

Overview and Scrutiny Committee

THURSDAY, 3RD DECEMBER, 2009 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Adamou (Vice-Chair), Adje, Aitken, Mallett, Newton and Winskill

Co-Optees: Ms Y. Denny (church representative) plus 1 Vacancy, Ms M Jemide (Parent Governor), Mr J Ejiofor (Parent Governor), Ms S Marsh (Parent Governor), Ms H Kania (LINK Representative)

AGENDA

1. WEBCASTING

Please note: This meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chair will confirm if all or part of the meeting is being filmed. The images and sound recording may be used for training purposes within the Council.

Generally the public seating areas are not filmed. However, by entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

If you have any queries regarding this, please contact the Committee Clerk at the meeting.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 10 below)

(Please note that under the Council's Constitution – Part 4 Section B paragraph 17 – it being a special meeting no other business shall be considered).

4. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. MINUTES (PAGES 1 - 4)

To confirm the minutes of the Child Protection Overview & Scrutiny Committee held on 17th September 2009.

7. JOINT AREA REVIEW ACTION PLAN - UPDATE ON PROGRESS (PAGES 5 - 36)

To receive the report of the Director of Children's Services providing an overview of progress in refreshing the Joint Area Review (JAR) Action Plan.

8. CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE - UPDATE ON THE WORK OF THE PANEL (PAGES 37 - 42)

To receive and consider the report detailing the recommendations of the Safeguarding Policy and Practice Advisory Committee. The Panel was formed as a consequence of the Joint Area Review report November 2008 and represents the process by which back bench members can have greater involvement in the Council's work in safeguarding children.

9. CHILD PROTECTION PERFORMANCE AND KEY ISSUES REPORT (PAGES 43 - 52)

To receive the report of the Director of Children & Young People's Service updating on the Safeguarding Plan (formerly the JAR Action Plan), following publication of the Ofsted inspection report in July 2009.

10. NEW ITEMS OF URGENT BUSINESS

Under the Council's Constitution – Part 4 Section B paragraph 17 – no other business shall be considered.

11. FUTURE MEETINGS

The next meeting to consider Child Protection matters will be on Monday 8th March 2010.

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

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Principal Committee Co-Ordinator
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Friday 13 November 2009

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**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY, 17 SEPTEMBER 2009**

Councillors Councillors Bull (Chair) Adamou (Vice-Chair), Adje, Newton, Alexander, Allison, Peacock and Bull (Chair)

Apologies Councillors Aitken, Mallett and Winskill

Also Present: Joseph Ejiofor (Parent Governor Representative), Helena Kania (Local Involvement Network (LINK)), Sarah Marsh (Parent Governor Representative), Marcelle Jemide (Parent Governor Representative) and Yvonne Denny (Church Representative), Councillor Engert and Council Officers

**MINUTE
NO.**

SUBJECT/DECISION

OSCO01.	WEBCASTING The meeting was recorded for live or future broadcasting on the Council's website.
OSCO02.	APOLOGIES FOR ABSENCE Apologies for absence were received from Councillor Mallett, who was substituted by Councillor Peacock, and Councillors Aitken and Winskill, who were substituted by Councillors Allison and Alexander.
OSCO03.	URGENT BUSINESS There was no urgent business.
OSCO04.	DECLARATIONS OF INTEREST There were no declarations of interest.
OSCO05.	DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS There were no deputations, petitions, presentations or questions.
OSCO06.	ORDER OF AGENDA RESOLVED That the order of the agenda be varied to consider item 7 first to enable Councillor Jones' to proceed to another meeting. The minutes will appear in the same order as items listed on the agenda.
OSCO07.	JOINT AREA REVIEW ACTION PLAN - UPDATE ON PROGRESS The Committee noted the update on the Joint Area Review (JAR)

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY, 17 SEPTEMBER 2009**

	<p>Action Plan and listed completed actions introduced by Peter Lewis (Director of Children and Young People's Service (C&YPS)).</p> <p>Councillor Reith, the Director of C&YPS and the interim Deputy Director (Children and Families) answered questions from the Committee and the Committee noted that nationally there were not sufficient numbers of health visitors. The Director of C&YPS also commented that moving to more independent chairing of bodies such as the Local Safeguarding Board and Serious Case Review (SCR) panels meant more demand on a small number of qualified people. Part of the improvement work within the service had been the employment of three social-work consultants working with Haringey social-work staff. The Council worked towards filling the professional gaps by the end of the financial year. The Department had so far recruited at least 12 new permanent staff including new Heads of Service and the Assistant Director of Safeguarding. Staffing charts for the Children's Services departments were tabled.</p> <p>The Committee asked whether further funding would be sought by the Council to cover short term capacity needs and were informed that on-going negotiations were continuing with the Department for Children, Schools and Families (DCSF).</p> <p>The Committee questioned whether the target of clearing the backlog of cases by December 2009 was realistic. The Director of C&YPS recognised the challenge and stated that the Department could meet the target.</p> <p>The Committee noted that the data provided in the assessment framework was a combination of statutory and local performance indicators. Officers recognised that the data needed to be easier to understand and were working with the Secretary of State's office and the Government Office for London (GOL) to present the information better.</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the progress made to date against the Joint Area Review (JAR) Action Plan, specifically the JAR 2008 recommendations and main findings, be noted. ii. That the overall summary programme update be noted. iii. That the key performance indicators, programme level risks and issues be noted.
<p>OSCO08.</p>	<p>CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE - UPDATE ON THE WORK OF THE PANEL</p> <p>The Committee received the report which provided an overview of the work of the Safeguarding Policy and Practice Advisory Committee</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY, 17 SEPTEMBER 2009**

	<p>which ensured the involvement of Members in safeguarding children and examined Council policy, practice and effectiveness. The Advisory Committee would make recommendations to Cabinet to improve the safeguarding of children.</p> <p>Councillor Emma Jones, Chair of the Advisory Committee, presented the report and introduced colleagues Graham Badman (Independent Chair of the Local Safeguarding Board), Hillary Corrick (Independent Member of the Policy & Practice Advisory Committee), Eleanor Brazil (Interim Deputy Director - Children and Families) and Mark Gurrey (Interim Assistant Director for Safeguarding).</p> <p>The Committee noted the advance questions that had been submitted and the written answers provided.</p> <p>The Committee noted that whilst there should be a shared responsibility between partner agencies it was the social worker who was ultimately responsible for a child. Referral threshold guidance was being finalised and all partner agencies would receive training on the document.</p> <p>The Committee were informed of the processes in place to deal with referrals and suggested that a recommendation be made to ensure that it should be highlighted when parents failed to take their children for health checks, which Councillor Jones stated would be part of discussions at the next Advisory Committee meeting.</p> <p>The interim Deputy Director –Children & Families explained that part of the improvement plan was about integrated working across agencies including multi-disciplinary services.</p> <p>Councillor Lorna Reith informed the Committee that she had met with the Cabinet Member for Adults and Social Care and directors within children’s and adults services to discuss issues including transition (from children into adults) and the possibility of individual social workers working with both children and adults to improve links between the two departments.</p> <p>RESOLVED</p> <p>That the report be noted.</p>
OSCO09.	<p>CHILD PROTECTION PERFORMANCE AND KEY ISSUES REPORT</p> <p>The Committee received the Safeguarding Plan for Haringey introduced by The Director of C&YPS who drew the Committee’s attention to a factual inaccuracy in at paragraph 2.1.3 of the report which suggested that there were two Serious Case Reviews (SCR) to be published at the end of September 2009. This was not the case; there were no SCRs scheduled for publication.</p> <p>In response to concerns raised by the Committee Councillor Reith and</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY, 17 SEPTEMBER 2009**

	<p>The Director of C&YPS explained that regular “parenting meetings” occurred for those children with protection plans in place as well as in cases of foster-parenting and adoptions.</p> <p>Management team meetings between Children’s Services and Urban Environment officers took place which included discussions on homelessness operations. Priority was given to removing children at risk out of temporary accommodation following discussions between the Urban Environment, Housing and Children’s services departments.</p> <p>Officers would circulate a briefing note to Committee Members about children in care moving from one borough into another and how it was decided which borough would have responsibility for those children.</p> <p>The Committee was informed that Children’s Services managers actively reviewed files on a monthly basis to ensure work was covered and regularly talked with front-line staff. Child Protection was also part of targets in staff performance appraisals.</p> <p>RESOLVED</p> <p>That the Safeguarding Plan for Haringey be noted.</p>	
<p>OSCO10.</p>	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of urgent business.</p>	

The meeting ended at 21:05pm

COUNCILLOR GIDEON BULL

Chair

SIGNED AT MEETING.....DAY

OF.....

CHAIR.....


Overview & Scrutiny
On 3rd December 2009

Report Title: Safeguarding Plan for Haringey

Report of **Peter Lewis, Director of Children Services**

Signed :

Contact Officer : Mark Gwynne, Programme Manager

Wards(s) affected: **ALL**

Report for: **Non Key Decision**

1. Purpose of the report (That is, the decision required)

- 1.1. This report provides the Scrutiny with an update on delivery of the Safeguarding Plan (formerly the JAR Action Plan), for the period up to October 2009.

2. Introduction by Cabinet Member (if necessary)

- 2.1. N/A

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

- 3.1. The Haringey Community Strategy 2007-2016 in particular the 'Safer for all' key outcome. In response to the JAR Action Plan we have strengthened our commitment to provide support and protection to the most vulnerable people in our community through the following priority: We will **'Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur'** – *Community Strategy Update, March 2009*
- 3.2. The Council Plan 2007-2010 priority of 'Encouraging lifetime well-being at home, work, play and learning'
- 3.3. The Children and Young People's Plan 2006-09 (currently being finalised for 2009-12) in particular the 'Stay Safe' element which, in part, replicates the key

actions developed through the JAR Action Plan refresh.

3.4. Haringey Strategic Plan (NHS) 2008-2013

3.5. Safer for all, Haringey's Community Safety Partnership Strategy 2008-2011

4. Recommendations

4.1. To note progress in delivery of the Safeguarding Plan milestones and key performance indicators.

4.2. To note the arrangements in place for managing programme level risks and issues.

5. Reason for recommendation(s)

5.1. This report provides Scrutiny with a progress report on the Safeguarding Plan for Haringey: the refreshed JAR Action Plan.

5.2. Quarterly performance reports on the refreshed plan 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.

6. Summary

6.1. The refreshed JAR Action Plan forms the Safeguarding Plan for Haringey. Development of the refreshed plan comprising a smaller more focused set of actions was completed in August 2009. Most of the actions are scheduled for completion by December 2009, which will lead to a positive recognition for the improvements made in the January inspection, whilst setting the way for safeguarding services to become amongst the best by 2012.

