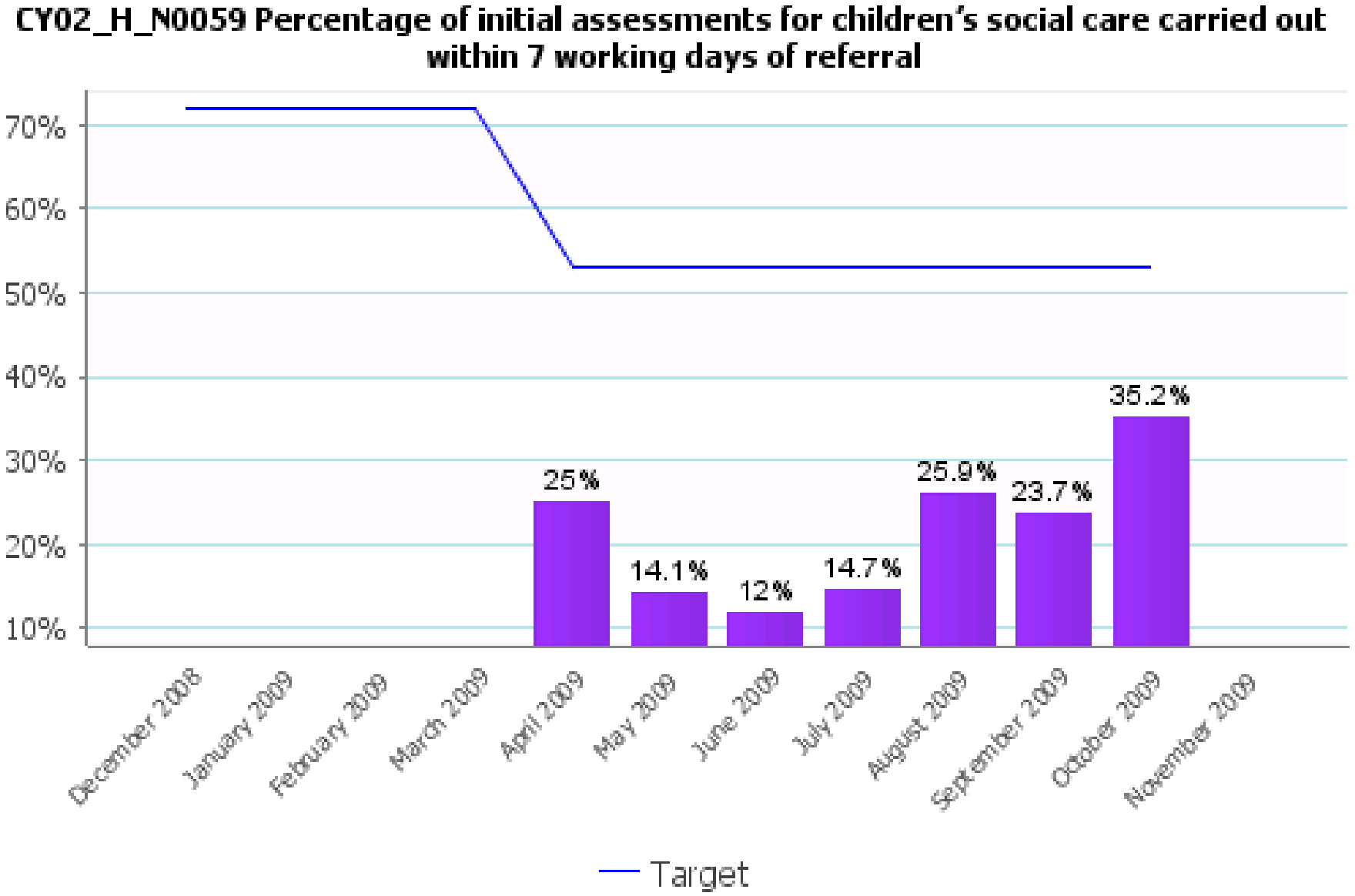
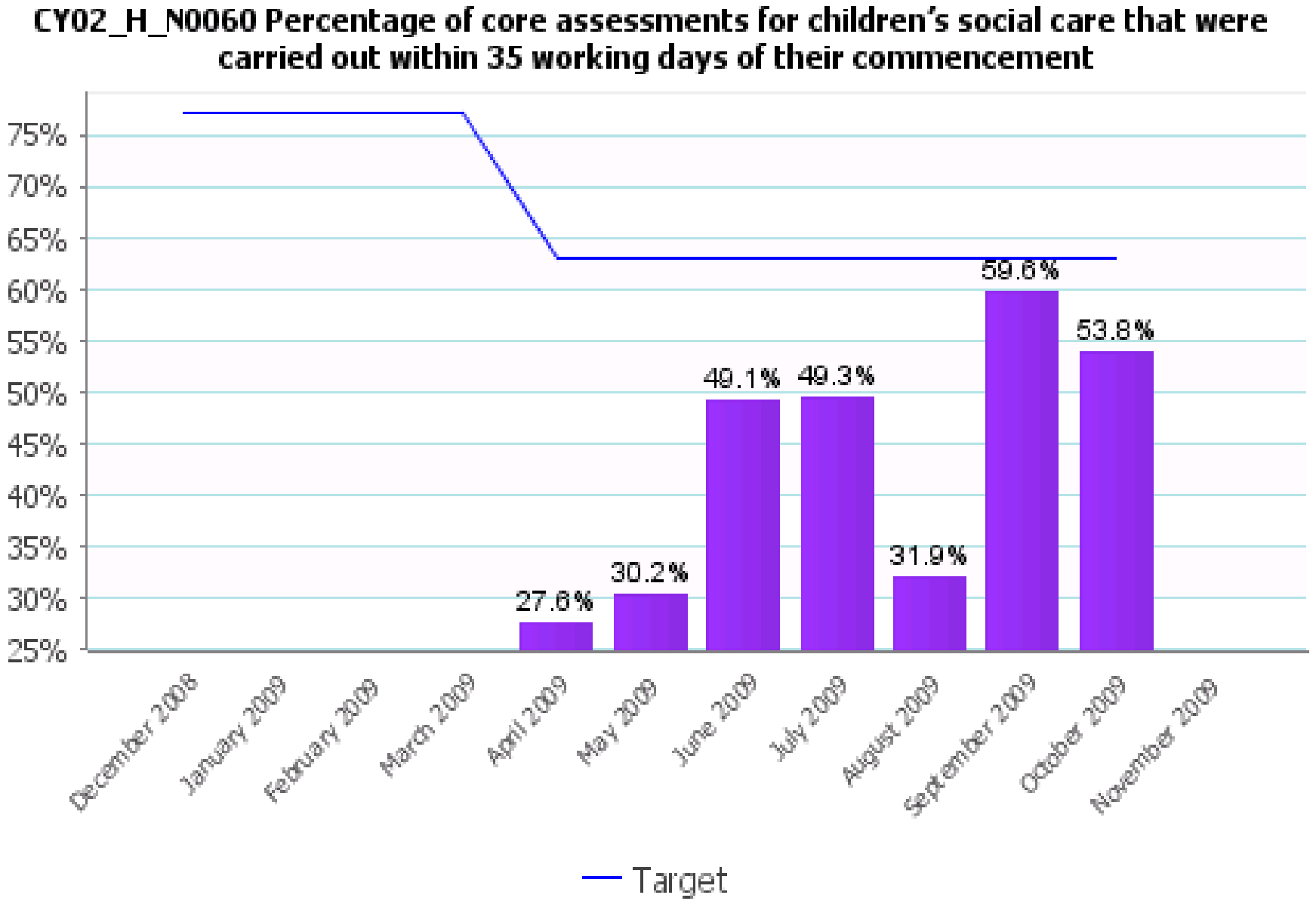

CY02_H_N0059 Percentage of initial assessments for children's social care carried out within 7 working days of referral
70%
60%
50%
40%
30%
20%
10%
25%
14.1%
12%
14.7%
25.9%
23.7%
35.2%
December 2008
January 2009
February 2009
March 2009
April 2009
May 2009
June 2009
July 2009
August 2009
September 2009
October 2009
November 2009
Target


CY02_H_N0060 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement
75%
70%
65%
60%
55%
50%
45%
40%
35%
30%
25%
27.6%
30.2%
49.1%
49.3%
31.9%
59.6%
53.8%
December 2008
January 2009
February 2009
March 2009
April 2009
May 2009
June 2009
July 2009
August 2009
September 2009
October 2009
November 2009
Target

haringey strategic partnership

Meeting: **Haringey Children's Trust**

Date: **17 December 2009**

Report Title: **Safeguarding Plan for Haringey**

Report of: **Peter Lewis, Director of the Children and Young People's Service**

Purpose To present the Safeguarding Plan for Haringey (refreshed JAR Action Plan) for approval.
Summary The report presents the refreshed Safeguarding Plan for Haringey (formerly the JAR Action Plan), along with the first programme monitoring report for progress up to end August 2009. The plan and reporting are presented in a revised more streamlined format that is designed to simplify the programme and ensure that effort is placed on delivery of the key actions that must be achieved to safeguarding in the short term.
Legal/Financial Implications N/A.
Recommendations To note and approve the final refresh version of the JAR Action Plan, re-titled as the Safeguarding Plan for Haringey, contained within Appendix 1. To note and challenge progress against milestones to August 2009 (Appendix 2) and the performance information contained within Appendix 3.
For more information contact: Name: Mark Gwynne Title: Programme Manager Tel: 020 8489 3219 Email address: mark.gwynne@haringey.gov.uk

Background

This performance report follows on from previous reports on development of the Safeguarding Plan for Haringey and specifically provides an update on delivery of the milestones which were underway during November 2009.

Monthly performance reports will continue to focus on achievement of programme milestones and management of performance indicators, providing an indication of the direction of travel as well as identify areas where further support is required. These reports are now supplemented by the risk register, which has been reviewed in light of the refreshed plan.

For all actions marked as achieved, an evidence log is being maintained, which incorporates the evidence to substantiate the milestone's achievement. No action will be marked as achieved until evidence has been provided. This means that in some instances "completed" actions that were due that month will be shown as "not achieved" until evidence of achievement is provided. This approach ensures that no key improvements are missed and affords an early opportunity to consider the relevance and robustness of any evidence.

The Safeguarding Plan is actively managed on at least a fortnightly basis by senior officers across the Council and partners. This seniority reflects the importance of safeguarding within the borough and ensures that responsibility for delivery resides at the highest level.

For this report, progress has been reported against the milestones / achievements of the new Safeguarding Plan. The programme milestone progress report (Appendix 1) and performance indicator report (Appendix 2) give a progress update on delivery of this refreshed plan. The risk report gives an overview of the main risks associated with delivery of the programme and gaining the desired outcome from the January inspection. The risk report is contained as Appendix 3.

The simplified approach adopted for reporting milestone progress enables greater focus on issues arising and the identification of any support that may be required to ensure that milestones and performance outcomes are achieved. The milestone report comprises two sections:

- Summary progress update on all actions / milestones underway or scheduled for completion during the current month; and
- Exception report detailing issues relating to any action / milestone which is rated as Red or Amber (those actions which are not achieved or not currently on track and for which support may be required in order to bring it back on track).

Milestone reporting has been enhanced and built into the Covalent performance management system. This has resulted in a change of reporting style although the structure remains similar.

Key issues arising from the November progress report are:

- Improvements to effective working at child protection conferences are running late, but will be in place during December.
- Family Support Strategy is currently in draft and will be completed by end December.

