

Overview and Scrutiny Committee

MONDAY, 8TH MARCH, 2010 at 18:00 HRS - WOODSIDE HOUSE, 294 HIGH ROAD, WOOD GREEN N22 8YX.

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

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

AGENDA

1. WEBCASTING

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

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

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

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at item 11 below. New items of exempt business will be dealt with at item below).

4. DECLARATIONS OF INTEREST

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

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

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

6. MINUTES (PAGES 1 - 6)

To confirm the minutes of the meeting held on 3rd December 2009.

7. SAFEGUARDING PLAN (PAGES 7 - 54)

To consider and note an update report on the progress of Haringey Safeguarding Plan including feedback on the recent OFSTED visit.

8. SAFEGUARDING POLICY AND PERFORMANCE ADVISORY COMMITTEE (PAGES 55 - 58)

To consider and note the report on the work of the Member's Safeguarding Policy and Performance Panel.

9. CHILD PROTECTION PERFORMANCE AND KEY ISSUES (PAGES 59 - 68)

To consider and note the report on child protection performance.

10. NI 59 - INITIAL ASSESSMENTS FOR CHILDREN'S SOCIAL CARE COMPLETED WITHIN 7 DAYS (PAGES 69 - 74)

To consider and note the report providing background details on NI59 (initial assessments completed within 7 days) performance issues.

11. NEW ITEMS OF URGENT BUSINESS

12. FUTURE MEETINGS

To be confirmed.

Ken Pryor
Deputy Head of Local Democracy and
Member Services
River Park House
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Friday 19th February 2010

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**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY, 3 DECEMBER 2009**

Councillors Councillors Bull (Chair), Adamou (Vice-Chair), Allison, Aitken, Mallett and Newton

Apologies Councillor Adje and Kania

Also Present: marsh (Church Representative), Joseph Ejiofor (Parent Governor Representative) and Sarah Marsh (Parent Governor Representative), Councillors Engert and Reith

**MINUTE
NO.**

SUBJECT/DECISION

OSCO11.	<p>WEBCASTING</p> <p>The meeting was recorded for live or future broadcasting on the Council's website.</p>
OSCO12.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Helena Kania (LINKs), Councillors Adje, Winskill (who was substituted for by Councillor Allison) and Dogus.</p>
OSCO13.	<p>URGENT BUSINESS</p> <p>There was no urgent business.</p>
OSCO14.	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations of interest in relation to items on the agenda.</p>
OSCO15.	<p>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</p> <p>There were no deputations, petitions or questions.</p>
OSCO16.	<p>MINUTES</p> <p>RESOLVED</p> <p>That the minutes of the meeting held on 17th September 2009 were confirmed as a correct record.</p> <p>The following matters arose:</p> <p><u>OSCO07 – Joint Area Review Action Plan Update</u> (Page 2 of agenda pack)</p>

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	<p>The Committee was informed that the Director of Children’s Services and the Deputy Director – Children & Families had attended a monthly meeting with Government Office for London officers the previous day and were informed that the request for further funding from the Department for Children, Schools and Families (DCSF) to cover short term capacity needs was being considered by the Secretary of State and a response would be provided the following week. Details of the response would be circulated to Committee Members.</p> <p>The Committee asked whether the target to clear the backlog of cases by December 2009 had been met. Eleanor Brazil (Deputy Director – Children and Families) informed members that the issue had been with initial and core assessments not being completed within timescales. The Committee noted that whilst some assessments were out of time there was no backlog.</p> <p><u>OSCO08 – Children’s Safeguarding Policy and Practice Advisory Committee – update on the work of the Panel (Page 3 of agenda pack)</u></p> <p>The Committee noted that the Children’s Safeguarding Policy and Practice Advisory Committee had not met since the last Child Protection Overview & Scrutiny Committee to discuss monitoring when parents failed to take their children for health checks.</p>	
<p>OSCO17.</p>	<p>ORDER OF AGENDA</p> <p>The order of the agenda was varied to consider item 9 first. The minutes will appear in the same order as items listed on the agenda.</p>	
<p>OSCO18.</p>	<p>JOINT AREA REVIEW ACTION PLAN - UPDATE ON PROGRESS</p> <p>The Committee received the update on progress of the Joint Area Review Action Plan, introduced by Mark Gwynne (Joint Area Review (JAR) Programme Manager). Councillor Reith (Cabinet Member for Children & Young People), Eleanor Brazil (Deputy Director – Children & Families) and Dave Grant (Borough Commander) also attended to answer the Committee’s questions.</p> <p>A report on child protection would be requested from the NHS including information on processes for early intervention, GPs involvement in Children Centres and the role of Health Visitors. This would be considered at a future meeting of the Overview & Scrutiny Committee.</p> <p>The Borough Commander explained the process for assessing notifications of children at risk and referring to the correct agency so as not to inundate the Council’s First Response Team. He explained that agencies were in the process of setting up multi-disciplinary teams in order to be more effective in referrals. The multi-disciplinary team would be trained on the multi-agency database systems, including Framework-i, with a view to being operational in April 2010.</p>	

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	<p>The Committee noted that the NHS had recently interviewed a number of Health Visitors which had resulted in only 1.6 posts being filled.</p> <p>The Committee were informed that a Great Ormond Street Hospital (GOSH) review of the Health Visitor Service had concluded that Health Visitors understood their roles in referring cases to other agencies if the threshold for a child to receive Social Care was not met.</p> <p>The Committee noted that the Children's Safeguarding Policy and Practice Advisory Committee had considered information showing that large numbers of GPs had attended safeguarding training in Haringey. This information would be circulated to Committee Members.</p> <p>Members expressed concerns that GPs were being trained and still not referring potential child protection cases. Statistics for referrals from GPs would be circulated to Members.</p> <p>The Committee noted that a number of actions on the Safeguarding Plan Milestone Report (Appendix 2 of the report) had now been completed or were back on track. An updated Milestone report would be circulated to Committee Members.</p> <p>The Committee enquired about the forthcoming Ofsted/DCSF inspection in January 2010 and was informed that it would be an inspection on the progress of the Children's Service, similar to the one undertaken in June 2009 although officers were seeking clarification about the criteria that the Service would be measured against.</p> <p>RESOLVED</p> <p>That the report be noted.</p>	
<p>OSCO19.</p>	<p>CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE - UPDATE ON THE WORK OF THE PANEL</p> <p>The Committee received the Children's Safeguarding Policy and Practice Advisory Committee update introduced by Hilary Corrick (Independent Member of the Children's Safeguarding Policy and Practice Advisory Committee).</p> <p>The Committee noted that, whilst there were mechanisms for children's voices to be heard including child protection conferences, speaking to children in schools and evaluation forms, the responses were low. The Advisory Committee would be considering how to ensure the voices of Looked After Children (LAC) and Children with Disabilities were heard and how they could be involved in issues that affected them, including formalising the Haringey Children in Care Council.</p>	

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	<p>The Assistant Director of Adult Services, Lisa Redfern, informed the Committee that a workshop on the transition of children into the Adults Service had recently taken place and a Scrutiny Review would follow to consider how processes were working including the sharing of information between Children's and Adult Services, cross-agency working, planning transitions at early stages and ways to improve. The outcomes of the Transition Workshop would be circulated to Committee Members.</p> <p>The Committee asked how young carers were recognised. The Deputy Director – Children & Families explained that whilst Children's Services were ultimately responsible for young carers there was difficulty in recognising children in this group. The Adults Service often identified young carers and the Action for Children charity worked with schools to assist in identifying young carers. Officers recognised the importance of cross-agency working to improve the recognition of and support provided to young carers.</p> <p>The Committee requested more detail of how the Children's Safeguarding Policy and Practice Advisory Committee would be looking at young people who were lost in the system or not picked-up by Children's and Adults Services.</p> <p>RESOLVED</p> <p>That the report be noted.</p>	
<p>OSCO20.</p>	<p>CHILD PROTECTION PERFORMANCE AND KEY ISSUES REPORT</p> <p>The Committee received the report updating on key performance issues in child protection, introduced by Mark Gurrey (Interim Assistant Director – Children & Young People - Performance).</p> <p>Members were invited to ask supplementary questions to the advance questions and written answers that had been tabled.</p> <p>The Committee asked for more information about staffing levels. Councillor Reith (Cabinet Member for Children & Young People) and the Deputy Director – Children & Families, informed Members that the service was fully staffed but on-going recruitment was helping to reduce the number of agency staff in Children's Services as well as having a Graduate Trainee Social Worker scheme in place which resulted in 6 newly qualified Social Workers joining the Council in July 2009. The number of trainee Social Workers would increase to 12 plus a further 5 studying for an MA in the coming year. The Committee noted, in response to its concerns about the long-term commitment of the 9 American Social Workers recently recruited, that the overseas Social Workers were contracted to a minimum of 2 years with Haringey; they were provided with benefits and often remained longer than the contracted time.</p> <p>The largest gaps in permanent staff were within the First Response</p>	

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and Safeguarding Teams where the newly qualified Social Workers and newly recruited American Social Workers would move into these teams. Many front-line managers were long-term agency staff (who chose not to become permanent for various reasons) but the Service was working towards recruiting permanent managers including a scheme offering additional pay if they remained with the Council after a period of time. The Committee noted that recruitment to Social Work positions was difficult in London and nationally.

Officers recognised the high cost of agency staff and explained that current staffing levels would be retained until January 2010 to allow for newly qualified Social Workers to settle-into full workloads after which a review of staffing levels would take place.

The Committee noted that Heads of First Response and Safeguarding had recently been appointed and a number of good responses to adverts for a Head of Service – Children in Care had been received.

The Committee would be provided with a breakdown of vacant posts in each department within Children's Services.

In response to concerns about the perception that children were being lost in the system (for example the number of referrals received between April and October 2009 were higher than the number of initial assessments completed), the Committee noted that some referrals, having been through a rigorous risk assessment, were considered to require "no further action" (NFA).

Officers assured the Committee that children were not being lost in the system and a robust system, where managers received a detailed breakdown of cases at the start of every week, was in place to monitor and prioritise cases.

Hilary Corrick (Vice-Chair and Independent Member of the Policy & Practice Advisory Committee) highlighted that the Advisory Committee tracked and followed a number of referrals received by the Council during one day and would continue to do such random monitoring to ensure quality of the work of First Response Team.

The Committee asked whether Police Officers cross-checked cases of domestic violence against the child protection register. The Borough Commander explained that Officers in the Police Control room conducted checks on individuals and other occupants of premises involved. If a child was present in a property where domestic violence occurred a Police report would be submitted to the Council's Social Care Team.

The Committee noted that the advance supplementary questions submitted by Joseph Ejiofor (Parent Governor) were subject to further analysis and would be answered in writing after the meeting.

RESOLVED

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	That the report be noted.	
OSCO21.	NEW ITEMS OF URGENT BUSINESS There were no such items.	
OSCO22.	FUTURE MEETINGS The next Child Protection Overview & Scrutiny Committee will be held on Monday 8 th March 2010 at 6pm.	

The meeting ended at 21:00 hrs.

COUNCILLOR GIDEON BULL

Chair

SIGNED AT MEETING.....DAY

OF.....

CHAIR.....



Overview & Scrutiny

On 8th March 2010

Report Title: Safeguarding Plan for Haringey

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

Signed :

Contact Officer : Mark Gwynne, Safeguarding Plan 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 Scrutiny with an update on delivery of the Safeguarding Plan (formerly the JAR Action Plan), for the period up to January 2010.
- 1.2. The report also presents the learning from the extensive quality assurance programme and Ofsted follow-up inspection conducted in January which is being incorporated into the refreshed Safeguarding Plan. An update (Appendix 5) will be issued as soon as the Ofsted inspection report is published, providing members with information on the outcome of the Ofsted report and the timeline to address the issues arising. This will be supplemented by a verbal update at the meeting.

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 2009-20 in particular the 'Stay Safe' element which, in part, replicates the key actions developed within the Safeguarding Plan.
- 3.4. Haringey Strategic Plan (NHS) 2008-2013
- 3.5. Safer for all, Haringey's Community Safety Partnership Strategy 2008-2011

4. Recommendations

- 4.1. To note progress in delivery of the Safeguarding Plan milestones and key performance indicators.
- 4.2. To note the arrangements in place for managing programme level risks.
- 4.3. To note the outcomes of the Ofsted follow-up inspection in January 2010 and the plans for refreshing the Safeguarding Plan in order to enable our safeguarding of children and young people to be recognised as being amongst the best by 2012.

5. Reason for recommendation(s)

- 5.1. This report provides Scrutiny with a progress report on the Safeguarding Plan for Haringey: the refreshed JAR Action Plan, the process and timescale for refreshing the plan and an update on the outcomes of the Ofsted follow-up visit in January 2010.
- 5.2. Future performance reports on the refreshed plan will continue to focus on achievement of programme milestones, management of performance indicators and risk management, providing an indication of the continued direction of travel as well as identify areas where further support is required.

6. Summary

- 6.1. The refreshed JAR Action Plan forms the Safeguarding Plan for Haringey. Following delivery of the first phase of actions within the Safeguarding Plan and the feedback from Ofsted, the plan is being refreshed to take forward improvements over the period to December 2011, enabling the Council to be amongst the best at safeguarding children and young people by 2012.
- 6.2. Development of the refreshed plan will be completed over the next few months, with the plan being published by June 2010. The refresh will build on the solid foundations put in place over the past year to enable effective safeguarding of children in Haringey. The plan will also continue to incorporate key findings

from the serious case reviews (SCRs) where these are yet to be completed.