6.2. The Safeguarding Plan has been focused on delivering the key actions that are required before the end of the year in order to ensure that the basic foundations are in place to enable effective safeguarding of children in Haringey. This incorporates key findings from the serious case reviews (SCRs).

6.3. There are several challenges to achieve this outcome, which are highlighted in the Safeguarding Plan Milestone Report (appendices 2 and 2a) and the Performance Report (appendix 3).

7. Chief Financial Officer Comments

7.1. N/A

8. Head of Legal Services Comments

8.1. N/A

9. Head of Procurement Comments

9.1. N/A

10. Equalities &Community Cohesion Comments

10.1. N/A

11. Consultation

11.1. N/A

12. Service Financial Comments

12.1. Meetings have been held between all Area for Improvement lead officers and the Head of Finance. Based on these meetings an update of the allocations necessary across the seven themes has been undertaken.

12.2. The revised analysis reflects the fact that as additional support has been engaged this has been deployed across various themes.

13. Use of appendices /Tables and photographs

13.1. Appendix 1: Glossary of Terms

13.2. Appendix 2: Safeguarding Plan Milestone Report, October 2009

13.3. Appendix 2a: Safeguarding Plan Milestone Exception Report, October 2009

13.4. Appendix 2: Performance Indicator Report, September 2009

14. Local Government (Access to Information) Act 1985

14.1. JAR Report (December 2008)

14.2. Annual Performance Assessment (December 2008)

14.3. Inspection of Progress in the Provision of Safeguarding Report (July 2009)

1. Background

- 1.1.1 In developing the JAR Action Plan back in January 2009, partners across the borough were keen that the Plan was ambitious and represented more than just addressing the JAR (Dec 2008) and APA (Dec 2008) inspection reports. The intention was to unite all partners in the borough to implement more fundamental changes in the quality of safeguarding work.
- 1.1.2 The ambition was to achieve a 'positive direction of travel' by June 2009 and this was to be validated by the inspection. Whilst the inspection report recognised progress in some areas, their overall assessment fell short of the desired outcome.
- 1.1.3 In addition, May's performance report showed that slippage had occurred in a number of areas and performance measures. Ofsted's 'priorities for further improvement' also identified a number of actions in the current plan that needed to be expanded or amended.
- 1.1.4 Senior officers across the partnership embraced the inspection findings and agreed that it provided an opportune moment to review the plan. The inspection team also endorsed the need for this at their feedback session and suggested that the timelines for delivering the plan be revisited.

2. Next Steps

- 2.1.1 A range of quality assurance mechanisms have been put in place to assess improvement in the quality of work ahead of the inspection. External assessments of progress have been commissioned to validate improvements and identify areas where further work is required. In addition, a review of the published reports from unannounced safeguarding inspections has been undertaken.
- 2.1.2 The findings from these are all being used to support the gathering of suitable evidence to demonstrate that:
- We are clear about our strengths and areas for improvement;
 - Recognition should be given for some of the key areas of success that exist within the Borough; and
 - Plans are in place to continue to improve services and working practices in areas where we know further improvement is required.
- 2.1.3 Evidence gathering and the development of a robust self assessment will help ensure that the inspection recognises progress made to date and our ability to continue to improve the service. These activities are happening throughout November and December in preparation for the January inspection.

Overview & Scrutiny




Safeguarding Plan – Glossary of Terms and Acronyms







AFI	Area for Improvement
APA	Annual Performance Assessment
C&YPS	Children & Young People's Service
CAF	Common Assessment Framework
CAIT	Child Abuse Investigation Team
CAMHS	Child and Adolescent Mental Health Service
CiC	Children in Care – children in care to the local authority
CiN	Children in Need – children in receipt of a service from Children & Families after assessment identified a particular need
CLU	Children With Disabilities (looked after under a series of short-term placements)
CP	Child Protection
CPP	Child Protection Plan – the agreed plan by which the statutory (and other) agencies will protect a child from significant harm, agreed at a multi-agency child protection conference
CT	Children's Trust
CTEMPG	Children's Trust Executive Performance Management Group
CYPP	Children & Young People's Plan
DCSF	Department for Children, Schools & Families
ECM	Every Child Matters – government initiative with 5 themes of activity to focus activity in support of children and young people
FWi	Framework-I – computer system used for children & families casework
GOSH	Great Ormond Street Hospital in Haringey
HCT	Haringey Children's Trust
HSP	Haringey Strategic Partnership
JAR	Joint Area Review
LAA	Local Area Agreement
LAC	Looked After Child(ren) – children in care
LC	Leaving Care – usually referring to that group of children in care, over the age of 16 and still in receipt of services or support
LCT	Leaving Care Team – the specialist team that take responsibility for (most) children in care from age 16 and see them through to the end of their care episode. The team helps to find accommodation and either work or continued study.
LSCB	Local Safeguarding Children's Board
MACIE	Multi-Agency Child Investigation Exercise
MPS	Metropolitan Police Service
NMUH	North Middlesex University Hospital Trust
NQSW	Newly Qualified Social Worker
Ofsted	Office for Standards in Education – undertake inspections on children's services including safeguarding
PCT	Primary Care Trust
PEP	Personal Education Plan – required for every looked after child in

	education
R&A	Referral & Assessment
SCR	Serious Case Review
SPE	Single Point of Entry
SPSG	Safeguarding Plan Steering Group
SPPP	Safeguarding Policy & Practice Panel
SW	Social Worker(s)
UNM	Unaccompanied Minor(s) – children under 18 who have come to this country from abroad without a parent or other attached adult








Safeguarding Plan Milestone Report










Generated on: 04 November 2009







Status Key	
	Action completed and desired outcome achieved
	Action in progress and on track to be completed
	Not achieved / not on track support required to address issues









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 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	JAR- Leadership and Governance
			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		Oct 2009 - Not on track. Will be completed by November 2009.	Peter Lewis	
		Partners engaged in development of draft partnership agreement	01 Oct 2009	30 Nov 2009		Oct 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 Safeguarding communications programme implemented	01 Jul 2009	31 Aug 2009		Aug 2009 - Achieved	Sarah Peel	JAR- Leadership and Governance
			01 Aug 2009	31 Dec 2009		Oct 2009 - Achieved. Completed (for Reviews published to date - learning points from unpublished reviews incorporated without reference to specific reviews)	Peter Lewis	








Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		Events held to communicate findings of SCRs	01 Oct 2009	31 Oct 2009		Oct 2009 - Achieved. 3 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. Core business agreed - minuted	Sarah Peel	JAR- 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		Oct 2009 - On track	Sarah Peel	
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 development and consultation completed	01 Jul 2009	30 Nov 2009		Oct 2009 - On track	Jan Doust	JAR- 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	Alison Botham	CAF quality assurance framework agreed	01 Aug 2009	30 Sep 2009		Sep 2009 - Achieved. Complete and Quality Assurance framework provided.	Alison Botham	JAR- Early Intervention









Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
assurance framework based on the Pan London CAF protocol		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			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. Threshold document sets out the integrated approach. Further work / training required to ensure fully embedded and understood across all agencies. Training the Trainers sessions set to enable this to happen.	Mark Gurrey	JAR- Good Practice
		Capacity identified to ensure that timescales taken for assessment improve	01 Jul 2009	30 Sep 2009		Sep 2009 - Achieved. Capacity identified. Accelerated transfer of cases agreed to ensure focus on new incoming work.	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		Oct 2009 - On track. 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	JAR- Good Practice
		Safeguarding resources panel	01 Jul 2009	31 Aug 2009		Aug 2009 - Achieved	Mark Gurrey	






Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		established with clear terms of reference established for all panels						
		Independent social workers engaged to support social workers / team managers in decision making	01 Jul 2009	31 Oct 2009		Sep 2009 - Achieved. 2 ISWs in place and 1.5 due to start October.	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		Oct 2009 - On track. New monitoring form will be in use during November.	Mark Gurrey	JAR- Good Practice
		Mechanisms established to challenge appropriateness of invites to, and judge quality of input at, conferences	01 Sep 2009	31 Oct 2009		Oct 2009 - On track. Above will measure quality of input. New CP system being delivered from 12/10/09 will improve better focussed invites.	Mark Gurrey	
		Improvements demonstrated through quality of care plans / conference minutes	01 Oct 2009	31 Oct 2009		Oct 2009 - Not achieved. Improvements will become evident over next 3 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	JAR- Good Practice
		Health Visitors Child Protection & Children in Need folders audited and revised standards developed	01 Sep 2009	30 Sep 2009		Sep 2009 - Achieved.	Julie Quinn	
		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	Julie Quinn	Review current practice across all Trusts and develop action plan for improvements	01 Jul 2009	30 Sep 2009		Sep 2009 - Achieved	Julie Quinn	JAR- Good Practice
		Audit programme for plans	01 Sep 2009	31 Oct 2009		Oct 2009 - Achieved. Final Audit	Julie Quinn	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		developed to demonstrate improvement				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.		
		Standard agreed for inclusion of sibling information	01 Sep 2009	31 Oct 2009		Oct 2009 - Achieved. New registration form finalised by GOSH in Haringey Children's Management Team October 09, which includes sibling information (copy attached). In use since October. Genogram - to be finalised and in use by 30th October (copy to follow). Key events record to be finalised and in use by mid November (copy to follow).	Julie Quinn	
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 Updated manual launched to staff Staff engaged to establish a rolling programme of quarterly updates to the manual	01 Jul 2009 01 Oct 2009 01 Oct 2009	31 Oct 2009 31 Oct 2009 31 Oct 2009	  	Oct 2009 - Achieved. Complete. Oct 2009 - Achieved. Launched on 21st October. Oct 2009 - Achieved. Programme of updates in place.	Rachel Oakley Rachel Oakley Rachel Oakley	JAR- Good Practice
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 targeted / universal services	Alison Botham	Procedures agreed by relevant agencies Procedures implemented across all agencies	01 Jun 2009 01 Oct 2009	30 Sep 2009 31 Dec 2009	 	Sep 2009 - Achieved. Oct 2009 - On track. New arrangements agreed and being implemented, and training begins November 2009 - see 2.05 Roll-out across all schools and settings.	Alison Botham Alison Botham	JAR- Good Practice







