

Child Protection Overview and Scrutiny Committee

MONDAY, 1ST NOVEMBER, 2010 at 18:45 HRS (OR ON THE RISE OF THE SPECIAL OVERVIEW AND SCRUTINY COMMITTEE WHICH COMMENCED AT 18:00 HRS, WHICHEVER IS LATER) - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Bull (Chair), Browne (Vice-Chair), Alexander, Basu, Ejiofor, Newton and Winskill

Co-Optees: Ms Y. Denny (church representative), 1 Church of England vacancy, Ms M Jemide (Parent Governor), Ms S Marsh (Parent Governor), Ms Sandra Young (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 below. New items of exempt business will be dealt with at item 10 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. CABINET MEMBER QUESTIONS: CABINET MEMBER FOR CHILDREN'S SERVICES (PAGES 1 - 6)

Briefing and answers to questions – Councillor Lorna Reith, Cabinet Member for Children's Services.

7. SAFEGUARDING ACTION PLAN - UPDATE ON PROGRESS (PAGES 7 - 58)

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

8. CHILDREN'S SAFEGUARDING POLICY AND PERFORMANCE ADVISORY COMMITTEE (PAGES 59 - 60)

To receive the update on the work of the Children's Safeguarding Policy and Performance Advisory Committee.

9. CHILD PROTECTION PERFORMANCE AND KEY ISSUES REPORT (PAGES 61 - 76)

To consider and note the update report on child protection performance.

10. NEW ITEMS OF URGENT BUSINESS

11. MINUTES (PAGES 77 - 82)

To confirm the minutes of the Child Protection Overview & Scrutiny Committee held on 21st July 2010.

12. FUTURE MEETINGS

The next meeting of the Child Protection Overview & Scrutiny Committee will be held on Thursday 17th March 2011.

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Member Services
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Friday 15th October 2010

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Cabinet member for Children and Young People – report to Overview and Scrutiny

Finance

The 2009-10 budget recognised the need to address the issues which had been identified in Children's Safeguarding by the (Ofsted) Joint Area Review. Provision was made for an additional £4.2m which was earmarked for the actions set out in the agreed JAR Action Plan submitted to the Government in February 2009. In addition the Council agreed to direct £0.75m from the Dedicated Schools Grant for safeguarding purposes.

Despite this additional resource, which is largely for one-off additional work targeted at improving safeguarding practice, current projections indicate a significant overspend. This is a result of increasing numbers of Looked After Children (LAC) and in particular their placement and associated legal costs. Virtually all local authorities have experienced significant increase in referrals and the need for placement.

The key points relating to the overall increase in the number of Children in Care can be summarised as follows:

- (i) The number of LAC children has increased from 464 in April 2009 to 612 now.
- (ii) Similarly, the number of children subject to child protection plans has increased from 180 in March 2009 to 293 now.
- (iii) The Southwark Judgement, which requires all 16 and 17 year olds presenting to the Council as homeless, to be considered as Looked After Children, has increased pressure in this area.
- (iv) The improvements in safeguarding practice have undoubtedly helped to identify children needing services.

Many other London authorities are also experiencing large increases in LAC numbers and nationally the reported increase is around 17%.

Educational achievements

Haringey schools improved by 20.1% in the percentage of pupils attaining 5+ A* - C grades at GCSE from 2005 - 2009. This compares with a national improvement of 13.2% in the same period. Provisional improvement in 2010 is a further 4.3%. National data for 2010 has not been released yet. Haringey's provisional result in 2010 is now 72% compared to the 2009 national result of 70%.

- In the 5+ A* - C (including English and maths) measure, Haringey schools improved by 13.5% from 2005 to 2009 compared to a national improvement of 5.1%. Provisional improvement in 2010 is a further 2.3%. National data for 2010 has not been released yet. Haringey's provisional result in 2010 is now 48% compared to the 2009 national result of 49.8%.
- There are no Haringey schools below the government threshold of 30% 5+ A* - C (including English and maths). Greig City Academy has not yet released its overall school results since it is pursuing some discrepancies in marking with the exam boards.
- As Corporate Parents you will be pleased at this year's results for Looked After children. Provisional results at GCSE being better than ever; 17% passed 5 A* - C grades including English and Maths, 31% passed 5 A* - C grades and 69% passed 1 A - G grade.
- The levels of young people who are Not in Education, Employment or Training (NEET) has remained at 6.8% (2009-2010 figure). The figure for those young people who are unknown has reduced from 11.2% to 5.0% over the same period. These figures now bring us in line with statistical neighbours and close to national figures. The further the unknown figure reduces the more pressure will be put on the NEET figure to rise. The challenge will be to continue this improvement in 2011 against an economic down turn. The current July 10 figure shows an improvement for NEET and unknown levels of 0.3% and 1.6% respectively over the previous July.

Areas of Focus for the future

- Plans for post 16 commissioning of places are going well and we have fully met the government requirements. This also gives an opportunity to look at future plans and make sure that the post 16 provision meets the needs of our young people. A priority will be to ensure effective transition for LLDD learners within a reduced funding package. Responsibilities for managing LLDD funding will transfer to local authorities from 2012-13.
- Following the change in government and the announcement of public sector cuts, we are having to review our services to schools to ensure that they are within constrained budget limits but still provide a good quality of support and challenge for our schools.