- Health posts still suffer from a number of vacancies ,though improvements in the number of vacant posts have been made and will be more evident by January 2010

Performance reporting continues to be drawn from the Covalent system, enabling Safeguarding Plan reporting to be integrated with other performance reports within the Council and to the Children's Trust. Training is underway to enable direct access to this system will be rolled out initially to the PCT and subsequently the police.

Key issues arising from the performance reporting are:

- Although priority performance indicators (NI 59 & 60 – Initial and Core Assessments) are showing a general upward trend the rate of progress is not fast enough to demonstrate sustained improvement before the inspection. Actions to increase the rate of improvement are being investigated.
- Issues with the reliability of HR data being taken from SAP make it difficult to be certain if progress is being made. An improvement should be seen with the arrival of the American social workers this month, which will feed into the next report.

Risk management has also been built into Covalent, however further work is required on the presentation of reporting. Risk management is scheduled to be reported again in December, by which time improvements to reporting will have been made. Key risks have been identified and are being actively managed. NHS Haringey are developing some further risks that will feed into next months report.

Key risks that could impact on the inspection and our progress are:

- The rate of progress being made with improving times for Initial and Core Assessments (NI 59 & 60);
- Consistency and quality of supervision remains variable and training is still being rolled out to managers;
- Quality and recording of decision making;
- Recruitment of social workers and shifting the balance in favour of permanent staff and away from agency;
- Understanding and consistent application of Thresholds; and
- Use of the Common Assessment Framework (CAF).

The AFIs address the key criticisms identified within the December 2008 JAR inspection report and the follow up July 2009 report, along with many of the improvements identified through the SCRs. Progress on delivery of the Safeguarding Plan for Haringey will be reported on a monthly basis.

Use of Appendices

Appendix 1 Programme milestone progress report
Appendix 2 Performance indicator report
Appendix 3 Programme risk report

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APPENDIX 1
Safeguarding Plan Milestone Report

Generated on: 01 December 2009

Action Status	
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.01 Create a culture of shared responsibility for all Haringey's children & young people	Peter Lewis	Key partners play a full role in Children's Trust, LSCB and HSP through appropriate attendance, participation feedback into governance mechanisms	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved**	Peter Lewis	Leadership and Governance
		Develop and launch a consistent cross-partnership communication campaign to promote safe and effective safeguarding practice focused on key messages	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved**	Peter Lewis	
		Joint communications strategy and approach produced for the Children's Trust	01 Aug 2009	31 Oct 2009		**Nov 2009 - Not achieved.** Although the text of the document is agreed between lead partners in the executive group, sign off is not until the Children's Trust Board in early December.	Peter Lewis	
		Partners engaged in development of draft partnership agreement	01 Oct 2009	30 Nov 2009		**Nov 2009 - On track**	Peter Lewis	
		Partnership agreement encompassing financial commitments agreed	31 Oct 2009	31 Mar 2010		**Nov 2009 - On track**	Peter Lewis	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.02 Local Safeguarding Children Board communicate the findings of Serious Case Reviews	Graham Badman	Composite action plan pulling together findings of all SCRs developed	01 Jul 2009	31 Aug 2009		**Aug 2009 - Achieved**	Sarah Peel	Leadership and Governance
		Safeguarding communications programme implemented	01 Aug 2009	31 Dec 2009		**Oct 2009 - Achieved.** Completed (for Reviews published to date – learning points from unpublished reviews have been incorporated in the materials without reference to specific reviews)	Peter Lewis	
		Events held to communicate findings of SCRs	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved.** Three Think the Unthinkable briefings on 1st October to managers and trainers in partner agencies and schools; 4th briefing to GPs on Oct 28th.	Sarah Peel	
		SCR Materials and framework developed for dissemination through staff meetings	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved**. Set of slides developed from 1st October applicable to staff in any agency.	Sarah Peel	
		Communication materials and messages developed for dissemination through team meetings	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved.** Together We Protect materials - newsletter and posters circulated across borough with key SCR messages	Sarah Peel	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.03 Improve working of the LSCB (also see action 2.02)	Graham Badman	LSCB priorities agreed	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Sarah Peel	Leadership and Governance
		Governance arrangements and sub-group structure agreed	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** Sub-group structure agreed by new LSCB Executive Sep 09.	Sarah Peel	
		Review of membership and Terms of Reference of subgroups completed	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** ToR of sub-groups reviewed - Best Practice delivery Group delayed until Nov 09 when new AD Safeguarding starts (Group Chair)	Sarah Peel	
		Work programme and business planning processes developed	01 Oct 2009	30 Nov 2009		**Nov 2009 - Achieved**. LSCB Exec agree 15 month annual report (Jan 09-Mar 10) - to be finalised in April/May 10 once end year finance and performance figures are known. Sub-groups to plan work programme for 2010/11 Jan-Mar 2010.	Sarah Peel	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.04 Partnership Family Support Strategy developed and published	Jan Doust	Family Support Strategy development and consultation completed	01 Jul 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Final draft being circulated for comment. This will meet the completion (published) deadline of 31st December.	Jan Doust	Early Intervention
		Strategy published	01 Dec 2009	31 Dec 2009			Jan Doust	
		Reporting cycle and mechanism determined	01 Dec 2009	31 Dec 2009			Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.05 Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	Alison Botham	CAF quality assurance framework agreed	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Alison Botham	Early Intervention
		Implementation timescales and programme agreed	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** Implementation timescales to be agreed at the IW Implementation group on 2nd November 2009. The group will be asked to agree implementation through network forums from January 2010	Alison Botham	
		Framework communicated to relevant people and training organised	01 Nov 2009	31 Dec 2009		**Nov 2009 - On track**	Alison Botham	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.06 Ensure quality of service by improving child protection referral and assessment processes	Eleanor Brazil	Referral pathways integrated with CAF	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Mark Gurrey	Early Intervention
		Capacity identified to ensure that timescales taken for assessment improve	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Mark Gurrey	
		Quality of information and analysis in initial and core assessments is improved to ensure minimum standards are consistently met	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** Practice Standards now disseminated setting out standards required. Audits will monitor implementation.	Mark Gurrey	
		Dedicated specialist mental health input for R&A established whilst proposal developed for multi-agency assessment team	01 Jul 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Process in place to agree working protocols with adult services. Work progressing to establish multi-agency assessment team. No dedicated service in place.	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.07 Deliver improvements in thresholds and decision making	Eleanor Brazil	Clear thresholds developed to operate across specialist, targeted and universal services and communicated to staff	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** Threshold document agreed by LSCB and dissemination process in place. Will form part of a number of different training courses.	Mark Gurrey	Good Practice
		Safeguarding resources panel established with clear terms of reference established for all panels	01 Jul 2009	31 Aug 2009		**Aug 2009 - Achieved**	Mark Gurrey	
		Independent social workers engaged to support social workers / team managers in decision making	01 Jul 2009	31 Oct 2009		**Sep 2009 - Achieved.**	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.08 Effective working at Child Protection Conference	Eleanor Brazil	Data on attendance at conferences collected by LSCB	01 Aug 2009	31 Oct 2009		**Nov 2009 - Not achieved**. New monitoring form will collect this information. Will be in place by mid-December.	Mark Gurrey	Good Practice
		Mechanisms established to challenge appropriateness of invites to, and judge quality of input at, conferences	01 Sep 2009	31 Oct 2009		**Nov 2009 - Not achieved**. Above will measure quality of input. New CP system being delivered from 12/10/09 will improve better focused invites.	Mark Gurrey	
		Improvements demonstrated through quality of care plans / conference minutes	01 Oct 2009	31 Oct 2009		**Nov 2009** - Improvements will become evident over time and will be formally reviewed in three months.	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.09 Identify opportunities for further integrated working across the strategic partnership (Jane Elias)	Jane Elias	Implementation Group set up to monitor delivery of actions within the Integrated Working Report and support development of an Integrated First Response Service	01 Aug 2009	31 Oct 2009		**Oct 2009 - Achieved.** NHS and Police are key part of Implementation Group.	Jane Elias	Good Practice
		Health Visitors Child Protection & Children in Need folders audited and revised standards developed	01 Sep 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		NHS and Police input into integrated working reflected within proposals	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** NHS and Police are key part of Implementation Group.	Jane Elias	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.10 Achieve an acceptable standard for the quality of care planning	Penny Thompson	Review current practice across all Trusts and develop action plan for improvements	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	Good Practice
		Audit programme for plans developed to demonstrate improvement	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** Final Audit tool signed off by GOSH in Haringey 15th October 2009. First audit carried out in Q2 using the draft version. Formal feedback and final audit tool to be received 30th October. Audit is being used in Q3.	Penny Thompson	
		Standard agreed for inclusion of sibling information	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** New registration form finalised by GOSH in Haringey Childrens Management Team October 09, which includes sibling information (copy attached). In use since October. Genogram - to be finalised and in use from 30th October. Key events record to be finalised and in use by mid November.	Penny Thompson	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.11 Revise, update and launch the revised children's social care procedure manual	Rachel Oakley	Revisions to manual completed and online version updated	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** Complete.	Rachel Oakley	Good Practice
		Updated manual launched to staff	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved.** Launched on 21st October.	Rachel Oakley	
		Staff engaged to establish a rolling programme of quarterly updates to the manual	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved.** Programme of updates in place.	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.12 Implement procedures to ensure the allocation of a lead professional for children moving from social care or other specialist service back into	Alison Botham	Procedures agreed by relevant agencies	01 Jun 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Alison Botham	Good Practice
		Procedures implemented across all agencies	01 Oct 2009	31 Dec 2009		**Nov 2009 -On track**. Procedures implemented and training began this month.	Alison Botham	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
targeted / universal services								