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 Domestic violence commissioning completed following reviews of evidence base; current provision and a gap analysis Parenting support commissioning completed following development of list of effective parenting support programmes and interventions; current parenting support provision detailed by all services; and gap analysis	01 Aug 2009 01 Sep 2009 01 Sep 2009	30 Jun 2010 31 Dec 2009 31 Dec 2009	  	Oct 2009 - On track. FISD will form basis of this. Oct 2009 - On track. Haringey DV coordinator working with LSCB subgroup and Public Health. Oct 2009 - On track. Working with Parenting Commissioner and Family Support Working Group.	Ian Bailey Ian Bailey Ian Bailey	JAR- Good Practice
1.14 Introduce additional short term social work professional and management capacity	Eleanor Brazil	Short term capacity needs and resource requirements identified Longer term capacity needs and staffing levels identified and resources identified Capacity increased to take on complex cases and provide supervision to social workers	01 Jul 2009 01 Aug 2009 01 Sep 2009	31 Aug 2009 31 Oct 2009 31 Mar 2010	  	Sep 2009 - Achieved. 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 staffing in fostering, additional needs and disability, and leaving care to be reviewed. Oct 2009 - On track. Additional independent SWs and consultants has been recruited to provide capacity and to free up TMs to undertake S/V and other training	Eleanor Brazil Eleanor Brazil Eleanor Brazil	JAR- Capacity and Staffing
1.15 Recruit and retain good staff across the partnership to reduce the number of	Stuart Young	Haringey offer identified and recruitment campaign launched Social work graduate trainee scheme expanded	01 Jul 2009 01 Jul 2009	30 Sep 2009 30 Sep 2009	 	Sep 2009 - Achieved. 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 Rachel Oakley	JAR- Capacity and Staffing

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
vacancies and reliance on agency staff		Benchmarking of Health Visitors, School Nurses and Paediatricians completed	01 Aug 2009	31 Oct 2009		Aug 2009 - On track	Julie Quinn	
		Resource plan developed and approved by NHS Haringey	01 Aug 2009	31 Jan 2010		Oct 2009 - On Track. 2008-09 and 2009-10 resource plans have been developed and implemented, 2010-11 resource plan has been developed and approved by SMT, but final approval and budget agreement will be done by the Board at the end of January 2010. This resource plan is for additional resources to supplement what has already been allocated. (SPSG update)	Julie Quinn	
		Health workers vacancies filled and staff in post	01 Aug 2009	30 Nov 2009		Oct 2009 - Not on track. 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.	Julie Quinn	
		Monitoring mechanism established to enable review of workloads of Health Visitors, School Nurses and Paediatricians	01 Aug 2009	31 Aug 2009		Sep 2009 - Achieved	Julie Quinn	
		New social workers and social work managers in post	01 Sep 2009	31 Dec 2009		Oct 2009 - On track	Rachel Oakley	
		Health safeguarding vacancies filled and staff in post	01 Aug 2009	30 Nov 2009		Oct 2009 - On track. Senior Named Nurse, started 12th Oct, Designated Nurse to start November 09, Named Nurse for primary care to start January 09.	Julie Quinn	
Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.16 Ensure effective supervision	Eleanor Brazil	Guidelines amended to clarify the supervision guarantee and electronic manual updated	01 Aug 2009	30 Sep 2009		Sep 2009 - Achieved	Rachel Oakley	JAR- Capacity and Staffing









Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
arrangements for social care staff		Assessment centres held to establish managers' ability to deliver quality supervision	01 Aug 2009	30 Sep 2009		Oct 2009 - Not achieved. Resources have been allocated to get this achieved during November. All current managers are to be assessed. (SPSG update)	Rachel Oakley	
		Individual tailored development programmes for front line managers implemented	01 Sep 2009	30 Nov 2009		Oct 2009 - On track. A revised approach is being adopted which will assess team managers competence in key areas (with a particularly focus on supervisory skills) and construct an individual development package.	Rachel Oakley	
		Reporting of supervision integrated into existing reports	01 Sep 2009	30 Nov 2009		Oct 2009 - On track. Frequency of supervision monitoring put into place from September 2009. Summary will be discussed at PMG on 9th November and actions arising as a result.	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		Oct 2009 - On track. Supervision questionnaire has been given to social workers again to find out if there have been any changes/improvements since the first questionnaire was completed in June 09. Results will be collated and findings presented to PMG on 9th November 09.	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	
1.17 Ensure effective supervision arrangements for health staff	Julie Quinn	NHS Trust standard for supervision agreed and audit programme developed Discussion with Clinical Excellence Group about GPs supervision Reporting of supervision	01 Aug 2009 01 Sep 2009 01 Sep 2009	30 Sep 2009 30 Sep 2009 30 Nov 2009	  	Sep 2009 - Achieved. Sep 2009 - Achieved. Sep 2009 - Achieved.	Julie Quinn Julie Quinn Julie Quinn	JAR- Capacity and Staffing







Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		integrated into case recording						
		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 children's services. Monitored through Safeguarding Assurance Scorecard. Detailed analysis at regular GOSH performance management meetings.	Julie Quinn	
		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 - On track. All members of staff had supervision training from InTrack in April 2008. External consultant currently providing specialist training to team leaders 2-3 days per week. Every Health Visitor receives 2-3 1/2 days of Child Protection supervision every 2-3 months (once every 4 weeks) in addition to 4-6 weekly line management supervision. The Named nurse will provide additional specialist supervision from 12 Oct. GOSH have commissioned training from InTrack for 100 staff and managers in Feb 2010 (earliest possible). From Oct 2010 training will be "in house".	Julie Quinn	
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	JAR- Capacity and Staffing
		Programme developed to ensure compliance with Standard Operating Procedures for supervision	01 Sep 2009	30 Nov 2009		Oct 2009 - Achieved. As above. Further aspect is that PPD matters 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		Oct 2009 - On track	Rachel Oakley	JAR- Capacity and Staffing
		Social work staff trained on risk assessment, information sharing and the recording of decisions	01 Jul 2009	31 Dec 2009		Oct 2009 - On track. Series of training sessions booked / delivered	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		Oct 2009 - On track	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 organisations and across multi-disciplinary teams	01 Sep 2009	31 Dec 2009		Oct 2009 - On track. On track, being led by DI Noel McHugh from the CAIT Team.	Dave Grant	
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		Oct 2009 - Not on track. Training Officer with experience in developing training programmes to be loaned to LSCB until end December to achieve this action ahead of arrival of LSCB Training Officer and ensure linkage with Council internal training programme and designated nurse. (SPSG update)	Rachel Oakley	JAR- Capacity and Staffing
		All appropriate staff attend programme	01 Oct 2009	31 Dec 2009		Oct 2009 - Not on track. See previous milestone update.	Rachel Oakley	
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	JAR - Performance Management
		Programme of sampling and qualitative assessment of case files implemented across the partnership	01 Jul 2009	31 Dec 2009		Oct 2009 - On track	Eleanor Brazil	
		Measures for quality and	01 Jul 2009	31 Dec 2009		Oct 2009 - On track. Audits to be	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		performance of safeguarding practice across the partnership developed				conducted by independent Ken Adams - set up meeting on 2/11 .		
		Annual framework for case file audit agreed within each organisation	01 Aug 2009	30 Sep 2009		Sep 2009 - Achieved.	Eleanor Brazil	
		Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard	01 Sep 2009	30 Sep 2009		Oct 2009 - Not achieved. GOSH in Haringey Referral Form agreed with First Response and in use since 5th October. NMIJHT form agreed with First Response at Integrated Working Group in August. Referral forms and audit of referrals to be addressed at next meeting of Integrated Working Group in November.	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	JAR - 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		Oct 2009 - Not achieved. Report virtually complete but will not be signed off to timescale.	James Hood	JAR - 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 recommendations and good practice	01 Sep 2009	31 Dec 2009		Sep 2009 - Achieved	James Hood	
		Undertake a Gap analysis in relation to staffing and budget	01 Sep 2009	31 Dec 2009		Oct 2009 - On track	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	Julie Quinn	Safeguarding Framework agreed and presented to NHH Board	01 Jul 2009	31 Aug 2009		Sep 2009 - Achieved	Julie Quinn	JAR - 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	Julie Quinn	
		Safeguarding performance dashboard developed and trialled	01 Jul 2009	30 Sep 2009		Sep 2009 - Achieved	Julie Quinn	
		NHS Performance reporting established through Health JAR Action plan Group & NHS Haragey Board	01 Jul 2009	30 Sep 2009		Sep 2009 - Achieved	Julie Quinn	
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		Oct 2009 - On track	Jan Doust	JAR - 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 NNUH and for	01 Aug 2009	30 Nov 2009		Oct 2009 - On track. NHS link progressing to plan	Rachel Oakley	










Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		PCT, GOSH in Haringey and CAMHS staff						
		Multi-agency record audit - random sample of audits undertaken	01 Sep 2009	30 Nov 2009		Oct 2009 - Not on track. Mark Gurrey to move to interim role AD Performance management from 2/11 and will produce comprehensive strategy bringing together all the separate strands of performance management in place	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.	Julie Quinn	
		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 appendix to 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 Team Evidence Files developed Team Performance Plans developed	01 Sep 2009	30 Sep 2009		Sep 2009 - Achieved.	Christine Jorge	JAR - Performance Management
			01 Sep 2009	31 Dec 2009		Oct 2009 - On track. In progress.	Mark Gurrey	
			01 Sep 2009	31 Dec 2009		Oct 2009 - On track. Work in progress.	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	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	JAR- Leadership and Governance

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
partnership		Partnership protocols developed and approved	01 Jul 2009	31 Mar 2010		Oct 2009 - On track	Peter Lewis	
2.03 Increase involvement of young people and the voluntary sector	Peter Lewis	<p>Establish mechanisms for young people to be involved in development of policies, plans and strategies</p> <p>Determine how groups should be involved in delivery of JAR action plan</p> <p>Engage with representative groups interested in being involved in delivery of the JAR Action Plan</p>	01 Aug 2009 01 Sep 2009 01 Mar 2010	31 Mar 2010 31 Mar 2010 30 Jun 2012	 	Oct 2009 - On track Oct 2009 - On track	Peter Lewis Peter Lewis Peter Lewis	JAR- Leadership and Governance
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	<p>Strategy developed</p> <p>Partner contribution from NHS incorporated, into the draft strategy</p> <p>Strategy approved by Children's Trust</p>	01 Aug 2009 01 Oct 2009 01 Feb 2010	28 Feb 2010 31 Jan 2010 31 Mar 2010	 	Oct 2009 - On track Oct 2009 - On track	Jan Doust Jan Doust Jan Doust	JAR- Early Intervention
2.05 All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be	Rachel Oakley	Roll-out across all schools and settings	01 Feb 2009	31 Jul 2010		Oct 2009 - On track. Introduction to Integrated Working training sessions now booked - trainers to be trained 11th November.	Alison Botham	JAR- Early Intervention

