

---

## Special Overview and Scrutiny Committee

---

THURSDAY, 17TH SEPTEMBER, 2009 at 19:00 HRS - HARINGEY SIXTH FORM CENTRE, WHITE HART LANE, LONDON, N17 8HR.

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 Efiofor (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 9 below. New items of exempt business will be dealt with at item 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. JOINT AREA REVIEW ACTION PLAN - UPDATE ON PROGRESS (PAGES 1 - 18)**

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.

#### **7. CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE - UPDATE ON THE WORK OF THE PANEL (PAGES 19 - 28)**

To receive the report of the Director of Children Services to help Overview and Scrutiny understand the work of the Members 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.

**8. CHILD PROTECTION PERFORMANCE AND KEY ISSUES REPORT (PAGES 29 - 64)**

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.

**9. NEW ITEMS OF URGENT BUSINESS**

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

Yuniea Semambo  
Head of Local Democracy and  
Member Services  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Natalie Cole  
Principal Committee Co-Ordinator  
Tel: 020-8489 2919  
Fax: 020-8489 2660  
Email: [Natalie.Cole@haringey.gov.uk](mailto:Natalie.Cole@haringey.gov.uk)

Friday 4<sup>th</sup> September 2009

This page is intentionally left blank

Agenda item:

**[No.]**

Overview &amp; Scrutiny

On 17<sup>th</sup> September 2009

Report Title: JAR Action Plan: Progress report (July 2009)

Report of **Peter Lewis, Director of Children's 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 JAR Action Plan, a list of completed actions against the current JAR Action Plan, a list of key challenges which has informed the refresh of the plan, as contained in the Safeguarding Plan report.

**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 re-written 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 made to date against the JAR Action Plan, specifically the JAR 2008 recommendations and main findings.
- 4.2. To note the overall summary programme update.
- 4.3. To note the key performance indicators, programme level risks and issues.

#### **5. Reason for recommendation(s)**

- 5.1. This report provides Scrutiny with a last progress report against delivery of the JAR Action Plan up to the end of July 2009. It was acknowledged that there was a need to refresh the plan following the June monitoring visit to simplify the plan and ensure greater focus on the key priorities for improvement, whilst also enabling an increase in the pace of change. The JAR Action Plan is currently being refreshed to form a Safeguarding Plan for Haringey, contained within the separate report.
- 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 JAR Action Plan identified seven themes for improvement and within each theme, areas for improvement (AFIs) have been identified. There are 30 AFIs in total and each AFI is owned by senior officers across the Council and partners. This seniority reflects the importance of safeguarding within the borough and will ensure that responsibility for delivery resides at the highest level.
- 6.2. For this update, progress has again been reported against the 30 AFIs. Appendix 1 are actions which have been completed since the JAR Action Plan was approved. Appendix 2 informs Scrutiny of the direction of travel against key performance measures for July 2009. The Programme Management arrangements are being reviewed whilst the JAR Action Plan is refreshed in light of the June monitoring visit by Ofsted.

6.3. There are several challenges to achieve the outcomes contained within the JAR Action Plan and the refreshed Safeguarding Plan:

- Capacity remains a significant issues, as highlighted in recent inspections. This capacity is in the form of short term support to make the required changes and support staff in the improved working methods and in the medium term, the capacity to manage and deliver the service on a day-to-day basis.
- Although improvements are being made, the rate of progress is still not fast enough in order to get the desired outcome in January. This will be helped by having a smaller more focused plan, but there still remains a significant distance to travel over the next 4 months.
- Many of the improvements require a combination of better systems and processes, along with cultural change to ensure that these new ways of working are enabled to operate and that behaviours reflect the high level of service that the Council, partners and staff aim to provide. This change in behaviours and the culture of the organisation takes longer to introduce.

6.4 The refreshed JAR Action Plan reconfirms the commitment of the Council and its partners to deal with all those issues that have been identified as shortcomings in the quality of service and in need of improvement. There can be no doubt that all partners have heard those messages clearly, have committed to making the improvements necessary and have focused all the necessary resources to deliver those improvements.

**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.
- 12.3. Once the JAR Action Plan is refreshed, a further exercise will be conducted by the Head of Finance to ensure that all safeguarding elements of the plan are sufficiently budgeted for. It is hoped to secure further funding in order to meet some of the short term capacity needs that will support the change programme in the immediate future and lead to longer term improvements once permanent capacity is in place.

**13. Use of appendices /Tables and photographs**

- 13.1. Appendix 1: Joint Area Review Action Plan – Actions Achieved & Key Challenges, July 2009
- 13.2. Appendix 2: GoL Performance Indicator Report, August 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.

## **2. Next Steps**

2.1.1 Senior officers across the partnership have embraced the inspection findings and agree that it provides an opportune moment to review the current plan. This progress report therefore provides the final report against the JAR Action Plan.

2.1.2 In appraising the plan and managing the first stage of the process, the Area for Improvement (AFI) leads have been asked to consider each action under their respective AFI against the following criteria:

- Has the action been completed, can it be evidenced and therefore removed?
- Does the action contribute directly to the 'critical path' in other words, the key recommendations and main findings of the above named reports and SCRs? If it does, are the timelines realistic and if not, what are the revised timelines?
- Where necessary, can actions be re-grouped or broken down further so there is a clearer understanding of what it is aiming to achieve? What clear milestones can be set to ensure delivery of the improvement within the required timescale?
- With the developing Children and Young People's Plan, does that action sit better under another Every Child Matters (ECM) outcome?
- Is that action relevant and if not, why?

2.1.3 This information has been incorporated within the progress update, as well as enabling development of a clear audit trail between the refreshed plan and the current plan.

2.1.4 For this reason, the Director of Children Services agreed that there would be no formal assessment of progress against the plan for June or July but instead that this month's performance report should take stock of progress, supplemented by performance indicator information.

2.1.5 In addition, Overview & Scrutiny are asked to note that the refresh will mean a review of the current Programme Management arrangements which to date have been driven by the current plan.





## Joint Area Review Action Plan – Actions Achieved July 2009

### Appendix A: Actions that have been completed (March– July 2009)

A number of key actions have been delivered by July 2009. These include the following:

1. **Action 1.4.3:** The creation of a Haringey Children's Trust (HCT) to replace the Children's and Young People's Partnership and strengthen the governance of services and outcomes for Children and Young People;
2. **Action 1.1.1:** The establishment of the Children's Trust Executive Performance Management Group (CTEPMG) aimed at greater scrutiny across the whole of safeguarding in the Borough;
3. **Action 1.1.10:** The Corporate Parenting Group is now in operation with terms of reference agreed and regular meetings taking place;
4. **Action 7.2.5:** The Local Area Agreement includes agreed performance indicators and targets on safeguarding;
5. **Action 1.1.5:** Effective out-of-hours process are now in place for appropriate senior staff across the partnership, to be informed of any critical incidents at night or weekends, with the Director of C&YPS cascading any notifications to partners in health and the police;
6. **Action 7.2.2:** External expert support for the Safeguarding Policy & Practice Panel (SPPP) has been commissioned and supports the Panel in reviewing inspection outcomes from all partners;
7. **Action 2.1.1 and 3.1.4:** There is a new pathway into children's social care and single point of entry (SPE) for the Child and Adolescent Mental Health Service (CAMHS), which enables referrers to gain access to services more easily;
8. **Action 3.2.1:** A Screening Team is in place within R&A to act as the first point of contact for all new referrals;
9. **Action 1.1.11:** Social care practice and processes have been reviewed to ensure compliance with London Child Protection Procedures;
10. **Action 2.4.2:** A team of 'floorwalkers' have been established since April 2009 and are systematically working with social workers and managers in Referral and Assessments to provide training on Framework I and cleansing data in the system;

11. **Action 6.3.6:** A workshop for social workers, has been designed and facilitated by the Tavistock and Portman NHS Trust, aimed at identifying and addressing the barriers to improving professional practice at an individual and collective level;
12. **Action 2.5.4:** Regular meetings take place between the Children and Families and Legal Services to improve identifying, and review of, high risk cases;
13. **Action 2.8.1:** A new Aiming High Forum has been established to provide strategic leadership for the implementation of the 'Aiming High: better support for disabled children and their families' programme;
14. **Action 3.3.4:** The Council's Legal Service has recruited four senior lawyers, all specialist child care lawyers with extensive experience in the public sector;
15. **Action 7.1.4:** The Council's Data Quality Strategy agreed with the programme of data quality audits in place to work towards ensuring that data is accurate;
16. **Action 1.2.1:** The creation of a Social Work Forum that provides an opportunity for front-line social work staff to raise concerns and ideas for improving the service directly with the Director, and equally, for the Director to understand the issues facing front-line staff;
17. **Action 1.2.2:** Safeguarding training was delivered ahead of schedule to 45 elected Members between February and March 2009, with online safeguarding training live from 20th April 2009 (also ahead of schedule);
18. **Action 1.3:** LSCB Development Day held (May 2009) and facilitated by the National expert on LSCBs, to consider the strengths and weaknesses of current arrangements, but also consideration of membership, processes, structures and role of sub groups and;
19. **Action 6.1.4:** An international recruitment drive for social workers has resulted in 22 job offers from across New York and Toronto. There has also been recruitment of more than 11 permanent staff to Children's Social Care including 5 permanent managers and recruitment of 5 Health Visitors.
20. Further improvements also include:
  - Roll-out of training to all front-line staff (Social Workers in July, 2009, Health and Police in August and September);
  - 3 phases of changes to Framework-I
  - Improved access for hospital A&E to Framework-I
21. In addition, the June inspection report recognised good or satisfactory progress in the following areas:
  - Prioritising and addressing the backlog of unallocated cases by the multi-agency taskforce;
  - Providing support for front-line workers across the partnership, with more direct and appropriately open communication with senior managers;

- Developing effective performance management systems in the police and social care services, with the council taking extensive action to identify the extent of the problems in its data collection systems, highlighted as a major weakness in the JAR 2008;
  - Working together effectively among partners with a shared and strong commitment and motivation to improve the quality of safeguarding; and
  - Improvements in the attendance of appropriate staff at child protection conferences which are timely, effectively chaired and well minuted.
-

**Appendix B: Key challenges that exist (July – December 2009)**

A number of key challenges exist for the remainder of 2009 in order to achieve a satisfactory rating in the January 2010 inspection.