6.3. There were several challenges to achieve the desired outcome from phase 1 of the Safeguarding Plan, the period June – December 2009. These challenges have been highlighted in the Safeguarding Plan Milestone Report (appendix 2), the Performance Report (appendix 3) and the Risk Report (appendix 4).

6.4. The Ofsted follow-up inspection took place at the end of January 2010 in order to assess the progress we have made since the urgent JAR in November 2008 and the follow-up visit in June 2009. The outcomes from this visit and an outline of the report published by Ofsted will be circulated separately as Appendix 5 once Ofsted have published their findings.

7. Chief Financial Officer Comments

7.1. N/A

8. Head of Legal Services Comments

8.1. N/A

9. Head of Procurement Comments

9.1. N/A

10. Equalities & Community Cohesion Comments

10.1. N/A

11. Consultation

11.1. N/A

12. Service Financial Comments

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

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

13. Use of appendices /Tables and photographs

13.1. Appendix 1: Glossary of Terms

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

- 13.3. Appendix 3: Safeguarding Plan Performance Indicator Report, January 2009
- 13.4. Appendix 4: Safeguarding Plan Risk Report, January 2009
- 13.5. Appendix 5: Ofsted Report Follow-Up Inspection of Progress (To Be Circulated Separately Once Ofsted Report is Published)

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)
- 14.4. Inspection of Progress in the Provision of Safeguarding Report (February 2010)

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 which 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 Senior officers across the partnership embraced the inspection findings and agreed that it provided an opportune moment to review the plan. The inspection team also endorsed the need for this at their feedback session and suggested that the timelines for delivering the plan be revisited.
- 1.1.4 The Safeguarding Plan for Haringey (the refreshed JAR Action Plan) identified a streamlined plan of the key actions that were required in the short term to establish solid foundations on which future performance improvements could be delivered. The first phase of this set out the key actions to be delivered by December 2009 in readiness for the January 2010 follow-up visit from Ofsted.
- 1.1.5 A range of quality assurance mechanisms were put in place to assess improvement in the quality of work ahead of the inspection. External assessments of progress have been commissioned to validate improvements and identify areas where further work is required. In addition, a review of the published reports from unannounced safeguarding inspections has ensured that we continue to learn from others and are aware of key issues arising.
- 1.1.6 Inspection preparation was effectively managed to ensure that:
- We are clear about our strengths and areas for improvement;
 - Recognition should be given for some of the key areas of success that exist within the Borough; and
 - Plans are in place to continue to improve services and working practices in areas where we know further improvement is required.

2. Next Steps

- 2.1.1 Work is underway to refresh the Safeguarding Plan, providing greater focus to the actions for the remaining months through to December 2011 in order to support the ambition of having our safeguarding services recognised as amongst the best by 2012. This will ensure that the momentum is maintained.
- 2.1.2 The refreshed plan, addressing areas for further development arising from the Ofsted visit will be developed in partnership and approved by June 2010.

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Overview & Scrutiny**Safeguarding Plan – Glossary of Terms and Acronyms**

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

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

Appendix 2. Safeguarding Plan Milestone Report


Generated on: 17 February 2010











Haringey Council


Action Status	
	Not achieved / not on track support required to address issues
	Not on track but no support required to address issues
	Action in progress and on track to be completed
	Action completed and desired outcome achieved

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.01 Create a culture of shared responsibility for all Haringey's children & young people	Peter Lewis	Key partners play a full role in Children's Trust, LSCB and HSP through appropriate attendance, participation feedback into governance mechanisms	01 Jul 2009	30 Sep 2009		Sep 2009 - Achieved	Peter Lewis	Leadership and Governance
		Develop and launch a consistent cross-partnership communication campaign to promote safe and effective safeguarding practice focused on key messages	01 Jul 2009	30 Sep 2009		Sep 2009 - Achieved	Peter Lewis	
		Children's Trust joint communications strategy and approach agreed	01 Aug 2009	31 Oct 2009		Dec 2009 - Achieved.	Peter Lewis	
		Partners engaged in development	01 Oct 2009	30 Nov 2009		Dec 2009 - Achieved	Peter Lewis	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		of draft partnership agreement						
		Partnership agreement encompassing financial commitments agreed	31 Oct 2009	31 Mar 2010		De 2009 - On track	Peter Lewis	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.02 Local Safeguarding Children Board communicate the findings of Serious Case Reviews	Graham Badman	Composite action plan pulling together findings of all SCRs developed Safeguarding communications programme implemented Events held to communicate findings of SCRs SCR Materials and framework developed for dissemination through staff meetings Communication materials and messages developed for dissemination through team meetings	01 Jul 2009 01 Aug 2009 01 Oct 2009 01 Oct 2009 01 Oct 2009	31 Aug 2009 31 Dec 2009 31 Oct 2009 31 Oct 2009 31 Oct 2009	    	Aug 2009 - Achieved Oct 2009 - Achieved Oct 2009 - Achieved Oct 2009 - Achieved Oct 2009 - Achieved	Sarah Peel Peter Lewis Sarah Peel Sarah Peel Sarah Peel	Leadership and Governance

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.03 Improve working of the LSCB (also see action 2.02)	Graham Badman	LSCB priorities agreed Governance arrangements and sub-group structure agreed Review of membership and Terms of Reference of subgroups completed Work programme and business planning processes developed	01 Aug 2009 01 Sep 2009 01 Sep 2009 01 Oct 2009	30 Sep 2009 31 Oct 2009 31 Oct 2009 30 Nov 2009	   	Sep 2009 - Achieved Oct 2009 - Achieved Oct 2009 - Achieved Nov 2009 - Achieved.	Sarah Peel Sarah Peel Sarah Peel Sarah Peel	Leadership and Governance

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.04 Partnership Family Support	Jan Doust	Family Support development and consultation Strategy consultation	01 Jul 2009	30 Nov 2009		Dec 2009 - Achieved.	Jan Doust	Early Intervention

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
Strategy developed and published		completed						
		Strategy published	01 Dec 2009	31 Dec 2009	✔	Dec 2009 - Achieved.	Jan Doust	
		Reporting cycle and mechanism determined	01 Dec 2009	31 Dec 2009	✔	Dec 2009 - Achieved.	Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.05 Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	Alison Botham	CAF quality assurance framework agreed	01 Aug 2009	30 Sep 2009	✔	Sep 2009 - Achieved	Alison Botham	Early Intervention
		Implementation timescales and programme agreed	01 Sep 2009	31 Oct 2009	✔	Oct 2009 - Achieved	Alison Botham	
		Framework communicated to relevant people and training organised	01 Nov 2009	31 Dec 2009	✔	Dec 2009 - Achieved.	Alison Botham	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.06 Ensure quality of service by improving child protection referral and assessment processes	Eleanor Brazil	Referral pathways integrated with CAF	01 Jul 2009	30 Sep 2009	✔	Sep 2009 - Achieved	Mark Gurrey	Good Practice
		Capacity identified to ensure that timescales taken for assessment improve	01 Jul 2009	30 Sep 2009	✔	Sep 2009 - Achieved	Mark Gurrey	
		Quality of information and analysis in initial and core assessments is improved to ensure minimum standards are consistently met	01 Jul 2009	31 Oct 2009	✔	Oct 2009 - Achieved	Mark Gurrey	
		Dedicated specialist mental health input for R&A established whilst proposal developed for multi-agency assessment team	01 Jul 2009	30 Nov 2009	✔	Dec 2009 - Achieved.	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.07 Deliver improvements in thresholds and decision making	Eleanor Brazil	Clear thresholds developed to operate across specialist, targeted and universal services and communicated to staff	01 Jul 2009	31 Oct 2009	✓	Oct 2009 - Achieved	Mark Gurrey	Good Practice
		Safeguarding resources panel established with clear terms of reference established for all panels	01 Jul 2009	31 Aug 2009	✓	Aug 2009 - Achieved	Mark Gurrey	
		Independent social workers engaged to support social workers / team managers in decision making	01 Jul 2009	31 Oct 2009	✓	Sep 2009 - Achieved	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.08 Effective working at Child Protection Conference	Eleanor Brazil	Data on attendance at conferences collected by LSCB	01 Aug 2009	31 Oct 2009	✓	Dec 2009 - Achieved.	Mark Gurrey	Good Practice
		Mechanisms established to challenge appropriateness of invites to, and judge quality of input at, conferences	01 Sep 2009	31 Oct 2009	✓	Dec 2009 - Achieved.	Mark Gurrey	
		Improvements demonstrated through quality of care plans / conference minutes	01 Oct 2009	31 Dec 2009	✓	Dec 2009 - Achieved.	Mark Gurrey	

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

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.10 Achieve an acceptable standard for the quality of care planning	Penny Thompson	Review current practice across all Trusts and develop action plan for improvements	01 Jul 2009	30 Sep 2009		Sep 2009 - Achieved	Penny Thompson	Good Practice
		Audit programme for plans developed to demonstrate improvement	01 Sep 2009	31 Oct 2009		Oct 2009 - Achieved	Penny Thompson	
		Standard agreed for inclusion of sibling information	01 Sep 2009	31 Oct 2009		Oct 2009 - Achieved	Penny Thompson	

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

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

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.13 Commissioning directory developed to describe services, criteria and outcomes available	Ian Bailey	Existing directories update with summary provided by services	01 Aug 2009	31 Dec 2009		Dec 2009 - Achieved.	Ian Bailey	Good Practice
		Domestic violence commissioning intentions completed following reviews of evidence base; current provision and a gap analysis	01 Sep 2009	31 Dec 2009		Dec 2009 - Achieved.	Ian Bailey	
		Parenting support commissioning intentions completed following development of list of effective parenting support programmes and interventions; current parenting support provision detailed by all services; and gap analysis	01 Sep 2009	31 Dec 2009		Dec 2009 - Achieved.	Ian Bailey	
		Directory entries quality checked, appropriate levels of need assessed and added and ongoing maintenance process developed	01 Jan 2010	30 Jun 2010		Jan 2010 - Not on track. The directory structure is in place. We are currently identifying who will carry out the work, which will be completed by March 2010. (SPSG Update)	Ian Bailey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.14 Introduce additional short term social work professional and management capacity	Eleanor Brazil	Short term capacity needs and resource requirements identified	01 Jul 2009	31 Aug 2009		Sep 2009 - Achieved	Eleanor Brazil	Capacity and Staffing
		Longer term capacity needs and staffing levels identified and resources identified	01 Aug 2009	31 Oct 2009		Oct 2009 - Achieved	Eleanor Brazil	
		Capacity increased to take on complex cases and provide supervision to social workers	01 Sep 2009	31 Mar 2010		Jan 2010 - Achieved. Extra capacity in place and longer term plans being made about establishment levels.	Eleanor Brazil	






Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.15 Recruit and retain good staff across the partnership to	Stuart Young	Haringey offer identified and recruitment campaign launched	01 Jul 2009	30 Sep 2009		Sep 2009 - Achieved	Rachel Oakley	Capacity and Staffing
		Social work graduate trainee	01 Jul 2009	30 Sep 2009		Oct 2009 - Achieved	Rachel Oakley	



Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
reduce the number of vacancies and reliance on agency staff		scheme expanded						
		Benchmarking of Health Visitors, School Nurses and Paediatricians completed	01 Aug 2009	31 Oct 2009		Sep 2009 - Achieved	Penny Thompson	
		Resource plan developed and approved by NHS Haringey	01 Aug 2009	31 Jan 2010		Jan 10 - Achieved. Resource plan agreed at NHS Board Meeting January 2010.	Julie Quinn	
		Health workers vacancies filled and staff in post	01 Aug 2009	31 Mar 2010		Jan 2010 - On track. Rolling programme of recruitment is ongoing	Julie Quinn	
		Monitoring mechanism established to enable review of workloads of Health Visitors, School Nurses and Paediatricians	01 Aug 2009	31 Aug 2009		Sep 2009 - Achieved	Penny Thompson	
		New social workers and social work managers in post	01 Sep 2009	31 Dec 2009		Nov 2009 - Achieved.	Rachel Oakley	
		Health safeguarding vacancies filled and staff in post	01 Aug 2009	30 Nov 2009		Nov 2009 - Achieved.	Julie Quinn	
		Health worker numbers increased above June 2009 baseline	01 Aug 2009	30 Nov 2009		Nov 09 - Achieved.	Julie Quinn	
Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.16 Ensure effective supervision arrangements for social care staff	Eleanor Brazil	Guidelines amended to clarify the supervision guarantee and electronic manual updated	01 Aug 2009	30 Sep 2009		Sep 2009 - Achieved	Rachel Oakley	Capacity and Staffing
		Assessment centres held to establish managers' ability to deliver quality supervision	01 Aug 2009	30 Sep 2009		Nov 2009 - Achieved.	Rachel Oakley	
		Individual tailored development programmes for front line managers implemented	01 Sep 2009	30 Nov 2009		Nov 2009 - Achieved.	Rachel Oakley	
		Reporting of supervision integrated into existing reports	01 Sep 2009	30 Nov 2009		Nov 2009 - Achieved.	Christine Jorge	
		Supervision survey carried out to compare with baseline and	01 Sep 2009	31 Dec 2009		Nov 2009 - Achieved.	Debbie Cotterill	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		improvement actions identified to feed into refresh of plan						
		Hubs of Change (Tavistock / Haringey) project implemented	01 Sep 2009	30 Nov 2009		Oct 2009 - Achieved	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.17 Ensure effective supervision arrangements for health staff	Penny Thompson	NHS Trust standard for supervision agreed and audit programme developed	01 Aug 2009	30 Sep 2009		Sep 2009 - Achieved	Penny Thompson	JAR- Capacity and Staffing
		Discussion with Clinical Excellence Group about GPs supervision	01 Sep 2009	30 Sep 2009		Sep 2009 - Achieved	Penny Thompson	
		Reporting of supervision integrated into case recording	01 Sep 2009	30 Nov 2009		Sep 2009 - Achieved	Penny Thompson	
		Health Managers trained in role & responsibilities regarding supervision	01 Sep 2009	30 Nov 2009		Oct 2009 - Achieved	Penny Thompson	
		Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	01 Sep 2009	31 Dec 2009		Dec 2009 - Achieved.	Julie Quinn	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.18 Ensure effective supervision arrangements for police staff	Dave Grant	Reporting of supervision integrated into other reports	01 Sep 2009	30 Nov 2009		Oct 2009 - Achieved	Dave Grant	JAR- Capacity and Staffing
		Programme developed to ensure compliance with Standard Operating Procedures for supervision	01 Sep 2009	30 Nov 2009		Oct 2009 - Achieved	Dave Grant	
		Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	01 Sep 2009	31 Dec 2009		Oct 2009 - Achieved	Dave Grant	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.19 Implement programme of multi-agency training	Eleanor Brazil	Practitioners across the partnership trained in thresholds and use of common language	01 Jul 2009	31 Jan 2010		Jan 2010 - Achieved. Training on thresholds integrated into training programmes for CAF assessors and relevant LSCB multi-agency training courses as routine.	Rachel Oakley	JAR- Capacity and Staffing
		Social work staff trained on risk assessment, information sharing and the recording of decisions	01 Jul 2009	31 Dec 2009		Dec 2009 - Achieved.	Sylvia Chew	
		Staff trained and provided with guidance in child centred practice and authoritative practice and social history researched and commissioned	01 Jul 2009	31 Jan 2010		Jan 2010 - Achieved. Authoritative practice workshops run for Social Workers Dec 09. Training on social history has been integrated into training and guidance on assessing risk and evidence of its benefit will be assessed through supervision feedback. (SPSG Update)	Rachel Oakley	
		Multi-agency exercise using MACIE implemented	01 Sep 2009	31 Dec 2009		Oct 2009 - Achieved	Dave Grant	
		Agree, implement and train staff on a Critical Incident De-briefing model within organisations and across multi-disciplinary teams	01 Sep 2009	31 Dec 2009		Jan 2010 - Not on track. Critical incident protocol and partnership critical incident manual are being developed for end of April 2010. Method for developing staff training is currently being assessed. (SPSG Update)	Dave Grant	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.20 Develop a multi-agency core safeguarding induction programme	Rachel Oakley	Multi-agency core safeguarding training programme developed	01 Mar 2009	30 Nov 2009		Nov 2009 - Achieved.	Rachel Oakley	Capacity and Staffing
		All appropriate staff attend programme	01 Oct 2009	28 Feb 2010		Jan 2010 - Not on track. Draft programme in place; timeline to rollout across partners in 2010/11, starting with Council in April. Pilot with new CYPS/Adults Service staff in March 2010. To be on track by summer 2010. (SPSG Update)	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.21 Assure the quality of practice	Eleanor Brazil	Standards for case files developed and communicated to staff	01 Jul 2009	31 Oct 2009	✔	Oct 2009 - Achieved	Mark Gurrey	Performance Management
		Programme of sampling and qualitative assessment of case files implemented across the partnership	01 Jul 2009	31 Dec 2009	✔	Jan 2010 - Achieved. Social care and health audit programme agreed and underway. LSCB set audit programme for 2010-11.	Eleanor Brazil	
		Measures for quality and performance of safeguarding practice across the partnership developed	01 Jul 2009	31 Dec 2009	✔	Jan 2010 - Achieved. Completed and contained within LSCB QA sub-group work programme. Mechanism for incorporating this within safeguarding plan reporting to be established.	Eleanor Brazil	
		Annual framework for case file audit agreed within each organisation	01 Aug 2009	30 Sep 2009	✔	Sep 2009 - Achieved	Eleanor Brazil	
		Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard	01 Sep 2009	30 Sep 2009	✔	Nov 2009 - Achieved.	Justin Daniels	
		First Response create guidance on what a quality referral looks like	27 Oct 2009	31 Dec 2009	✔	Dec 2009 - Achieved.	Sylvia Chew	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.22 Ensuring the quality and reliability of data	Eleanor Brazil	Data quality audit programme developed	01 Aug 2009	30 Sep 2009	✔	Sep 2009 - Achieved	Christine Jorge	Performance Management
		Review accuracy of framework I reports in conjunction with Core Logic	01 Aug 2009	31 Oct 2009	✔	Oct 2009 - Achieved	Christine Jorge	
		Internal audit programme agreed with Corporate Services to audit the work of the performance team	01 Sep 2009	30 Sep 2009	✔	Sep 2009 - Achieved	Christine Jorge	
		Review actions from external audit of performance indicators	01 Sep 2009	31 Oct 2009	✔	Oct 2009 - Achieved	Christine Jorge	


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


Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.24 NHS provider trusts performance management capability improved	Penny Thompson	Safeguarding Framework agreed and presented to NHS Board	01 Jul 2009	31 Aug 2009	✓	Sep 2009 - Achieved	Penny Thompson	Performance Management
		NHS membership of LSCB Quality Assurance Group reviewed to include representative from performance and commissioning teams	01 Jul 2009	31 Aug 2009	✓	Sep 2009 - Achieved	Penny Thompson	
		Safeguarding performance dashboard developed and trialled	01 Jul 2009	30 Sep 2009	✓	Sep 2009 - Achieved	Penny Thompson	
		NHS Performance reporting established through Health JAR Action plan Group & NHS Haringey Board	01 Jul 2009	30 Sep 2009	✓	Sep 2009 - Achieved	Penny Thompson	
1.25 Developing, across the partnership, integrated business planning and performance management processes	Eleanor Brazil	Review and re-publish information sharing protocols and guidance ensuring barriers to sharing performance information are identified and mechanisms established to enable information to be collected and shared across partners	01 Jul 2009	30 Nov 2009	✓	Dec 2009 - Achieved.	Jan Doust	Performance Management
		Electronic access to information	01 Aug 2009	30 Nov 2009	✓	Nov 2009 - Achieved.	Rachel Oakley	



Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		showing if a child has a child protection plan or not established for A&E staff at Whittington and NMUH and for PCT, GOSH in Haringey and CAMHS staff						
		Multi-agency record audit - random sample of audits undertaken	01 Sep 2009	30 Nov 2009		Dec 2009 - Achieved.	Eleanor Brazil	
		All social care related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		Sep 2009 - Achieved	Eleanor Brazil	
		All health related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		Oct 2009 - Achieved	Penny Thompson	
		All police related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		Oct 2009 - Achieved	Dave Grant	



Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.26 Improving Local Interpretation and Ownership of Information within Children and Families	Eleanor Brazil	Programme of Monthly Performance Review meetings organised with Heads of Service Team Evidence Files developed Team Performance Plans developed	01 Sep 2009	30 Sep 2009		Sep 2009 - Achieved	Christine Jorge	Performance Management
			01 Sep 2009	31 Dec 2009		Jan 2010 - Achieved. Team evidence files have been developed. This approach will now be extended across further teams as appropriate.	Mark Gurrey	
			01 Sep 2009	31 Dec 2009		Dec 2009 - Achieved.	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.01 Develop fit	Peter Lewis	A senior lead is identified in each	01 Aug 2009	30 Sep 2009		Oct 2009 - Achieved	Peter Lewis	Leadership and


Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
for purpose governance arrangements across the partnership		agency who will assess and monitor the organisations governance arrangements in relation to safeguarding						Governance
		Partnership protocols developed and approved	01 Jul 2009	31 Mar 2010		Dec 2009 - Achieved	Peter Lewis	



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


Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.03 Increase involvement of young people and the voluntary sector	Peter Lewis	Establish mechanisms for young people to be involved in development of policies, plans and strategies Determine how groups should be involved in delivery of JAR action plan Engage with representative groups interested in being involved in delivery of the JAR Action Plan	01 Aug 2009	31 Mar 2010		Jan 2010 - On track	Peter Lewis	Leadership and Governance
			01 Sep 2009	31 Mar 2010		Jan 2010 - On track	Peter Lewis	
			01 Mar 2010	30 Jun 2012			Peter Lewis	





Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.04 Develop local preventative strategy to set out the role of universal, targeted and specialist	Jan Doust	Strategy developed Partner contribution incorporated,	01 Aug 2009	28 Feb 2010		Jan 2010 - On track. Discussed with Safeguarding Steering Group in January. Final draft out for consultation. Due date 16th Feb - will be completed and submitted to EPMG for sign off.	Jan Doust	Early Intervention
			01 Oct 2009	31 Jan 2010		Jan 2010 - Achieved.	Jan Doust	



Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
services in reducing the likelihood of negative outcomes		from NHS feedback, into the draft strategy				All stages of the consultation have included partner contributions. Drafted in conjunction with NHS lead. Discussed at Area Partnerships and Integrated Working Steering Groups - all have appropriate partner representation.		
		Strategy approved by Children's Trust	01 Feb 2010	31 Mar 2010			Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.05 All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	Rachel Oakley	Roll-out across all schools and settings	01 Feb 2009	31 Jul 2010		Jan 2010 - On track. Training begun, second level of training for assessors to begin in April. Good progress on the use of the CAF as an assessment in schools and Children's Centres.	Alison Botham	Early Intervention



Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.06 Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work.	Rachel Oakley	Revised time table and project plan for Child protection related exemplars and work flow developed	01 Jul 2009	31 Oct 2009		Oct 2009 - Achieved	Rachel Oakley	Good Practice
		Project plan implemented	01 Oct 2009	30 Apr 2010		Jan 2010 - On track. Draft programme in place; timeline to roll out across partners in 2010/11, starting with Council in April. Pilot with new CYPS / Adults Service staff in March 2010.	Rachel Oakley	




Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		Non child protection parts of the system reviewed in conjunction with other Local Authorities	01 Jan 2010	31 Jul 2010		Jan 2010 - On track. Current 'as is' position has been mapped. Consultation on 'to be' has been undertaken and ready to start building this on FWI. New forms will be circulated for consultation. Delays have been experienced because of Inspection, there will also be a 2 week delay because of a FWI upgrade which will leave us without an instance for a week or so.	Rachel Oakley	




Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.07 Establish ICS / FWI support teams to stabilise current system use and support implementation of future configuration.	Rachel Oakley	Project plan developed for review of ICS Child Protection processes on FW-I to enable best practice implementation	01 Jul 2009	31 Oct 2009		Jan 2010 - Achieved. Completed and signed off.	Rachel Oakley	Good Practice
		Data quality improvements for Child Protection on Framework-I system (e.g. data cleansing) implemented	01 Aug 2009	31 Dec 2009		Dec 2009 - Achieved.	Rachel Oakley	
		Practical initiatives held with social workers to build their confidence in using FW-I	01 Sep 2009	30 Apr 2010		Dec 2009 - Achieved.	Rachel Oakley	
		Use of FW-I extended to Children in Care Health Team	01 Oct 2009	30 Apr 2010		Jan 2010 - On track.	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.08 Use new technology including mobile technology to improve and support staff in delivering the	Rachel Oakley	External study on use of technology to maximise effectiveness and efficiency completed	01 Apr 2009	30 Sep 2009		Nov 2009 - Achieved.	Rachel Oakley	Good Practice
		New plan devised and implemented (with corporate IT, C&YP service IT, FWI support and	01 Sep 2009	31 Mar 2010		Jan 2010 - On track. Project plan in place - pilot phase underway. Project monitored through	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
service		Haringey Forward) Plan agreed for implementation	01 Mar 2010	31 Mar 2010		fortnightly meetings and C&F IT Board.	Rachel Oakley	

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

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.10 Work with schools and settings, through the LSCB	Mark Gurrey	Standards developed and agreed Standards launched	01 Feb 2009 01 Sep 2009	30 Sep 2009 30 Sep 2009	 	Oct 2009 - Achieved Dec 2009 - Achieved.	Mark Gurrey Mark Gurrey	Good Practice
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		Agreement signed off with each Headteacher	01 Sep 2009	30 Apr 2010		Jan 2010 - On track. Will be tabled at next meeting of Primary and Secondary Heads.	Mark Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
specialist services.								
2.11 Further develop the child protection core training curriculum for staff of all agencies	Rachel Oakley	Domestic violence programme implemented training Risk assessment programme implemented training	01 Oct 2009	31 Mar 2010		Jan 2010 On track. Organisation Development, Children & Families Consultant in post from 1.2.10 - will start to progress. Jan 2010 - On track. Organisation Development, Children & Families Consultant in post from 1.2.10 - will start to progress.	Rachel Oakley Rachel Oakley	Capacity and Staffing
2.12 Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	Stuart Young	Managerial competence programme developed including a specific programme for social care managers Support and mentoring scheme introduced for children and families team managers Review additional training needs in safeguarding across the partnership Develop cross-partnership training plan	01 Jan 2010	31 Mar 2010		Jan 10 - On Track: Competencies identified for Team managers on supervision and associated management activity. Jan 10 - On Track: Coaching and support scheme commenced for Team managers, based on competencies above.	Stuart Young Stuart Young	Capacity and Staffing
2.13 Improve information sharing with	Jan Doust	Protocol for information sharing with children's centres developed	01 Sep 2009	31 Jan 2010		Jan 2010 - Achieved. Children's Trust Information-sharing Protocol shared with all Children's	Jan Doust	Performance Management