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
vulnerable, as the first stage in identifying additional needs								
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 Project plan implemented Non child protection parts of the system reviewed in conjunction with other Local Authorities	01 Jul 2009 01 Oct 2009 01 Jan 2010	31 Oct 2009 30 Apr 2010 31 Jul 2010	  	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. Oct 2009 - On track	Rachel Oakley Rachel Oakley Rachel Oakley	JAR- Good Practice
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 Data quality improvements for Child Protection on Framework-I system (e.g. data cleansing) implemented Practical initiatives held with social workers to build their confidence in using FW-I Use of FW-I extended to Children in Care Health Team	01 Jul 2009 01 Aug 2009 01 Sep 2009 01 Oct 2009	31 Oct 2009 31 Dec 2009 30 Apr 2010 30 Apr 2010	  	Oct 2009 - On track Oct 2009 - On track Oct 2009 - On track Oct 2009 - On track	Rachel Oakley Rachel Oakley Rachel Oakley Rachel Oakley	JAR- Good Practice
2.08 Use new technology including mobile	Rachel Oakley	External study on use of technology to maximise effectiveness and efficiency completed	01 Apr 2009	30 Sep 2009		Oct 2009 - Not achieved. The Mobile Working project is being delivered through Central IT / Haringey Forward - overall project	Rachel Oakley	JAR- Good Practice

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
technology to improve and support staff in delivering the service						will be completed by target date - but some individual milestones will not be met. Project manager in place, PID developed. Board constituted.		
		New plan devised and implemented (with corporate IT, C&YP service IT, FWI support and Haringey Forward)	01 Sep 2009	31 Mar 2010		Oct 2009 - On track. See previous milestone.	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 Assessment of safeguarding and vulnerable children and young people completed	01 Jul 2009	30 Sep 2010		Sep 2009 - Achieved.	Jin Lim	JAR- Good Practice
		Integrated working and commissioning approach (with adult services and partners) developed	01 Oct 2009	28 Feb 2010		Oct 2009 - On track. Joint commissioning group considering draft 11 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 expectations of universal services and a joint understanding of thresholds	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	JAR- Good Practice
		Standards launched	01 Sep 2009	30 Sep 2009		Oct 2009 - Not achieved. Launch has been delayed. Meeting with schools set for mid-November.	Mark Gurrey	
		Agreement signed off with each Headteacher	01 Sep 2009	30 Apr 2010		Oct 2009 - On track. Standards will be formally agreed by April 2010.	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
for referral to targeted and specialist services. (Mark 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 programme implemented training Risk assessment programme implemented training	01 Oct 2009 01 Oct 2009	31 Mar 2010 31 Mar 2010	 	Oct 2009 - On track Oct 2009 - On track	Rachel Oakley Rachel Oakley	JAR- Capacity and Staffing
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 Mechanism established to enable information sharing	01 Sep 2009 01 Jan 2010	31 Jan 2010 30 Apr 2010		Oct 2009 - On track	Jan Doust Jan Doust	JAR - Performance Management
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 undertaken Network of performance managers established Opportunities to work together identified and work programme developed Work programme to support performance managers in joint working implemented	01 Feb 2009 01 Sep 2009 01 Sep 2009 01 Nov 2009	31 Oct 2009 30 Nov 2009 30 Nov 2009 30 Jun 2010	  	Oct 2009 - On track Oct 2009 - On track Oct 2009 - On track	Eleanor Brazil Eleanor Brazil Eleanor Brazil Eleanor Brazil	JAR - Performance Management
Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.02 Ensure compliance with the	Peter Lewis	Process developed for review of compliance with Laming recommendations	01 Sep 2009	31 Dec 2009		Oct 2009 - On track	Peter Lewis	JAR- Leadership and Governance

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
Laming and other review recommendations is reviewed annually		Review of compliance undertaken Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice	01 Feb 2009 01 Jul 2010	28 Feb 2010 30 Sep 2010	 	Oct 2009 - On track	Peter Lewis Peter Lewis	
3.03 Implementing "best practice"	DD C&F	Best practice in procedures identified Learning built into review of existing procedures New procedures approved and implemented Change programme developed to support implementation	01 Sep 2009 01 Sep 2009 01 Sep 2009 01 Sep 2009	30 Jun 2011 30 Jun 2011 30 Jun 2011 30 Jun 2011	   	Oct 2009 - On track Oct 2009 - On track Oct 2009 - On track Oct 2009 - On track	Eleanor Brazil Eleanor Brazil Eleanor Brazil Eleanor Brazil	JAR- Good Practice
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 Processes and procedures integrated Accommodation arranged and staff co-located Staff trained in new integrated procedures and multi-disciplinary team operational	01 Sep 2009 01 Sep 2009 01 Sep 2009 01 Dec 2010	31 Dec 2009 31 Dec 2010 31 Dec 2010 31 Mar 2011	  	Oct 2009 - On track. Meetings taking place to implement new Team by 1st April, 2010 in its entirety. Oct 2009 - On track. Meetings taking place to implement new Team by 1st April, 2010 in its entirety. Oct 2009 - On track. Meetings taking place to implement new Team by 1st April, 2010 in its entirety.	Dave Grant Dave Grant Dave Grant Dave Grant	JAR- Good Practice

Safeguarding Plan for Haringey - Exception Report Oct 09

Appendix 2a

Action Ref	Milestone	Reason for Slippage	Actions to Achieve Milestone	Support Required	Revised Completion Date	Other Milestones Impacted
1.01	Joint communications strategy and approach produced for the Children's Trust		None	None	Nov-09	None
1.08	Improvements demonstrated through quality of care plans / conference minutes	Will take 3 months for benefits to be realised	Extend milestone end date to December, by which time audits will have taken place to check that this milestone has been achieved.	None	Dec-09	None
1.15	Social work graduate trainee scheme expanded	Awaiting final decision re funding - interviews have taken place, 12 candidates can be appointed.	Decision has now been taken on expansion of scheme	None	Nov-09	None
1.15	Health worker vacancies filled and staff in post	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.	None		None
1.15	Resource plan developed and approved by NHS Haringey	Timescale provided initially did not allow for Board sign off	Will be presented to Trust Board in January 2010 for final sign-off dependent on PCT allocations and cost pressures.	None	Jan-10	None
1.16	Assessment centres held to establish managers' ability to deliver quality supervision	assessment centres only conducted for newly appointed managers.	A revised approach is being adopted which will assess team managers competence in key areas (with a particularly focus on supervisory skills) and construct an individual development package.	HR / OD Support to develop & deliver the assessments and development programme	Nov-09	
1.20	Multi-agency core safeguarding training programme developed	Review of training needed to take place before training programme was developed	The LSCB review of training across the partnership will be presented to the Board on the 30th Oct. 09 The findings along with the SCR recommendations will inform the development of the induction programme. Training Officer with experience in developing training programmes to be loaned to LSCB until end December to achieve this action ahead of arrival of LSCB Training Officer and ensure linkage with Council internal training programme and designated nurse.	As detailed in actions	Dec-09	1.20.2 All staff to attend programme by December 2009
		All appropriate staff to attend programme	Programme to be developed as above	As above		

Safeguarding Plan for Haringey - Exception Report Oct 09

Appendix 2a


Action Ref	Milestone	Reason for Slippage	Actions to Achieve Milestone	Support Required	Revised Completion Date	Other Milestones Impacted
1.21	Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard	NHS lead has requested guidance from First Response	Referral forms and audit of referrals to be addressed at next meeting of Integrated Working Group in November.	None	Nov-09	None
1.23	Establish demand from January to June 09	Called off all other work to assist in review of First Response commissioned by CE.	None	None	16-Nov-09	None
1.25	Multi-agency record audit - random sample of audits undertaken	To be aligned with work planned for Ken Adams during November	Mark Gurrey to move to interim role AD Performance management from 2/11 and will produce comprehensive strategy bringing together all the separate strands of performance management in place		Nov-09	
2.08	External study on use of technology to maximise effectiveness and efficiency completed	Linking in with corporate IT as part of wider Council programme	The mobile working project now links in with Corporate IT and "Haringey Forward" this has the advantages of corporate involvement and will benefit from the learning of previous smart working / home working / mobile projects through out the council. Project manager and board have been agreed and draft project plan to be developed. Project completion – full roll out March '10.	None	Mar-10	
2.10	Standards launched	Launch has been delayed. Meeting with schools set for mid-November	None	None	Nov-09	None



Safeguarding Plan Performance Indicators report (Appendix 3)

Generated on: 15.10.09









Haringey Council



1. Referral & Assessment								
NI code	NI description	2008 / 09	Aug09	Sep09	Trend	2009 / 10		
						Value	Status	Target
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral		25.9%	23.7%	↘	19.2%		53%
		Commentary					<p>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.</p> <p>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.</p> <p>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 Referral & Assessment, and on working with the Police on constructing a more integrated approach to referrals. Combined, these measures will improve our performance in assessments. Audits undertaken by an independent Social Worker in July and</p>	



NI code	NI description	2008 / 09	Aug09	Sep09	Trend	2009/10			Commentary
						Value	Status	Target	
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement		31.9%	59.6%	↑	42.5%		63%	August show that there has been an improvement in the quality of initial assessments undertaken with appropriate outcomes and recommendations. 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 – work to improve timeliness is appearing to be effective and we believe we remain on track to reach the declared target of 63% by end of December 2009. Current Activities & Best Practice As NI 59 above.
NI 68	Percentage of referrals to children's social care going on to initial assessment		61.4%	45.5%	→	46%		58%	The recently agreed threshold document will help partner agencies in clarifying the relevance of referrals into the service. Work is also being done within the management team to ensure a consistency of response from different duty managers. Longer term, the appointment of one duty manager will ensure greater consistency and improve work with referring agencies.

2. Adoption and Children in Care

NI code	NI description	2008 / 09	Aug09	Sep09	Trend	2009/10			Commentary
						Value	Status	Target	
NI 62	Stability of placements of looked after children: number of moves	14.69%	12.3%	12.82%	→	12.82%		11%	The year to date position is based on the 12 months to the end of September 09. Twenty-five children have had 3 or more placements since April 09 (4.8%)
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	80%	50%	57.1%	↑	57.1%		75%	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.

NI code	NI description	2008 / 09	Aug09	Sep09	Trend	2009/10		Commentary
						Value	Status Target	
NI 66	Children in care cases which were reviewed within required timescales	95.6%	98.2%	97.8%		97.8%	 98.0%	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. But there also seem to be more legal complexities in some of the cases we have had to deal with.
NI 63	Stability of placements of looked after children: length of placement	56.2%	63.2%	65.1%		65.1%	 70%	11 children in care have reviews out of timescale by September 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 IROs and good liaison with the Placements service. 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	Aug09	Sep09	Trend	2009/10		Commentary
						Value	Status Target	
NI 67	Percentage of protection cases which were reviewed within required timescales	100%	95.8%	95.5%		95.5%	 100%	7 CP reviews have been late in the year to date. 1 was late in September. All reviews have subsequently been held. Current Activities The Child Protection Service is setting up a new system of monitoring due dates for reviews, and ensuring reviews are scheduled within timescales.