1. The June 2009 inspection identified some 'priorities for further improvement' which are:
  - Take immediate action to ensure that all children and young people are adequately safeguarded
  - Accurately establish the volume of demand for services and strengthen the ability to prioritise responses so that the quality of the work can be improved and statutory timescales can be achieved Working together effectively among partners with a shared and strong commitment and motivation to improve the quality of safeguarding; and
  - Ensure that the learning from the recent serious case review of Baby Peter is fully disseminated to all front-line services with immediate effect
  - Ensure that borough police activity is incorporated within and monitored through the Metropolitan Police Service action plan
  - Children's services should ensure that formal supervision arrangements are consistently in place and that all case decisions made in supervision are formally recorded on files
  - Children's service should formally launch and disseminate the revised procedure manual
  - Children's service should ensure that supervision and performance management are fully integrated in front-line social care services
  - Children's service should improve its use of the Framework-I computer system and investigate and take opportunities to improve its effectiveness and ability to support good practice
  - Develop a local preventative strategy in accordance with the requirements of the joint area review action plan, and strengthen the role of the voluntary sector and wider partnership
  - Children's service should strengthen its use of the common assessment framework and formally implement its policy relating to eligibility for access to services

- NHS provider trusts should improve their collection and management of data to improve the effectiveness of their performance management capability
2. Other known issues explicit in reports but not the focus of recommendations also need to be addressed as a priority:
    - Recruitment, retention training and development of social workers and health workers
    - Improve the quality and timeliness of initial and core assessments
    - Improve the quality of child protection plans and the making / recording of decisions
  3. In many of these areas, although improvement is being made, the rate of change is not fast enough or major improvement is still needed. Each of these has been built into the refreshed Action Plan.
  4. Since the inspection, a number of 'priorities for further improvement' identified in the report have either been addressed or are in the process of being addressed:
    - In July 2009, the Director of Children's Services met with the Secretary of State for Children, Schools and Families and Secretary of State for Health, together with Health colleagues locally and NHS London. The purpose of the meeting was to review Health challenges in the latest Ofsted report. One key issue raised was giving all Acute Trusts (Hospital Accident and Emergency) all day, everyday access to Framework-I. A detailed action plan is being written so that this can be progressed as a matter of high priority.
    - In addition, implementation of Framework-I finance workflow has been brought forward to the 22<sup>nd</sup> July, in advance of the previous go-live date in August 2009. This aims to simplify the process of purchasing services and reduce social work time attributed to this task. In addition, changes to the child protection entry will simplify entering information and support social workers in delivering the Child Protection Plans.
    - The learning from the recent SCR of Baby Peter was fully disseminated to all front line services through two half day sessions for all Children and Families staff in July 2009 and will be disseminated to partners front line staff over August / September 2009.
    - In response to the NHS provider trusts improving their collection and management of data, discussions have commenced in setting up a child protection scorecard.
  5. Slippage has occurred in a number of areas including (but not limited to):
    - Full implementation of new approach to undertaking SCRs, scheduled for May 2009, will now be completed by September 2009, due to the current

pressures of completing 3 parallel SCRs and also because the new procedures will need to take account of revised government guidance published in July 2009;

- The review of the LSCB sub-group structure of the board (scheduled for May 2009) will now be completed by December 2009, due to the pressure of existing work and also to take account of the revised *Working Together to Safeguard Children* guidance, due December 2009;
- A number of actions relating to Referral & Assessment (R&A) have slipped due to the focus on clearing the backlog of R&A cases and in some cases the realisation (after detailed planning) that certain actions will require more effort than originally anticipated. For example:
  - The new referral pathway, scheduled for end of May 2009, will now be in place from September 2009
  - Practice protocols for where there is more than child in a family group, also scheduled for May 2009, will be in place from June 2009 within C&YPS and within NHS Haringey by December 2009
  - Work on improving links between children's and adults services, scheduled for completion by end of May 2009 will now take place over a much longer timescale. Revised timescales are still under discussion, however it is now anticipated that to bring about significant improvement a substantial amount of staff training and partnership development will be required, and this will take (approximately) an additional year
- There has been difficulty in recruiting and retaining suitably experienced and trained administrative staff within Referral & Assessment, Children in Need (CIN) & Safeguarding. A review of all administrative support within Children & Families has since started and will be completed by September 2009.

		ASSESSMENT FRAMEWORK							2009-10 Plan	2009-10	Mar-09	March-09 Outturn	May-09	Jun-09	Jul-09
		Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09								
	Number of Contacts Received	not collected at this point	not collected at this point	1495	1301	1458	1323								
	of which police 78's	not collected at this point	not collected at this point	439	513	600	521								
Local 1	Number of Referrals Received	184	326	339	275	333	330								
NI 68	Referrals to children's social care going on to initial assessments	not collected at this point	24.6%	30.7%	46.5%	47.7%	45.5%	58.0%	44.4%						
	Year to date % - quarterly		45.2%			41.3%									
Local 2	Number of Initial Assessments Completed in the Month	39	50	104	128	159	150								
Local 3	Number of Initial Assessments Completed within 7 days	12	10	26	18	19	22								
NI 59 (previously Local 4)	Percentage of Initial Assessments Completed in 7 days	30.8%	20.0%	25.0%	14.1%	11.9%	14.7%	53.0%	79.1%						
Local 5	Year to date position of Initial Assessments Completed	81.6%	79.2%	25.0%	19.0%	16.1%	15.7%								
Local 6	Number of Initial Assessments still uncompleted	120	191	203	148	157	126								
Local 7	Number of Initial Assessments still uncompleted and within timescale	10	not collected at this point	not collected at this point	10	6	7								
	Number of Initial Assessments not started	61	92	191	270	231	287								
	Number of Initial Assessments not started and in timescale	6	not collected at this point	not collected at this point	not collected at this point	37									
Local 8	Number of Core Assessments Completed in the Month	34	62	29	53	57	71								
Local 9	Number of Core Assessments Completed within 35 days of initial assessment	23	39	8	16	28	35								
NI 60 (previously PAF C64)	Percentage of Core Assessments Completed within 35 days	67.6%	62.9%	27.6%	30.2%	49.1%	49.3%	63.0%	83.3%						
Local 11	Year to date position of Core Assessments Completed	84.6%	83.0%	27.6%	29.3%	37.4%	41.4%								
Local 12	Number of Core Assessments uncompleted	90	85	105	113	94	104								
Local 13	Number of Core Assessments uncompleted and within timescale	38	42	51	52	32	30								
	Number of Core Assessments not started	9	97	95	98	129	114								
	Number of Core Assessments not started and in timescale	8	not collected at this point	not collected at this point	not collected at this point	81	71								
CHILDREN IN NEED															
Local 14	Percentage of CIN for whom SW visits are up to date (excluding pre-birth, allocations that started in the last week of the month and court cases).	84%	79%	79.9%	64.1%	67.4%		96%							
	Number of children allocated within the Adults Learning Disabilities team	not collected at this point	not collected at this point	2	2	3	1								



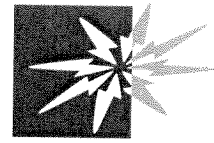
	Feb-09	Mar-09	March-09 Outturn	2009-10 Plan	Apr-09	May-09	Jun-09	Jul-09
<b>CHILDREN IN CARE</b>								
Local 15	Number of Children in Care	476	490		515	512	519	516
Local 15a	Number of CiC excluding UNM & CLU	426	440		464	464	468	462
Local 15b	Number of CiC under the age of 6				not collected at this point	not collected at this point	114 (22%)	111 (21%)
<b>NI 71 New Indicator 2009</b>	<b>Number of children missing from Local Authority Care during the month (NI71 indicator is children who go missing from home and care and part of this data is collected by police)</b>	not collected at this point	not collected at this point		12	12	14	14
	Still missing from care on last day of month	not collected at this point	not collected at this point		2	2	5	2
Local 16	Number of Children becoming looked after in month	29	33		33	21	31	17
Local 17	Number of Children ceased to be looked after in month	13	18		10	13	29	18
Local 18	Percentage of those children becoming looked after that have been looked after before	14.0%	21.0%		6.0%	14.2%	25.8%	6.3%
Local 19	Initiation of Care Proceedings in Month (per child)	18	19	110 (for year)	16	19	13	11
Local 20	CiC without allocated Social Worker <b>NB - in July there were seven children who had allocated workers but they were not shown as allocated on the system</b>	0%	0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>NI 66 (Previously PAF C68)</b>	<b>% of CiC for whom there is a review in timescale</b>	N/A	95.4%	98%	99.0%	98.8%	99.0%	98.2%
PAF C63	Number of reviews out of timescale each month	N/A	22		5	6	5	9
	<b>Percentage of children in Care who directly communicated their views to a statutory review</b>	96.2%	97.7%		97.3%	97.8%	100.0%	100.0%
PAFB79	<b>Children looked after in foster placements or placed for adoption.</b> Of Children looked after at 31 March aged between 10 < 16, the percentage who were in foster placements or placed for adoption (excludes placed at home).	80%	80%	80.0%	79%	78%	78.0%	79.0%
BYPI 63 PAF C23	<b>Adoptions of Children looked after.</b> The number of looked after children adopted during the year as a percentage of the number of children looked after for 6 months or more. (Monthly figures will show just number to date.). <b>Exclude UNM (running total)</b> <b>As a percentage of Children Looked After for 6 months or more (Exclude UNM)</b>	21	22	28	1	1	4	9
<b>NI 61</b>	LAC adopted to date and placed for adoption within 12 months of best interest decision being made	6.1%	6.3%	6.3%	0.3%	0.3%	1.1%	2.4%
<b>NI 63 (Previously PAFD78)</b>	<b>Long term stability of children in care.</b> Children under 16 who have been looked after for 2.5 years or more and in the same placement for at least 2 years	77.8%	80.0%	80.0%	N/A	N/A	0.0%	50.0%
<b>NI 62 (Previously PAF A1)</b>	<b>Stability of Placements of children in care.</b> The Percentage of Children looked after at 31 March with three or more placements during the year.	57%	56%	56.3%	59%	58.0%	60.0%	61.0%
	Children in care with 3 or more placements since 01/04/2009	14.5%	14.6%	14.6%	13.4%	13.9%	13.9%	13.6%
	Children in care with 2 placements since 01/04/2009			n/a	0.2% (1)	0.8% (4)	1.7% (9)	2.7% (14)
Local 29	Number of CiC for whom SW visits are up to date	94%	95%	n/a	3.6% (19)	7.2% (37)	11.4% (48)	13.2% (68)
<b>NI 58</b>	Emotional and behavioural health of children in care (percentage of children with Total Difficulties Score)	102 (35%)	not collected at this point	96%	96.3%	98.2%	96.5%	
			<b>New indicator</b>		annual collection			3

	Feb-09	Mar-09	March-09 Outturn	2009-10 Plan	Apr-09	May-09	Jun-09	Jul-09
Local 30	369	379				374	392	400
Local 31	313	328				333	337	330
Local 31a	84.8%	86.5%	81.3%			89.0%	86.0%	82.5%
Local 31b	62.9%	61.7%	38.3%			59.8%	52.8%	58.8%
Local 66a	451	464			485	499	494	511
Local 66b	57.9%	60.3%	58.2%		52.7%	52.5%	56.3%	50.1%
Local 66c	67.2%	70.1%	68.5%		66.3%	66.0%	69.6%	60.1%
PAF C18 (OC2)			23 (2.3)		annual collection			
PAF C19 (OC2)			94.3%		annual collection			
PAF C24 (OC2)			16.0%		annual collection			
BVPI 50 PAF A2	1/4	1/3			2/4	1/2	1/3	1/1
	25.0%	33.3%			50.0%	50.0%	33.3%	100.0%
	49.1%	48.2%	58.0%	55%	50.0%	50.0%	44.4%	50.0%
Local 32	0/4	0/3			2/4	0/2	0/3	0/1
	0%	0%			50%	0.0%	0%	0%
	8.5%	7.1%			50.0%	33.3%	22.2%	20.0%
NI 147 PSA16	100.0%	100.0%	91.7%	97%	100.0%	88.9%	80.0%	33.3%
NI 148 PSA 16 (Previously PAF A4)	93.7%	94.4%			100.0%	90.9%	87.5%	78.9%
2038SC (Local 34)	88.3%	88.9%	70.8%	78%	100.0%	66.7%	80.0%	33.3%
NI 99 (OC2)	74.6%	75.0%			100.0%	63.6%	68.8%	63.2%
PSA 11	83.6%	83.9%			83.4%	82.8%	80.1%	78.2%
NI 100 (OC2)					annual collection			
PSA 11					annual collection			
NI 101 (OC2)					annual collection			
Local 35 Equalities								
Gender - Male	274 (57%)	284 (58%)			298 (58%)	287 (56%)	296 (57%)	295 (57%)
Female	202 (43%)	206 (42%)			217(42%)	225 (44%)	223 (43%)	221 (43%)
Ethnicity - White UK	95 (20%)	99 (20%)			162 (31%)	160 (31%)	111 (21%)	109 (21%)
White Other	45 (9%)	51 (10%)			209 (41%)	213 (41%)	210 (41%)	210 (41%)
Black	200 (42%)	203 (41%)			28 (5%)	27 (5%)	31 (6%)	31 (6%)
Asian	22 (5%)	27 (6%)			86 (17%)	88 (17%)	91 (18%)	90 (17%)
Mixed	83 (17%)	84 (17%)			29 (6%)	26 (5%)	25 (5%)	29 (6%)
Other	31 (6%)	26 (6%)			31 (6%)	31 (6%)	32 (6%)	34 (7%)
Disability - Yes	30 (6%)	30 (6%)			484 (94%)	481(94%)	487 (94%)	482 (93%)
No	446 (94%)	460 (94%)						