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
Children's Centres		Mechanism established to enable information sharing	01 Jan 2010	30 Apr 2010		Centres. Jan 2010 - On track. Children's Centres development day arranged for end of February. All aspects of this task will be covered.	Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.14 Analyse key performance indicators to support top quartile attainment (also see 3.09)	Eleanor Brazil	Analysis of key performance indicators completed to determine the degree of improvement required Appropriate targets established for each indicator Performance improvement plan developed in conjunction with managers	01 Nov 2009	28 Feb 2010		Jan 2010 - Achieved. Targets for 2010-11 set.	Eleanor Brazil	Performance Management
			01 Jan 2010	31 Mar 2010		Jan 2010 - Achieved. Targets for 2010-11 set.	Eleanor Brazil	
			01 Jan 2010	31 Mar 2010		Jan 2010 - Achieved. Performance Management Strategy agreed and delivered via PMG.	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.15 Enhance performance management capacity across the partnership	Eleanor Brazil	Analysis of performance management capacity undertaken Network of performance managers established Opportunities to work together identified and work programme developed Work programme to support performance managers in joint working implemented	01 Feb 2009	31 Oct 2009		Nov 2009 - Achieved.	Eleanor Brazil	Performance Management
			01 Sep 2009	30 Nov 2009		Nov 2009 - Achieved.	Eleanor Brazil	
			01 Sep 2009	30 Nov 2009		Dec 2009 - Achieved.	Eleanor Brazil	
			01 Nov 2009	30 Jun 2010		Jan 2010 - On track	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.01	Graham	LSCB identified for peer review	01 Jan 2011	31 Mar 2011			Sarah Peel	Leadership and




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

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




Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.03 Implementing "best practice"	DD C&F	Best practice in procedures identified	01 Sep 2009	30 Jun 2011		Jan 2010 – On track. Best Practice Sub-group of LSCB formed and work programme set out.	Eleanor Brazil	Good Practice
		Learning built into review of existing procedures	01 Sep 2009	30 Jun 2011		Jan 2010 – On track. As above.	Eleanor Brazil	
		New procedures approved and implemented	01 Sep 2009	30 Jun 2011		Jan 2010 – On track. As above.	Eleanor Brazil	
		Change programme developed to support implementation	01 Sep 2009	30 Jun 2011		Jan 2010 – On track. As above.	Eleanor Brazil	




Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.04 FW-I	Rachel	Use of FW-I extended to all key	01 Jun 2010	31 Mar 2012			Rachel Oakley	Good Practice

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

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.05 Multi-disciplinary team introduced and working effectively	Dave Grant	Agreement to create multi-disciplinary team of council referral & assessment, health and MPS CAIT Processes and procedures integrated	01 Sep 2009	31 Dec 2009		Nov 2009 - Achieved.	Dave Grant	Good Practice
			01 Sep 2009	31 Jul 2010		Jan 2010 - On track. Meetings have taken place and on track to deliver. Dave Grant has suggested that the due date is brought forward to 31st March 10.	Dave Grant	
		Accommodation arranged and staff co-located	01 Sep 2009	31 Jul 2010		Jan 2010 - On track. All elements have been identified. Currently awaiting IT to be installed. Dave Grant has suggested that the due date is brought forward to 31st March 10.	Dave Grant	
		Staff trained in new integrated procedures and multi-disciplinary team operational	01 Jul 2010	30 Nov 2010			Dave Grant	

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

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.07 Work with London Deanery and the Royal College of GPs to make linkages to safeguarding	Julie Quinn	Safeguarding requirements built into GPs Continual Professional Development	01 Jan 2010	31 Jul 2010		Jan 2010 - On track. This is being explored within the national context.	Julie Quinn	Capacity and Staffing
		Safeguarding requirements built into appraisal, new licensing and revalidation of GPs	01 Jan 2010	31 Jul 2010		Jan 2010 - On track. This is being explored within the national context.	Julie Quinn	
		Feasibility study into incorporating safeguarding good practice into GP contracts completed	01 Jan 2010	31 Jul 2010		Jan 2010 - On track. This is being explored within the national context.	Julie Quinn	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.08 Undertake further detailed analysis of performance required to deliver excellent rating	Janette Karklins	Analysis of performance of "family" authorities completed	01 Jan 2010	28 Feb 2011		Jan 2010 - On track	Janette Karklins	Performance Management
		Key performance indicators for improvement identified with profiled targets and delivery plans	01 Jan 2010	31 Mar 2011		Jan 2010 - On track	Janette Karklins	
		Robust performance management arrangements implemented across the partnership	01 Jan 2010	30 Apr 2011		Jan 2010 - On track	Janette Karklins	

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Appendix 3. Safeguarding Plan Performance Indicators Report



Generated on: 17.02.10



Haringey Council

1. Referral & Assessment









NI code	NI description	2008/09	Dec 2009	Jan 2010	Trend	2009/10			Commentary
						Value	Status	Target	
NI 59	Percentage of initial assessments for children's social care carried out within 7 working days of referral		34.9%	41.4%	↑	26.1%		53%	<p>Explanation of Current Performance – NI 59 The low percentage of initial assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements.</p>
NI 60	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement		45.4%	43.7%	↓	42.5%		63%	<p>Explanation of Current Performance – NI 60 The low percentage of core assessments completed in timescale is a result of a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at – recent trends are beginning to show some cautious improvements.</p>

NI code	NI description	2008/09	Dec 2009	Jan 2010	Trend	2009/10			Commentary
						Value	Status	Target	
NI 68	Percentage of referrals to children's social care going on to initial assessment		63.3%	75.3%		52.9%		58%	<p>Current Activities There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance. The group of newly qualified social workers (NQSWS) are increasingly taking on a full caseload and the American recruits are now in the service and at the very early stages of picking up work after a comprehensive induction period. All managers are now in place and the management team is very stable - however all but 2 remain agency staff so there remains a need to create a permanent management structure.</p> <p>Best Practice A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than First Response, and there are now 3 times a week meetings with the Police and Health colleagues to ensure a more holistic initial response to referrals. We have created a dedicated Screening Team to ensure a consistency of response and currently the Team Manager and Senior Practitioner are in place..</p> <p>Recent audits undertaken by an independent Social Worker and from the 165 audits conducted by senior managers since November show that there has been an improvement in the quality of assessments undertaken with appropriate outcomes and recommendations.</p> <p>A thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than First Response.</p>







2. Adoption and Children in Care

The majority of the following indicators relate to small numbers of cases and are therefore easily impacted by a single issue (e.g. one case going over timescale)

NI code	NI description	2008/09	Dec 2009	Jan 2010	Trend	2009/10			Commentary
						Value	Status	Target	
NI 62	Stability of placements of looked after children: number of moves	14.69%	12.25%	13.98%		13.98%		11%	The year to date position is based on the 12 months to the end of January 2010. Sixty two children have had 3 or more placements since April 09 (11.11%). National guidance considers performance below 16% to be good. Red will only be triggered if performance goes above 16%.
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	80%	50%	50%		50%		75%	Explanation of Current Performance The numbers for this indicator are extremely low, and percentages should be interpreted with care. So far this year, 10 children have been adopted, and 5 of those were placed for adoption within 12 months of the decision that adoption should be the plan. No children were adopted in January. The target for this indicator is 75%. Current Activities Great efforts are being made to find families, and full use is being made of publicity - hard to place children are profiled in the press and at local and national adoption events. We work closely with colleagues in the North London Adoption Consortium to achieve matches with adoptive families. Children cannot be advertised until a Placement Order is obtained, and this has caused delays in the past, but greater attention to timescales in the courts mean children are moving towards to Placement Orders at a faster rate than before. But there also seem to be more legal complexities in many of the cases we have had to deal with.
NI 66	Children in care cases which were reviewed within required timescales	95.6%	96.4%	92.6%		92.6%		98.0%	Overall performance against this indicator remains very good and where reviews are out of timescale there are individual case reasons for it. Close monitoring of this indicator is continuing with an emphasis on early allocation of new cases to IRO's and good liaison with the Placements Service.
NI 63	Stability of placements of looked after children: length of placement	56.2%	69.7%	69.6%		69.6%		70%	Performance has improved steadily in the right direction and we are now at 69.6%. If it's rounded up we would have met our target of 70%.


3. Child Protection

The majority of the following indicators relate to small numbers of cases and are therefore easily impacted by a single issue (e.g. one case going over timescale)


NI code	NI description	2008/09	Dec 2009	Jan 2010	Trend	2009/10			Commentary
						Value	Status	Target	
NI 67	Percentage of child protection cases which were reviewed within required timescales	100%	94.3%	94.8%		94.8%		100%	<p>Explanation of Current Performance 9 CP reviews have been late in the year to date. All reviews have subsequently been held. No reviews were late in January.</p> <p>Current Activities The Child Protection Service has introduced a new system to ensure that more reviews are held within timescale. The continuing increase in the numbers of new children becoming subject to plans is putting some pressure onto the reviewing elements of the system.</p>
NI 65	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	5.6%	25%	15.4%		13.4%		10%	<p>As the numbers for this indicator are quite low, percentages will vary considerably on a monthly basis. In the year to date, 246 children have been made subject to a plan, and 33 of those had previously been subject to a plan. The average for England for 2008/09 was 13%, for London it was 11%, and for our statistical neighbours it was 12%.</p>
NI 64	Child Protection Plans lasting 2 years or more	4.7%	19%	0%		15.2%		5%	<p>Explanation of Current Performance This is not an indicator which lends itself to monthly commentary. Changes need to be reviewed over at least a six month period. Analysis shows that 62% of children who stopped being subject to a plan moved into the care system.</p> <p>Current Activities The Child Protection Service will undertake further auditing of those children who have been subject to a child protection plan for 18 months or more (to anticipate the 2-year period) to ensure that work is progressing satisfactorily and there is no drift in casework.</p> <p>Those children who are both in care and subject to a plan can be caught up in a court timetable not of our making, as the policy is to retain them in the child protection system until a</p>


NI code	NI description	2008/09		Dec 2009	Jan 2010	Trend	2009/10			Commentary
		Value	Status				Target			
										care order is made. We will investigate the children for whom child protection plans have ceased. Those who have moved into the care system should have progressed to a higher level of protection. There is a high percentage of children subject to a plan with a category of neglect: this is not something that lends itself to quick and sustained improvement. Best Practice Our target for the year is 5%. In the year 2008/09, we achieved 4.7%. The England average for this indicator for 2008/09 was 6%, for London it was 8%, and for our statistical neighbours it was 9.1%.






4. CAMHS




NI code	NI description	2008/09		Dec 2009	Jan 2010	Trend	2009/10			Commentary
		Value	Status				Target			
NI 51	Effectiveness of child and adolescent mental health (CAMHS) services	13		No data for this range		No data for this range	15		15	

5. Staffing vacancies

NI code	NI description	2008/09		Dec 2009	Jan 2010	Trend	2009/10			Commentary
		Value	Status				Target			
L0508	The number of First Response and Safeguarding and Support Services posts vacant at the end of the month.			0	0		0			HR and Finance met recently, as a result of this the number of funded posts in First Response has reduced. In First Response 25 of the 26.5 posts are filled by agency staff. In Safeguarding & Support 15 of the 20.6 posts are

NI code	NI description	2008/09	Dec 2009	Jan 2010	Trend	2009/10			Commentary
						Value	Status	Target	
L0509	The number of team manager and senior team manager posts vacant in First Response and Safeguarding and Support at the end of the month.		1	0		0			filled by agency staff. HR and Finance met recently, as a result of this the number of funded posts in First Response has reduced. In First Response there are 7.7 manager posts, 1 filled by a permanent member of staff and 8 filled by agency staff. In Safeguarding & Support there are 5.6 manager posts, 5 filled by permanent staff and 2 agency staff.