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.13 Commissioning directory developed to describe services, criteria and outcomes available	Ian Bailey	Existing directories update with summary provided by services	01 Aug 2009	31 Dec 2009		**Nov 2009 - Not on track**. The redesign of the structure of the directory to facilitate use for commissioning will be complete. We had hoped to do fuller checks on the information in it. This latter activity may be delayed as it depends on a limited number of individuals who are crucial to other parts of the safeguarding plan delivery.	Ian Bailey	Good Practice
		Domestic violence commissioning intentions completed following reviews of evidence base; current provision and a gap analysis	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Domestic Violence workshop taking place on 2 December.	Ian Bailey	
		Parenting support commissioning intentions completed following development of list of effective parenting support programmes and interventions; current parenting support provision detailed by all services; and gap analysis	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. The consultant leading on this has: met with an adviser from the National Association of Parenting Practitioners and mapped accredited programmes currently available / recommended for use in Haringey to the Thresholds of Need approved by the LSCB Board - produced summaries for each programme which will support practitioners in making decisions about which programme to use when - identified gaps in current provision.	Ian Bailey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.14 Introduce additional short term social work professional and management capacity	Eleanor Brazil	Short term capacity needs and resource requirements identified	01 Jul 2009	31 Aug 2009		**Sep 2009 - Achieved.**	Eleanor Brazil	Capacity and Staffing
		Longer term capacity needs and staffing levels identified and resources identified	01 Aug 2009	31 Oct 2009		**Oct 2009 - Achieved.** Structure for First Response, Safeguarding and Children in need teams agreed. JDs being re-drafted and recruitment to vacant management posts in those teams to proceed. Structures and	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
						staffing in fostering, additional needs and disability, and leaving care to be reviewed.		
		Capacity increased to take on complex cases and provide supervision to social workers	01 Sep 2009	31 Mar 2010		**Nov 2009 - On track**. Kept under constant review, additional interim and agency capacity recruited	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.15 Recruit and retain good staff across the partnership to reduce the number of vacancies and reliance on agency staff	Stuart Young	Haringey offer identified and recruitment campaign launched	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Rachel Oakley	Capacity and Staffing
		Social work graduate trainee scheme expanded	01 Jul 2009	30 Sep 2009		**Oct 2009 - Not achieved.** A decision has been taken to expand the graduate scheme to 12 and 5 on the MA route. (SPSG update)	Rachel Oakley	
		Benchmarking of Health Visitors, School Nurses and Paediatricians completed	01 Aug 2009	31 Oct 2009		**Aug 2009 - On track**	Penny Thompson	
		Resource plan developed and approved by NHS Haringey	01 Aug 2009	31 Jan 2010		**Nov 2009 - On track**. Resource Plan developed and approved in principle by NHS Haringey Senior Management Team. Will be presented to Trust Board in January 2010 for final sign-off subject to PCT allocations and cost pressures.	Julie Quinn	
		Health workers vacancies filled and staff in post	01 Aug 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Ongoing recruitment campaign has meant that the number of Health Visitor vacancies that was 14.84 in September 2008 will be reduced to 9.40 whole time equivalents by Jan 2010. A new Initiative is in development to use further skill-mix to enable the best use of resources. This will allow for delivery of the full "healthy child" programme to be resumed as soon as possible.	Penny Thompson	
		Monitoring mechanism established to enable review of workloads of Health Visitors, School Nurses and Paediatricians	01 Aug 2009	31 Aug 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		New social workers and social work managers in post	01 Sep 2009	31 Dec 2009		**Nov 2009 - Achieved.** ONLY THEN ARE YOU READY campaign launched in May after consultation with current and prospective employees. Campaign strategy to be reviewed.	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
						Comparison of salaries and benefits across London indicate Haringey has comparable salaries for Social Workers and Team Managers but lack of incentives make over all package less favourable than immediate neighbours. Bid currently being considered. USA Social Worker recruitment = 18 social workers. UK recruitment 8 social worker made offers, 5 accepted, one started, 4 pre-employment checks being progressed. Team Managers - three appointments made. Role and remuneration for Team Managers & Senior Team Managers has been reviewed, new campaign being prepared to reflect new conditions / offer.		
		Health safeguarding vacancies filled and staff in post	01 Aug 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Senior Named Nurse in post since 12th Oct, Designated Nurse in post since November 16th 09, Named Nurse for primary care to start January 09.	Penny Thompson	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.16 Ensure effective supervision arrangements for social care staff	Eleanor Brazil	Guidelines amended to clarify the supervision guarantee and electronic manual updated	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Rachel Oakley	Capacity and Staffing
		Assessment centres held to establish managers' ability to deliver quality supervision	01 Aug 2009	30 Sep 2009		**Nov 2009 - Achieved**. Assessment centre established and used for all management posts in service.	Rachel Oakley	
		Individual tailored development programmes for front line managers implemented	01 Sep 2009	30 Nov 2009		**Nov 2009 - Achieved**. Individual development plans focused on supervision are being developed with managers and supervisors in key front line services. First phase incorporates supervision workshop/self assessment/observation and coaching leading to identification of areas for development and appropriate interventions and support, which make up the 2nd phase of the programme. Where appropriate this will be augment by a 180/360 degree feedback. The supervision survey will be conducted again in Feb 10 to	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
						assess impact of programme. New supervision model has been adopted which is in line with that adopted by Health - which will support the development of multi-agency working. Supervision policy and documentation is being further reviewed to ensure that it supports the supervision process.		
		Reporting of supervision integrated into existing reports	01 Sep 2009	30 Nov 2009		**Nov 2009 - Achieved.** Supervision Frequency Reported. Report collated on a monthly basis. Discussion and overview at monthly Performance Management Meeting	Christine Jorge	
		Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	01 Sep 2009	31 Dec 2009		**Nov 2009 - Achieved**. Supervision questionnaire was carried out again in October. Issues identified were taken to PMG and a number of actions were agreed to be implemented immediately.	Debbie Cotterill	
		Hubs of Change (Tavistock / Haringey) project implemented	01 Sep 2009	30 Nov 2009		**Oct 2009 - Achieved.** The programme for social workers and managers has started - the approach is to achieve significant long term change - but some evidence of changes in attitude etc already evident.	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.17 Ensure effective supervision arrangements for health staff	Penny Thompson	NHS Trust standard for supervision agreed and audit programme developed	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	Capacity and Staffing
		Discussion with Clinical Excellence Group about GPs supervision	01 Sep 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		Reporting of supervision integrated into case recording	01 Sep 2009	30 Nov 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		Health Managers trained in role & responsibilities regarding supervision	01 Sep 2009	30 Nov 2009		**Oct 2009 - Achieved.** Monthly activity data is produced and reviewed for all childrens services. Monitored through Safeguarding Assurance Scorecard. Detailed analysis at regular GOSH performance management meetings.	Penny Thompson	
		Supervision survey carried out to compare with baseline and improvement actions	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Supervision Survey sent out to Health Visitors and School Nurses	Penny Thompson	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		identified to feed into refresh of plan				on 11th November. Responses to be received by 25th November.		

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.18 Ensure effective supervision arrangements for police staff	Dave Grant	Reporting of supervision integrated into other reports	01 Sep 2009	30 Nov 2009		**Oct 2009 - Achieved.** Corporate MPS Model, which is covered through Service Inspections of Public Protection Units. Last inspection in September - Haringey PPD retained its certification.	Dave Grant	Capacity and Staffing
		Programme developed to ensure compliance with Standard Operating Procedures for supervision	01 Sep 2009	30 Nov 2009		**Oct 2009 - Achieve.** As above. Further aspect is that PPD maters are a standing agenda item for daily review conducted by the Superintendent.	Dave Grant	
		Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	01 Sep 2009	31 Dec 2009		**Oct 2009 - Achieved.** As above.	Dave Grant	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.19 Implement programme of multi-agency training	Eleanor Brazil	Practitioners across the partnership trained in thresholds and use of common language	01 Jul 2009	31 Jan 2010		**Nov 2009 - On track**. New Thresholds being used in training - posters for explaining new thresholds being displayed in work places across partnership.	Rachel Oakley	Capacity and Staffing
		Social work staff trained on risk assessment, information sharing and the recording of decisions	01 Jul 2009	31 Dec 2009		**Nov 2009 - On track**	Sylvia Chew	
		Staff trained and provided with guidance in child centred practice and authoritative practice and social history researched and commissioned	01 Jul 2009	31 Jan 2010		**Nov 2009 - On track**. Staff in First Response and Safeguarding - attending workshop on Authoritative Practice in December led by writer of SCR who introduced concept. Discussion underway with Health re commissioning joint training on social histories.	Rachel Oakley	
		Multi-agency exercise using MACIE implemented	01 Sep 2009	31 Dec 2009		**Oct 2009 - Achieved.** Exercise conducted in October.	Dave Grant	
		Agree, implement and train staff on a Critical Incident De-briefing model within	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**	Dave Grant	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		organisations and across multi-disciplinary teams						

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.20 Develop a multi-agency core safeguarding induction programme	Rachel Oakley	Multi-agency core safeguarding training programme developed	01 Mar 2009	30 Nov 2009		**Nov 2009 - Achieved**. A two phased multi-agency induction programme has been devised. The first part consists of the introduction to CP e-learning module, Pocket sized CP handbook, information sharing protocols and series of information sheets. Partner agencies are liaising with HR departments with a view to integrating in HR induction - so that all staff are made aware of safeguarding responsibilities from the start of their employment. Part two - re-designed Working Together in Child Protection – 1 day Foundation Course targeted at groups B & C - agencies identify how many places they will need per year.	Rachel Oakley	Capacity and Staffing
		All appropriate staff attend programme	01 Oct 2009	31 Dec 2009		**Nov - 2009 - Not on track**. As above . The second phase of the induction programme will not be completed until January / February 2010.	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.21 Assure the quality of practice	Eleanor Brazil	Standards for case files developed and communicated to staff	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** New case auditing system in place which sets out expectations for good case files.	Mark Gurrey	Performance Management
		Programme of sampling and qualitative assessment of case files implemented across the partnership	01 Jul 2009	31 Dec 2009		**Nov 2009 - On track**. 10 files to be audited across agencies in first week of Dec and outcome reported to LSCB QA sub-group, to determine ongoing programme.	Eleanor Brazil	
		Measures for quality and performance of safeguarding practice across the partnership developed	01 Jul 2009	31 Dec 2009		**Nov 2009 - On track**. Agreed by QA sub group - to be reported to next LSCB meeting.	Eleanor Brazil	
		Annual framework for case file audit	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Eleanor	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		agreed within each organisation					Brazil	
		Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard	01 Sep 2009	30 Sep 2009		**Nov 2009 - Not achieved**. GOSH in Haringey referral form agreed with First Response and in use since 5th October. NMUHT form agreed with First Response at Integrated Working Group in August. LBH agreed to produce guidance on quality referrals	Justin Daniels	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.22 Ensuring the quality and reliability of data	Eleanor Brazil	Data quality audit programme developed	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Christine Jorge	Performance Management
		Review accuracy of framework I reports in conjunction with Core Logic	01 Aug 2009	31 Oct 2009		**Oct 2009 - Achieved.** Priority list of reports has been drawn up and we have met with Core Logic to discuss priorities and agree action. Reports coordinator in FWI support team to ensure issues are being followed up in agreed timescales. All priority reports to be fixed or alternative offered by Dec 09.	Christine Jorge	
		Internal audit programme agreed with Corporate Services to audit the work of the performance team	01 Sep 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Christine Jorge	
		Review actions from external audit of performance indicators	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** Priority list of reports has been drawn up and we have met with Core Logic to discuss priorities and agree action. Reports coordinator in FWI support team to ensure issues are being followed up in agreed timescales. All priority reports to be fixed or alternative offered by Dec 09.	Christine Jorge	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.23 Establishing the volume of demand for services and forecasting future demand	Eleanor Brazil	Establish demand from January to June 09	01 Aug 2009	31 Oct 2009		**Nov 2009 - Achieved**. Complete.	James Hood	Performance Management
		Historical and other data used to provide a basis for prediction	01 Aug 2009	31 Oct 2009		**Sep 2009 - Achieved.**	James Hood	
		Workloads and caseloads identified and analysed against national	01 Sep 2009	31 Dec 2009		**Sep 2009 - Achieved.**	James Hood	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		recommendations and good practice						
		Undertake a Gap analysis in relation to staffing and budget	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Complete in relation to staffing. Finance taking forward budget work.	James Hood	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.24 NHS provider trusts performance management capability improved	Penny Thompson	Safeguarding Assurance Framework agreed and presented to NHSH Board	01 Jul 2009	31 Aug 2009		**Sep 2009 - Achieved.**	Penny Thompson	Performance Management
		NHS membership of LSCB Quality Assurance Group reviewed to include representative from performance and commissioning teams	01 Jul 2009	31 Aug 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		Safeguarding performance dashboard developed and trialled	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		NHS Performance reporting established through Health JAR Action plan Group & NHS haringey Board	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	
1.25 Developing, across the partnership, integrated business planning and performance management processes	Eleanor Brazil	Review and re-publish information sharing protocols and guidance ensuring barriers to sharing performance information are identified and mechanisms established to enable information to be collected and shared across partners	01 Jul 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Information-sharing protocol and practitioners guidance out for final consultation. Children's Trust will be asked to agree at meeting on 17th December.	Jan Doust	Performance Management
		Electronic access to information showing if a child has a child protection plan or not established for A&E staff at Whittington and NMUH and for PCT, GOSH in Haringey and CAMHS staff	01 Aug 2009	30 Nov 2009		**Nov 2009 - Achieved**. NHS London CP project - up and running	Rachel Oakley	
		Multi-agency record audit - random sample of audits undertaken	01 Sep 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Will be completed in December 2009.	Eleanor Brazil	
		All social care related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		**Sep 2009 - Achieved**	Eleanor Brazil	
		All health related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** All Health Actions are included in Priority Actions for Health Arising from the Safeguarding Plan for Haringey.	Penny Thompson	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		All police related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** The necessary reports completed and forwarded to DAC Alan Gibson's office for inclusion as an addendum the MPS Plan, as per the recommendations of the HMIC. This was completed in July, 2009.	Dave Grant	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.26 Improving Local Interpretation and Ownership of Information within Children and Families	Eleanor Brazil	Programme of Monthly Performance Review meetings organised with Heads of Service	01 Sep 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Christine Jorge	Performance Management
		Team Evidence Files developed	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Files are being developed	Mark Gurrey	
		Team Performance Plans developed	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Plans are being developed and most teams now have a performance plan in place.	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.01 Develop fit for purpose governance arrangements across the partnership	Peter Lewis	A senior lead is identified in each agency who will assess and monitor the organisations governance arrangements in relation to safeguarding	01 Aug 2009	30 Sep 2009		**Oct 2009 - Achieved**	Peter Lewis	Leadership and Governance
		Partnership protocols developed and approved	01 Jul 2009	31 Mar 2010		**Nov 2009 - On track**	Peter Lewis	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.02 Improve working of the LSCB	Graham Badman	New LSCB working arrangements implemented in line with action 1.03	01 Nov 2009	30 Jun 2010		**Nov 2009 - Achieved**. New Executive Group in place; sub-group structure and membership agreed	Sarah Peel	Leadership and Governance