## PLACEMENTS OF CHILDREN LOOKED AFTER

	Feb-09	Mar-09	March-09 Outturn	2009-10 Plan	Apr-09	May-09	Jun-09	Jul-09
<b>Number of LAC in :</b>								
Local 36	169	166			174	175	181	189
Local 37	186	200			213	210	209	200
Local 38	10	9			9	9	7	4
Local 39	77.0%	77%	75.0%		77.0%	77.0%	76.0%	76.0%
<b>C. Residential Care</b>								
Local 40	12	13			12	10	10	10
Local 41	32	33			33	34	36	34
Local 42	35	39			43	43	44	49
Local 43	14	15			15	14	14	14
Local 44	1	2			2	3	3	3
Local 45	4	4			4	5	6	7
Local 46	20.0%	22%	23.0%		21.0%	21.0%	22.0%	22.0%
Local 47	9	8			8	8	7	4
Local 48	4	1			2	1	2	2
PAF C69	6.5%	6.8%	10.9%		0.0%	6.6%	9.0%	7.3%
Local 51	8.0%	8.00%	8.0%		7.4%	8.0%	8.0%	8.0%
Local 52				£796	£822	£860	£887	£881
<b>Special Educational Needs</b>								
NI 103 A			New Indicator	82.0%	100%	91%	100%	100%
	100%	100%					97%	98%
NI 103 B	88%	89%	New Indicator	70.0%	100%	91%	100%	92%
	100%	100%					94%	93%
<b>PRIVATE FOSTERING</b>								
PF1								
	0	0	7 (in year)		2	2	1	1
	n/a	n/a	100.0%		100%	100%	0%	100%
	1	1	17 (for year)		0	0	1	1
	15	14	14		16	18	15	17
	78.9%	78.9%	78.9%		92.9%	94.4%	93.8%	93.8%





Haringey Council

Agenda item:

Special Overview and Scrutiny

On 17 September 2009

Report Title: An Overview Report on the work of the Member's Safeguarding Policy and Performance Panel

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

Signed :

Contact Officer : Mark Gurrey, Assistant Director, Safeguarding

Wards(s) affected: ALL

Report for: Non Key Decision

#### 1. Purpose of the report

This report is provided to help Overview and Scrutiny understand the work of the Members Safeguarding Policy and Performance Panel. 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.

#### 2. Recommendations

#### 3. Reason for recommendation(s)

#### 4. Other options considered

4.1. N/A

<p>5. Chief Financial Officer Comments 5.1. N/A</p>
<p>6. Head of Legal Services Comments 6.1. N/A</p>
<p>7. Head of Procurement Comments 7.1. N/A</p>
<p>8. Equalities &amp; Community Cohesion Comments 8.1. N/A</p>
<p>9. Consultation  N/A</p>
<p>10. Service Financial Comments  There are no particular financial issues arising from this report.</p>
<p>11. Use of appendices / Tables and photographs  Attached – report to the first Safeguarding Policy and Performance Panel meeting held on 22 June 2009.</p>
<p>12. Local Government (Access to Information) Act 1985</p>

**Background**

14. The SPPP has met three times thus far – 08/04/2009, 22/06/2009 and again 27/07/09. Membership consists of 5 Members (3 from the Administration and 2 from the Opposition) supported by an external and independent expert. The first meeting was an initial meeting to agree the scope of work the panel would address and the process by which it would go about its work.
15. The April meeting agreed initial terms of reference and in June the Panel also agreed that Hilary Corrick would act as the independent expert on the Panel's behalf with a view to both helping them direct their inquiries

and to offer training and insight into social care practice.

16. The July meeting considered records from a day's (chosen at random) worth of contacts to the Service to gain an overview of the range of work that comes into the service and to understand question the responses made. The panel then selected a number of cases to track going forward, particularly focusing on cases that become subject to a child protection plan.
17. The next meeting of the Panel, 08/09/09, will review progress on those cases.
18. The June meeting was informed by a general overview report that tracked the history of child protection work in this country and highlighted some of the major themes, both locally and nationally. That report is reproduced in the attached appendix as offering a useful background for O&S members.

## 1. Introduction

- 1.1 *This report is an introductory one for the Members Safeguarding Policy and Performance Panel. It builds on the already agreed terms of reference, sets out some historical and legislative background to child protection work, gives an overview of the position in borough at the moment and suggests some issues worthy of further consideration by the panel.*
- 1.2 *It is important to be clear about the role and purpose of the panel and what objectives it has, beyond the terms of reference. It will be important that in agreeing these members can set deliverable objectives against which they can measure the success of their work.*
- 1.3 *It is proposed that the Panel agrees that its purpose is to:*
  - *Ensure members have an understanding of some of the key issues in protecting children*
  - *That they can be confident about the arrangements in place to carry out this work*
  - *That a number of lines of enquiry have been pursued to enable a consideration of all aspects of safeguarding work*
- 1.4 *Lord Laming (see below) spoke of the benefits of 'respectful enquiry' and it is suggested that it is this tone that should direct the work of this panel.*

## 2. Historical and Legal Background

- 2.1 *Child protection work in this country has largely developed in response to a series of reports and investigations into a number of high profile child deaths. Some of these responses were then formally incorporated into primary legislation.*
- 2.2 *The first of these was the investigation into the death of Maria Colwell in 1974 which probably for the first time established child abuse as a societal problem requiring a societal response. It also identified what became an all too familiar catalogue of inter-agency failures in communication and joint working and front line staff not equipped or supported to carry out the challenges of trying to keep children safe. From this inquiry much of the modern child protection system was developed – in particular the growth of Area Child protection Committees (now Local Safeguarding Children Boards), the establishment of inter agency procedures' to govern child protection work and the system of case conferences and the child protection register.*

- 2.3 A series of further inquiries – including those into the deaths of Tyra Henry, Jasmine Beckford, Paul, Kimberley Carlisle amongst others – all lead to further changes and improvements in the system.
- 2.4 In 1989 the lessons from these inquiries and from current research were incorporated into the Children Act which replaced all previous child care legislation that governed child protection work and remains the key statute for the delivery of services to individual children. It was this Act, together with changes in adult legislation, which led to the splitting of then Social Services Departments into separate entities for children and for adult services. These arrangements have been further refined in the 2004 Children Act, developed from the 'Every Child Matters' agenda and which sets out arrangements for agencies to work together to achieve the five key outcomes for children. (see below) However, the 1989 Act remains the key legislation in our work with individual children and families.
- 2.5 The Act set out a number of key principles for the first time in work with children:
- That the welfare of the child is paramount
  - Introduced the notion of parental responsibility
  - To improve partnership working between the state and families
  - Introduced the no order principle
  - Delay in decision making is detrimental to children
  - Brought together private and public law in relation to children
- 2.6 The Act has a number of key sections:
- Section 17 which sets out definitions of and service provision for 'children in need'
  - Section 47 which sets out the process by which agencies investigate concerns about children suffering or believed to be suffering 'significant harm'
  - Section 20 which allows for children to be placed voluntarily in care by their parents
  - Section 31 which covers Care Orders as made within the Court arena
- 2.7 The next major development was the Victoria Climbié inquiry in 2004 conducted by Lord Laming. The circumstances of Victoria's death are well known and will not be repeated here.
- 2.8 The inquiry report listed 108 recommendations for implementation designed to improve child protection work. Those recommendations were targeted at government and individual local state agencies, notably social care, health and the police.

- 2.9 The outcomes from this inquiry eventually lead to the 2004 Children Act, the establishments of children's trusts, of LSCBs, of expectation that children's agencies would work together strategically and operationally and the five outcomes for all children as defined by Every Child Matters should govern and direct all work with children and their families. All future inspections were to judge services against their success or otherwise in delivering these outcomes. These outcomes are:
- Be healthy
  - Stay Safe
  - To enjoy and achieve
  - To make a positive contribution
  - To enjoy economic well being
- 2.10 The report also focussed on the detail of operational work and set out a number of recommendations designed to cover day to day operational provision.
- 2.11 Finally, the report also set out very explicitly the responsibilities of members and senior officers in relation to the delivery of child protection work in their organisations.
- 2.12 In recent times, the notion of child protection has been broadened to the notion of 'safeguarding'. Child protection has tended to mean work to reduce the abuse or neglect (real or predicted) experienced by children at the hands of the parents or carers. Safeguarding refers to those issues which more generally impact upon a child's safety and can include bullying, road safety, sexual exploitation, living in poor accommodation etc. (See the recommendations)
- 2.13 Since then of course there has been the further Laming Report following the death of Baby Peter in Haringey.
- 2.14 Essentially, Lord Laming's follow up report replicated his first report in that recommendations were made directed at central government and on a national level and others focussed on operational delivery. Some addressed the functioning of LSCBs and others the production and use of serious case reviews. A copy of this report – and the government response (accepting all the recommendations) – is available if required.

### Haringey Context

- 2.15 I have set out the national context within which this member's Panel is being convened. Obviously, it is sitting in the midst of considerable local activity and national scrutiny into the work of Haringey's Children and Young People's Service and partner agencies particularly in relation to their collective ability to safeguard children in the borough.

2.16 There are a number of key documents which is driving the work locally and which member's will either have seen or may need to see. Of these the most important is the JAR Action Plan constructed following the critical Joint Area Review inspection in December 2008. In addition other key documents include:

- The Executive Summary of the Serious Case Review into Baby P
- The associated Action Plan
- A plan setting out our progress against the second Laming Report
- The Ofsted/JAR letter following a recent monitoring visit due for publication after 22<sup>nd</sup> June

2.17 It will be helpful to give members some statistical details relating to the protection of children in Haringey.

2.18 There are 48,965 children aged 0-18yrs in the borough. Of those it is estimated 16,000 will be considered 'vulnerable' and approximately 1600 as 'in need' (as defined by the 1989 Children Act).[These figures are based on an extrapolation from national estimates] During 2008-09, 387 child protection investigations were carried out by children's services under Section 47 of that Act (and sometimes known as S47 investigations). One of the outcomes from S47 investigations is the convening of a child protection conference. This meeting brings all relevant agencies and parents together to look at the circumstances of the child and to decide whether or not they should be subject to a 'child protection plan' (CP Plans have replaced the 'Child Protection Register' which itself was a replacement for the 'At Risk Register')

*Rates of Children in Care and Children Subject to a Child Protection Plan (per 10,000)*

	<i>Haringey May 09</i>	<i>Haringey 08/09 Outturn</i>	<i>Haringey 07/08 Outturn</i>	<i>Statistical Neighbours 07/08</i>
<i>CP</i>	<i>36.7 (180 children)</i>	<i>36.5 (179 children)</i>	<i>87.9 (232 children)</i>	<i>35.7</i>
<i>CiC</i>	<i>104.6 (512 children)</i>	<i>100.1 (490 children provisional)</i>	<i>47.7 (427 children)</i>	<i>92.4</i>

2.19 As at March 2009 there were 182 children subject to child protection plans. Of these:

- 95 were boys and 87 girls
- 94 had a plan for reasons of neglect

- 35 for physical abuse
  - 7 for sexual abuse
  - 106 for emotional abuse
- (these categories add up to more than 182 as some children are subject to plans for a variety of reasons)
- 12 were aged under 1yr
  - 47 1-4yrs
  - 58 5-9yrs
  - 56 10-15yrs
  - 9 16+

2.20 The overwhelming majority of these children live at home with their parents/carers or in their extended families. Working with parents to safeguard their children is therefore a key activity for staff, often of course not easy in the face of opposition, denial, anger or threatening behaviour. At this stage the input is about constructing packages of support to the family designed to improve safe parenting and increase the safety of the child.

2.21 Children subject to child protection plans are regularly reviewed in case conferences and a key decision to be made and reviewed is whether the child is safe (or often, safe enough). When it is felt that the child protection plan is not working or not working well enough, then a decision to initiate care proceedings is made.

2.22 Currently, the care population in Haringey is growing quite quickly and managers are reviewing those cases to be clear that the 'right' children are coming into care in the right circumstances and that all efforts to support the family have been exhausted. Clearly, in the current climate locally there is a heightened level of risk aversion across all agencies and part of the longer term agenda is to help manage those anxieties within the inter agency partnership.