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Short Term Trends	
	Improving
	No Change
	Getting Worse

Average sickness days per employee Children and Families (rolling year)

Service	Nov-09	Dec-09	Jan-10	Target	Short Trend
Average sickness per employee (days) - Children and Families Overall Figure - rolling year	16.87	16.62	16.8		➔
Average sickness per employee (days) - Management - rolling year	1	1	1	8.5	-
Average sickness per employee (days) - Children in Care - rolling year	7.02	7.08	6.66	8.5	➔
Average sickness per employee (days) - Resources and Placements (Children in Care) - rolling year	21.74	21.28	20.33	8.5	➔
Average sickness per employee (days) - Leaving Care and Asylum - rolling year	12.58	13.13	14.03	8.5	➔
Average sickness per employee (days) - Quality and Assurance (Child Protection and Review) - rolling year	22.43	23.03	24.82	8.5	➔
Average sickness per employee (days) - Children and Young People with Special Needs - rolling year	7.2	5.54	5.12	8.5	➔
Average sickness per employee (days) - Finance Service - rolling year	1.1	0.8		8.5	?
Average sickness per employee (days) - Safeguarding support - rolling year		20.66	20.89	8.5	➔
Average sickness per employee (days) - First response - rolling year		32.68	36.03	8.5	➔

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Appendix 4. Safeguarding Plan Risk Report



Generated on: 17 February 2010






Haringey Council



Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
1. Failure to establish effective early intervention	Schools and Children Centres may fail to take appropriate action resulting in disproportionate level of referral to targeted and specialist services. Furthermore, schools and children centres may fail to identify children at risk and do not make referrals at all.	12 Jan 2010	3	2	6		To include: a) Regular meetings with headteachers and other staff with responsibility for vulnerable children which confirms their responsibilities and the Council's expectations of them. For example, briefing Heads and Governors of the SCR implications b) Setting up Safeguarding forum for schools where Children's Services work schools on issues and this is a two way process c) Involving schools and Children's Centres in reviewing CAF d) Written guidance to all schools and Children Centres's confirming arrangements	11-01-2010 Jan Doust: No change in status.	Owner: Jan Doust (CYPS); Author: Jan Doust (CYPS)
2. Failure to recruit and retain experienced	There is currently a gap between demand and supply for high quality social workers with Haringey competing with	12 Jan 2010	5	3	15		To include: a) Development of the Haringey offer (includes professional and clinical supervision, CPD, confirming arrangements	17-02-1200 Eleanor Brazil. A number of appointments have been made and a	Owner: Rachel Oakley (CYPS); Author: Rachel



Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
and qualified staff in the medium to long-term.	other London boroughs. Within the referral and assessment service, there are currently no substantive team managers who are permanent appointments.						<p>technology supply and support)</p> <p>b) Re-designing social work in Haringey through Barkers, a specialist recruitment, marketing and advertising agency</p> <p>c) Developing and implementing social work competences as a recruitment and development tool</p> <p>d) Undertaking workforce mapping to enable targeted advertising</p> <p>e) On-the-job coaching which involves senior practitioners sitting alongside staff to drive work and improve performance</p> <p>f) Workload planning to ensure we have a clear understanding of the capacity issues</p>	further push will happen in the next few weeks. This is linked to encouraging agency staff to become permanent, followed by national recruitment on the back of publication of the inspection report. The second cohort of starters from the USA Social Work recruitment campaign will be in post by mid March. Advert for Deputy Director will go out next week which will see the completion of permanent appointments to the senior management team.	Oakley (CYPs)
3. Failure to establish effective partnership working	Safeguarding children and young people across the borough is dependent on effective partnership working. One of the main findings of the JAR inspection report (Dec 08) identified insufficient partnership working as an area for improvement.	08 Jan 2010	3	2	6		<p>To include:</p> <p>a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. This includes a Children's Trust Performance Management Group made up of senior representatives from each partnership (e.g. Borough Commander, Director of Children's Service and the Deputy Chief Executive, Haringey NHS)</p> <p>b) A JAR Action Plan Steering</p>	<p>11-01-2010 Peter Lewis: Significant evidence of effective partnership working at virtually all levels. Frontline working through Multi disciplinary Teams, collocation of workers (latest example is of Social Workers at Highgate Police Station to joint work Merlin 78s prior to submission to First Response) middle and top level management (latest example is Director of</p>	Owner: Peter Lewis (CYPs); Author: Ian Bailey (CYPs)



Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
							Group will be established to manage the delivery of the plan and its composition will again reflect each partnership c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified (AFI 3.4.1)	Children Services attending NHS Haringey Board on a regular basis to update on, and review, safeguarding issues).	
4. Ineffective management of internal and external communications	The impact and subsequent media attention of the Baby P case has had significant reputational consequences on Haringey Council. In light of the pending court case and serious case reviews, the need to manage internal and external communications effectively will be critical.	04 Jan 2010	3	3	9		To include a) Handling plan drawn up for whenever the Judicial Review result is announced, covering either result, i.e. for or against the council and have appropriate media lines to take. There is a Q&A brief to go with this. b) Plan drawn up in preparation for Ofsted inspection result. c) Media handling plan being prepared for the end of the trial and the publication of the SCR in relation to the X&U case. d) Media coverage is constantly monitored so that further countermeasures can be put in place where necessary. e) Protocol agreed with Legal and CYPs for timely comms. actions on any new cases.	04-12-2009 Charles Skinner: New countermeasures added.	Owner: Charles Skinner (Haringey Council); Author: Lea Fountain (Haringey Council)
5. Failure to establish positive motivation and morale	Staff morale and motivation has been affected as a result of the Baby P case with subsequent changes to senior management, dismissal of	08 Jan 2010	3	3	9		To include: a) The Tavistock intervention which is a year long programme of improving social work practice and developing practice	11-01-2010 Peter Lewis: Further work with small and large groups of staff indicates reducing risk of	Owner: Peter Lewis (CYPs); Author: Ian Bailey (CYPs)




Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
particularly among social care	staff where deemed appropriate and the instigation of disciplinary procedures where deemed appropriate. In addition, there are concerns that heavy workloads, media spotlight and general concerns resulting from this tragic case could result in stress and / or burn out.						confidence to morale and motivation being other than positive. There may be some fallout from the impending trial in the X&U case which means the risk rating does not change. b) Establishing processes to consult and gather staff use and encourage dialogue on the change programme (as per 6.4.2) of the JAR Action plan c) Developed the staff quality and change network and weekly e-bulletins for all CYP staff to keep them informed of all developments d) Provide staff with access to a stress survey, in order to gauge how members of staff are feeling, in order to then decide if further action is needed to support people e) Support from occupational health to be provided for staff (if required)		
6. Data protection and confidentiality constraints will limit / prevent vital information sharing between the various agencies.	There is a risk that data protection and confidentiality constraints will limit / prevent vital information sharing between the different agencies in relation to children and young people within Haringey.	12 Jan 2010	4	2	8		To include: a) Regular meetings with headteachers and other staff with responsibility for vulnerable children which confirms their responsibilities and the Council's expectations of them. For example, briefing Heads and Governors of the SCR implications b) Setting up Safeguarding forum for schools where Children's Services work schools on issues and this is a two way process c) Involving schools and	11-01-2010 Jan Doust: No change in status.	Owner: Jan Doust (CYPs); Author: Ian Bailey (CYPs)




Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
7. There is a risk that the new methodology in Referral & Assessment will not deliver the necessary improvements required to cope with demands on R&A and avoid further backlog build up of cases	Moving from two separate teams dealing with Initial and Core Assessments to a single, integrated process is designed to make sure that there is no breakdown in the processing of assessments. It will also improve the quality of experience for service users to deal with fewer social workers as they progress through the systems.	01 Dec 2009	4	2	8		Children's Centres in reviewing CAF d) Written guidance to all schools and Children Centre's confirming arrangements To include a) Regular and careful monitoring of workflow (i.e. Intensive prioritisation and scrutiny of work) b) Quality assurance of the process by managers c) Monitoring by DDC&F and Director d) Ongoing recruitment activities (in UK and abroad) e) Introduction of new team of newly qualified Social Workers in R&A	18-01-10 Mark Gwynne: Whilst improvements have been made, there remains a (reducing) risk. The new Social Workers have started to deal with more outstanding work as well as new work coming in to the service. This is reducing the number of unallocated cases and helping to ensure that new work is dealt with in time. The First Response Multi-Agency Team (MAT) is in place and is helping to prioritise cases, deal with some complex cases and improve the quality of work.	Owner: Eleanor Brazil (CYPS); Author: Peter Lewis (CYPS)
8. There is a risk that the R&A telephony system and supporting infrastructure is not stable enough to support R&A	There is a risk that the R&A telephony system and supporting infrastructure is not stable enough to support what is a high priority and sensitive area of work, despite being reconfigured recently, which if problems arise will add further problems to the backlog of Referral & Assessment cases.	01 Dec 2009		CLOSED			To liaise with the IP Telephony project to determine if the project can offer a solution to the R&A Team and if the project can be flexed to prioritise the R&A team in the medium term.	01-12-2009 Eleanor Brazil: Risk closed. Telephony system in place.	Owner: Eleanor Brazil (CYPS); Author: Rachel Oakley (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
9. There is a risk that the second trial and X&U trial will have a negative impact on C&YPS services and the reputation of the service as a whole.	There is a risk that the second trial will have a negative impact on C&YPS services and the reputation of the service as a whole.	08 Jan 2010		CLOSED			<p>To include:</p> <p>a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. This includes a Children's Trust Performance Management Group made up of senior representatives from each partnership (e.g. Borough Commander, Director of Children's Service and the Deputy Chief Executive, Haringey NHS)</p> <p>b) A JAR Action Plan Steering Group will be established to manage the delivery of the plan and its composition will again reflect each partnership</p> <p>c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified.</p>	17-02-2010 SPSSG: Risk closed. Sentencing following X & U scheduled for today.	Owner: Peter Lewis (CYPS); Author: Kuldip Kaur (Haringey Council)
10. Insufficient resources and budget to successfully manage JAR Programme	There is a risk that the JAR Action Plan programme does not have sufficient resources and budget to successfully manage the delivery of the programme – possibility of further resource and budget requirements	30 Nov 2009	4	2	8		<p>To include:</p> <p>a) Business case submitted to the Director of Children Services for a Performance Manager</p> <p>b) Recruitment in place to appoint Programme Management support</p> <p>c) Enquiries made into programme management training for current support officer</p>	11-01-2010 Peter Lewis: Budget proposals for 2010-2011 are based on analysis of likely need and have been increased. 'Resources' such as high quality staff are in short supply regionally and locally - so risk persists further pending	Owner: Peter Lewis (CYPS); Author: Peter Lewis (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
11. Increasing workload for R&A when communication campaign is launched	There is a risk that the comms activity will increase the number of referrals made, impacting on the work and resources within R&A and resulting in an increased backlog in the short term	01 Dec 2009		CLOSED			<p>d) Communications identified and resourced</p> <p>e) Sizing and scoping of work managed on a regular basis</p> <p>f) Meetings with C&YPS Head of Finance and Action Leads to determine any additional resource requirements</p> <p>To include:</p> <p>a) Careful consideration given to desired behaviours and communication messages needed to cause the behaviour change</p> <p>b) Messages tested with staff to get their views first</p> <p>c) Messages timed not to happen before staff are able to cope with issues</p> <p>d) Consideration to be given to individual contact details rather than First Response contact number being used</p>	recruitment.	Owner: Eleanor Brazil (CYPS); Author: Mark Gwynne (CYPS)
12. New inspection arrangements for schools increases emphasis on safeguarding	There is a risk that the new inspection methodology for schools, which places greater emphasis on safeguarding, could identify issues which have not yet been addressed, impacting on the school's assessment and feeding directly into the JAR / CAA	07 Jan 2010	5	4	20		<p>a) Information sent to all schools on the new Ofsted framework and in particular the focus on safeguarding</p> <p>b) Training and briefings offered to all governing bodies and headteachers on the new Ofsted framework</p> <p>c) Ofsted preparation sessions for schools thought to be due an Ofsted inspection</p> <p>d) Checklist for schools on</p>	<p>05-01-2010Janette Karklins: Since September 2009 there have been 12 inspections and safeguarding has been satisfactory or better in 11, 1 inadequate. Inspectors have commented favourably on the guidance provided and other LAS have requested copies as</p>	Owner: Janette Karklins (CYPS); Author: Janette Karklins (CYPS)

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
							evidence requirements and support offered e) Sharing of the lessons learnt from those who are inspected over the next few weeks	part of sharing good practice.	
13. Failure to satisfy Ofsted's requirements at the inspection scheduled for January 2010	An Ofsted inspection is scheduled for January 2010 in order to assess improvement activity towards 'safeguarding children and young people' in the borough. The improvement activity is being managed through the delivery of the Safeguarding Plan for Haringey, which provides the borough with a final chance to make the required improvements in safeguarding.	08 Jan 2010		CLOSED			To include: a) More focused Safeguarding Plan developed in place of JAR Action Plan now incorporating improvements from Serious Case Reviews b) Clear programme and milestones with spot checking and evidence of completed actions developed c) Streamlined programme management arrangements allow time to be spent on delivery d) Small Safeguarding Steering Group established in place of AFI Leads group to drive change programme forward e) Theme leads at most senior level established to co-ordinate themes and provide extra leadership / drive to the actions f) More hands on roll from Programme Management Team and strengthened linkage with NHS Haringey performance management	10-02-2010 Mark Gwynne: Risk Closed. Inspection preparation and on-site arrangements went well and desired outcome achieved.	Owner: Peter Lewis (CYPS); Author: Mark Gwynne (CYPS)
14. There is a risk that the judicial review will have a	There is a risk that the judicial review will have a negative impact on C&YPS services and the reputation of	08 Jan 2010	3	3	9		To include: a) A partnership approach to communication has been developed regarding the case	11-01-2010 Peter Lewis: This risk is not reduced. The Judicial Review is still	Owner: Peter Lewis (CYPS); Author:

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
negative impact on C&YPS services and the reputation of the service as a whole.	the service as a whole.						and Serious Case Reviews being developed with key messages to support Executive Summary, to be rolled-out across partners c) Communications messages designed to look forward at improvements being made and to support changes in ways of working	not complete and unlikely to be so before March 2010.	Mark Gwynne (CYPS)
15. Supervision is not made effective, or does not happen consistently to a high standard for Social Workers.	There is a risk that due to staffing changes or gaps that supervision does not happen effectively and consistently for all social workers.	01 Dec 2009	5	3	15		To include: a) Supervisors trained in supervision b) All supervision sessions diarised and monitored c) Audits check records of supervision	18-01-10 Mark Gwynne: Supervision training workshops have been held and supervision sessions have been programmed several months ahead. Reporting mechanisms have been put in place to ensure that supervision happens and that it is of suitable quality.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)
16. Records are not sufficiently well maintained, updated and recorded within any organisation.	There is a risk that records and casefiles are not maintained consistently to a high enough standard within any organisation or school, demonstrating weaknesses in the quality of work or recording of evidence.	01 Dec 2009	4	4	16		To include: a) Creation of audit tools and training of managers b) Auditing of case files within CYPS and NHS Haringey c) Multi-agency audit of 10 cases	01-12-2009 Eleanor Brazil: Comprehensive auditing of files has taken place on over 100 files during October and November. Results evidenced that there has been improvements in records.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)
17. New social workers do not arrive in time to provide the required	There is a risk that new social workers being recruited do not arrive in time to sufficiently increase capacity and lead to demonstrable	01 Dec 2009		CLOSED			To include: a) Use of agency cover until staff are in post b) Plan for arrival and induction programme	17-02-2010 SPSPG: Risk closed Inspection now passed and agency staff were retained to ensure sufficient	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan

Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
capacity to deliver improvements in the service and safeguard our children.	improvements in performance ahead of the inspection.						c) Regular monitoring of staffing position	capacity on run-up to inspection. Ongoing risks surrounding recruitment not linked to the inspection still exist and these are managed as risk 2.	(Haringey Council)
18. There is a risk that GOSH in Haringey fail to recruit appropriate staff to the health visiting service will impact long-term service delivery	There is a risk that GOSH in Haringey fail to recruit appropriate staff to the health visiting service will impact long-term service delivery.	12 Jan 2010	3	3	9		Work on staffing skill mix and prioritisation to ensure appropriate cover is in place	12-01-2010 Tina Raphael: No change since last update.	Owner: Jane Collins (Health); Author: Jane Elias (Health)
19. NHS Haringey Resource Plan	The Resource Plan for 2010/11 is inadequate to ensure NHS Haringey can continue to increase investment in children's health staff	12 Jan 2010	3	3	9		Arrangements are already in place, both in staff prioritisation and skill mix to ensure appropriate cover is in place	12-01-2010 Tina Raphael: No change since last update.	Risk Owner: Tracey Baldwin (NHS Haringey); Risk Author: Julie Quinn (Health)
20. Failure to meet safeguarding responsibilities as commissioner for Health in Haringey	Failure to meet the safeguarding standards in view of Haringey's accountability and responsibility as commissioner for health in Haringey. This impacts on a range of statutory and inspection requirements, quality and reputation.	12 Jan 2010	5	4	20		To include: a) Assurance Framework For Safeguarding Children b) Safeguarding policies, procedures and training c) JAR action plan d) Training figures	12-01-2010 Tina Raphael: No change since last update.	Owner: Tracey Baldwin (NHS Haringey); Author: Julie Quinn (NHS Haringey)



Overview and Scrutiny

On 8th March 2010

Report Title: **Report from Children's Safeguarding Policy and Performance Advisory Committee**

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

Contact Officer : Hilary Corrick, Independent Social Work Consultant, & Independent Member

Wards(s) affected: **ALL**

Report for: **Non Key Decision**

1. Purpose of the report

This report gives feedback from the most recent meeting of the Children's Safeguarding Policy and Performance Advisory Committee, with particular reference to the report recently (20th January) considered at Overview and Scrutiny Committee on local health visiting services.

2. Recommendations

That the Overview & Scrutiny Committee note and consider the report.

3. Reason for recommendation(s)

4. Other options considered

N/A

5. Chief Financial Officer Comments

N/A

6. Head of Legal Services Comments

N/A

7. Head of Procurement Comments

N/A

8. Equalities & Community Cohesion Comments N/A
9. Consultation N/A
10. Service Financial Comments There are no specific financial issues arising from this report.
11. Use of appendices / Tables and photographs
12. Local Government (Access to Information) Act 1985

Background

The Children's Safeguarding Policy and Performance Advisory Committee is a back bench Committee which looks in detail at safeguarding aspects of policy and practice. As such, it has links with the Overview and Scrutiny Committee and their regular reviews of child safeguarding work.

Report on Health Visiting Services

Councillor Mallett presented to the Committee a report which had previously been considered by the Overview and Scrutiny Committee at its meeting on 20th January 2010.

Members noted that in July 2008 the decision had been made by the PCT, due to staff shortages, to suspend the traditional universal health visiting services on a temporary basis and to concentrate on those in greatest need. This meant that children and families were assessed at the new birth visit, or on the first contact with the service and were then prioritised for further intervention. Where there were no concerns families were given contact details for any queries or concerns that they had. This is called "progressive universalism", and the independent member informed the Committee that this model is being implemented in other areas and is based on research evidence. The Overview and Scrutiny Committee had expressed concern that they had not been informed of these changes earlier and felt that there could be some stigmatisation around targeted services.

"Progressive universalism" allows health visiting services to use their limited resources of highly skilled and experienced health visitors (there are national shortages and an aging work force) in a targeted way, providing high levels of support to first time mothers and those with specific vulnerabilities from health visitors and other health staff. There are however, anxieties that the initial assessment may not always pick up significant concerns: for example, post natal depression, domestic violence, child disabilities. Some parents, thought likely to be low risk, might be too vulnerable to seek help themselves.

Officers advised that they had experienced some difficulties with contacting health visitors but that the situation should improve with the move to multi agency working and the location of three health visitors to be based in their offices. However there was concern that the health visiting duty desk was staffed by health visiting assistants or administrative staff and not qualified HV staff.

Members of the Children's Safeguarding Policy and Performance Advisory Committee were concerned about how the targeting was carried out given that the under fives are a particular vulnerable group. Also there was no reference to the views of families.

Recommendation: The Committee asked that the Overview and Scrutiny Committee request that NHS Haringey carry out an evaluation of the targeted service, now operational since July 2008, and consider convening a Parents' Focus group to establish the views of parents.

ANNUAL CHILD PROTECTION CONFERENCE

A proposal was made in September 2009 by the Chair of the Children's Safeguarding Policy and Performance Advisory Committee that the Overview and Scrutiny Committee, as part of its regular reviews of child protection work, should convene an annual child protection conference, in partnership possibly with the local Safeguarding Board. Members of the Committee endorsed this proposal and were anxious to know of progress in this matter.

COMMITTEE UPDATE

At their recent meeting members of the Children's Safeguarding Policy and Performance Advisory Committee received a report on the new eligibility thresholds now used by the Children and Young People's Service and widely disseminated across the authority.

Members were informed that the Children's Service were working on joint protocols with Adult Services. It was acknowledged that some adults with children were vulnerable and needed support. This had to be taken into account and worked with. Also it was noted that the adult threshold for receiving support was high and many adults who did not meet the threshold level needed additional support, especially if they had parenting responsibilities.

There was a detailed report setting out the processes from referral to review for children "at risk of significant harm" and an update on those cases subject to child protection processes being tracked by the Committee since July 1st 2009.

The Committee also considered their own role in the range of mechanisms for monitoring and auditing safeguarding in Haringey. Although it was thought that it had been intended that this Committee would be short term, members felt that it had a unique role in looking in detail at individual cases and processes, and that to disband the Committee would send out the wrong message. The Committee will report to Cabinet that the Committee should continue its work and possibly report direct to Council. It was essential that it should continue to be supported by an independent member.

Future work plans:

The Committee plans to look in detail all children under 5 referred in January 2010, or if the numbers were excessive, then to examine under 2s or a random selection of a percentage of under 5s referrals. Other areas for exploration include looking at children who fall just below the eligibility threshold, transition of children in need to services for vulnerable adults, and children of parents in receipt of adult social services.

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Overview and Scrutiny
On 8th March 2010
Report Title: An Update Report on key Performance Issues in Child Protection

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

Signed :

Contact Officer : Mark Gurrey, Assistant Director, Performance

 Wards(s) affected: **ALL**

 Report for: **Non Key Decision**
1. Purpose of the report

This report provides update on some key performance issues relating to the Council's work to safeguard and protect vulnerable children.

2. Recommendations

To note this report.

3. Reason for recommendation(s)
4. Other options considered

N/A

5. Chief Financial Officer Comments

N/A

6. Head of Legal Services Comments

N/A

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

Commentary

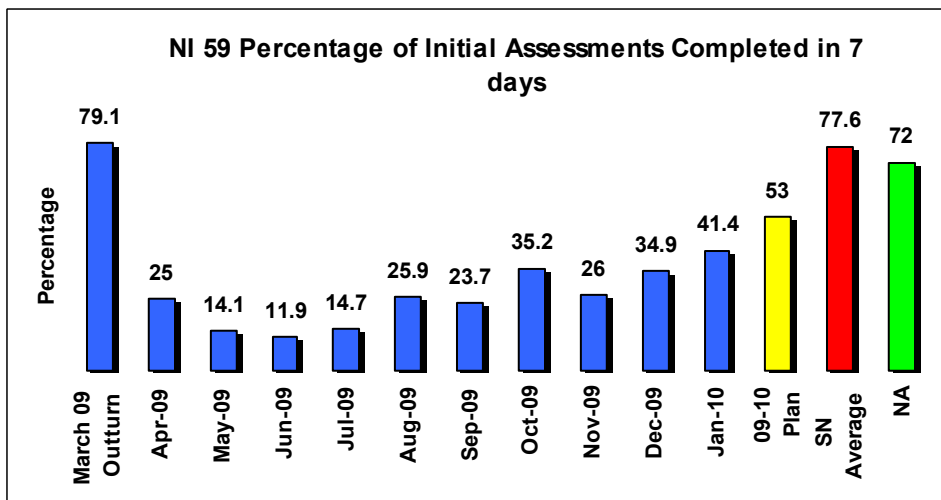
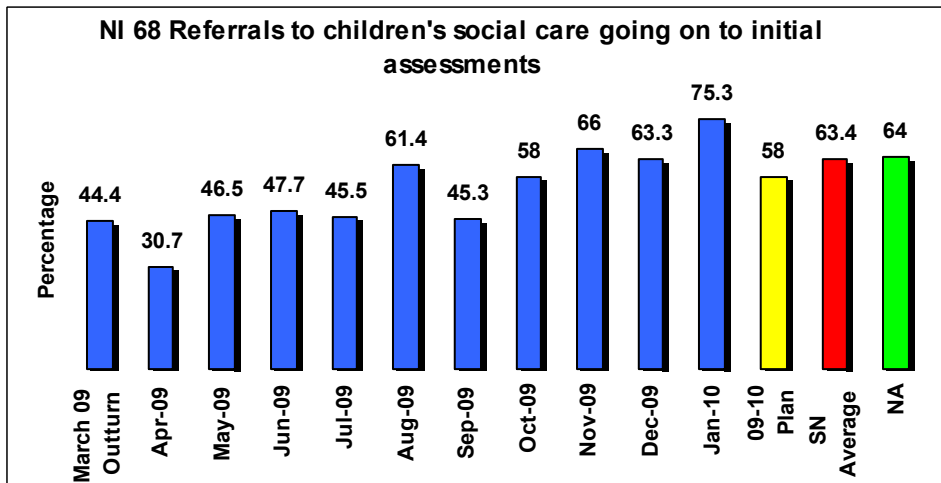
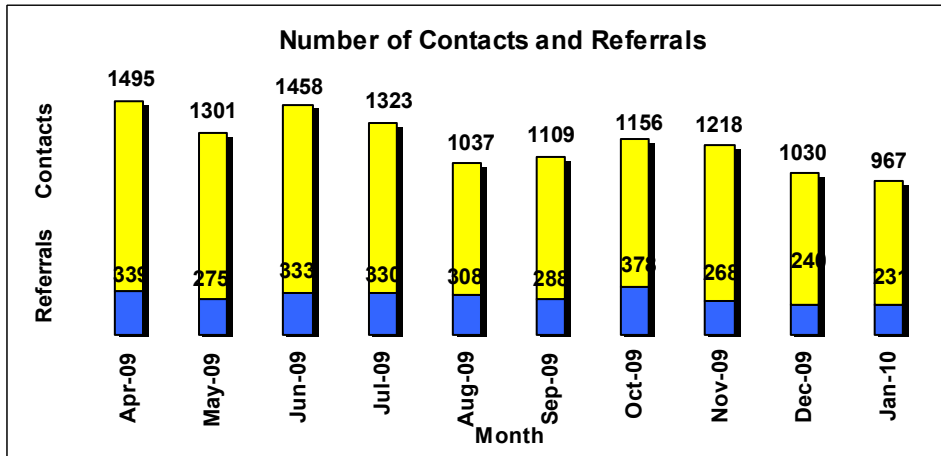
13. NI 68 – this measures the conversion rate of referrals going onto be initial referrals. Outturns are increasingly closer to national and statistical neighbours.
14. NI 59 – initial assessments, once authorised, should be completed in 7 days to ensure an early and timely view is taken of children’s needs.
15. NI 60 – for more complex cases, a more comprehensive assessment is required. These are known as ‘core assessments’ and are required to be completed in 35 days.
16. Numbers subject to a child protection plan – this is what previously was referred to as the child protection register. There has been a recent increase in numbers and we are now probably at a more realistic level for the borough than hitherto.
17. NI 67 – children who are subject to plans should be reviewed initially after three months and then every six months thereafter.