NI code	NI description	2008 / 09	Aug09	Sep09	Trend	2009/10			Commentary
						Value	Status	Target	
NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	5.6%	3.8%	12.5%		9.7%		10%	As the numbers for this indicator are quite low, percentages will vary considerably on a monthly basis. In the year to date, 113 children have been made subject to a plan, and 11 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%	25%	40%		11.9%		5%	Only 5 children ceased to be the subject of a child protection plan in September, and of these, 2 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 67 children who ceased to be subject to a plan, and 8 who had been subject for 2 years or more. Current Activities The LSCB Quality Assurance Sub Group are going to look at all children who have been subject to a child protection plan for 18 months (to anticipate the 2-year period) to ensure that work is progressing satisfactorily and there is no drift in casework. 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	Aug09	Sep09	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	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 code	NI description	2008 / 09	Aug 2009	Sep09	Trend	2009 / 10		Commentary
						Value	Status	
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		Short Term Trends	
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		
	Data Only		

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Overview & Scrutiny Committee
On 3 December 2009

Report Title: Recommendations from the Children's Safeguarding Policy and Practice Advisory Committee.

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

Signed :

Contact Officer : Mark Gurrey, Interim Assistant Director for Safeguarding

Wards(s) affected: **All**

Report for: **[Key / Non-Key Decision]**

1. Purpose of the report (That is, the decision required)

- 1.1. The purpose of this report is for the Overview & Scrutiny Committee to receive the recommendations of the Member's Safeguarding Policy and Practice Advisory Committee (SPPAC) and to consider the response to those recommendations from CYPS.

2. Introduction by Cabinet Member (if necessary)

- 2.1. I would like to place on record my thanks to the Member Safeguarding Policy and Practice Advisory Committee for the very valuable work they have done in such a short period of time. The monitoring and challenge they have provided has been extremely helpful for the Service and is already leading to improvements in practice.
- 2.2. The Committee have set out their recommendations in 4 below. Our response to their recommendations is set out in 7 below. As will be clear all recommendations are accepted and being built into practice.

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

- 3.1. The SPPAC was set up as a response to the November 2008 JAR report which highlighted the need for members to become more involved in the quality and

nature of the safeguarding services provided by the Council.

3.2. The Committee has been meeting since April 2009 and since August has been tracking a number of cases being dealt with by the First Response part of the Children and Families service. The recommendations that follow below derive from those case analyses.

4. Recommendations

4.1. Recommendations from the Children's Safeguarding Policy and Practice Advisory Committee:

- 1) The Committee has seen case chronologies which indicate that some children whose needs have required a core assessment to be carried out have then had their cases closed by Children's Services without this having been discussed with partner agencies; in one case, a school was very concerned that a case had been closed, and within a few months the case had to be reopened, wasting valuable time. The Committee therefore recommends that:
 - (a) Partner agencies who have involvement with the child are consulted prior to the closure of a case which has involved a core assessment having been carried out;
 - (b) When a case involving a core assessment is closed, at least one agency should be explicitly given the role of monitoring developments within the family, in order that any deterioration in the child's situation is highlighted;
 - (c) When any case is closed, families are always supported in accessing universal services such as children's centres.
- 2) The Committee welcomes the new threshold guidance for referrals that is currently in development, and recommends that the Council ensures that all relevant Haringey staff and staff in partner agencies, particularly frontline workers, are provided with full training in its use as a priority.
- 3) The Committee welcomes attempts by Children's Services to begin to engage with, and hear the views of, children and young people who receive social service care, such as having a Child Protection Plan, but who are not Looked After Children, and the Committee understands that this is currently non-statutory. The Committee recommends that the Council carries out further work to hear the views of such children and young people, and that findings are acted upon as a priority.
- 4) Having discussed children in need in a way which aims to support families in improving the care they can provide for their children, the Committee has become aware of issues surrounding communication with and transition to Adult Services within the Council. The Committee is aware that transition for Looked After Children is seen as a priority, but that there is no supported transition into adulthood for young people who have received services such as Child Protection Plans. In light of evidence that adults who abuse are more likely to have had abusive experiences as a child, as in the case of Baby Peter's mother, the Committee therefore recommends that:

- (a) Communication and multi-agency working between Children's Services and Adult Services is reviewed, particularly in order that children whose carers have mental health problems, learning disabilities, or who suffer from substance misuse, are being supported by a joined-up service which understands the family as a whole rather than individuals within the family;
- (b) Young people in transition to adulthood, who have not been Looked After Children but who are nevertheless deemed by a service as being vulnerable (for example they have recently been in receipt of children's care service such as a Child Protection Plan) are supported and monitored with this transition, for example by ensuring that universal services such as Connexions are being targeted at them.

5) The Committee has seen initial and core assessment forms, and has discussed the practicalities of these with Children's Services. It is felt that initial assessments are not enough focussed on the parenting capacity aspect of the assessment triangle, that the time allowed for initial assessments has in some cases led to incomplete or sub-standard work being carried out, and that core assessments do not offer enough flexibility or scope for full analysis by social workers but are instead primarily 'tickbox' exercises. The Committee welcomes the recently introduced flexibilities within the Integrated Children's System (ICS) and recommends that:

- (a) These flexibilities are used to maximise the ability of social work staff to focus on analytical assessment in both initial and care assessments, and including the assessment of parenting capacity;
- (b) Managers are encouraged to ensure an appropriate balance between the quality and timeliness of assessments;
- (c) Sufficient resources are made available by the Council to enable Children's Services to build on work already undertaken in this area.

5. Reason for recommendation(s)

6. Other options considered

7. Summary

7.1. The panel has been served by an independent social worker, the Assistant Director (Interim) Safeguarding and the Head of Service for First Response. This has allowed for some initial response to the recommendations set out in 4.1 above. Officers have also been able to liaise with colleagues in health to provide more detail about safeguarding in their services especially in relation to GPs which had been a concern of the Committee.

7.2. To summarise the service response:

- **Recommendation 1.** The three recommendations here are accepted and welcomed by the service – they constitute best practice. Details will be passed to social work staff setting out these recommendations as our expectations of service delivery. The current auditing process in train across the service will allow for some checks to ascertain if these recommendations are being followed. Both the DCSF guidance in relation to the Common Assessment Framework and the recently agreed Threshold document encourages children's cases to be passed 'down' the hierarchy of need – so an exit strategy for children who cease being subject to child protection plans is to move to children in need plans, so those who cease being dealt with under CiN plans can move to the CAF and access universal services.
- **Recommendation 2.** The Threshold Document has now been approved by the Local Safeguarding Children Board (and therefore signed off by all partner agencies) and is being disseminated across all agencies. It will form the basis of future training programmes and will be used to guide decision making on work coming into the First Response service.
- **Recommendation 3.** This is accepted and work is underway to explore how we can maximise our ability to hear the views of children and young people especially those subject to child protection plans
- **Recommendation 4.** There are now regular meetings between the two relevant portfolio holders and their senior officers to explore areas of cross over and where there is a need to work more closely together. Underneath this group, the two relevant management teams have met and agreed a series of actions that are designed to provide a more seamless service for young people moving into adult services and to families where there are both adult based and children based needs. These recommendations will be helpful in moving this work forward
- **Recommendation 5.** A substantial amount of work has already gone into redesigning some of the ICS templates using the relatively new Government flexibilities in this area. Thus far we have focussed on that part of ICS which is for the assessment of children at risk and who move to child protection conferences. That work is now complete and staff are currently being trained on the new processes (and are very welcoming of the changes made). The next phase of the project is to address the areas of referrals and initial assessments – and one of the driving forces behind these changes will be to move away from a 'tick box' mentality which the current formats encourage to something which allows social workers to demonstrate professional judgement and analysis. It is worth noting that the Framework for Assessment guidance states "A decision to gather more information constitutes an initial assessment. An initial assessment is defined as a brief assessment of each child referred to social services with a request for services to be provided. This should be undertaken within a maximum of 7 working days but could be very brief depending on the child's circumstances". Again these recommendations will support these changes.

8. Chief Financial Officer Comments

8.1. Section 4 Paragraph 5 (c) suggests that there may be a need for further resources to 'build on the work undertaken in this area'. The scope of such work and its likely costs will need to be defined and funded from a reprioritisation of existing Children's Services resource.

9. Head of Legal Services Comments

9.1. Comments from Legal have been incorporated into the body of the report and there are no other specific legal comments.

10. Head of Procurement Comments –[Required for Procurement Committee]

10.1. N/a

11. Equalities &Community Cohesion Comments

12. Consultation

12.1. N/a

13. Service Financial Comments

13.1. See 8 above

14. Use of appendices /Tables and photographs

14.1. None

15. Local Government (Access to Information) Act 1985

15.1. None tabled

15.2. N/a

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**Overview and Scrutiny****On 3rd December 2009**

Report Title: An Update Report on key Performance Issues in Child Protection	
Report of Peter Lewis, Director of Children Services Signed :	
Contact Officer : Mark Gurrey, Assistant Director, Performance	
Wards(s) affected: ALL	Report for: Non Key Decision
<p>1. Purpose of the report</p> <p>This report provides update on some key performance issues relating to the Council's work to safeguard and protect vulnerable children.</p>	
<p>2. Recommendations</p> <p>2.1 That the Overview & Scrutiny Committee consider and note the report.</p>	
3. Reason for recommendation(s)	
<p>4. Other options considered</p> <p>4.1. N/A</p>	
<p>5. Chief Financial Officer Comments</p> <p>5.1. N/A</p>	

<p>6. Head of Legal Services Comments</p> <p>6.1. N/A</p>
<p>7. Head of Procurement Comments</p> <p>7.1.N/A</p>
<p>8. Equalities & Community Cohesion Comments</p> <p>8.1.N/A</p>
<p>9. Consultation</p> <p>N/A</p>
<p>10. Service Financial Comments</p> <p>There are no specific financial issues arising from this report.</p>
<p>11. Use of appendices / Tables and photographs</p> <p>Attached are the national KPIs for the Children and Families service</p>
<p>12. Local Government (Access to Information) Act 1985</p>

Commentary

13. NI 68 – this measures the conversion rate of referrals going onto be initial referrals. Outturns are increasingly closer to national and statistical neighbours. A recently agreed Threshold document which sets out a schemata to aid understanding of children’s different needs and how they should be responded to. It is anticipated that as this becomes more familiar to all the agencies that this conversion rate will continue to increase.
14. NI 59 – initial assessments, once authorised, should be completed in 7 days to ensure an early and timely view is taken of children’s needs. Performance against this NI continues to increase towards a declared target of 53% by December 2009.
15. NI 60 – for more complex cases , a more comprehensive assessment is required. These are known as ‘core assessments’ and are required to be completed in 35 days. Again the general trend is upwards towards the