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.03 Increase involvement of	Peter Lewis	Establish mechanisms for young people to be involved in development of policies,	01 Aug 2009	31 Mar 2010		**Nov 2009 - On track**. Part of this work is supprted by, and in partnership with, a DCSF	Peter Lewis	Leadership and

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
young people and the voluntary sector		plans and strategies				development programme, adding to work already done locally.		Governance
		Determine how groups should be involved in delivery of JAR action plan	01 Sep 2009	31 Mar 2010		**Nov 2009 - On track**	Peter Lewis	
		Engage with representative groups interested in being involved in delivery of the JAR Action Plan	01 Mar 2010	30 Jun 2012			Peter Lewis	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.04 Develop local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes	Jan Doust	Strategy developed	01 Aug 2009	28 Feb 2010		**Nov 2009 – On track**. First draft completed by CYPS and TPCT senior officers. Currently out for consultation. Closely aligned with Family Support, Early Years strategies and Thresholds guidance.	Jan Doust	Early Intervention
		Partner contribution incorporated, from NHS feedback, into the draft strategy	01 Oct 2009	31 Jan 2010		**Nov 2009 - On track**	Jan Doust	
		Strategy approved by Children's Trust	01 Feb 2010	31 Mar 2010			Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.05 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	Rachel Oakley	Roll-out across all schools and settings	01 Feb 2009	31 Jul 2010		**Nov 2009 - On track**. Progress continues to be made and training began this month.	Alison Botham	Early Intervention

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.06 Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work.	Alison Botham	Revised time table and project plan for Child protection related exemplars and work flow developed	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** ICS/CP project launched on 12 Oct, as planned. Training on practice and Fwi - being rolled out across service. Evidence that changes are supporting practice and making the social work task easier.	Rachel Oakley	Good Practice
		Project plan implemented	01 Oct 2009	30 Apr 2010		**Nov 2009 - On track**	Rachel Oakley	
		Non child protection parts of the system reviewed in conjunction with other Local Authorities	01 Jan 2010	31 Jul 2010			Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.07 Establish ICS / FWi support teams to stabilise current system use and support implementation of future configuration.	Rachel Oakley	Project plan developed for review of ICS Child Protection processes on FW-I to enable best practice implementation	01 Jul 2009	31 Oct 2009			Rachel Oakley	Good Practice
		Data quality improvements for Child Protection on Framework-I system (e.g. data cleansing) implemented	01 Aug 2009	31 Dec 2009		**Oct 2009 - On track** Programme of data cleaning in place, priority areas include section 47's, core group, CP plan, CP reviews etc and impact of structural changes. Supported by ICS programme support officers. Progress monitoring by ICS manager, reporting back to HoS. Overseen by IT project board. data cleaning is an on going process.	Rachel Oakley	
		Practical initiatives held with social workers to build their confidence in using FW-I	01 Sep 2009	30 Apr 2010		**Nov 2009 - On track**. Generic one to one session for SW & Managers in First Response/Safeguarding completed in September. Support now being target on key areas i.e. CP plans and Core Groups across C&F. Training approach adapted to focus on practice as well as systems - feedback positive. Help desk type advice available post roll out of new ICS/CP forms. Practice and system guidance on CP processes provided to all staff. New forms incorporate practice guidance.	Rachel Oakley	
		Use of FW-I extended to Children in Care Health Team	01 Oct 2009	30 Apr 2010		**Nov 2009 - On track**	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.08 Use new technology including mobile technology to improve and support staff in delivering the service	Rachel Oakley	External study on use of technology to maximise effectiveness and efficiency completed	01 Apr 2009	30 Sep 2009		**Nov 2009 - Achieved**. Pilot has been started which involves evaluation of staff and managers needs for technology to support mobile working, analysis of "as is" and "to be" . Consultation with other LA who have rolled out grant and assessed impact of alternative IT solutions. External study not necessary.	Rachel Oakley	Good Practice
		New plan devised and implemented (with corporate IT, C&YP service IT, FWI support and Haringey Forward)	01 Sep 2009	31 Mar 2010		**Nov 2009 - On track**. PID drawn up. Project Manager in place. Board meeting regularly. Programme target date March 2010	Rachel Oakley	
		Plan agreed for implementation	01 Mar 2010	31 Mar 2010			Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.09 Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	Ian Bailey	Joint Strategic Needs Assessment of safeguarding and vulnerable children and young people completed	01 Jul 2009	30 Sep 2010		**Sep 2009 - Achieved.**	Jin Lim	Good Practice
		Integrated working and commissioning approach (with adult services and partners) developed	01 Oct 2009	28 Feb 2010		**Nov 2009 - On track**. Draft framework to be reviewed at Joint Commissioning Group 30 November.	Ian Bailey	
		Commissioning approach agreed	01 Mar 2010	31 Mar 2010			Ian Bailey	
		Resourcing and support needs identified and mechanism for demonstrating improved value for money established	01 Apr 2010	30 Jun 2010			Ian Bailey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.10 Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of	Mark Gurrey	Standards developed and agreed	01 Feb 2009	30 Sep 2009		**Oct 2009 - Achieved.** Standards agreed and ready for launch in mid November. (SPSG update)	Mark Gurrey	Good Practice
		Standards launched	01 Sep 2009	30 Sep 2009		**Nov 2009 - Not achieved**. Standards distributed to all secondaries and will go to primaries 1st December.	Mark Gurrey	
		Agreement signed off with each	01 Sep 2009	30 Apr 2010		**Nov 2009 - On track**	Mark	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services. (Mark Gurrey)		Headteacher					Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.11 Further develop the child protection core training curriculum for staff of all agencies	Rachel Oakley	Domestic violence training programme implemented	01 Oct 2009	31 Mar 2010		**Nov 2009 - On track**. On work plan of LSCB Training officer (new post). Person appointed starts date 3 Dec.	Rachel Oakley	Capacity and Staffing
		Risk assessment training programme implemented	01 Oct 2009	31 Mar 2010		**Nov 2009 - On track**. As above.	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.12 Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	Stuart Young	Managerial competency programme developed including a specific programme for social care managers	01 Jan 2010	31 Mar 2010			Stuart Young	Capacity and Staffing
		Support and mentoring scheme introduced for children and families team managers	01 Jan 2010	31 Mar 2010			Stuart Young	
		Review additional training needs in safeguarding across the partnership	01 Feb 2010	30 Apr 2010			Stuart Young	
		Develop cross-partnership training plan	01 Apr 2010	30 Jun 2010			Stuart Young	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.13 Improve information sharing with Children's Centres	Jan Doust	Protocol for information sharing with children's centres developed	01 Sep 2009	31 Jan 2010		**Nov 2009 - On track**. Progressing well.	Jan Doust	Performance Management
		Mechanism established to enable information sharing	01 Jan 2010	30 Apr 2010			Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.14 Analyse key performance indicators to support top quartile attainment (also see 3.09)	Eleanor Brazil	Analysis of key performance indicators completed to determine the degree of improvement required	01 Nov 2009	28 Feb 2010		**Nov 2009 - On track**. Reported on very regular basis both internally and externally.	Eleanor Brazil	Performance Management
		Appropriate targets established for each indicator	01 Jan 2010	31 Mar 2010			Eleanor Brazil	
		Performance improvement plan developed in conjunction with managers	01 Jan 2010	31 Mar 2010			Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.15 Enhance performance management capacity across the partnership	Eleanor Brazil	Analysis of performance management capacity undertaken	01 Feb 2009	31 Oct 2009		**Nov 2009 - Achieved**. Separate monitoring brought together at LSCB QA sub-group which will lead to more joint working.	Eleanor Brazil	Performance Management
		Network of performance managers established	01 Sep 2009	30 Nov 2009		**Nov 2009 - Achieved**. Performance representatives from Social Care, Health and Police attend LSCB QA sub-group.	Eleanor Brazil	
		Opportunities to work together identified and work programme developed	01 Sep 2009	30 Nov 2009		**Nov 2009 - Not achieved**. QA sub group needs to formalise work programme.	Eleanor Brazil	
		Work programme to support performance managers in joint working implemented	01 Nov 2009	30 Jun 2010		**Nov 2009 - On track**. As above.	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.01 Commission a peer review from an LSCB that has evidenced	Graham Badman	LSCB identified for peer review	01 Jan 2011	31 Mar 2011			Sarah Peel	Leadership and Governance
		Review takes place	01 Sep 2011	30 Nov 2011			Sarah Peel	
		Lessons learnt and areas for improvement identified	01 Dec 2011	31 Jan 2012			Sarah Peel	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
good practice and effective safeguarding								