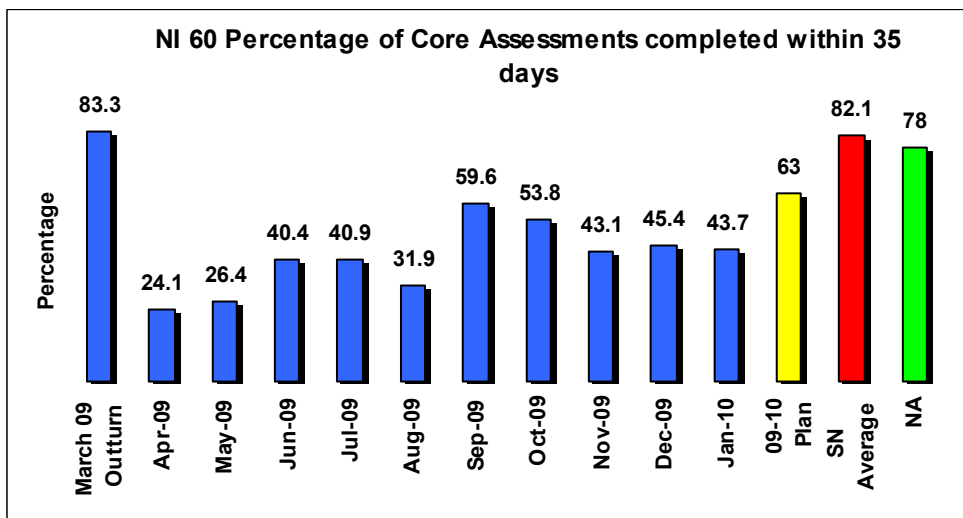
18. NI 65 – this measures children newly becoming subject to a plan who had previously had a plan some time in their earlier life. Numbers are small and monthly variations are not a reliable indicator of performance.
19. NI 64 – this measures children who, when their child protection plan ceases, had had a plan for two or more years. Again monthly variation is too small to be a reliable indicator of trends.
20. Number of children in care – Members will observe the increase over the last 12 months which is reflected nationally.
21. NI 66 – as with children subject to plans, children in care also have to regularly reviewed. Performance in this area is good.
22. NI 63 and 62 – are both measures of the stability of children in care. NI63 measures those who have been in the same placement for at least 2 of the last 2.5 yrs. Performance is somewhat below national averages but has increased over the course of the year. NI62 measures how many children have three or more moves in the course of a year – performance is good (and when these PIs were subject to bandings, 0-16% was considered top performance)
23. Adoptions/SGOs and NI 61 – again very small numbers and monthly trends are not helpful.
24. NI 147 – measures the number of care leavers known to be in suitable accommodation.
25. NI 148 – is a subset of the Council's NEET figures. Care leavers are one of the hard to reach groups. Performance is measured annually.

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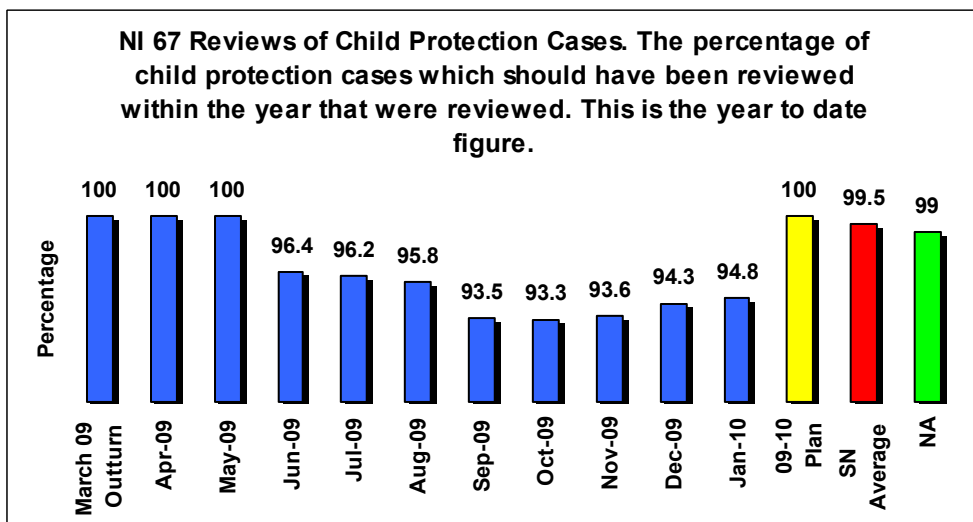
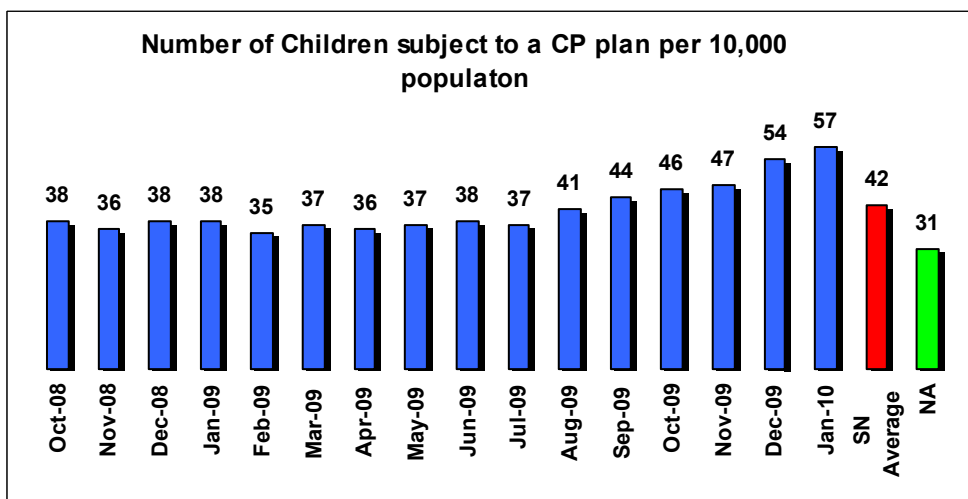
Children and Families National Indicators 2009-10 – Updated February 10.

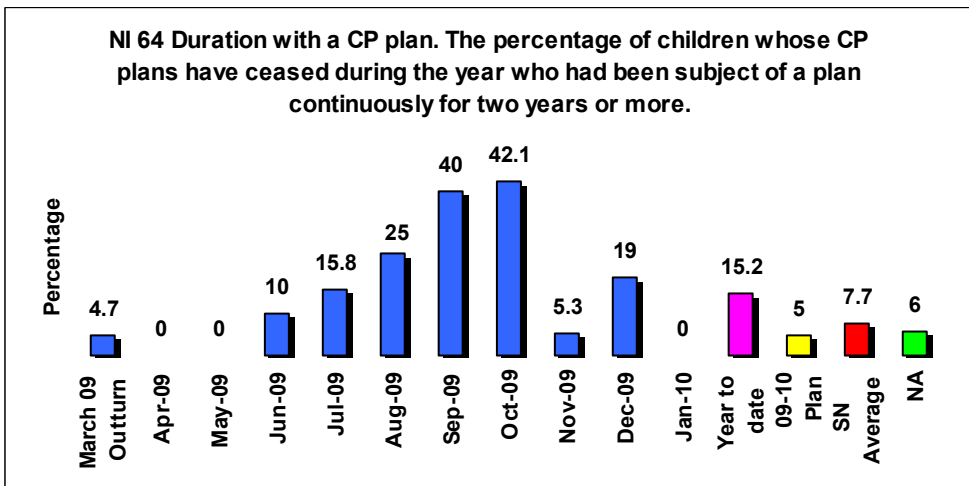
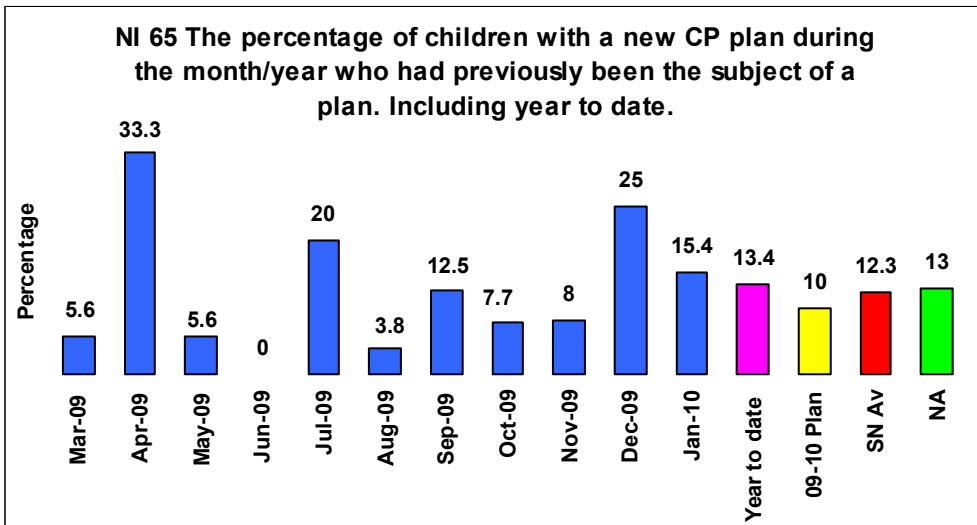
Referrals and Assessments



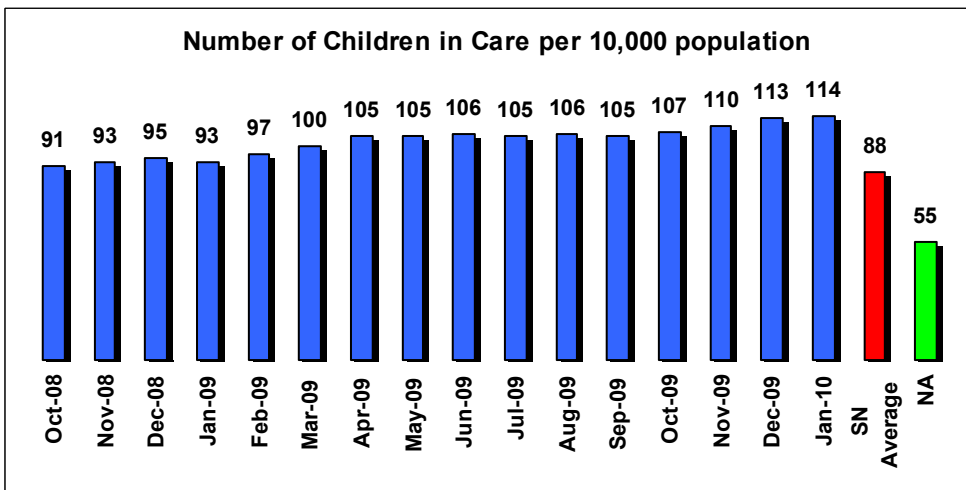


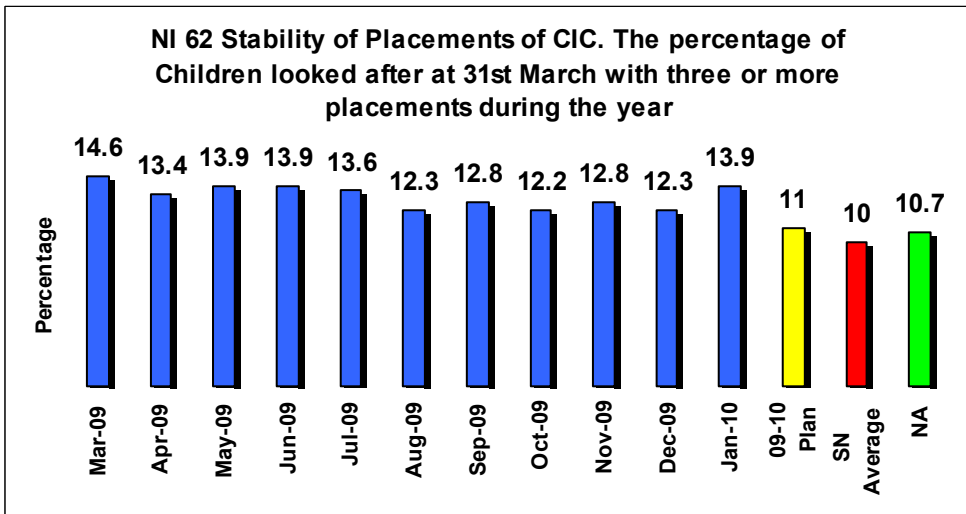
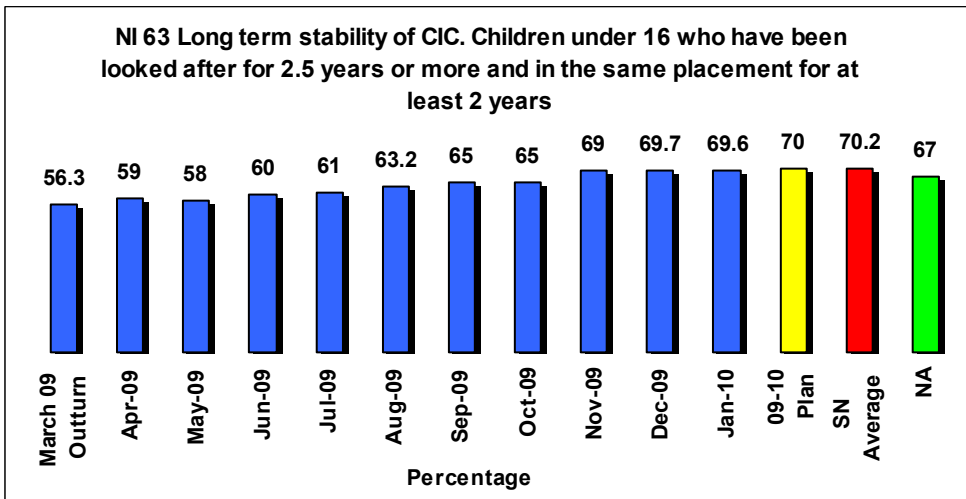
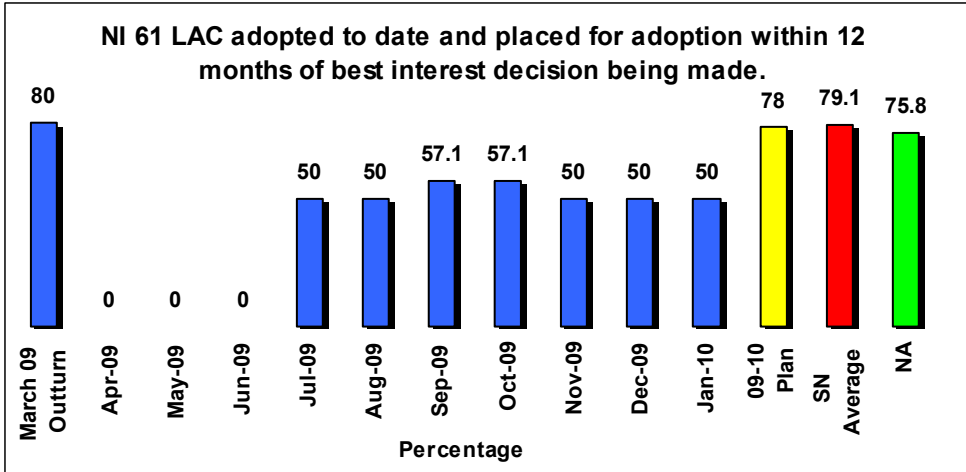
Children Subject to a CP Plan