2.23 Haringey's CYPS, through its Referral and Assessment service routinely receives about 200-400 contacts a week and of those anything between 40-90 become referrals to be followed up further. Some of those may be immediately judged as child protection matters – in other instances a degree of assessment and fact finding is necessary before that conclusion can be drawn.

2.24 Effective child protection work is essentially a partnership activity between children's services and other agencies. Our most important partner in terms of carrying out the work is the Police Child Abuse Investigation team (CAIT). Child abuse is of course a crime and by jointly managing cases and jointly investigating where agreed, we can ensure that one process will safeguard the child and pursue the criminal element – most importantly, it means children only need tell their story once and both agencies can respond in a coordinated manner.

2.25 Equally important are the referring agencies. Some concerns come to us from the public and occasionally from family members but the majority of our work comes in from other professionals. Predominant in this group are of course schools and building and maintaining effective working relationships with our schools is crucial to the successful safeguarding of children. Schools, and other agencies, need to know what to refer, when and under what circumstances. They also need to be assured of a quick and professional response from the service. This is an area of focus for us currently through:

- The development of an agreed Thresholds Document designed to help agencies be clear about what to refer and to manage those cases that do not meet our eligibility criteria
- The development of an agreed protocol with schools (replicable with other agencies) setting out the terms and standards for our joint work

2.26 Since the death of Baby Peter and subsequent intense scrutiny of the service, we can identify the following as major challenges that are being addressed:

- Recruitment of skilled and experienced staff
- Retaining and up-skilling existing staff.
- Developing a more analytical staff group able to better assess and manage risks
- Re-building working arrangements with partner agencies

### 3. The Agreed Way Forward

3.1 It is clear that whilst a relatively small number of children are involved, child protection is a complex activity which requires a number of processes and procedures to come together if it is to be carried out successfully.

3.2 In order to help the Panel navigate this work, a work programme was agreed for the first two meetings:

- An initial focus on referral and assessment, understanding how work comes into the service and what initial response are made, where they come from, what happens to them, issues of thresholds etc
- An exploration of the systems and processes surrounding children subject to children plans, how those plans are made, what they address, how they are reviewed, how children are visited and decisions made about their well-being

3.3 CYPS has secured the services of a very experienced and respected independent social worker to work with the panel. Her name is Hilary Corrick and her role will be to offer an off-line expertise to members, helping them frame lines of inquiry, making sense of responses and identifying follow up questions and putting Haringey's work into a

*national context, being clear about accepted notions of best practice.*

- 3.4 Children's files are made available to members to help in their understanding – also to give a sense of the computerised system discussed in the Baby Peter enquiry, the Integrated Children's System.*
- 3.5 The Panel is routinely be attended by and served by Mark Gurrey, Interim Assistant Director Safeguarding who can arrange for other relevant managers to attend as required.*




Agenda item:

**[No.]**

Overview &amp; Scrutiny

On 17<sup>th</sup> September 2009

Report Title: Safeguarding Plan for Haringey	
Report of <b>Peter Lewis, Director of Children's Services</b>	
Signed : 	
Contact Officer : Mark Gwynne, Programme Manager	
Wards(s) affected: <b>ALL</b>	Report for: <b>Non Key Decision</b>
<p><b>1. Purpose of the report (That is, the decision required)</b></p> <p>1.1. This report provides the Scrutiny with an update on development of the Safeguarding Plan (formerly the JAR Action Plan), following publication of the Ofsted inspection report in July 2009.</p>	
<p><b>2. Introduction by Cabinet Member (if necessary)</b></p> <p>2.1. N/A</p>	
<p><b>3. State link(s) with Council Plan Priorities and actions and / or other Strategies:</b></p> <p>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 '<b>Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur</b>' – <i>Community Strategy Update, March 2009</i></p> <p>3.2. The Council Plan 2007-2010 priority of 'Encouraging lifetime well-being at home, work, play and learning'</p> <p>3.3. The Children and Young People's Plan 2006-09 (currently being finalised for</p>	

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 development of the Safeguarding Plan and the steps taken to establish the key performance indicators, programme level risks and issues.

**5. Reason for recommendation(s)**

5.1. This report provides Scrutiny with a report on the refreshed JAR Action Plan which forms a Safeguarding Plan for Haringey. This plan is circulated in draft and is subject to approval by the Children's Trust.

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. This refreshed JAR Action Plan will provide the Safeguarding Plan for Haringey. Development of the refreshed plan is underway and progress against delivery of this refreshed plan will be reported to the next meeting. The refreshed plan will comprise a smaller more focused set of actions for completion by December 2009, which will lead to a positive assessment in the January inspection, whilst setting the way for safeguarding services to become amongst the best by 2012.

6.2. The Safeguarding Plan, whilst being smaller and more focused, also provides greater linkage to the serious case reviews (SCRs) and incorporates key findings from these reviews. The 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.

6.3. There are several challenges to achieve this outcome, which are highlighted in the separate JAR Action Plan Progress Report.

6.4. The later stages of the plan will enable more of the discretionary work that builds on these strong foundations and will be required to make safeguarding services amongst the best in the country.

<p><b>7. Chief Financial Officer Comments</b></p> <p>7.1. N/A</p>
<p><b>8. Head of Legal Services Comments</b></p> <p>8.1. N/A</p>
<p><b>9. Head of Procurement Comments</b></p> <p>9.1. N/A</p>
<p><b>10. Equalities &amp; Community Cohesion Comments</b></p> <p>10.1. N/A</p>
<p><b>11. Consultation</b></p> <p>11.1. N/A</p>
<p><b>12. Service Financial Comments</b></p> <p>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.</p> <p>12.2. The revised analysis reflects the fact that as additional support has been engaged this has been deployed across various themes.</p> <p>12.3. Once the Safeguarding Plan has been approved, a further exercise will be conducted by the Head of Finance to ensure that all safeguarding elements of the plan are sufficiently budgeted for. It is hoped to secure further funding in order to meet some of the short term capacity needs that will support the change programme in the immediate future and lead to longer term improvements once permanent capacity is in place.</p>
<p><b>13. Use of appendices /Tables and photographs</b></p> <p>13.1. Appendix 1: Glossary of Terms</p> <p>13.2. Appendix 2: Safeguarding Plan for Haringey</p>
<p><b>14. Local Government (Access to Information) Act 1985</b></p> <p>14.1. JAR Report (December 2008)</p> <p>14.2. Annual Performance Assessment (December 2008)</p> <p>14.3. Inspection of Progress in the Provision of Safeguarding Report (July 2009)</p>

## **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.

## **2. Next Steps**

- 2.1.1 Senior officers across the partnership have embraced the inspection findings and agreed that it provides 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.
- 2.1.2 It has therefore been decided that all the actions in the plan are reviewed against the main findings and recommendations in the JAR report, the Annual Performance Assessment and the recent Ofsted report. This is to ensure there is a stronger linkage between the actions in the plan and the recommendations and key findings of the aforementioned inspection reports.
- 2.1.3 Furthermore, in light of three serious case reviews (SCRs), and subsequent action plans and the publication of two more SCRs by the end of September 2009, it has been agreed that the plan should be revisited to ensure that all key activity aimed at improving safeguarding is consolidated into one plan and that the timelines in the plan are realistic.
- 2.1.4 The focus of the refreshed plan is narrower and the plan is being renamed as the 'Safeguarding Plan for Haringey'. The timeline of the plan is still 3 year's, to 2012 but the aim is to achieve a better balance of actions to be delivered over each of the years, with a focus between now and December 2009 on developing the necessary building blocks to improve safeguarding at service delivery.
- 2.1.5 In appraising the plan and managing the first stage of the process, the Area for Improvement (AFI) leads have been asked to consider each action under their respective AFI against the following criteria:

- Has the action been completed, can it be evidenced and therefore removed?
- Does the action contribute directly to the 'critical path' in other words, the key recommendations and main findings of the above named reports and SCRs? If it does, are the timelines realistic and if not, what are the revised timelines?
- Where necessary, can actions be re-grouped or broken down further so there is a clearer understanding of what it is aiming to achieve? What clear milestones can be set to ensure delivery of the improvement within the required timescale?
- With the developing Children and Young People's Plan, does that action sit better under another Every Child Matters (ECM) outcome?
- Is that action relevant and if not, why?

2.1.6 Managing the refresh in this way ensures that there is a clear audit trail between the refreshed Safeguarding Plan and the previous JAR Action Plan.

2.1.7 In addition, Overview & Scrutiny are asked to note that the refresh means a review of the current Programme Management arrangements which to date have been driven by the current plan. This will lead to more streamlined programme reporting and greater integration of actions with the SCRs. Furthermore, delivery of the refreshed plan will be accompanied by an agreed set of key messages and a communications plan, ensuring that the refreshed plan delivers real change to the ways of working and behaviours rather than merely improving systems and processes.

2.1.8 Overview & Scrutiny are also asked to note that a further Ofsted inspection is planned for January 2010. Therefore it is imperative that the focus of work between now and January 2010 is towards an improved judgement rating.



Overview & Scrutiny: 17<sup>th</sup> September 2009

## 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
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 for Haringey

## The JAR Action Plan

Together we ensure that every child matters



## Our Commitment

Together.... we protect children

### Messages

- **Together we build a living picture of a child's needs.** We are always watchful. We always listen to the child's voice. We never ignore a child who needs our help or protection.
- **Together we pool our resources, time and information.** We never assume it is someone else's responsibility. We never leave a gap through which a child can fall.
- **Together we work for the children of Haringey.** Children are at the centre of everything we do. Together we will make this the best place to work for the welfare of children.
- **Together we ensure that every child matters.**

## Background

Work has been underway to deliver improvements in the safeguarding of children for some months. An Improvement Plan was submitted in February 2009, and a follow up Action Plan was submitted to Ofsted and the Department for Children, Schools and Families (DCSF) in March 2009 and approved in April. This three year plan was designed to ensure that Haringey's services for children and young people are among the best by March 2012.

The subsequent inspection of progress was carried out by Ofsted in June 2009, demonstrating that whilst some improvements have been made, there is limited progress overall in addressing the weaknesses identified in the November 2008 joint area review. The July 2009 report from Ofsted identified 11 recommendations for improvement, all of which have been built into the refreshed Plan for addressing before the end of the year. In the meantime, there have been other findings from Serious Case Reviews (SCRs) and reports from other inspectorates following up the events that led to the death of Baby Peter.

The refresh of the JAR Action Plan is designed to pull these findings together into a set of prioritised improvements to be delivered over the next three years. This action plan therefore forms a Safeguarding Plan for Haringey. Several of the actions within the original plan have been completed, whilst others now appear within the Children & Young People's Plan (CYPP), which has been developed

alongside the Safeguarding Plan, and is the single statutory overarching plan for all services which directly affect children and young people in Haringey. The CYPP is based on the five Every Child Matters outcomes. The key actions from this Safeguarding Plan form a large part of the “Stay Safe” element of the CYPP.

The evolution of the plan showing these stages of development can be summarised in the figure 1.