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.02 Ensure compliance with the Laming and other review recommendations is reviewed annually	Peter Lewis	Process developed for review of compliance with Laming recommendations	01 Sep 2009	31 Dec 2009		**Nov 2009 - Achieved**	Peter Lewis	Leadership and Governance
		Review of compliance undertaken	01 Feb 2009	28 Feb 2010		**Oct 2009 - On track**	Peter Lewis	
		Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice	01 Jul 2010	30 Sep 2010			Peter Lewis	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.03 Implementing "best practice"	DD C&F	Best practice in procedures identified	01 Sep 2009	30 Jun 2011		**Nov 2009 - On track**	Eleanor Brazil	Good Practice
		Learning built into review of existing procedures	01 Sep 2009	30 Jun 2011		**Nov 2009 - On track**	Eleanor Brazil	
		New procedures approved and implemented	01 Sep 2009	30 Jun 2011		**Nov 2009 - On track**	Eleanor Brazil	
		Change programme developed to support implementation	01 Sep 2009	30 Jun 2011		**Nov 2009 - On track**	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.04 FW-I developed to support and embed best practice procedures.	Rachel Oakley	Use of FW-I extended to all key teams	01 Jun 2010	31 Mar 2012			Rachel Oakley	Good Practice
		FW-I development to meet best practice completed	01 Jun 2010	31 Mar 2012			Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.05 Multi-disciplinary team introduced and working effectively	Dave Grant	Agreement to create multi-disciplinary team of council referral & assessment, health and MPS CAIT	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**	Dave Grant	Good Practice
		Processes and procedures integrated	01 Sep 2009	31 Dec 2010		**Nov 2009 - On track**	Dave Grant	
		Accommodation arranged and staff co-located	01 Sep 2009	31 Dec 2010		**Nov 2009 - On track**	Dave Grant	
		Staff trained in new integrated procedures and multi-disciplinary team operational	01 Dec 2010	31 Mar 2011			Dave Grant	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.06 Review Third Sector involvement to increase capacity across statutory agencies (DD C&F)	DD C&F	Investigate potential for Third Sector support for Child Protection Processes	01 Jul 2010	31 Dec 2010			Eleanor Brazil	Capacity and Staffing
		Implement proposals for involvement	01 Apr 2011	31 Mar 2012			Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.07 Work with London Deanery and the Royal College of GPs to make linkages to safeguarding (DCE PCT)	DCE PCT	Safeguarding requirements built into GPs Continual Professional Development	01 Jan 2010	31 Jul 2010			Julie Quinn	Capacity and Staffing
		Safeguarding requirements built into appraisal, new licensing and revalidation of GPs	01 Jan 2010	31 Jul 2010			Julie Quinn	
		Feasibility study into incorporating safeguarding good practice into GP contracts completed	01 Jan 2010	31 Jul 2010			Julie Quinn	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.08 Undertake further detailed	Janette Karklin	Analysis of performance of "family" authorities completed	01 Jan 2010	28 Feb 2011			Janette Karklins	Performance Management

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
analysis of performance required to deliver excellent rating		Key performance indicators for improvement identified with profiled targets and delivery plans	01 Jan 2010	31 Mar 2011			Janette Karklins	
		Robust performance management arrangements implemented across the partnership	01 Jan 2010	30 Apr 2011			Janette Karklins	

APPENDIX 2
Safeguarding Plan Performance Indicators report

Generated on: 12.11.09

1. Referral & Assessment

NI code	NI description	2008 / 09	Sep09	Oct 09	Trend	2009/10			Commentary
						Value	Status	Target	
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral		23.7%	35.2%	↑	22.4%		53%	**Explanation of Current Performance** The low percentage of initial assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements and we believe we remain on track to reach the declared target of 53% by end of December 2009. **Best Practice** A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement		59.6%	53.8%	↓	44.6%		63%	**Explanation of Current Performance** The low percentage of core assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements and we believe we remain on track to

NI code	NI description	2008 / 09	Sep09	Oct 09	Trend	2009/10			Commentary
						Value	Status	Target	
									reach the declared target of 63% by end of December 2009. **See also NI 59 above**
NI 68	Percentage of referrals to children's social care going on to initial assessment		45.5%	57.9%		48%		58%	A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We are creating a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place. Combined, these measures will improve our performance in assessments.

2. Adoption and Children in Care

NI code	NI description	2008 / 09	Sep09	Oct 09	Trend	2009/10			Commentary
						Value	Status	Target	
NI 62	Stability of placements of looked after children: number of moves	14.69%	12.82%	12.24%		12.24%		11%	The year to date position is based on the 12 months to the end of October 09. Thirty children have had 3 or more placements since April 09 (5.7%)
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	80%	57.1%	57.1%		57.1%		75%	**Explanation of Current Performance** The numbers for this indicator are extremely low, and percentages should be interpreted with caution. In the year to date, 7 children have been adopted, and 4 of those were placed for adoption within 12 months of the decision that adoption should be the plan. Of the 3 children who were not placed within 12 months, 2 waited 18 months for the right family. For the other child, health issues were putting potential adoptors off, and when a match was finally made, the adoptors needed complete details about the child's health before committing themselves. The current projection for the end of the year is 50%. **Current Activities** Great efforts are being made to find families, and full use is being made of publicity - hard to place children are profiled in the press and at events at every suitable opportunity. Children cannot be advertised until a Placement Order is obtained, and this has caused delays in the past, but greater attention to timescales in the courts mean children are moving towards to Placement Orders at a faster rate than before.

NI code	NI description	2008 / 09	Sep09	Oct 09	Trend	2009/10			Commentary
						Value	Status	Target	
									But there also seem to be more legal complexities in some of the cases we have had to deal with.
NI 66	Children in care cases which were reviewed within required timescales	95.6%	97.8%	97.8%		97.8%		98.0%	**Explanation of Current Performance** 11 children in care have reviews out of timescale by October 2009. The reasons for this vary. For a family of 3, there were problems with sickness and booking an interpreter. In 3 cases, the IRO was given late notification that the child had come into care, and was unable to schedule the review in timescale. In 2 cases, the scheduled dates had to be abandoned because of changes of placement. **Current Activities** Close monitoring of this indicator is continuing with an emphasis on early allocation of new cases to Independent Reviewing Officers (IROs) and good liaison with the Placements service.
NI 63	Stability of placements of looked after children: length of placement	56.2%	65.1%	65.1%		65.1%		70%	Performance is improving steadily in the right direction towards our year end target. We are currently at 65% which is a 10% improvement on our 08/09 outturn. The children in this cohort are showing improved placement stability as a result of targeted strategies around educational support, social work support and support from the Tavistock Haringey service to them and their carers.

3. Child Protection

NI code	NI description	2008/ 09	Sep09	Oct 09	Trend	2009/10			Commentary
						Value	Status	Target	
NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	95.5%	93.3%		93.3%		100%	**Explanation of Current Performance** 10 CP reviews have been late in the year to date. All reviews have subsequently been held. No reviews were late in October. **Current Activities** The Child Protection Service has introduced a new system to ensure that more reviews are held within timescale.
NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	5.6%	12.5%	7.7%		9.4%		10%	As the numbers for this indicator are quite low, percentages will vary considerably on a monthly basis. In the year to date, 139 children have been made subject to a plan, and 13 of those had previously been subject to a plan. The average for England for 2008/09 was 13%, for London it was 11%, and for our statistical neighbours it was 12%.
NI 64	Child Protection Plans lasting 2 years or more	4.7%	40%	42.1%		18.6%		5%	**Explanation of Current Performance** 19 children ceased to be the subject of a child protection plan in

NI code	NI description	2008/09	Sep09	Oct 09	Trend	2009/10			Commentary
						Value	Status	Target	
									October, and of these, 8 (from 3 families) had been the subject of a CP plan for 2 years or more. These figures are low and percentages should be interpreted with caution. The year to date figures show 86 children who ceased to be subject to a plan, and 16 who had been subject for 2 years or more. Further analysis shows that 62% of children who stopped being subject to a plan moved into the care system. **Current Activities** The Child Protection Service will undertake further auditing of those children who have been subject to a child protection plan for 18 months or more (to anticipate the 2-year period) to ensure that work is progressing satisfactorily and there is no drift in casework. Those children who are both in care and subject to a plan can be caught up in a court timetable not of our making, as the policy is to retain them in the child protection system until a care order is made. We will investigate the children for whom child protection plans have ceased. Those who have moved into the care system should have progressed to a higher level of protection. There is a high percentage of children subject to a plan with a category of neglect: this is not something that lends itself to quick and sustained improvement. **Best Practice** Our target for the year is 5%. In the year 2008/09, we achieved 4.7%. The England average for this indicator for 2008/09 was 6%, for London it was 8%, and for our statistical neighbours it was 9.1%.

4. CAMHS

NI code	NI description	2008 / 09	Sep09	Oct 09	Trend	2009/10			Commentary
						Value	Status	Target	
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services	13	No data for this range		No data for this range			15	Four elements of CAMHS (learning difficulties, 24 hour cover urgent mental health, services for 16 and 17 years old, early identification and intervention) and scored on a scale of 1-4, maximum overall score is 16.

5. Staffing vacancies

NI	NI description	2008 /	Sep09	Oct 09	Trend	2009/10	Commentary

						Value	Status	Target	
L0508	The percentage of Referral and Assessment and the Children in Need and Safeguarding services post unfilled by either agency or permanent staff at the end of the month.		21.5%	10%		15.08%			Staffing structure on SAP is being reviewed to reflect recent changes and figures will be adjusted accordingly in November.
L0509	The number of team manager and senior team manager posts vacant in Referral and Assessment and the Children in Need and Safeguarding services.		13	10		10			Staffing structure on SAP is being reviewed to reflect recent changes and figures will be adjusted accordingly in November.

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Short Term Trends	
	Improving
	No Change
	Getting Worse