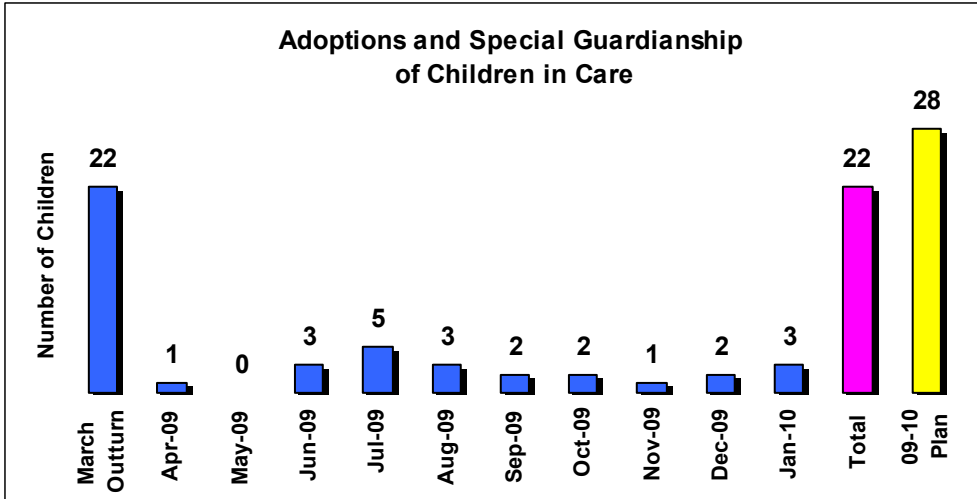




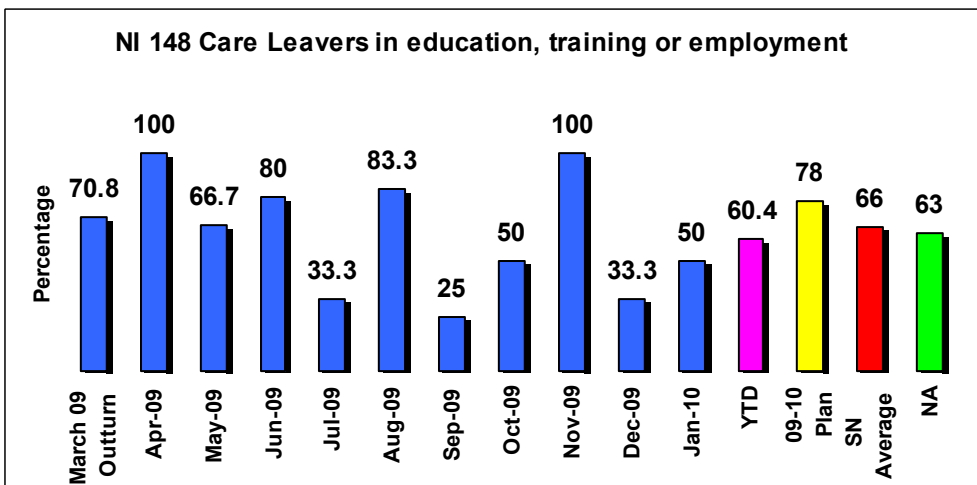
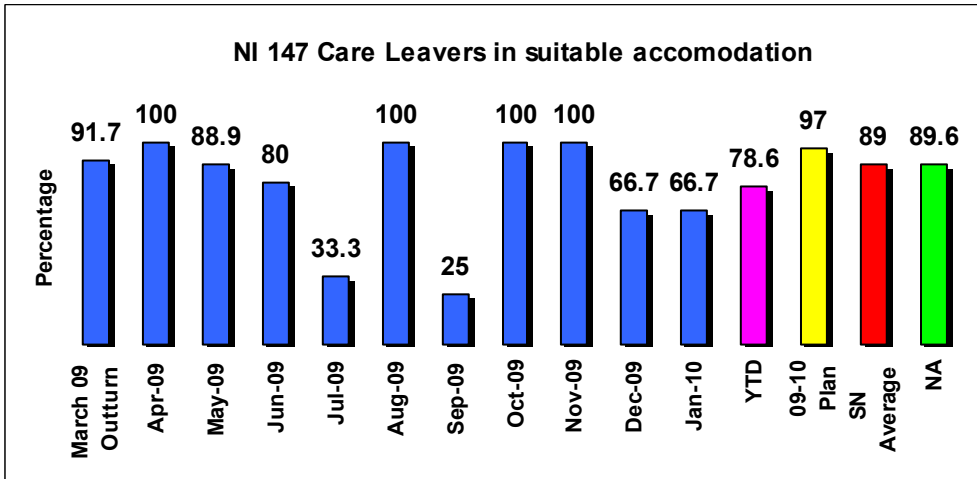
Children in Care







Care Leavers



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Haringey Council

Overview and Scrutiny

On 8th March 2010

Report Title: **A Report on NI59 – Initial Assessments Completed in 7 days**

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

Signed

Contact Officer : **Mark Gurrey, Assistant Director, Performance**

Wards(s) affected: **ALL**

Report for: **Non Key Decision**

1. Purpose of the report

This report sets out some background details on NI59 performance issues.

2. Recommendations

That the Overview & Scrutiny Committee note and consider the report.

3. Reason for recommendation(s)

4. Other options considered

N/A

5. Chief Financial Officer Comments

N/A

6. Head of Legal Services Comments

N/A

7. Head of Procurement Comments

N/A

8. Equalities & Community Cohesion Comments N/A
9. Consultation N/A
10. Service Financial Comments There are no specific financial issues arising from this report.
11. Use of appendices / Tables and photographs
12. Local Government (Access to Information) Act 1985

Background

13. In order to look in more detail at performance in this area, some contextual background will be helpful. Everything that comes into the service is judged as a 'contact'. All of these contacts are viewed by a manager. The majority (see figures below) do not require any further action. Where it is judged the contact does require more attention and properly meets the stated thresholds, then they are accepted as referrals. Once accepted as a referral, work can either be quickly completed or, where it is clear more substantial intervention is required, then either an initial assessment (IA) is commissioned or it will move immediately to a Section 47 child protection investigation. Equally, there are times when an IA is initiated and it becomes clear that concerns are greater than first assessed and the case moves to a S47. It is important to remember that the pathway through the system is not always linear and children's journeys will mirror their needs - it is partly because of the individualised nature of each child's circumstances that a straightforward numerical analysis cannot reveal the whole picture.
14. For the 6 month period July-December 2009:
- | | |
|--------------------------------------|-------------------------------|
| Numbers of Contacts: | 6,873 |
| Numbers of Referrals: | 1,812 (conversion rate = 26%) |
| Number of IAs: | 1,018 (approx) |
| Conversion Rate of Referrals to IAs: | 56% |
15. Once it has been decided that an IA is required, the expectation is that it is completed in 7 working days. The original thinking behind this indicator was to ensure that children referred to social care have an early assessment of their needs, to ensure that the service they need delivered in a timely manner and most importantly to ensure that no children are left unprotected.

16. Our performance against this indicator has been subject to considerable scrutiny, both by this Committee and elsewhere (not least by operational managers) since the JAR (now Safeguarding) Action Plan. Current performance against this indicator is as follows:
- 26.1% ytd as at end of January 2010
 - Target 53%
 - National Average 72% (2008-09)
 - Statistical neighbours 77% (2008-09)
17. The 2008-09 figures above should be treated with some caution as the national increase in workload on social care services may well have had a negative impact on these figures.
18. NI 59 has become something of a proxy measure for the functioning of the whole service and this report seeks to put that KPI in a broader context and offer a more comprehensive summary of service performance.
19. The Head of Service and all operational managers are provided with a case by case breakdown of ALL cases in their service every week and so each child can be and is tracked quite easily. Those cases which do not have an allocated social worker are subject to regular scrutiny by the Head of Service and other managers to ensure their needs are not being lost and that they are being constantly prioritised against all new incoming work. FR managers meet three times a week with colleagues from health and Police and they plan for the response to the most concerning cases and those that come back as re-referrals.
20. There are three key areas that need further exploration to properly assess our current performance and before any broader conclusions can be drawn about the service as a whole.
21. **Firstly**, this is by definition a process indicator; it can only measure timeliness and cannot report on the quality of the intervention. Since March 2009, there has been a considerable focus on improving the quality of intervention with children and encouraging staff to generate better assessments even if they exceeded the time limit. This re-focussing has been welcomed by staff and evidence is growing that the quality of assessments are improving as a consequence.
22. The Lead Member has commissioned an independent monthly audit of both IAs and Core Assessments since March 2009 and those audits have shown a steady improvement in the quality of work completed. This audit does not lend itself to detailed statistical reporting save to say that in the November audit cases were audited against the relevant practice Standards and it was found that 79% of the initials and 69% of cores met or nearly met our declared Practice Standards. The summary of the November audits concluded that for initials “on the whole the standards are being met..... Most were sound assessments with evidence and analysis of risk ensuring appropriate outcomes and follow up measures.”
23. The case file audit programme carried out by all senior managers (including the Director) demonstrates that the risk assessments/Section 47s showed an improvement in judgements of good from 27% in October to 49% in November and

70% in December. Conversely, judgements of inadequate fell from 38% to 23% and 20%. The domain that measures 'key assessment episodes' rose in judgements of good from 31% to 36% and then 43% - inadequate judgements fell from 39% to 32% (in both November and December).

24. There is therefore growing evidence that the quality of assessments is improving. The recent Ofsted inspection focussed considerably more on the quality of work being produced rather than the timeliness and a verbal update on their findings will be presented to OSC.
25. A further audit has been carried out on a number of cases where the IAs were completed out of timescale to specifically judge whether the delay in any sense left children at risk. Of the 20 cases looked at in one case only was it clear that a more timely response was required. Other cases demonstrated either some very thorough social work input far beyond that required for an IA which necessarily took it over time or some appropriate prioritisation of other more pressing child protection work.
26. **Secondly**, a judgement about this aspect of the service needs to be taken in the round with reference to other data. A 'simple' focus on NI59 to the exclusion of other data and information can not provide a very detailed or indeed accurate picture of the service as a whole.
27. There is a need to understand something about activity and demand levels firstly. In 2008-09, Haringey reported receiving 2,815 referrals and completed 1250 Initial Assessments. Figures in paragraph 14 above indicate that those figures this year will be around 4,000 and over 2,000 respectively.
28. At any one time in First Response, there will approximately 150 Section 47 investigations in train. These are by definition the most pressing ones on the service and their progress is subject to considerable daily management attention. These cases will always assume greater priority than those allocated for IA which in the main will be concerning children in need as opposed to children in need of protection. There is no PI attached to their completion.
29. This increase in demand combined with the identification of incomplete work earlier in the year led has meant that some children have had to wait to be allocated to a social worker and as a consequence the timetable for their IAs was overrun before the work started. The level of outstanding assessments waiting allocation to a social worker has steadily reduced from over 200 earlier in the year to the current position of less than 20.
30. It is also important to gather some sense about the complexity of work before the service. An audit conducted on a week chosen at random at the end of 2009 identified the following amongst the cases being worked with:
 - child disclosing she had been hit with a belt by her father, mother and aunt
 - child who had fallen out of a window
 - hot liquid being spilt onto a baby during a domestic violence incident
 - 14 year old disclosing sexual activity by her father, including touching her breasts

- 6 year old with an eating problem, who has told her mother that she intends to stab her 11 year old brother
 - 2 siblings under 11, showing sexualised behaviour, clearly underfed, whose weights were dropping, believed to be fed bread and water as punishment
 - 15 year old admitted to hospital after overdosing on 20 tablets, whose mother on returning home to find her had done nothing, leaving the girl herself to call an ambulance
31. These and other similar cases are complex requiring a detailed and comprehensive assessment and response – completing them in 7 days will often not fit with the best interests of the child.
32. **Thirdly**, the other two points notwithstanding, there is evidence that performance in this area is improving. We have examined all initial assessments that began and finished in the same month for both December and January and when performance is isolated in this way we are able to demonstrate outcomes of 83% and 86% respectively. What continues to bring down the data is the number of cases that have been in the system for a longer period and that are completed beyond the 7 days as set out in para 26 above.
33. Finally, it is worth noting that Government are consulting on extending this indicator to 10 working days and this has been welcomed by the sector. Clearly it remains a process indicator and there is no proposals forthcoming about quality indicators but this does represent a more reasonable timescale to make an initial response to children's needs.

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