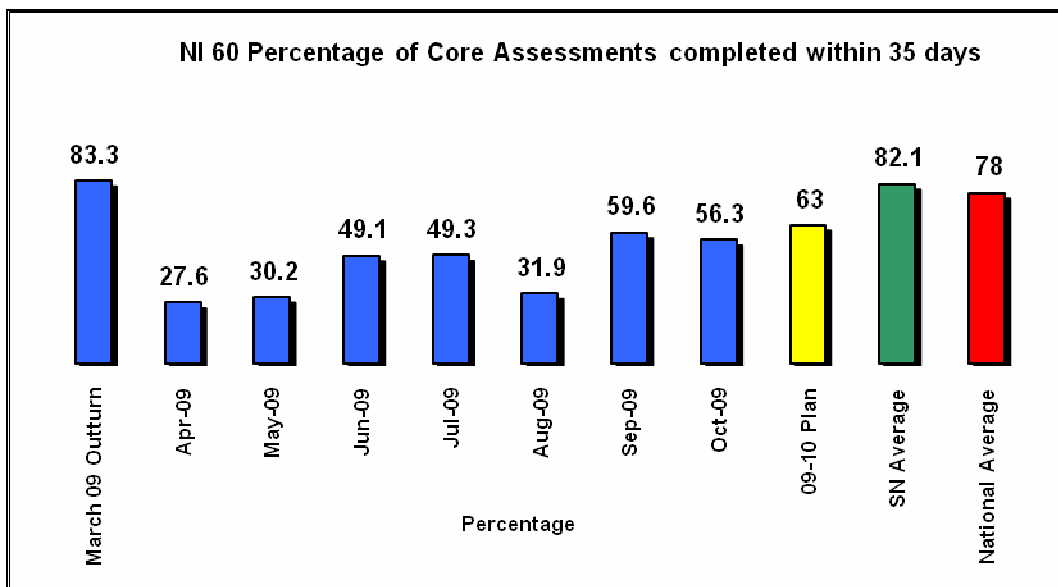
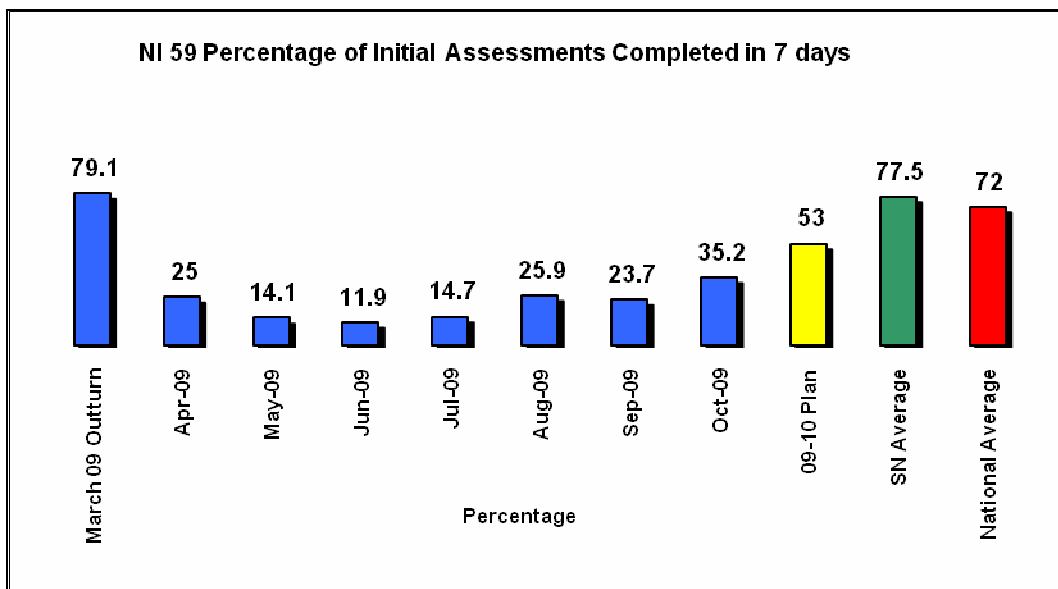
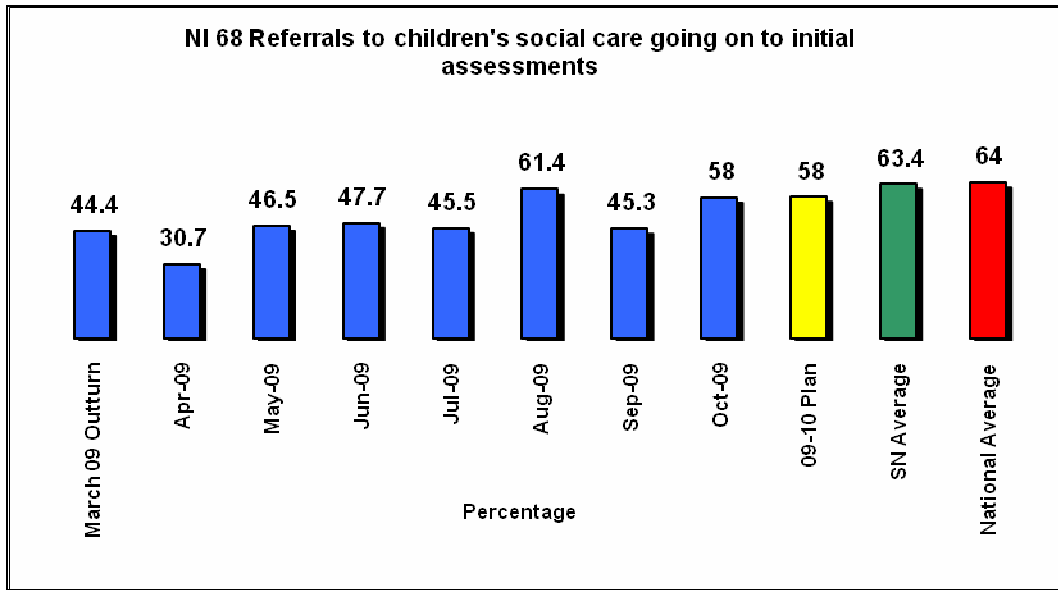
December target of 63% For both initial and core assessments, the management steer in the first part of the year was towards producing quality work rather than focus solely on timescales. As overall standards in the service have improved and the quality of staff increased so there is a greater emphasis on both quality and timeliness.

16. Numbers subject to a child protection plan – this is what previously was referred to as the child protection register. There has been a recent increase in numbers and we are now probably at an more realistic level for the borough than hitherto.
17. NI 67 – children who are subject to plans should be reviewed initially after three months and then every six months thereafter. There has been a slight decline in performance due to a number of conferences having to be cancelled and then reconvened which has taken them out of timescale. Management attention is addressing this and it is anticipated that performance will improve.
18. NI 65 – this measures children newly becoming subject to a plan who had previously had a plan some time in their earlier life. Numbers are small and monthly variations are not a reliable indicator of performance.
19. NI 64 – this measures children who, when their child protection plan ceases, had had a plan for two or more years. Again monthly variation is too small to be a reliable indicator of trends. However, the indicator is a proxy measure for children whose plans are drifting and further auditing will take place to understand current performance outturns.
20. Number of children in care – Members will observe the increase over the last 12 months. This is reflected nationally and is to a very large extent a reaction to Baby Peter's case and the subsequent extra intervention all boroughs have been making with their most vulnerable children. It appears that our numbers may now be levelling out
21. NI 66 – as with children subject to plans, children in care also have to regularly reviewed. Performance in this area is good.
22. NI 63 and 62 – are both measures of the stability of children in care. 63 measures those who have been in the same placement for at least 2 of the last 2.5 yrs. Performance is somewhat below national averages but has increased over the course of the year. 62 measures how many children have three or more moves in the course of a year – performance is good (and when these PIs were subject to bandings, 0-16% was considered top performance)
23. Adoptions/SGOs and NI 61 – again very small numbers and monthly trends are not helpful.
24. NI 147 - the service explored the dip in performance in September and rectified matters for October.