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JAR Risk Register

Generated on: 02 December 2009

Haringey Council

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
1. Failure to establish effective early intervention	Schools and Children Centres may fail to take appropriate action resulting in disproportionate level of referral to targeted and specialist services. Furthermore, schools and children centres may fail to identify children at risk and do not make referrals at all.	30 Nov 2009	3	2	6		To include: a) Regular meetings with headteachers and other staff with responsibility for vulnerable children which confirms their responsibilities and the Council's expectations of them. For example, briefing Heads and Governors of the SCR implications b) Setting up Safeguarding forum for schools where Children's Services work schools on issues and this is a two way process c) Involving schools and Children's Centres in reviewing CAF d) Written guidance to all schools and Children Centre's confirming arrangements	**27-11-2009 Jan Doust**: No change in status.	Owner: Jan Doust (CYPS); Author: Jan Doust (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
2. Failure to recruit and retain experienced and qualified staff in the medium to long-term.	There is currently a gap between demand and supply for high quality social workers with Haringey competing with other London boroughs. Within the referral and assessment service, there are currently no substantive team managers who are permanent appointments.	30 Nov 2009	5	4	20		To include: a) Development of the Haringey offer (includes professional and clinical supervision, CPD, technology supply and support) b) Re-designing social work in Haringey through Barkers, a specialist recruitment, marketing and advertising agency c) Developing and implementing social work competences as a recruitment and development tool d) Undertaking workforce mapping to enable targeted advertising e) On-the-job coaching which involves senior practitioners sitting alongside staff to drive work and improve performance f) Workload planning to ensure we have a clear understanding of the capacity issues	**01-12-2009 Rachel Oakley**. Risk status has been increased. USA Social Work recruitmentcampaign has recruited 18 social workers (to start Nov to Feb). UK recruitment 8 social worker made offers, 5 accepted, one started, 4 pre-employment checks being progressed. Team Managers - three appointments made. Role and remuneration for Team Managers & Senior Team Managers has been reviewed, new campaign being prepared to reflect new conditions/offer.	Owner: Rachel Oakley (CYPS); Author: Rachel Oakley (CYPS)
3. Failure to establish effective partnership working	Safeguarding children and young people across the borough is dependent on effective partnership working. One of the main findings of the JAR inspection report (Dec 08) identified insufficient partnership working as an area for improvement.	27 Nov 2009	3	2	6		To include: a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. This includes a Children's Trust Performance Management Group made up of senior representatives from each partnership (e.g. Borough Commander, Director of Children' Service and the Deputy Chief Executive, Haringey NHS) b) A JAR Action Plan Steering Group will be established to manage the delivery of the plan and its composition will again reflect each partnership c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified (AFI 3.4.1)	**30-11-2009 Mark Gwynne:** Mechanisms in place to improve partnership working at all levels through: Children's Trust, LSCB, joint CEMB / PCT management team, strategic project meetings and operational delivery meetings. There is active involvement of partners at grass roots level on a day-to-day basis in for example the multi-agency team pilot and development. Work is also underway to ensure greater involvement other areas of service delivery and development of partnership approaches.	Owner: Peter Lewis (CYPS); Author: Ian Bailey (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
4. Ineffective management of internal and external communications	The impact and subsequent media attention of the Baby P case has had significant reputational consequences on Haringey Council. In light of the pending court case and serious case reviews, the need to manage internal and external communications effectively will be critical.	27 Nov 2009	3	3	9		To include a) Handling plan drawn up for whenever the Judicial Review result is announced, covering either result, i.e. for or against the council and have appropriate media lines to take. There is a Q&A brief to go with this. b) Plan drawn up in preparation for Ofsted inspection result.	**25-11-2009** Charles Skinner: Previous countermeasures have been delivered and new countermeasures have been identified.	Owner: Charles Skinner (Haringey Council); Author: Kuldip Kaur (Haringey Council)
5. Failure to establish positive motivation and morale particularly among social care	Staff morale and motivation has been affected as a result of the Baby P case with subsequent changes to senior management, dismissal of staff where deemed appropriate and the instigation of disciplinary procedures where deemed appropriate. In addition, there are concerns that heavy workloads, media spotlight and general concerns resulting from this tragic case could result in stress and/or burn out.	27 Nov 2009	3	3	9		To include: a) The Tavistock intervention which is a year long programme of improving social work practice and developing practice confidence b) establishing processes to consult and gather staff use and encourage dialogue on the change programme (as per 6.4.2) of the JAR Action plan c) Developed the staff quality and change network and d) weekly e-bulletins for all CYPS staff to keep them informed of all developments d) Provide staff with access to a stress survey, in order to gauge how members of staff are feeling, in order to then decide if further action is needed to support people e) Support from occupational health to be provided for staff (if required)	**27-11-2009 Peter Lewis**: Recent evidence suggests that morale is moving in the right direction. Initial feedback from the IPSOS-MORI work reports a generally positive attitude amongst staff (further work is being done on this). Further, during external audit of files when staff have been interviewed by inspectors, the inspectors have reported favourably on the general morale and attitude of the staff they talked to.	Owner: Peter Lewis (CYPS); Author: Ian Bailey (CYPS)
6. Data protection and confidentiality constraints will limit / prevent vital information sharing between the various agencies.	There is a risk that data protection and confidentiality constraints will limit/prevent vital information sharing between the different agencies in relation to children and young people within Haringey.	30 Nov 2009	4	2	8		To include: a) Regular meetings with headteachers and other staff with responsibility for vulnerable children which confirms their responsibilities and the Council's expectations of them. For example, briefing Heads and Governors of the SCR implications b) Setting up Safeguarding forum for schools where Children's Services work schools on issues and this is a two way process c) Involving schools and Children's Centres in reviewing CAF d) Written guidance to all schools and Children Centre's confirming arrangements	**27-11-2009 Jan Doust**: No change in status.	Owner: Jan Doust (CYPS); Author: Ian Bailey (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
7. There is a risk that the new methodology in Referral & Assessment will not deliver the necessary improvements required to cope with demands on R&A and avoid further backlog build up of cases	Moving from two separate teams dealing with Initial and Core Assessments to a single, integrated process is designed to make sure that there is no breakdown in the processing of assessments. It will also improve the quality of experience for service users to deal with fewer social workers as they progress through the systems.	01 Dec 2009	4	3	12		To include a) Regular and careful monitoring of workflow (i.e. Intensive prioritisation and scrutiny of work) b) Quality assurance of the process by managers c) Monitoring by DDC&F and Director d) Ongoing recruitment activities (in UK and abroad) e) Introduction of new team of newly qualified Social Workers in R&A	**01-12-2009 Eleanor Brazil**: Some new Social Workers have started to deal with outstanding work as well as new work coming in to the service. The First Response Multi-Agency Team (MAT) is in place and will assist with prioritisation of cases and the quality of work.	Owner: Eleanor Brazil (CYPS); Author: Peter Lewis (CYPS)
8. There is a risk that the R&A telephony system and supporting infrastructure is not stable enough to support R&A	There is a risk that the R&A telephony system and supporting infrastructure is not stable enough to support what is a high priority and sensitive area of work , despite being reconfigured recently, which if problems arise will add further problems to the backlog of Referral & Assessment cases.	01 Dec 2009					To liaise with the IP Telephony project to determine if the project can offer a solution to the R&A Team and if the project can be flexed to prioritise the R&A team in the medium term.	**01-12-2009 Eleanor Brazil**: Risk closed. Telephony system in place.	Owner: Eleanor Brazil (CYPS); Author: Rachel Oakley (CYPS)
9. There is a risk that the second trial will have a negative impact on C&YPS services and the reputation of the service as a whole.	There is a risk that the second trial will have a negative impact on C&YPS services and the reputation of the service as a whole.	27 Nov 2009	4	3	12		To include: a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. This includes a Children's Trust Performance Management Group made up of senior representatives from each partnership (e.g. Borough Commander, Director of Children' Service and the Deputy Chief Executive, Haringey NHS) b) A JAR Action Plan Steering Group will be established to manage the delivery of the plan and its composition will again reflect each partnership c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified (AFI 3.4.1)	**27-11-2009 Peter Lewis** :There was no significant or material impact from the outcome of the second trial that affected service delivery.	Owner: Peter Lewis (CYPS); Author: Kuldip Kaur (Haringey Council)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
10. Insufficient resources and budget to successfully manage JAR Programme	There is a risk that the JAR Action Plan programme does not have sufficient resources and budget to successfully manage the delivery of the programme – possibility of further resource and budget requirements	30 Nov 2009	4	2	8		To include: a) Business case submitted to the Director of Children Services for a Performance Manager b) Recruitment in place to appoint Programme Management support c) Enquiries made into programme management training for current support officer d) Communications Support identified and resourced e) Sizing and scoping of work managed on a regular basis f) Meetings with C&YPS Head of Finance and Action Leads to determine any additional resource requirements	**30-11-2009 Mark Gwynne:** a) Smaller Safeguarding Plan being delivered minimising programme management support required. Experience programme manager and programme support secured to manage programme delivery until end March 2010. b) Some support provided by DD, School Standards & Inclusion to help with alignment of CYPP. c) Graduate trainee support officers have attended Prince 2 practitioner course to enhance programme management skills and are providing direct support to some key projects within the programme to support their delivery.	Owner: Peter Lewis (CYPS); Author: Peter Lewis (CYPS)
11. Increasing workload for R&A when communication campaign is launched	There is a risk that the comms activity will increase the number of referrals made, impacting on the work and resources within R&A and resulting in an increased backlog in the short term	01 Dec 2009					To include: a) Careful consideration given to desired behaviours and communication messages needed to cause the behaviour change b) Messages tested with staff to get their views first c) Messages timed not to happen before staff are able to cope with issues d) Consideration to be given to individual contact details rather than First Response contact number being used	**01-12-2009 Eleanor Brazil**: Communications campaign has been completed. The number of referrals has increased however it is unclear as to whether this was as a result of communications. Risk closed and will form part of business as usual.	Owner: Eleanor Brazil (CYPS); Author: Mark Gwynne (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
12. New inspection arrangements for schools increases emphasis on safeguarding	There is a risk that the new inspection methodology for schools, which places greater emphasis on safeguarding, could identify issues which have not yet been addressed, impacting on the school's assessment and feeding directly into the JAR / CAA	24 Nov 2009	5	4	20		a) Information sent to all schools on the new Ofsted framework and in particular the focus on safeguarding b) Training and briefings offered to all governing bodies and headteachers on the new Ofsted framework c) Ofsted preparation sessions for schools thought to be due an Ofsted inspection d) Checklist for schools on evidence requirements and support offered e) Sharing of the lessons learnt from those who are inspected over the next few weeks	**24-11-2009 Janette Karklins**: We have had 9 Ofsted inspections since September 2009. One inspection found safeguarding to be inadequate on a technicality but the remaining 8 have been at least satisfactory for safeguarding with some good and one outstanding. Good support is provided for schools prior to an inspection, additional training is in place and sessions to share the findings from inspections. The Ofsted guidance on safeguarding has been refined as inspections have taken place and updated information/guidance has been provided to schools.	Owner: Janette Karklins (CYPS); Author: Janette Karklins (CYPS)
13. Failure to satisfy Ofsted's requirements at the inspection scheduled for January 2010	An Ofsted inspection is scheduled for January 2010 in order to assess improvement activity towards 'safeguarding children and young people' in the borough. The improvement activity is being managed through the delivery of the Safeguarding Plan for Haringey, which provides the borough with a final chance to make the required improvements in safeguarding.	27 Nov 2009	5	3	15		To include: a) More focused Safeguarding Plan developed in place of JAR Action Plan now incorporating improvements from Serious Case Reviews b) Clear programme and milestones with spot checking and evidence of completed actions developed c) Streamlined programme management arrangements allow time to be spent on delivery d) Small Safeguarding Steering Group established in place of AFI Leads group to drive change programme forward e) Theme leads at most senior level established to co-ordinate themes and provide extra leadership / drive to the actions f) More hands on roll from Programme Management Team and strengthened linkage with NHS Haringey performance management	**27-11-2009 Peter Lewis**: Further external audit on work of the Department and partners took place at the end of October and end November to take stock of the current state of the work. The outcomes from those audits have been factored into the improvements being made and further review/stock-take in December will try to show where those issues have been addressed.	Owner: Peter Lewis (CYPS); Author: Mark Gwynne (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
14. There is a risk that the judicial review will have a negative impact on C&YPS services and the reputation of the service as a whole.	There is a risk that the judicial review will have a negative impact on C&YPS services and the reputation of the service as a whole.	27 Nov 2009	3	3	9		To include: a) A partnership approach to communication has been developed regarding the case and Serious Case Reviews b) Communications programme being developed with key messages to support Executive Summary, to be rolled-out across partners c) Communications messages designed to look forward at improvements being made and to support changes in ways of working	**27-11-2009 Peter Lewis**: Communications Strategy for the Children's Trust is being presented to the December meeting of the Trust.	Owner: Peter Lewis (CYPS); Author: Mark Gwynne (CYPS)
15. Supervision is not made effective, or does not happen consistently to a high standard for Social Workers.	There is a risk that due to staffing changes or gaps that supervision does not happen, or is not made to happen effectively and consistently for all social workers.	01 Dec 2009	5	4	20		To include: a) Supervisors trained in supervision b) All supervision sessions diarised and monitored c) Audits check records of supervision	**01-12-2009 Eleanor Brazil:** Workshops held in November/December for all supervisors. All supervision assessments have been diarised and are monitored to ensure that they take place.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)
16. Records are not sufficiently well maintained, updated and recorded within any organisation.	There is a risk that records and casefiles are not maintained consistently to a high enough standard within any organisation or school, demonstrating weaknesses in the quality of work or recording of evidence.	01 Dec 2009	4	4	16		To include: a) Creation of audit tools and training of managers b) Auditing of case files within CYPS and NHS Haringey c) Multi-agency audit of 10 cases	**01-12-2009 Eleanor Brazil**: Comprehensive auditing of files has taken place on over 100 files during October and November. Results evidenced that there has been improvements in records.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)
17. New social workers do not arrive in time to provide the required capacity to deliver improvements in the service and safeguard our children.	There is a risk that new social workers being recruited do not arrive in time to sufficiently increase capacity and lead to demonstrable improvements in performance ahead of the inspection.	01 Dec 2009	5	4	20		To include: a) Use of agency cover until staff are in post b) Plan for arrival and induction programme c) Regular monitoring of staffing position	**01-12-2009 Eleanor Brazil**: We have kept agency staff in place. Nine American Social Workers have begun working in Children & Families with a further eight starting in January/February. Three Team Managers have been appointed as a result of the national recruitment campaign.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)