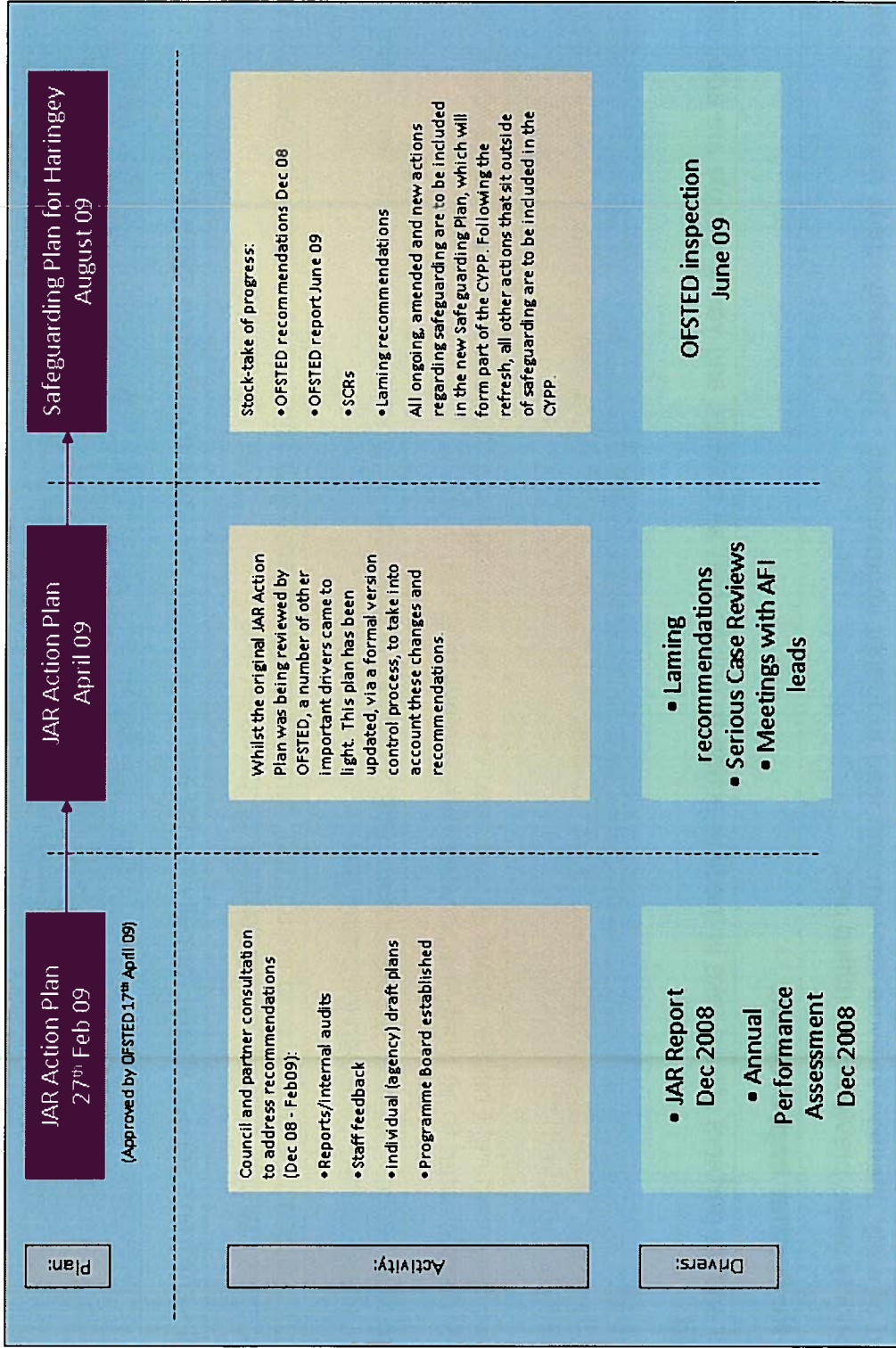


Figure 1 – Plan Development Stages  
Safeguarding Plan v1 0.doc

Following the June 2009 visit, feedback demonstrated that further improvement was needed as a priority in eleven areas. These are all being addressed as a matter of priority throughout section 1 of the plan (July – December 2009). In addition, some further areas of work are in need of early attention to avoid concern and lead to further improvement. The priority areas highlighted through inspection and other key priority areas previously identified are:

<b>Priorities for further improvement</b>		<b>Actions</b>
The council and its partners should take immediate action to ensure that all children and young people are adequately safeguarded		Throughout
The council and its partners should take immediate steps to accurately establish the volume of demand for services and strengthen the ability to prioritise responses so that the quality of the work can be improved and statutory timescales can be achieved		1.23
The Haringey Safeguarding Children Board should ensure that the learning from the recent serious case review of Baby Peter is fully disseminated to all front-line services with immediate effect		1.02
The Metropolitan Police Service should ensure that borough police activity is incorporated within and monitored through the Metropolitan Police Service action plan		1.25
The council's children's services should ensure that formal supervision arrangements are consistently in place and that all case decisions made in supervision are formally recorded on files		1.14, 1.16, 1.17 & 1.18
The council's children's service should formally launch and disseminate the revised procedure manual		1.11
The council's children's service should ensure that supervision and performance management are fully integrated in front-line social care services		1.16
The council's children's service should improve its use of the Framework-I computer system and investigate and take opportunities to improve its effectiveness and ability to support good practice		1.10, 1.16 & 2.06
The Children's Trust should take immediate steps to develop a local preventative strategy in accordance with the requirements of the joint area review action plan, and strengthen the role of the voluntary sector and wider		2.04

<b>Priorities for further improvement</b>		<b>Actions</b>
partnership		
The council's children's service should strengthen its use of the common assessment framework and formally implement its policy relating to eligibility for access to services		1.05
The NHS provider trusts should improve their collection and management of data to improve the effectiveness of their performance management capability		1.24
<b>Other known issues explicit in reports but not the focus of recommendations</b>		
Recruitment, retention training and development of social workers and health workers		1.14 & 1.15
Improve the quality and timeliness of initial and core assessments		1.06
Improve the quality of child protection plans and the making / recording of decisions		1.06, 1.07 & 1.08

**Purpose**

The overall objective of the Safeguarding Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. The key objectives of the Plan and response to Ofsted's December 2008 and July 2009 reports are summarised under 5 key themes and they set out changes for safeguarding services in governance, systems and procedures, capacity & staffing and performance management. This plan is designed to set out the route for Haringey Children's services to be recognised as "among the best" when assessed by Ofsted in 2012.

**Themes**

The refreshed plan is divided into 5 themes, summarised diagrammatically in Figure 1, around which the improvement actions will be delivered:

- Good Practice

- Early Intervention
- Leadership & Governance
- Capacity & Staffing
- Performance Management

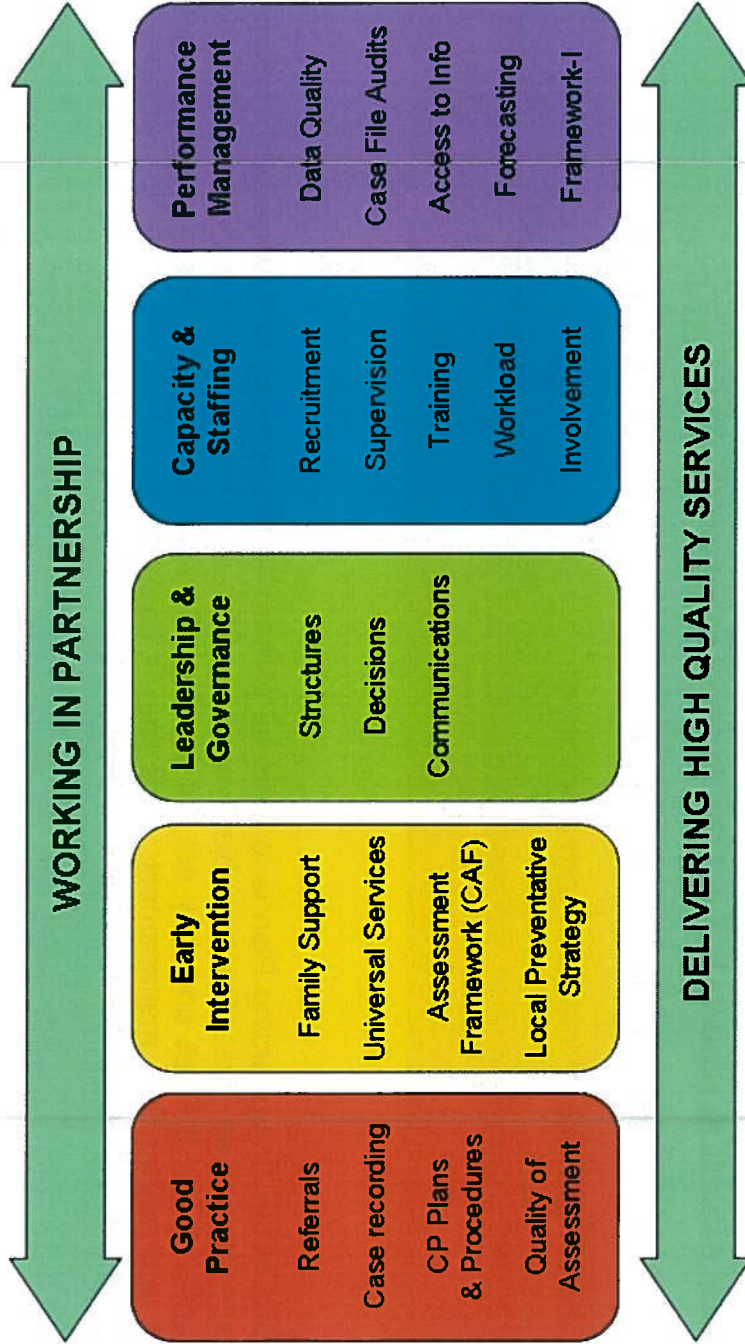


Figure 1 – Programme Structure

Explicit within each of these improvement themes is the need for quality and sustainability. The Action Plan must develop solid foundations by the end of 2009, on which future improvements and service developments can be built. For this reason the plan is split into three timescales:

- Short term – 5 months: by December 2009
- Medium term – 1 year: by June 2010
- Longer term – by March 2012

Throughout these periods of activity, emphasis is placed equally on the harder aspects of workflow, systems and procedures and the softer elements of change management and leadership to make implementation of the systems happen, now and in the future. The emphasis throughout is **working in partnership** to deliver improved services to the people of Haringey. As such, partnership has not been identified as a separate theme, but instead is a means of achieving each of the improvement areas. This in itself adds an extra layer of complexity, but it is viewed as essential in delivering the improvements. For this reason governance and service delivery improvements will be considered in the partnership dimension and built into the relevant actions, rather than being identified separately for each partner organisation.

Many actions have been removed in this streamlined and refreshed version. In accordance with the agreed programme management arrangements, the status for each of these actions has been recorded.

## The Outcomes

The Safeguarding Plan aims to deliver visible outcomes for children and young people across the borough over a three year period through creating improved ways of working and service delivery, enabling Haringey to be recognised as providing outstanding safeguarding services.

**Good Practice** – Joint working is essential to maximise expertise and resources. We will deliver high quality social work and professional practice across the partnership. We will commission services with greater market intelligence to make the most of resources and maximise value for money. Through the provision of all our services, we will put children at the centre of all we do. There will be new protocols for information sharing, agreed thresholds for action, improvements in communications and decision-making and better outcomes for families.

**Outcome:** *Good staff, working across organisational boundaries, that are supported in their duties by effective systems and procedures, helping them improve working practices and making sure we improve timeliness, effectiveness and quality of decision making and interventions.*

**Early Intervention** – We will ensure the safety and wellbeing of children through early intervention, ensuring that families receive the appropriate support at an early stage to meet their lower level needs. With a seamless transition between the tiers of need, we will ensure that those children whose needs do escalate can access a range of services that can respond to their changing needs. Through working within the partnership we will put the child's needs at the centre of all we do, supporting families in their role.

**Outcome:** *An improved balance between universal and specialist services, which ensures that families are supported in order to reduce demand on specialist services. Families have, or are supported to develop, the appropriate skills and support networks and are engaged by all appropriate universal services.*

**Leadership & Governance** – The Local Safeguarding Children Board (LSCB) has specific responsibilities for proactively monitoring and challenging the performance of services who deliver safeguarding. The new Haringey Children's Trust reflects the renewed closer working between agencies in the borough and fulfils statutory obligations. More significantly it signals a renewed commitment to the children and young people of the borough, regardless of agency or individual. The Children's Trust is one element of the Haringey Strategic Partnership (HSP).

Within the Council, members play a key role in the Corporate Parenting Member Group, monitoring the quality of our work for the most vulnerable children and young people. The 'Safeguarding Policy & Practice Panel' reviews the Council's practice in safeguarding children and young people.