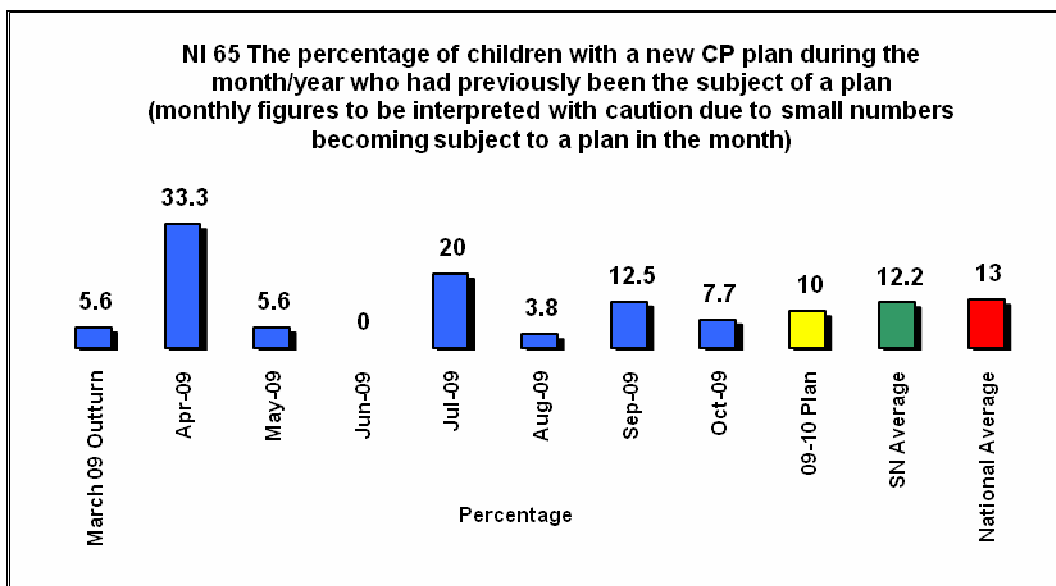
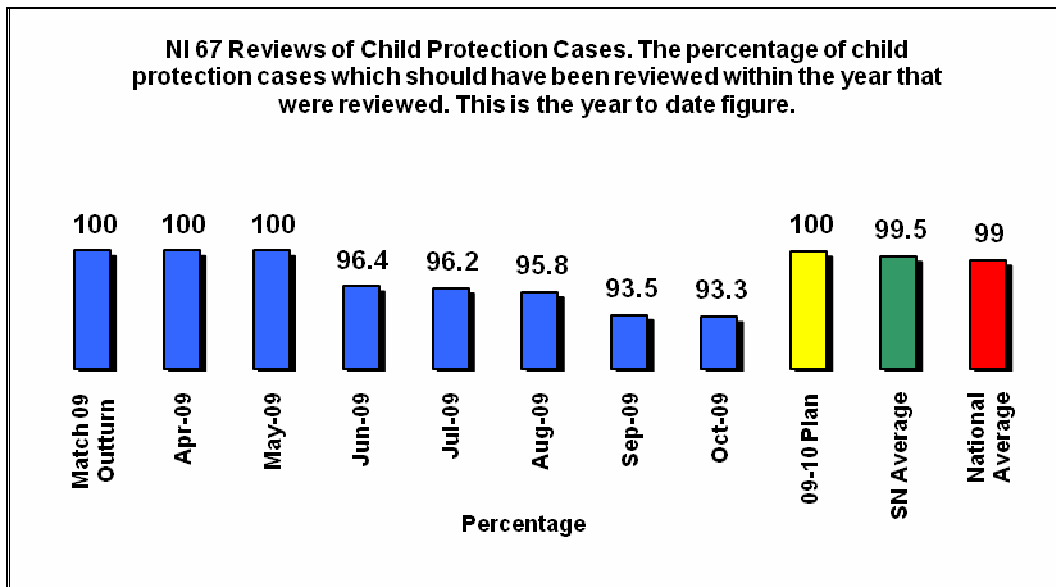
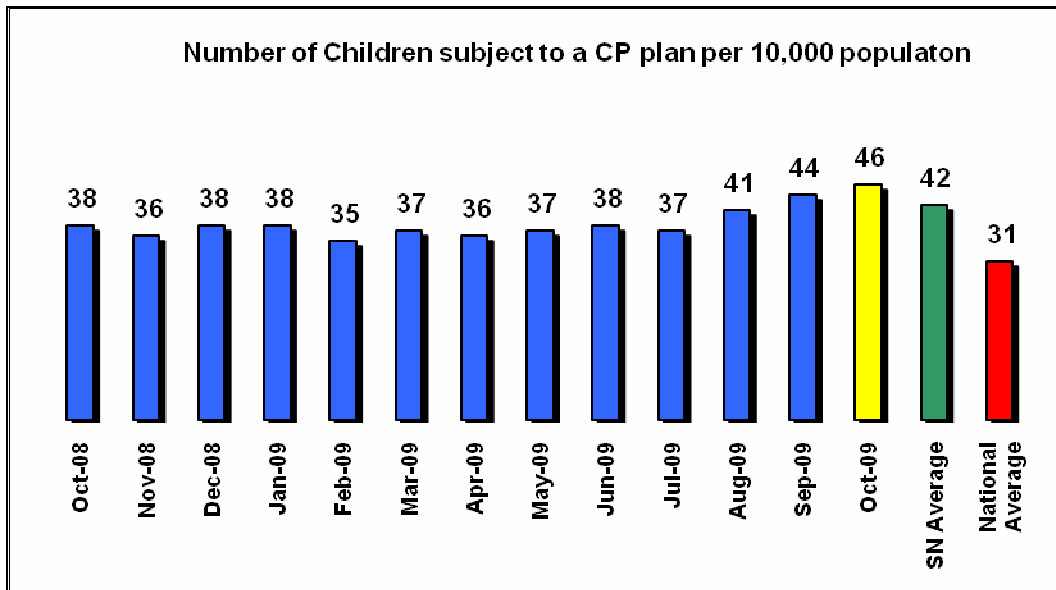
25. NI 148 – is a subset of the Council's NEET figures. Care leavers are one of the hard to reach groups. Performance is measured annually.

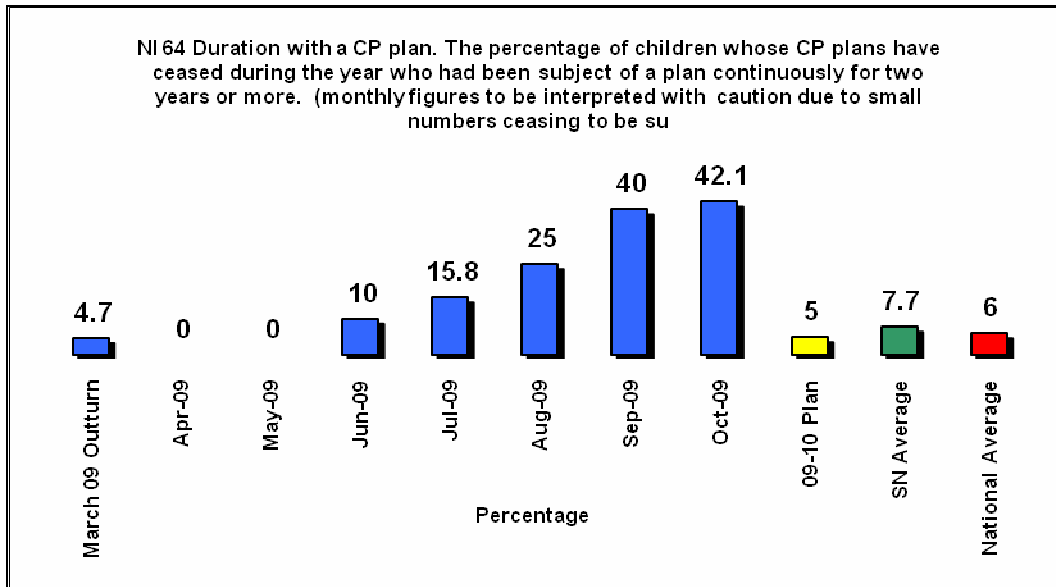
Appendix 1 - Children and Families National Indicators 2009-10

Referrals and Assessments

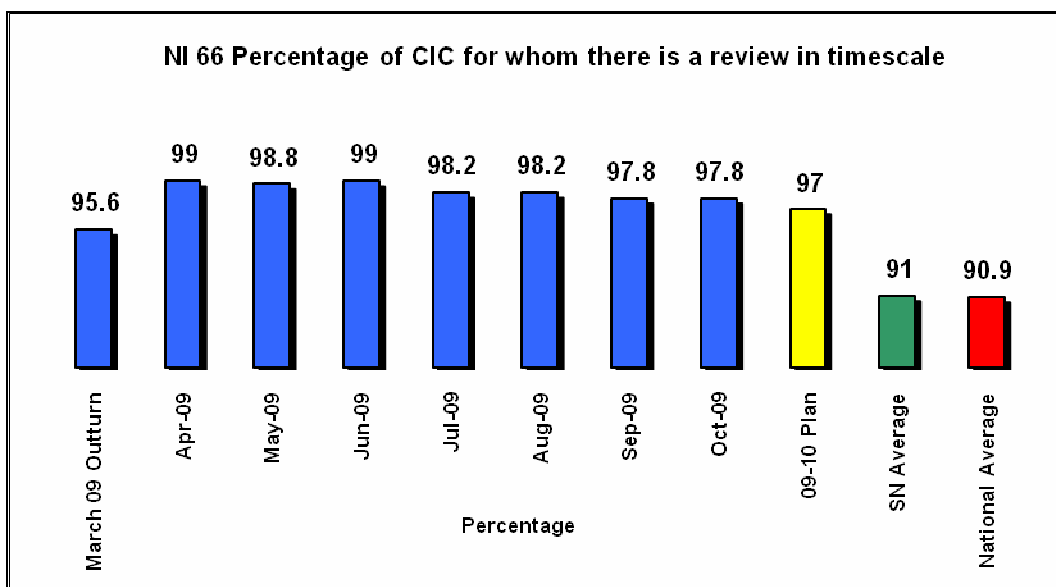
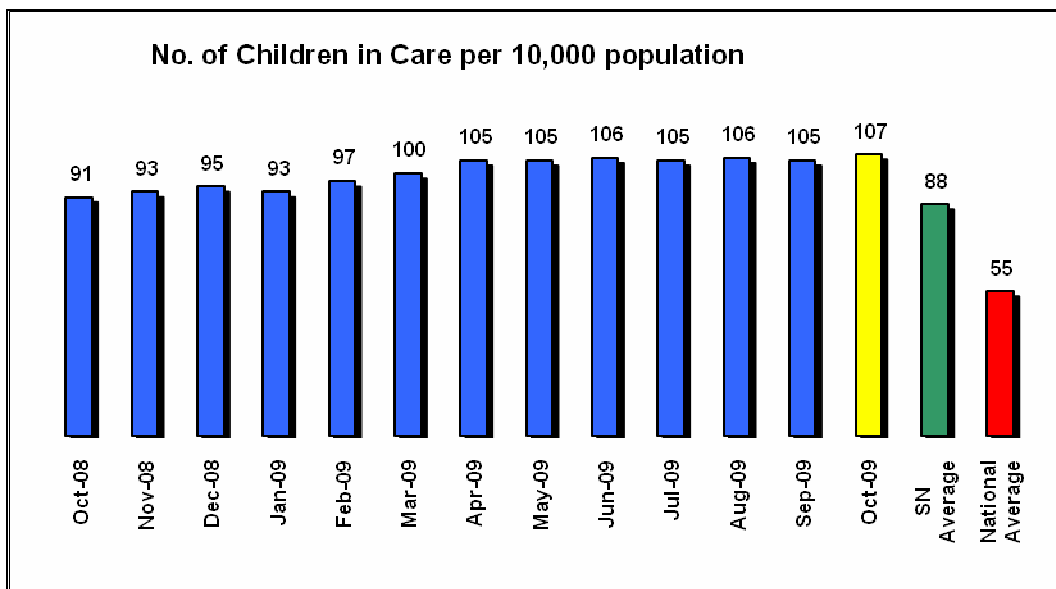