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haringey strategic partnership

Meeting: **Haringey Children's Trust**

Date: **17 December 2009**

Report Title: **Haringey Children's Trust Communication Strategy**

Report of: **Director of the Children and Young People's Services**

Purpose The purpose of the report is to seek approval from the Children's Trust Board for the attached Communications Strategy.
Summary This report presents the Communications Strategy required by the Safeguarding Plan for Haringey (Action 1.01), incorporating a Communications Plan. The Strategy also commits to a twice-yearly report to the Children's Trust Board on the effectiveness of all the communications activity from the Children's Trust Board and feedback from partners and stakeholders.
Financial/Legal Comments There are no particular Financial or Legal issues resulting from the production of this Strategy beyond the cost of printing and distribution of hard copies; this is already contained within the Safeguarding Plan budget.
Recommendations That the Children's Trust Board approve the attached Strategy for implementation on January 1 2010.
For more information contact: Name: Peter Lewis Title Director of Children and Young People's Services Tel: 020 8489 3206 Email address: peter. lewis@haringey.gov.uk

Background

The Children's Trust in Haringey came into being in the summer of 2009, replacing the previous Children and Young People's Strategic Partnership Board. This was an action required under the original Children Act 2004 and re-stated in more recent guidance and legislation.

The monitoring visit from Ofsted in June 2009 prompted a review and refresh of the Joint Area Review Action Plan and the subsequent production of the Safeguarding Plan for Haringey. An important action in that Plan is the production of a Communications strategy for the Children's Trust that makes clear the aims and purpose of the Children's Trust, how it will communicate its work and incorporate a Communications Plan – effectively an action plan to operationalise the Strategy.

The attached Communications Strategy fulfils the requirements of the Safeguarding Plan (Action 1.01) and has been considered and approved by the Executive Performance Management Group of the Children's Trust Board.

The work of the Children's Trust continues to develop under the aegis of both the Safeguarding Plan and the Children and Young People's Plan. This will inevitably mean that the Communications Strategy (and Plan) will need frequent updating. It is proposed that the Strategy and Plan will be reported on annually and any such adjustments noted.

Appendices

Appendix 1: Haringey Children's Trust Communication Strategy

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APPENDIX 1

Haringey Children's Trust

Communication Strategy

November 2009

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Introduction

This strategy sets out the rationale and means of effective communication for Haringey Children's Trust and will be reviewed annually and amended and updated as required. This strategy is endorsed by the Children's Trust Board. By agreeing to this strategy each member of the Haringey Children's Trust agrees to actively promote the principles and work of the partnership to benefit and improve outcomes for Haringey's children, young people, parents and carers.

This strategy is underpinned by a Communications Action Plan, setting out the key communications activities to be undertaken by the Trust. These actions are based on activity outlined in the Implementation Plan of the Children and Young People's Plan.

National context

Every Child Matters emphasises the importance of communicating with children, young people, their parents and carers to improve and shape services. Communication is nationally recognised as an essential part of strategic planning and implementation.

The Children Act 2004 requires every local authority to have in a place a Children and Young People's plan (CYPP) that sets out how the needs of children and young people will be met. Haringey's plan also sets out our priorities and intentions on how to improve the five outcomes for children.

Haringey Council has a statutory duty to work with statutory partners as set out in the Children Act 2004. Clear and timely communication is a key element of effective partnership working.

The Children Act 2004 also states that in the preparation and implementation of the CYPP, local authorities should communicate and consult with children, young people, parents and carers to ensure that their views are listened to and acted upon. Effective communication is a key factor in taking forward and developing services for children.

Local Context

The Children's Trust Board is one of the Thematic Action Groups (TAGS) which supports the function of the Haringey Strategic Partnership.

The partnership is committed to working together to make Haringey **"**a place for diverse communities that people are proud to belong to".

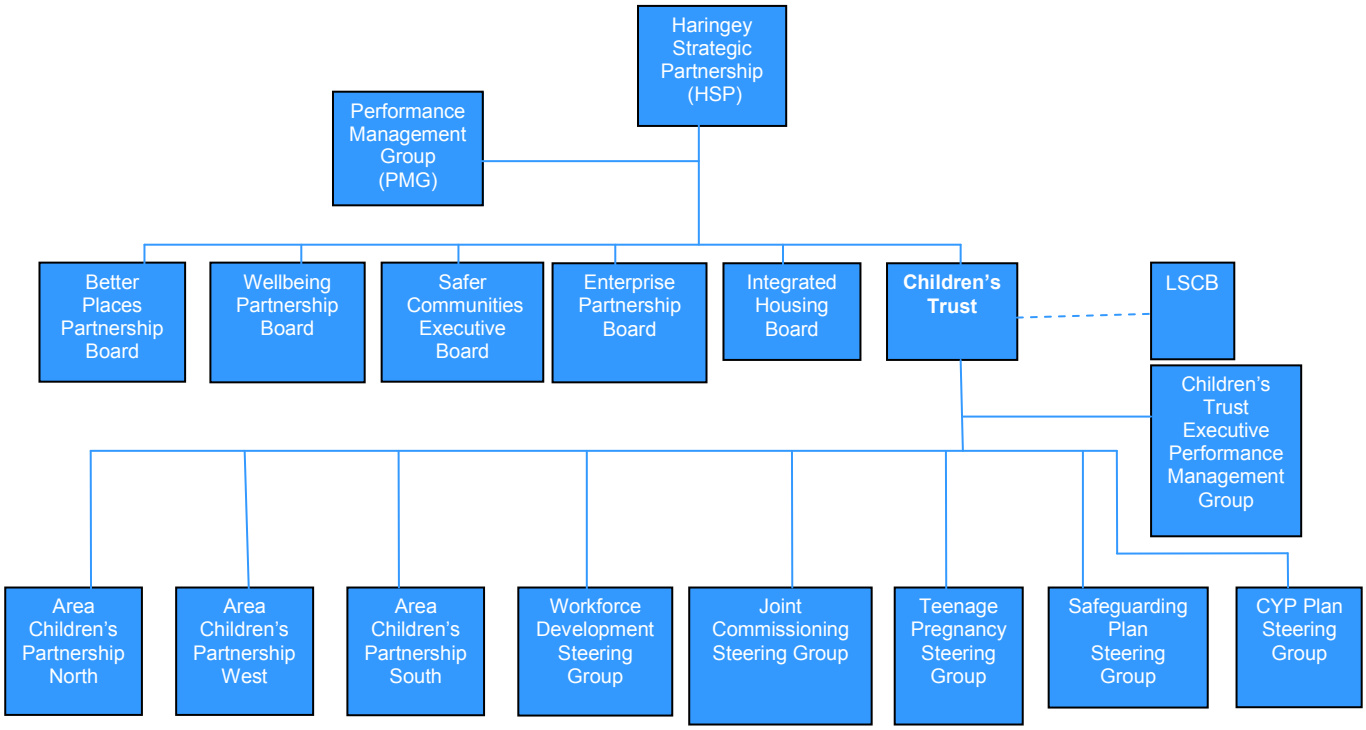
The partnership bring together key public sector organisations, local businesses, community and voluntary groups to work collectively to improve the quality of life for local people

In Haringey the role of the Children's Trust is to bring together partners to improve outcomes for all Haringey's children and young people. Stakeholders have the opportunity to feed into the Trust and take part in consultations and reviews of services.

Haringey Children's Trust is made up of a number of statutory and non-statutory partners, whose purpose and aim is to improve outcomes and life chances for children and young people in Haringey. A structure diagram is provided below.

Haringey Strategic Partnership and Children's Trust

The diagram below shows the Children's Trust and its place as part of the strategic partnership.



Implementation

Responsibility for the implementation of this Communications Strategy lies with all members of the partnership. Individuals will be responsible for ensuring that information is kept up-to-date, published in a timely manner and that partner agencies are informed on partnership issues and initiatives. Partners are also responsible for ensuring that the work of the partnership is filtered down and embedded into their respective agencies. Partnership members should also ensure that they communicate effectively with service users, and keep them updated on issues that affect them. It will be the role of the partners to implement these strategies and plans as required.

The Children's Trust has responsibility to consider a wider range of communication methods for children and young people. There needs to be accessible information for all children and young people about the Haringey Children's Trust. The Children's Trust also has responsibility to make children and young people aware of opportunities to get involved and make sure they receive timely feedback. Wherever possible communication activities for young people should be led by children and young people themselves as they are best placed to decide how to communicate with their peers

Participation and Involvement

Children and Young People's Participation Strategy and the Children's Trust.

The Children's Trust board has a Children and Young People's Participation Strategy, to ensure the views of children and young people are at the heart of service planning. The strategy actively promotes children's rights, equality and inclusion as principles for the involvement of all children and young people.

The multi-agency Participation Task Group will oversee the implementation of the Participation Strategy on behalf of the Children's Trust. However the Children's Trust and all partners are responsible for implementing effective mechanisms to actively encourage the involvement of all children and young people, particularly from groups who find it more difficult to access services.

This strategy will be complemented by the Parent Support Strategy and the Community Engagement Strategy, to ensure parents, carers, community and faith-based groups are also fully involved.

Actions to engage children and young people in Haringey include:

- The national pilot project Young Children's Voices Network, involving children aged 0 to 5. By listening to children within early years settings, their views can inform policy and improve early childhood services.

- The views of children aged 5 to11 are captured through school surveys, school councils and Tell Us Surveys.

- Young people aged 11 to 19 have the opportunity to be part of their school council and youth forums based in the three Children's Networks. These link in to Haringey Youth Council. Young people are also encouraged to get involved in the UK Youth Parliament.

- Haringey Youth Council (HYC) is a successful platform for Haringey children and young people to express their views, represent their interests and raise the profile of children and young people across the borough. As the voice of children and young people, HYC will be represented on the Children's Trust. Children in Care will be consulted through the CiC Forum, which reports to the Corporate Parenting Advisory Committee and the Children's Trust.

- Children and young people across the borough are regularly consulted and engaged through a wide range of creative and inclusive approaches, including online questionnaires, pupil voice events, workshops and peer consultation.

- Parent, community and faith-based forums are well established and enable the views of black and ethnic minorities and faith groups to influence service delivery. These groups can all make formal representations to the Children Trust.