**Outcome:** *Leadership that is visible across the partnership; owning, demonstrating and effectively communicating the clarity of purpose and the framework for accountability that delivers high performing safeguarding services.*

**Capacity & Staffing** – We will continue to develop our staff across the partnership to build a confident and competent workforce providing excellent safeguarding services. This will require investment in the skills, capacity, training and development of our workforce, and attracting the very best in the sector to the challenges and benefits of working in Haringey. Professionals, including social workers, health workers and the police, will work closely together understanding the needs and demands placed on each agency to ensure that the child is protected by our skilled and knowledgeable staff.

**Outcome:** *A motivated and successful workforce comprising the right people, doing the right thing at the right time within clear systems of information sharing, communication and decision-making across the partnership.*

**Performance Management** – We need systems to recognise and measure achievements to improve poor practice. High quality supervision and management across the agencies, working to shared values and standards, will raise the performance and quality of all our interventions. We will make the best use of the systems we have in place to ensure that those to whom we report are able to ensure greater scrutiny than ever before and confirm the quality of what we do. We will establish more consistent monitoring of how children and young people feel about the services and support we provide. The Children's Trust Executive Performance Monitoring Group will make sure that targets are set and met across the partnership by the safeguarding services.

**Outcome:** *Performance on safeguarding children is clearly known and seen to be improving, with performance information used to drive quality of service performance and delivery of outcomes vigilantly, transparently and consistently across the partnership.*

## Programme Management

The programme management arrangements build on those adopted in the original JAR Action Plan. There will be monthly reports to the DCSF. There will also be reporting to the Quality Outcomes Board, the Children's Trust and the Local Safeguarding Children Board (LSCB). The respective delivery organisations will also report their progress through their management structures. From September 2009, the Council's Overview & Scrutiny Panel will receive quarterly reports.

A small group of chief officers from key partners has been re-established (in place of the previous AFI Lead Group) in order to drive delivery of the programme on a day-to-day basis. This group comprises: Chief Executive Haringey Council, Director of Children's Services Haringey Council, Deputy Director, Schools Standards & Inclusion, Haringey Council, Chief Executive NHS Haringey, Borough Commander Metropolitan Police and the Programme Manager Haringey Council. This smaller group will be responsible for overseeing day to day delivery of the immediate first phase of the Plan, after which stage arrangements will be reviewed. This core group will take on the role of theme leads, providing individual responsibility for each element of the plan and collective responsibility for delivery of the plan as a whole.

The reports to this group, the Children's Trust and Scrutiny are being streamlined in order that sufficient information is reported without the reporting detracting from delivery. Programme reporting will be against milestone delivery and overall assessment of progress in delivering the overall action. Each milestone will have a named lead, responsible for ensuring that the action lead is updated on progress with their milestone in order to feed the reporting processes. A small set of performance indicators will be monitored to ensure that the required process improvements are being made in the short term, leading to improved outcomes in the longer term.

## Performance Indicators

As well as monitoring progress of the milestones within this plan, a manageable set of performance indicators will continue to be used to ensure that the required process / system improvements are being implemented and the targeted outcomes delivered. Most of these key indicators are taken from, or contribute to, delivery of the Local Area Agreement (LAA). The other indicators used are drawn from:

- Safeguarding National Indicators
- Staffing / Corporate Health Performance Indicators

At this stage, it is not proposed to change the performance indicators from those originally selected to monitor delivery of the plan. The performance indicators to be used are contained within Appendix A.

These performance indicators will be collected, reported and managed on a monthly basis. At the same time, we will ensure that the quality and reliability of data is continuing to improve and actions are in place to drive genuine improvements in service delivery.

## Action Plan

The following Action Plan comprises 3 sections demonstrating the timescales within which actions will be completed. Each action is aligned to one of the five themes and will help achieve the outcomes set for the respective time period as well as laying effective foundations for our continued improvement.

### Section 1: Priority Actions – By December 2009

**Outcome** – to achieve an adequate rating and recognition of good improvement being made in the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Clear partnership structures developed with ownership from key partners and effective communication plan in place	1.01	Create a culture of shared responsibility for all Haringey's children & young people	<ul style="list-style-type: none"> <li>Key partners play a full role in Children's Trust, LSCB and HSP through appropriate attendance, participation and feedback into governance mechanisms</li> <li>Develop and launch a consistent cross-partnership communication campaign to promote safe and effective safeguarding practice focused on key messages</li> <li>Joint communications strategy and approach produced for the Children's Trust</li> <li>Partners engaged in development of draft partnership agreement</li> </ul>	Jul 09	Sep 09	Peter Lewis	Leadership & Governance
	1.02	Local Safeguarding Children Board communicate the findings of Serious Case Reviews	<ul style="list-style-type: none"> <li>Composite action plan pulling together findings of all available SCRs developed</li> <li>Safeguarding children communications programme implemented</li> <li>Events held to communicate findings of SCRs</li> <li>SCR Materials and framework developed for dissemination through staff meetings</li> <li>Communication materials and messages developed for dissemination through team meetings</li> </ul>	Jul 09	Aug 09 Dec 09 Oct 09 Oct 09 Oct 09	Graham Badman	Leadership & Governance
Reduced number of referrals due to improved	1.03	Improve working of the LSCB (also see action 2.02)	<ul style="list-style-type: none"> <li>LSCB priorities agreed</li> <li>Governance arrangements and sub-group structure agreed</li> <li>Review of membership and Terms of Reference of subgroups completed</li> <li>Work programme and business planning processes developed</li> </ul>	Aug 09 Sep 09	Sep 09 Oct 09	Graham Badman	Leadership & Governance
	1.04	Partnership Family Support Strategy developed and	<ul style="list-style-type: none"> <li>Family Support Strategy development and consultation completed</li> </ul>	Sep 09 Oct 09	Oct 09 Nov 09	Jan Doust	Early Intervention

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
preventative work		published	<ul style="list-style-type: none"> <li>Strategy published</li> <li>Reporting cycle and mechanism determined</li> </ul>	Dec 09 Dec 09	Dec 09 Dec 09		
	1.05	Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	<ul style="list-style-type: none"> <li>CAF quality assurance framework agreed</li> <li>Implementation timescales and programme agreed</li> <li>Framework communicated to relevant people and training organised</li> </ul>	Aug 09 Sep 09 Nov 09	Sep 09 Oct 09 Dec 09	Alison Botham	Early Intervention
Improved processes and procedures in place and working effectively across the partnership	1.06	Ensure quality of service by improving child protection referral and assessment processes	<ul style="list-style-type: none"> <li>Referral pathways integrated with CAF</li> <li>Capacity identified to ensure that timescales taken for assessment improve</li> <li>Quality of information and analysis in initial and core assessments is improved to ensure minimum standards are consistently met</li> <li>Dedicated specialist mental health input for R&amp;A established whilst proposal is developed for multi-agency assessment team</li> </ul>	Jul 09 Jul 09 Jul 09 Jul 09	Sep 09 Sep 09 Oct 09 Nov 09	Eleanor Brazil	Good Practice
			<ul style="list-style-type: none"> <li>Clear thresholds developed to operate across specialist, targeted and universal services and communicated to staff</li> <li>Safeguarding resources panel established with clear terms of reference established for all panels</li> <li>Independent social workers engaged to support social workers / team managers in decision making</li> </ul>	Jul 09 Jul 09 Jul 09	Oct 09 Sep 09 Oct 09	Eleanor Brazil	Good Practice
			<ul style="list-style-type: none"> <li>Data on attendance at conferences collected by LSCB</li> <li>Mechanisms established to challenge appropriateness of invites to, and judge quality of input at, conferences</li> <li>Improvements demonstrated through quality of care plans / conference minutes</li> </ul>	Aug 09 Sep 09 Oct 09	Oct 09 Oct 09 Oct 09	Eleanor Brazil	Good Practice
			<ul style="list-style-type: none"> <li>Implementation Group set up to monitor delivery of actions within the Integrated Working Report and support development of an Integrated First Response Service</li> <li>Health Visitors Child Protection &amp; Children</li> </ul>	Aug 09 Sep 09	Sep 09 Sep 09	Jane Elias	Good Practice
Improved processes and procedures in place and working effectively across the partnership	1.07	Deliver improvements in thresholds and decision making					
				1.08	Effective working at Child Protection Conference		
Improved processes and procedures in place and working effectively across the partnership	1.09	Identify opportunities for further integrated working across the strategic partnership					

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Better picture of individual need established leading to improved quality of plans with all participants fully involved	1.10	Achieve an acceptable standard for the quality of care planning	<ul style="list-style-type: none"> <li>in Need folders audited and revised standards developed</li> <li>NHS and Police input into integrated working reflected within proposals</li> <li>Review current practice across all Trusts and develop action plan for improvements</li> <li>Audit programme for plans developed to demonstrate improvement</li> <li>GPs trained in monitoring treatment of children subject to a child protection plan</li> <li>Standard agreed for inclusion of sibling information</li> </ul>	Sep 09 Jul 09 Sep 09 Sep 09 Sep 09	Oct 09 Sep 09 Oct 09 Sep 09 Oct 09	Penny Thompson	Good Practice
	1.11	Revise, update and launch the revised children's social care procedure manual	<ul style="list-style-type: none"> <li>Revisions to manual completed and online version updated</li> <li>Updated manual launched to staff</li> <li>Staff engaged to establish a rolling programme of quarterly updates to the manual</li> </ul>	Jul 09 Oct 09 Oct 09	Sep 09 Oct 09 Oct 09	Rachel Oakley	Good Practice
	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	<ul style="list-style-type: none"> <li>Procedures agreed by relevant agencies</li> <li>Procedures implemented across all agencies</li> </ul>	Jun 09 Oct 09	Sep 09 Dec 09	Alison Botham	Good Practice
Staff have access to a directory of services available to commission for each target group	1.13	Commissioning directory developed to describe services, criteria and outcomes available	<ul style="list-style-type: none"> <li>Existing directories updated with summary provided by services</li> <li>Domestic violence commissioning intentions completed following reviews of evidence base; current provision and a gap analysis</li> <li>Parenting support commissioning intentions completed following development of list of effective parenting support programmes and interventions; current parenting support provision detailed by all services; and gap analysis completed</li> </ul>	Aug 09 Sep 09 Sep 09	Sep 09 Dec 09 Dec 09	Ian Bailey	Good Practice
Capacity is available to improve service and day	1.14	Introduce additional short term social work professional and	<ul style="list-style-type: none"> <li>Short term capacity needs and resource requirements identified</li> </ul>	Jul 09	Aug 09	Eleanor Brazil	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
to day management whilst permanent posts are filled		management capacity	<ul style="list-style-type: none"> <li>Longer term capacity needs and staffing levels identified and resources identified</li> <li>Capacity increased to take on complex cases and provide supervision to social workers</li> </ul>	<p>Aug 09</p> <p>Sep 09</p>	<p>Oct 09</p> <p>Mar 10</p>		
An established workforce in post reducing reliance on temporary and agency staff	1.15	Recruit and retain good staff across the partnership to reduce the number of vacancies and reliance on agency staff	<ul style="list-style-type: none"> <li>Haringey offer Identified and recruitment campaign launched</li> <li>Social work graduate trainee scheme expanded</li> <li>Resource plan developed to meet health related staffing needs within GOSH</li> <li>Benchmarking of Health Visitors, School Nurses and Paediatricians completed</li> <li>Resource plan developed and approved by NHS Haringey</li> <li>Health workers and health safeguarding vacancies filled and staff in post</li> <li>Monitoring mechanism established to enable review of workloads of Health Visitors, School Nurses and Paediatricians</li> <li>New social workers and social work managers in post</li> </ul>	<p>Jul 09</p> <p>Jul 09</p> <p>Jul 09</p> <p>Aug 09</p> <p>Aug 09</p> <p>Aug 09</p> <p>Aug 09</p> <p>Aug 09</p> <p>Sep 09</p>	<p>Sep 09</p> <p>Sep 09</p> <p>Aug 09</p> <p>Oct 09</p> <p>Sep 09</p> <p>Aug 09</p> <p>Aug 09</p> <p>Dec 09</p>	Stuart Young	Capacity & Staffing
Staff are effectively managed, supervised and supported in carrying out their duties	1.16	Ensure effective supervision arrangements for social care staff	<ul style="list-style-type: none"> <li>Guidelines amended to clarify the supervision guarantee and electronic manual updated</li> <li>Assessment centres held to establish managers' ability to deliver quality supervision</li> <li>Individual tailored development programmes for front line managers implemented</li> <li>Reporting of supervision integrated into existing FWi and other reports</li> <li>Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan</li> <li>Hubs of Change (Tavistock / Haringey) project implemented</li> </ul>	<p>Aug 09</p> <p>Aug 09</p> <p>Sep 09</p> <p>Sep 09</p> <p>Sep 09</p> <p>Sep 09</p> <p>Sep 09</p>	<p>Sep 09</p> <p>Sep 09</p> <p>Nov 09</p> <p>Nov 09</p> <p>Dec 09</p> <p>Sep 10</p>	Eleanor Brazil	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme		
Staff are effectively managed, supervised and supported in carrying out their duties	1.17	Ensure effective supervision arrangements for health staff	<ul style="list-style-type: none"> <li>NHS Trust standard for supervision agreed and audit programme developed</li> <li>Discussion with Clinical Excellence Group about GPs supervision</li> <li>Reporting of supervision integrated into existing FWi and other reports</li> <li>Health Managers trained in role &amp; responsibilities regarding supervision</li> <li>Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan</li> </ul>	Aug 09 Sep 09 Sep 09 Sep 09 Sep 09	Sep 09 Sep 09 Nov 09 Nov 09 Dec 09	Penny Thompson	Capacity & Staffing		
			<ul style="list-style-type: none"> <li>Reporting of supervision integrated into existing FWi and other reports</li> <li>Programme developed to ensure compliance with Standard Operating Procedures for supervision</li> <li>Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan</li> </ul>	Sep 09 Sep 09 Sep 09	Nov 09 Nov 09 Dec 09			Dave Grant	Capacity & Staffing
			<ul style="list-style-type: none"> <li>Practitioners across the partnership trained in thresholds and use of common language</li> <li>Social work staff trained on risk assessment, information sharing and the recording of decisions</li> <li>Staff trained and provided with guidance in child centred practice, authoritative practice and social history researched and commissioned</li> <li>Multi-agency exercise using MACIE implemented</li> <li>Agree, implement and train staff on a Critical Incident De-briefing model within organisations and across multi-disciplinary teams</li> </ul>	Jul 09 Jul 09 Jul 09 Sep 09 Sep 09	Jan 10 Dec 09 Jan 10 Dec 09 Dec 09				
<ul style="list-style-type: none"> <li>Multi-agency core safeguarding training programme developed</li> <li>All appropriate staff attend programme</li> <li>Standards for case files developed and communicated to staff</li> </ul>	Mar 09 Oct 09 Jul 09	Oct 09 Dec 09 Oct 09	Rachel Oakley Eleanor Brazil	Capacity & Staffing Performance Management					
All case files meet the required standard for Safeguarding Plan v1 0.doc	1.21	Assure the quality of practice							
	1.20	Develop a multi-agency core safeguarding induction programme							
	1.19	Implement programme of multi-agency training							
	1.18	Ensure effective supervision arrangements for police staff							