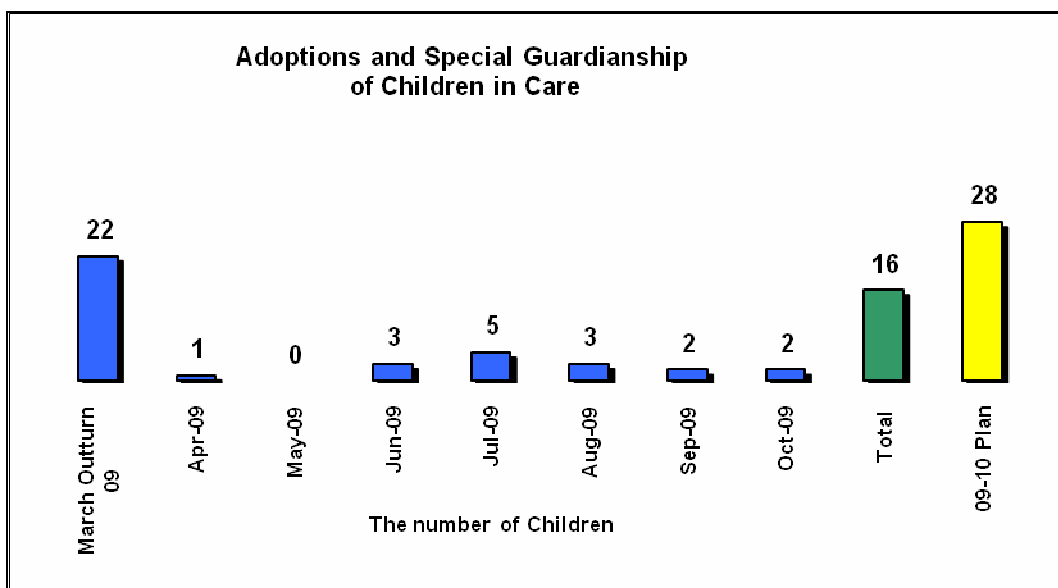
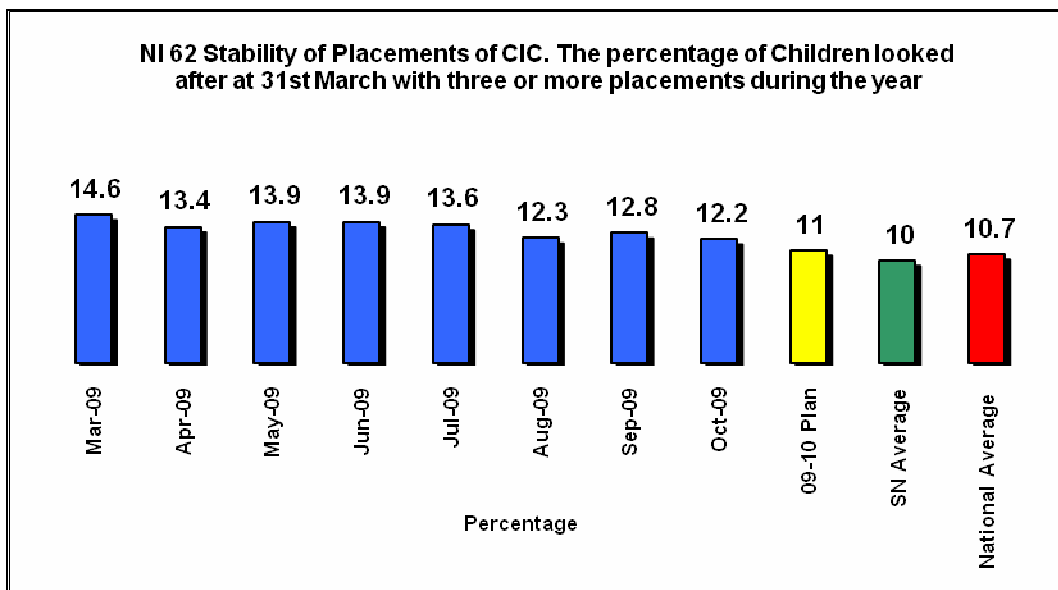
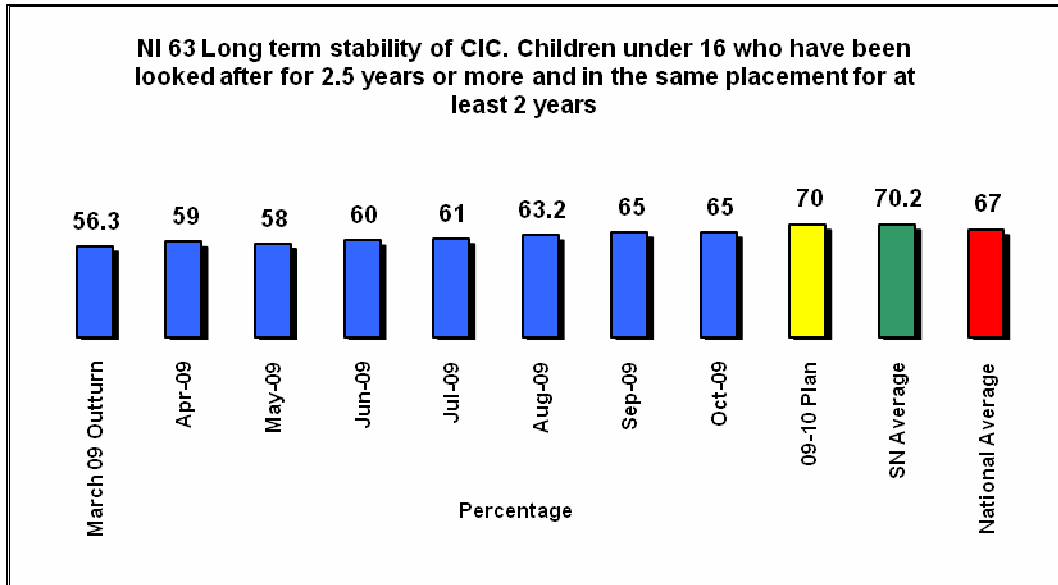
Children Subject to a CP Plan

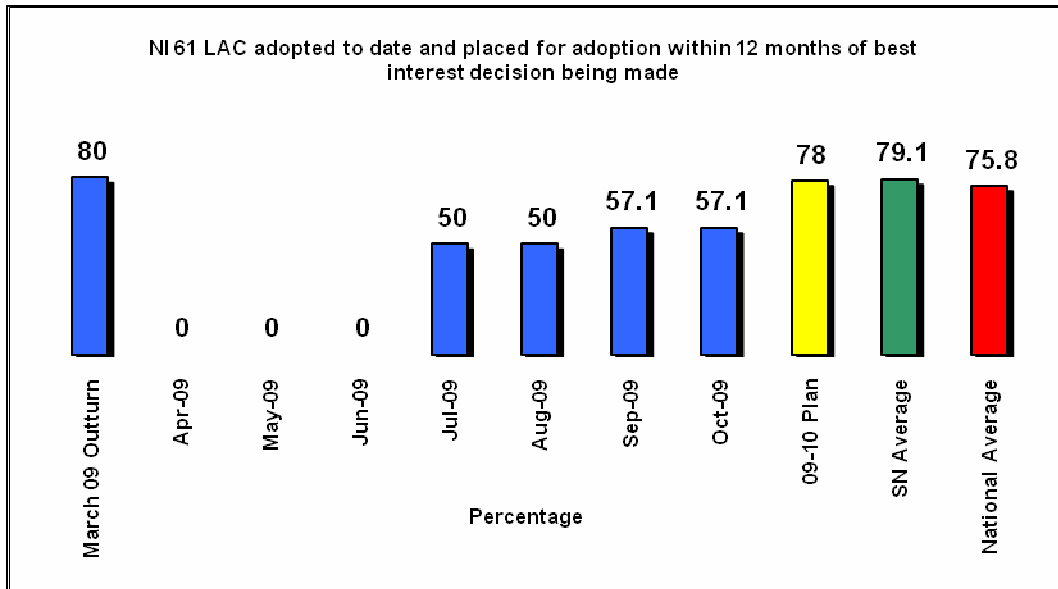




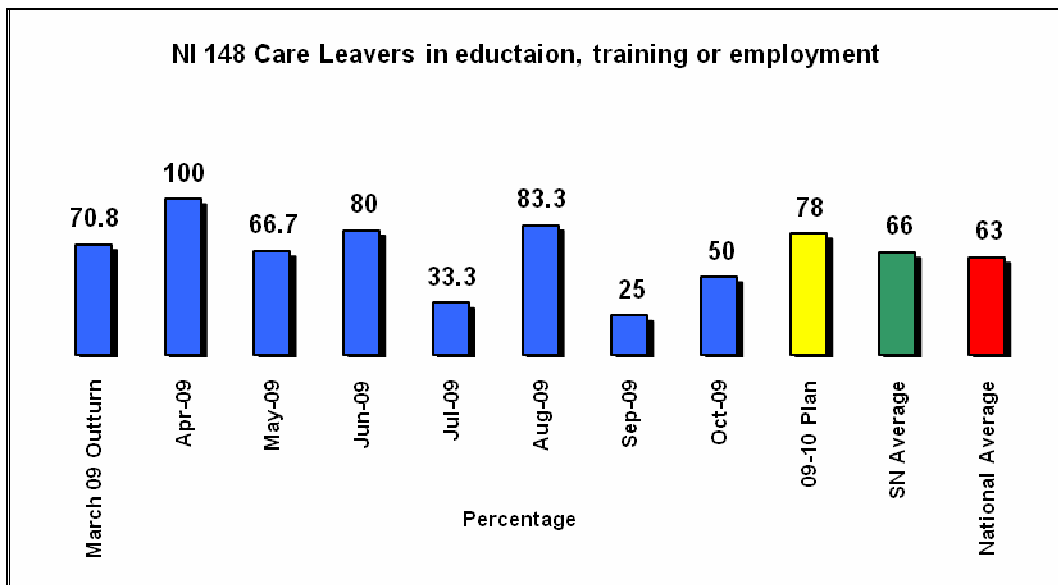
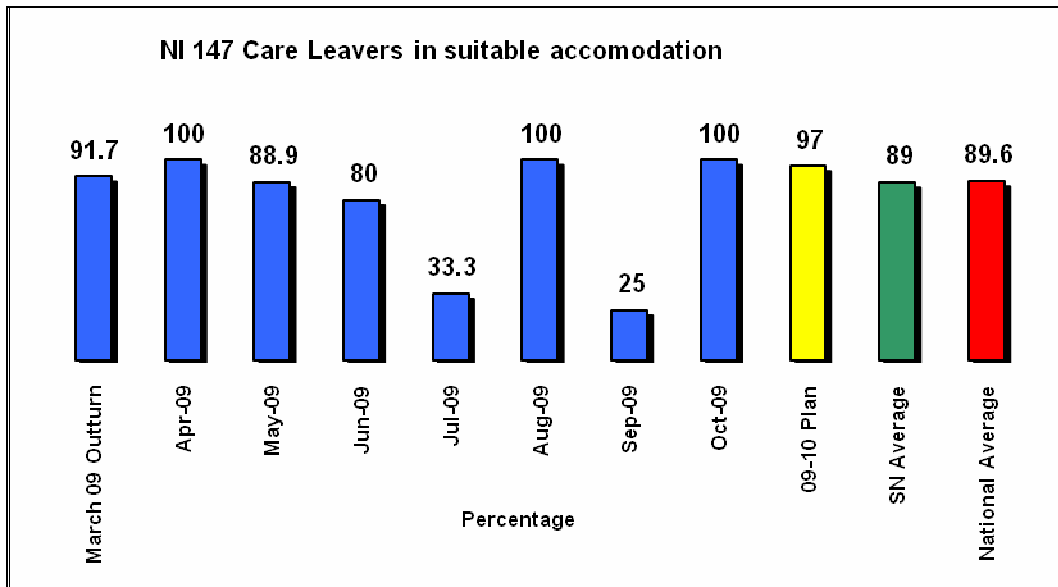
Children in Care – note that statistical neighbour averages for Children in Care are based on indicator averages for each authority as detailed breakdown for each indicator has not yet been published by Local Authority for 2008/09







Care Leavers



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