Key messages

- Organisations in Haringey are working together for children and young people
- A wide range of activity is planned to make sure children and young people are safe, happy and prepared for the future
- Haringey has many fantastic young ambassadors who are making a difference in the community

Monitoring the Strategy

In order to effectively monitor the impact of the Children's Trust Board communications, all communications activity will be reported twice-yearly to the Children's Trust Board together with an impact assessment of the difference made. This report will be from the Director of the Children's & Young People's Service.

Methods of communication

For the purposes of this strategy, the means of communication by the Haringey Children's Trust have been split into two categories: partners, and children, young people, parents and carers.

The available methods of communication are set out below.

Partners

- **Workshops:** A programme of events to aid in the development and implementation of new procedures and ensure shared understanding about issues such as commissioning and procurement.

- **Minutes of meetings:** All Children's Trust decisions and minutes will be published on the Haringey Council website

- **Email communications:** Email will be used to keep partners up-to-date and informed of changes. Email use is a cost effective way to send letters, leaflets and provide "links" to the Children's Trust and partners' websites.

- **Partners' events:** In order to gain a wider audience for the work of the partnership, we will utilise events already taking place within Haringey, publicise the work of the partnership and engage with service users through these events. An example of this would be involvement in, voluntary sector events such as the Haringey Community Links and the Haringey Black and Ethnic Minority (BME) Forum

- **Partners' communications:** To ensure a cohesive and co-ordinated approach, we will make effective use of existing partner communications to promote the work of the Children's Trust , for example in Haringey People (Haringey Council's resident magazine), EduComms (schools newsletter), Smart Talk (Haringey Council's staff newsletter), Update (Haringey Council children and young people's service staff newsletter), the Metropolitan Police monthly newsletter to all officers and staff, HomeZone (Homes for Haringey's magazine to every tenant and leaseholder) and NHS Haringey staff updates.

- **Performance management**. The trust will share reports on performance against key priorities in the CYPP and agreed outcome measures, monitoring and evaluating progress against targets set. Partners will have access to shared performance management systems so that performance data of all partners work is widely available.

- **Information sharing protocols**: Children's Trust partners will be aware of, and adhere to, agreed information sharing protocols set out

to both protect members of public and ensure that relevant and important information is shared between partner organisations.

Children, young people, parents and carers

We will further develop the range of communication platforms for children and young people, parents and carers including:

- **Local Children's Network Maps** which provide summary information on local services within each area.
- **Community events** that already taking place within Haringey such as community festivals will be used to gain a wider audience for the work of the partnership, publicise the work of the trust and engage with service users. For example, involvement in National Play Day and community safety days.
- **Launch events**: Key launch events for the work of the partnership will be arranged such as the Children and Young People's Plan.
- **Shared communications** with other ESP TAGs, particularly with the Health and Well-Being Board.
- **Social Networking:** Use new technologies appropriate for young people such as social networking sites including Facebook, Twitter, Bebo, and My Space. Use text and mobile phone technology as a means to inform and engage with children and young people. Whilst we want to embrace new technologies we need to be mindful of safeguarding children and young people and will develop an E-Safety Strategy.
- **Youth Council:** We will communicate regularly with members of the Youth Council, giving them an opportunity to share their views and engage other young people.
- **School Council:** We will communicate directly with every School Council on a regular basis, giving them the chance to hear from the Children's trust directly, comment on and feedback to the Trust on matters of interest or issues of concern.

- **Annual Review of the Children and Young People's Plan** will be published and available as a public document to inform the public of progress made.

Equalities

The Haringey Children's Trust has a responsibility to ensure appropriate and effective communications with all communities and groups in Haringey including hard-to-reach groups, vulnerable groups and those with specific communication needs such as looked after children, children with disabilities and special needs, those with language needs and those with accessibility requirements.

The Children's Trust will ensure that all service users will have appropriate access to information about the services available to them.

Whatever the audience the principles of communication remain the same; understand the needs of the audience and devise and deliver the message appropriately through appropriate channels such as:

Print: clear and easy-to-read brochures and summary versions of leaflets, posters with pictures and symbols

Media: Use appropriate media and make use of local and community press and media to target specific BME communities

Outreach: Outreach can be the main successful form of communication for some hard to reach groups and should take place in a venue already familiar to those groups for example, parent and toddler groups, youth centres etc

Specialised services and advocacy: outreach and intermediaries are best placed to reach some groups for example children with disabilities and the trust will ensure effective liaison with specialised services such as special schools, and Haringey's Aiming Higher for Disabled Children.

Communications Plan - The Children's Trust

Objectives

1. Raise awareness of the trust and what it does
2. Raise awareness of the work being done through the Children and Young People's Plan
3. Celebrate successes of children and young people in the borough

Theme	Project	Activity	Lead officer	Timescale
Trust milestones				
Trust key dates	First review of Children and Young People's Plan	Press release	LF	Apr-10
		Update	FB	Apr-10
	One year anniversary of trust's establishment	Press release	LF	Jun-10
		Update	FB	Jun-10
		Smart Talk	LF	Jun-10
		Haringey People	LF	Jun-10
		Together Update	LF	Jun-10
Be healthy				
Walking to school	Walk To School Week	Press release	LF	May-10
Healthy School Status	80 per cent of Haringey schools awarded Healthy School Status	Press release	LF	Jan-10
Child obesity	?	Press release	PCT	TBC
School meals	National School Meals Week	Press release	LF	Nov-09
Children's Centres	Explaining services available	Press release	LF	Feb-10
		Haringey People	LF	Feb-10

Theme	Project	Activity	Lead officer	Timescale
		Leaflets	FB	Ongoing
		Posters	FB	Ongoing
PE and sports	National School Sports Week	Press release	LF	Jun-10
Aiming High For Disabled Children	Wide programme of activities to support disabled children and their families	Press release	LF	Feb-10
Sexual health	Teenage pregnancy	Press release	PCT	TBC
	Speakeasy programme	Press release	PCT	TBC
Stay safe				
Sharing performance information	Highlighting the importance of info sharing	Smart Talk	LF	Ongoing
		Update	FB	Ongoing
		Together Update	LF	Ongoing
Road accidents	Road Safety Week	Press release	MB	Nov-09
Bullying	Anti Bullying Week	Press release	LF	Nov-09
Positive activities	Youth centre promotion	Press release	LF	Mar-10
Violence prevention	Value Life at Gladesmore School	Press release	LF	Jul-10
	Year 10 knife awareness events	Press release	LF /MET	Mar-10
	Let's Squash This	Press release	LF	TBC
Voluntary activities	National Volunteers Week	Press release	LF	Jun-10
Risk awareness	Pupils keeping themselves safe - Miss Dorothy and Watch Over Me	Press release	LF	TBC
Preventing exclusions	Haringey as "best practice" authority	Press release	LF	Apr-10
Enjoy and achieve				
Academic achievements	GCSE results	Press release	LF	Aug-10
		Smart Talk	LF	Sep-10
		Update	FB	Aug-10
		Haringey People	LF	Sep-10

Theme	Project	Activity	Lead officer	Timescale
	A Levels	Press release	LF	Aug-10
		Haringey People	LF	Sep-10
School attendance	Celebrating schools with highest attendance	Press release	LF	Jun-10
School governors	Recruitment appeal	Press release	LF	Jan-10
		Smart Talk	LF	Jan-10
		Haringey People	LF	Jan-10
Children in Care education	Education achievement awards	Press release	LF	Oct-09
		Update	FB	Oct-09
		Haringey People	LF	Dec-09
School clusters	How schools are working together to raise attainment	Press release	LF	May-10
BSF	Northumberland Park Food Technology facility open event	Press release	LF / MB	Nov-09
	Woodside High 'topping out' ceremony - the project reaches its highest point	Press release	LF / MB	Nov-09
	Haringey Youth Survey	Press release	LF / MB	Dec-09
	Launch of Heartlands High filming competition	Press release	LF / MB	Dec-09
	Broadwater Farm planning application announcement	Press release	LF / MB	Dec-09
	Heartlands to be one of London's Greenest schools	Press release	LF / MB	Jan-10
	Highgate Wood BSF completion	Press release	LF / MB	Jan-10
	BSF update - Progress report on the 12 projects	Press release	LF / MB	Feb-10
		Haringey People	LF / MB	Feb-10
		Smart Talk	LF / MB	Feb-10
Play	National Playday	Press release	LF	Aug-10

Theme	Project	Activity	Lead officer	Timescale
Technology	Haringey City Learning Centre at Gladesmore School - training and support	Press release	LF	Jun-10
Parent support	Parenting programmes	Press release	LF	Apr-10
Parent involvement	Establishment of Parent Forum? Parents Week	Press release	LF	Oct-10
		Smart Talk	LF	Oct-10
School holiday activities	Summer Fun and Summer Uni	Press release	LF	Jun-09
		Smart Talk	LF	Jul-09
	Follow up on summer activities	Press release	LF	Aug-09
		Haringey People	LF	Sep-09
Make a positive contribution				
Youth involvement	Young people involved in evaluating local provision	Press release	LF	Mar-10
		Update	FB	Mar-10
	Youth Council - elections	Press release	LF	Jan-10
	School councils	Press release	LF	Apr-10
	Youth forums in each Childrens Network Area	Press release	LF	TBC
		Area assembly	?	TBC
		Smart Talk	LF	TBC
	Five new activities set up after consultation with young people	Press release	LF	TBC
Celebrating achievements	Young Haringey Heroes Awards	Press release	LF	Jul-10
		Haringey People	LF	Aug-10
	Spirit of London Awards	Press release	LF	Nov-09
		Smart Talk	LF	Dec-09

Theme	Project	Activity	Lead officer	Timescale
		Haringey People	LF	Jan-10
	Rapid Response Team - two year anniversary	Press release	LF	May-10
Inclusion	Youth at Risk programme for 30+ young people	Press release	LF	TBC
	Think Family Team - support 20 children and families at risk of not fulfilling potential	Press release	LF	TBC
Rights and responsibilities	Duke of Edinburgh Scheme	Press release	LF	Feb-10
	Local Democracy Week	Press release	SL	Oct-10
		Smart Talk	LF	Oct-10
	Earth Summit on climate change (90 per of schools take part)	Press release	LF / MB	Nov-09
	Annual Green Fair	Press release	MB	Jun-10
		Smart Talk	LF	Jun-10
		Haringey People	MB	May-10
		Leaflets	?	May-10
		Posters	?	May-10
	PSHE - 400 children participate in debating event	Press release	LF	TBC
	Peer mentoring and mediation - to be in 15 schools	Press release	LF	TBC
	Olympic legacy (18 months to go)	Press release	LF	Jan-10
		Haringey People	LF	Jan-10
Community cohesion	Model United Nations (8 secondary schools)	Press release	LF	Mar-10
Achieve economic well-being				
Careers advice	Year 10 event at Alexandra Palace	Press release	LF	Nov-09

Theme	Project	Activity	Lead officer	Timescale
Diploma courses	New vocational college-based courses	Press release	LF / 6th FORM	Jan-10
September Guarantee	Support for 40 most at risk students	Press release	LF	Nov-09
		Update	FB	Nov-09
		Haringey People	LF	Dec-09
Apprenticeships	70 opportunities to be created by 2010	Press release	LF	Jan-10

NOTE -ALL PRESS RELEASES ARE PLACED ON HARINGEY COUNCIL WEBSITE

LF - Lea Fountain
MB - Mark Burey
FB - Fenella Brown
PCT - Primary Care Trust
MET - Police

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