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
content, accuracy and timeliness of information			<ul style="list-style-type: none"> <li>Programme of sampling and qualitative assessment of case files implemented across the partnership</li> <li>Measures developed for assessing quality and performance of safeguarding practice across the partnership</li> <li>Annual framework for case file audit agreed within each organisation</li> <li>Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard</li> </ul>	<p>Jul 09</p> <p>Jul 09</p> <p>Aug 09</p> <p>Sep 09</p>	<p>Dec 09</p> <p>Dec 09</p> <p>Sep 09</p> <p>Sep 09</p>		
Effective collection use and analysis of data leading to improved interpretation of available management information	1.22	Ensuring the quality and reliability of data	<ul style="list-style-type: none"> <li>Data quality audit programme developed</li> <li>Review accuracy of framework I reports in conjunction with Core Logic</li> <li>Internal audit programme agreed with Corporate Services to audit the work of the performance team</li> <li>Review actions from external audit of performance indicators</li> </ul>	<p>Aug 09</p> <p>Aug 09</p> <p>Sep 09</p> <p>Sep 09</p>	<p>Sep 09</p> <p>Oct 09</p> <p>Sep 09</p> <p>Oct 09</p>	Eleanor Brazil	Performance Management
	1.23	Establishing the volume of demand for services and forecasting future demand	<ul style="list-style-type: none"> <li>Establish demand from January to June 09</li> <li>Historical and other data used to provide a basis for prediction</li> <li>Workloads and caseloads identified and analysed against national recommendations and good practice</li> <li>Undertake a Gap analysis in relation to staffing and budget</li> </ul>	<p>Aug 09</p> <p>Aug 09</p> <p>Sep 09</p> <p>Sep 09</p>	<p>Oct 09</p> <p>Oct 09</p> <p>Dec 09</p> <p>Dec 09</p>	Eleanor Brazil	Performance Management
Fit for purpose business planning & performance management approaches in place and co-ordinated across the partnership	1.24	NHS provider performance management capability improved	<ul style="list-style-type: none"> <li>Improvement to data collection mechanisms completed</li> <li>NHS membership of LSCB Quality Assurance Group reviewed to include representative from performance and commissioning teams</li> <li>Safeguarding performance dashboard developed and trialled</li> <li>Implement procedures to enable the demonstration of effective performance management of NHS through the established Health JAR Action Plan Group</li> </ul>	<p>Jul 09</p> <p>Jul 09</p> <p>Jul 09</p> <p>Jul 09</p>	<p>Dec 09</p> <p>Aug 09</p> <p>Sep 09</p> <p>Sep 09</p>	Penny Thompson	Performance Management

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
	1.25	Developing, across the partnership, business performance planning and management processes	<ul style="list-style-type: none"> <li>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</li> <li>Electronic access to information showing if a child has a child protection plan or not established for A&amp;E staff at Whittington and NMUH and for PCT, GOSH in Haringey and CAMHS staff</li> <li>Multi-agency record audit - random sample of audits undertaken</li> <li>All Action Plan milestones incorporated within delivery organisations business / service plan</li> </ul>	Jul 09  Aug 09  Sep 09 Sep 09	Nov 09  Nov 09  Sep 09 Oct 09	Eleanor Brazil	Performance Management
The responsibility for data and effective performance management is owned by all staff	1.26	Improving Local Interpretation and Ownership of Information within Children and Families	<ul style="list-style-type: none"> <li>Programme of Monthly Performance Review meetings organised with Heads of Service</li> <li>Team Evidence Files developed</li> <li>Team Performance Plans developed</li> </ul>	Sep 09  Sep 09 Sep 09	Sep 09  Dec 09 Dec 09	Eleanor Brazil	Performance Management

## Section 2: Priority Actions – By June 2010

**Outcome** – to retain an adequate rating and gain recognition of sustained improvement being made in the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Improved processes and procedures in place and working effectively across the partnership	2.01	Develop fit for purpose governance arrangements across the partnership	<ul style="list-style-type: none"> <li>A senior lead is identified in each agency who will assess and monitor the organisations governance arrangements in relation to safeguarding</li> <li>Partnership protocols developed and approved</li> </ul>	Aug 09	Sep 09	ACE PPPC	Leadership & Governance
	2.02	Improve working of the LSCB	<ul style="list-style-type: none"> <li>New LSCB working arrangements implemented in line with action 1.03</li> </ul>	Nov 09	Jun 10	Graham Badman	Leadership & Governance
	2.03	Increase involvement of young people and the voluntary sector	<ul style="list-style-type: none"> <li>Establish mechanisms for young people to be involved in development of policies, plans and strategies</li> <li>Determine how groups should be involved in delivery of JAR action plan</li> <li>Engage with representative groups interested in being involved in delivery of the Safeguarding Plan</li> </ul>	Aug 09 Sep 09 Mar 10	Mar 10 Mar 10 -	Peter Lewis	Leadership & Governance
Reduced the number of referrals by improving preventative work	2.04	Develop local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes	<ul style="list-style-type: none"> <li>Strategy developed</li> <li>Partner contribution incorporated, from NHS feedback, into the draft strategy</li> <li>Strategy approved by Children's trust</li> </ul>	Aug 09 Oct 09 Feb 10	Feb 10 Jan 10 Mar 10	Jan Doust	Early Intervention
	2.05	All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	<ul style="list-style-type: none"> <li>Roll-out across all schools and settings</li> </ul>	Feb 09	Jul 10	Alison Botham	Early Intervention
High quality technology used effectively to support staff in their day-to-day work	2.06	Review the current ICS processes on Framework-1 and make changes that support best practice requirements in social work.	<ul style="list-style-type: none"> <li>Revised time table and project plan for Child protection related exemplars and work flow developed</li> </ul>	Jul 09	Oct 09	Rachel Oakley	Good Practice
			<ul style="list-style-type: none"> <li>Project plan implemented</li> <li>Non child protection parts of the system</li> </ul>	Oct 09 Jan 10	Apr 10 Jul 10		

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
			reviewed in conjunction with other Local Authorities				
	2.07	Establish ICS / FWi support teams to stabilise current system use and support implementation of future configuration.	<ul style="list-style-type: none"> <li>Project plan developed for review of ICS processes on FW-I to enable best practice implementation</li> <li>Data quality improvements on Framework-I system (e.g. data cleansing) implemented</li> <li>Practical initiatives held with social workers to build their confidence in using FW-I</li> <li>Use of FW-I extended to Children in Care Health Team</li> </ul>	Jul 09 Aug 09 Sep 09 Oct 09	Oct 09 Dec 09 Apr 10 Apr 10	Rachel Oakley	Good Practice
	2.08	Use new technology including mobile technology to improve and support staff in delivering the service	<ul style="list-style-type: none"> <li>External study on use of technology to maximise effectiveness and efficiency completed</li> <li>New plan devised (with corporate IT, C&amp;YP service IT, FWI support and Haringey Forward)</li> <li>Plan agreed for implementation</li> </ul>	Apr 09 Sep 09 Mar 10	Sep 09 Mar 10 Mar 10	Rachel Oakley	Good Practice
Support and approach for commissioning is in place across the partnership	2.09	Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	<ul style="list-style-type: none"> <li>Joint Strategic Needs Assessment of safeguarding and vulnerable children and young people completed</li> <li>Integrated working and commissioning approach (with adult services and partners) developed</li> <li>Commissioning approach agreed</li> <li>Resourcing and support needs identified and mechanism for demonstrating improved value for money established</li> </ul>	Jul 09 Oct 09 Mar 10 Apr 10	Sep 10 Feb 10 Mar 10 Jun 10	Ian Bailey	Good Practice
An improved universal service leading to a reduction in demand for targeted and specialist services	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 for referral to targeted and specialist services.	<ul style="list-style-type: none"> <li>Standards developed and agreed</li> <li>Standards launched</li> <li>Agreement signed off with each Headteacher and governing body</li> </ul>	Feb 09 Sep 09 Sep 09	Sep 09 Sep 09 Apr 10	Jan Doust	Good Practice
Well trained and highly competent staff	2.11	Further develop the child protection core training	<ul style="list-style-type: none"> <li>Domestic violence training programme implemented</li> </ul>	Oct 09	Mar 10	Rachel Oakley	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
		curriculum for staff of all agencies	<ul style="list-style-type: none"> <li>Risk assessment training programme implemented</li> </ul>	Oct 09	Mar 10		
	2.12	Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	<ul style="list-style-type: none"> <li>Managerial competency programme developed including a specific programme for social care managers</li> <li>Support and mentoring scheme introduced for children and families team managers</li> <li>Review additional training needs in safeguarding across the partnership</li> <li>Develop cross-partnership training plan</li> </ul>	Jan 10 Jan 10 Feb 10 Apr 10 Jun 10	Mar 10 Mar 10 Mar 10 Apr 10 Jun 10	Stuart Young	Capacity & Staffing
Effective information sharing established with Children's Centres	2.13	Improve information sharing with Children's Centres	<ul style="list-style-type: none"> <li>Protocol for information sharing with children's centres developed</li> <li>Mechanism established to enable information sharing</li> </ul>	Sep 09 Jan 10	Jan 10 Apr 10	Jan Doust	Performance Management
Approach to managing performance and target setting supports the attainment of our goals	2.14	Analyse key performance indicators to support top quartile attainment (also see 3.09)	<ul style="list-style-type: none"> <li>Analysis of key performance indicators completed to determine the degree of improvement required</li> <li>Appropriate targets established for each indicator</li> <li>Performance improvement plan developed in conjunction with managers</li> </ul>	Nov 09 Jan 10 Jan 10	Feb 10 Mar 10 Mar 10	Eleanor Brazil	Performance Management
	2.15	Enhance performance management capacity across the partnership	<ul style="list-style-type: none"> <li>Analysis of performance management capacity undertaken</li> <li>Network of performance managers established</li> <li>Opportunities to work together identified and work programme developed</li> <li>Work programme to support performance managers in joint working implemented</li> </ul>	Feb 09 Sep 09 Sep 09 Nov 09	Oct 09 Nov 09 Nov 09 Jun 10	Eleanor Brazil	Performance Management

### Section 3: Other Headline Actions – By March 2012

**Outcome** – to achieve safeguarding services for children that are among the best and gain recognition of the significant sustained improvements made over the past 3 years in both the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
High quality safeguarding services provided across the Borough	3.01	Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	<ul style="list-style-type: none"> <li>LSCB identified for peer review</li> <li>Review takes place</li> <li>Lessons learnt and areas for improvement identified</li> </ul>	Jan 11 Sep 11 Dec 11	Mar 11 Nov 11 Jan 12	Graham Badman	Leadership & Governance
	3.02	Ensure compliance with the Laming and other review recommendations is reviewed annually	<ul style="list-style-type: none"> <li>Process developed for review of compliance with Laming recommendations</li> <li>Review of compliance undertaken</li> <li>Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice</li> </ul>	Sep 09 Annual Jul 10	Dec 09 Annual Sep 10	Peter Lewis	Leadership & Governance
Improved working through integrated systems and procedures in a multi-disciplinary team	3.03	Implementing "best practice"	<ul style="list-style-type: none"> <li>Best practice in procedures identified</li> <li>Learning built into review of existing procedures</li> <li>New procedures approved and implemented</li> <li>Change programme developed to support implementation</li> </ul>	Sep 09 Sep 09	Jun 11 Jun 11	DD C&F	Good Practice
	3.04	FW-I developed to support and embed best practice procedures.	<ul style="list-style-type: none"> <li>Use of FW-I extended to all key teams</li> <li>FW-I development to meet best practice completed</li> </ul>	Jun 10 Jun 10	Mar 12 Mar 12	Rachel Oakley	Good Practice
Shared responsibility for safeguarding activity by others who are able to take an active role	3.05	Multi-disciplinary and working effectively	<ul style="list-style-type: none"> <li>Agreement to create multi-disciplinary team of council referral &amp; assessment, health and MPS CAIT</li> <li>Processes and procedures integrated</li> <li>Accommodation arranged and staff co-located</li> <li>Staff trained in new integrated procedures and multi-disciplinary team operational</li> </ul>	Sep 09 Sep 09 Sep 09	Dec 09 Dec 10 Dec 10	Dave Grant	Good Practice
	3.06	Review Third Sector involvement to increase capacity across agencies	<ul style="list-style-type: none"> <li>Investigate potential for Third Sector support for Child Protection Processes</li> <li>Implement proposals for involvement</li> </ul>	Jul 10 Apr 11	Dec 10 Mar 12	DD C&F	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
	3.07	Work with London Deanery and the Royal College of GPs to make linkages to safeguarding	<ul style="list-style-type: none"> <li>Safeguarding requirements built into GPs Continual Professional Development</li> <li>Safeguarding requirements built into appraisal, new licensing and revalidation of GPs</li> <li>Feasibility study into incorporating safeguarding good practice into GP contracts completed</li> </ul>	Jan 10 Jan 10 Jan 10	Jul 10 Jul 10 Jul 10	DCE PCT	Capacity & Staffing
Approach to managing performance and target setting supports attainment of our goals	3.08	Undertake further detailed analysis of performance required to deliver excellent rating	<ul style="list-style-type: none"> <li>Analysis of performance of "family" authorities completed</li> <li>Key performance indicators for improvement identified with profiled targets and delivery plans</li> <li>Robust performance management arrangements implemented across the partnership</li> </ul>	Jan 10 Jan 10 Jan 10	Feb 11 Mar 11 Apr 11	Janelle Karklins	Performance Management

## Performance Indicators to be used in the Safeguarding Plan for Haringey

### National Indicator set

Our aspiration for performance against the national indicator set is based on the following principle:

- By December 2009, we will have moved out of Ofsted's 'inadequate' rating and be at least 'adequate', with the outturn for 2009-10 being in the lower quartile as compared to statistical neighbours.
- Outturn for 2010-11 will be broadly in line with statistical neighbours.
- Outturn for 2011-12 will demonstrate top quartile performance.

Target-setting has been completed with this aim in mind, however targets for future years will be subject to revision in light of 2009-10 performance, and trends in the performance of statistical neighbours. The primary focus of improvement work is on quality and this will impact upon performance in the short to medium term.

The table below sets out those national indicators which provide evidence of progress against the Safeguarding plan, with targets for 2009-10 and 2010-11. these targets have been set in accordance with the Local Area Agreement (LAA), and will be reviewed in line with LAA development, at which stage 2011-12 targets will be established.

National Indicator	Target	
	2009/10	2010/11
<b>Referral and Assessment</b>		
NI 59 Percentage of Initial Assessments Completed in 7 days (LAA)	53%	72%
NI 60 Percentage of Core Assessments Completed within 35 days (LAA)	63%	81%
NI 68 Referrals to children's social care going on to initial assessments	58%	TBA
<b>Adoption and Children in Care</b>		
NI 61 Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption (number of children who should have been placed within 12 months divided by number who	78%	80%

ceased to be looked after)			
<b>NI 62</b> Stability of placements of looked after children: number of moves (Percentage at 31 March with three or more placements during the year)		11%	10%
<b>NI 63</b> Stability of placements of looked after children: length of placement (Percentage aged under 16 at 31 March who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years)		70%	TBA
<b>NI 66</b> Looked after children cases which were reviewed within required timescales (LAA)		97%	98%
<b>Child Protection</b>			
<b>NI 64</b> Child Protection Plans lasting two years or more		5%	5%
<b>NI 65</b> Children becoming the subject of a Child Protection Plan for a second or subsequent time		10%	10%
<b>NI 67</b> Child protection cases which were reviewed within required timescales (LAA)		100%	100%
<b>CAMHS</b>			
<b>NI 51</b> Effectiveness of child and adolescent mental health (CAMHS) services (Based on four questions, each scored out of four, giving a maximum possible score of sixteen)		15	TBA
<b>Hospital admissions</b>			
<b>NI 70</b> Hospital admissions caused by unintentional and deliberate injuries to children and young people		22.68	TBA

### Organisational health indicators

Local indicators covering sickness, staffing levels, supervision and training will be used to monitor and evaluate the implementation of actions in the plan. For example, indicators on vacancy rates, sickness levels and the percentage of agency staff (broken down by agency and by service) will form part of the evaluation of the 'Haringey Offer'. Indicators on the completion of staff appraisals also form part of the evaluation of the actions in the plan on supervision. These indicators will be included in the monthly progress reports.

### Local indicators – LSCB QA Sub-group dataset

The LSCB Quality Assurance sub-group dataset has been updated to include more indicators that monitor the quality of safeguarding practice. The group is also doing some work to develop a multi-agency audit tool. Findings from this work which provide evidence of progress against the safeguarding plan will be included in monthly progress reports as and when they become available.

### **Case audits**

An improved audit tool for evaluating the quality of social work practice has been developed and a pilot audit of 30 cases completed. Staff will be trained in the use of this tool in September 2009, with regular qualitative and in-depth audits being undertaken from October 2009. In addition we will be running a series of quantitative audits from September 2009. The results from both of these audits will be included in the monthly progress reports for the safeguarding plan.

### **PAN London CAF QA Framework**

The Pan London CAF Protocol comes into effect in September 2009. The Protocol represents an agreement between all London local authorities and partners delivering children's services to set in place minimum standards for all children, young people and families with identified additional needs. The protocol includes a CAF quality assurance framework to monitor the quality of the CAF process and identify improvements. The Integrated Working Steering Group is currently developing plans for local implementation of the framework, including identification of nominated auditors, and setting up of an evaluation team to consider outcomes. Implementation is scheduled for November 2009, and findings will be included in monthly progress reports as they become available.

### **Partnership staff survey**

A survey to gather the views of practitioners across the partnership on a range of issues will provide a means of monitoring the implementation of specific actions in the plan, and also enable the partnership to gauge progress against the broader objectives of creating an open culture where staff feel able to exchange views and challenge each other's perspectives, and feel supported in their work. The survey has been tendered and awarded to Ipsos MORI, and will be carried out in autumn 2009 with the results reported in a future progress report.

### **Social work forum**

The social work forum was established in December 2008 to enable front-line social workers to raise issues directly with the Director of the Children & Young People's Service. Information from these meetings and similar ones extended to include a wider range of staff provide further useful material for gauging progress. Issues arising from these meetings will be included in the monthly progress reports.

### **Service user and Stakeholder feedback**

Where service user and stakeholder feedback provides information regarding the progress of the Safeguarding Plan, it will be included in monthly progress reports. Channels for this feedback include the following:

- The 'vulnerable children conversation' provides a rich source of information, primarily on the provision that schools make for vulnerable children, but also on their views of working with children's social care, the CAF process etc.
- Viewpoint is a computer based system for children in care to give their views online. An independent company collates the results and reports them to Haringey Council.
- For parents whose child is subject to a child protection plan, a revised questionnaire is in place for them to give their views following the first conference and the concluding conference.

Where possible performance information collected will enable a mix of quantitative and qualitative measures in order to ensure and demonstrate the continued improvement in services delivering tangible improvements in outcomes on the ground.

Further indicators have been identified which are reported to DCSF and Government Office for London (GoL) on a regular monthly basis. Over the coming months work will be progressed to align or integrate these reporting frameworks within the Safeguarding Plan reporting and performance management mechanisms.

**CROSS CHECKING - Ofsted Safeguarding Assessment**

To be Adequate we need to demonstrate that each of the following is in place:

<b>Achievement</b>	<b>Actions (Ref no.)</b>	<b>Completion Date</b>
There is a track record of achieving continuous improvement in service provision and / or outcomes.	All actions and performance indicators	
Plans are in place and are effective in delivering improvements in priority areas.	1.02 1.03 1.06 1.07 1.08 1.10 1.12	Oct 09 Nov 09 Nov 09 Oct 09 Oct 09 Dec 09 Dec 09
Quality assurance and performance management processes are effective.	1.21 1.22 1.23 1.24 1.25 1.26	Dec 09 Oct 09 Dec 09 Dec 09 Nov 09 Dec 09
Staffing resources are sufficient to deliver the safeguarding and child protection duties, responsibilities and priorities.	1.14 1.15	Oct 09 Dec 09
The views of children and young people are systematically taken into account.	2.03	Mar 10
Processes for recruitment and retention of staff are effective.	1.14 1.15	Oct 09 Dec 09
The training plan does meet the development needs of staff. There are no significant gaps in skills capacity.	1.16 1.17	Dec 09 Dec 09

<b>Achievement</b>	<b>Actions (Ref no.)</b>	<b>Completion Date</b>
	1.18 1.19 1.20	Dec 09 Jan 10 Dec 09
Communication with partner agencies and key stakeholders is effective.	1.01 1.02	Dec 09 Oct 09
The costs of delivering key services are understood.	1.13 1.23	Dec 09 Oct 09
Procurement and commissioning demonstrates value for money.	1.13	Dec 09