Investment in primary schools

Haringey has continued to respond to the London-wide primary reception places shortage pro-actively, with work progressing on the expansion of Rhodes Avenue and planning in progress for additional places in the east of the borough. In recent years 120 new primary admission places have been created, with 30 more at Rhodes Avenue for 2011.

We remain in dispute with the Department for Education (DfE) over the withdrawal of £8.57m previously allocated for new primary places in Haringey. Without this funding our plans for meeting the primary places shortage will necessarily be short-term and potentially disruptive to some schools.

At Broadwater Farm we are creating a new primary special school linked closely to a rebuilt primary school as an innovative learning campus, providing the best for some of our most vulnerable children alongside a superb mainstream primary school environment.

BSF

The Building Schools for the Future programme remains on target, with the new secondary school - Heartlands High School - opened on time and within budget in September this year. The Octagon (secondary pupil referral unit) has just opened with vastly improved facilities for pupils. Works are now completed at John Loughborough; Hornsey school for Girls; Alexandra Park and Highgate Wood.

School meals

Haringey's school meals service introduced healthy eating menus a year before the new national menus and nutritional standards were required. Meal take up in the all-important primary years has increased by 10% over the last three years.

Children's Networks

Children's Networks deliver prevention, early intervention and support services to children and young people who have additional needs.

Areas of Focus

- Planning for the cessation of significant levels of grant funding - likely to affect play, extended services, youth and behaviour support;
- reviews of Youth and Connexions, Participation and Play in the light of expected cuts

- Discussions advancing with Enfield regarding a shared EPS/CAMHS service.
- Development of an Early Years Policy and Early Years Single Funding Formula.
- further development of multi-disciplinary teams to deliver more integrated support to children/young people identified through the CAF as requiring targeted services e.g. family support, behaviour support, speech and language provision, education welfare etc
- extension of partnership arrangements with other statutory, voluntary and community agencies so children, young people and families receive coordinated and joined-up support;
- consolidation of an intense piece of work across the CYPS and partners, particularly NHS Haringey and the Mental Health Trust, to develop a strategy to support children and young people with social, emotional and behavioural difficulties to ensure that the needs of these children are appropriately identified, that they receive the right support at the right time and, wherever possible, they are retained in Haringey provision.
- Development of a Preventative and Early Intervention model and thresholds for all staff working with children, young people and families.

Children and Families

The focus has been to embed the good practice in the Multi agency Team and First Response and strengthen other service areas. The recent Ofsted unannounced inspection of contact referral and assessment arrangements acknowledged the transformation in frontline services and identified seven areas of strength. In particular it was noted that:

- Decisions taken at this filtering stage are well evidenced and timely. Re-referral rates are comparatively low reflecting the accuracy and quality of assessments of need and risk analysis.
- Strong community networks are in place and are enabling joint services to respond promptly to the assessed needs of children and the appropriate identification of children who are at risk of harm.
- Performance management arrangements and case auditing systems are firmly in place. Managers obtain weekly performance information on work flow and quality which is used to target social work activity and the use of joint resources.

- Managers at all levels in the organisation have a strong commitment and vision for services based on good quality social work practice. They have a visible presence and have established a culture which sustains good direction and guidance on cases and continuous improvement. Staff morale is good.

The challenge is to continue to improve with efficient and effective services working in partnership with key agencies and the community.

Activity in all areas has continued to increase since April but this has now begun to slow down with more stability in levels of referrals assessments and children requiring statutory intervention. A workforce strategy is in place to support services to vulnerable children, this includes ensuring that there are sufficient numbers of appropriately qualified and trained social workers and this will remain a priority.

The Children in Care Council will be put in place shortly and this will provide a forum for looked after children and care leavers to have a greater say in the services that support them.

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Haringey Council

Agenda item:

[No.]

Overview & Scrutiny

On 1st November 2010

Report Title: Safeguarding Plan for Haringey

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

Signed :

Contact Officer : Debbie Crossan, Project 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, for the period up to September 2010.
- 1.2. The report also presents the Unannounced Inspection report and information on forthcoming inspections.

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.
- 4.2. To note development of an overall safeguarding performance scorecard.
- 4.3. To recognise the progress made and achievements identified through the unannounced inspection.

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 up to September 2010.
- 5.2. It has been recognised that the performance management and reporting is inconsistent causing confusion for members and wasted effort in producing similar reports. The new performance scorecard, when completed, will provide more efficient and effective performance management across the partnership.

6. Summary

- 6.1. The Safeguarding Plan for Haringey has now been refreshed twice since originally formed as the JAR Action Plan. These refreshes have incorporated from the Ofsted inspections and key findings from the serious case reviews (SCRs). The purpose of the plan is to enable the Council to be amongst the best at safeguarding children and young people by 2012.
- 6.2. Inspections continue to identify the sustained progress being made, but more remains to be done. The next major assessment will be the full inspection of Safeguarding and Looked After Children, currently scheduled for early 2011. Progress to the end of September 2011 is shown within the Safeguarding Plan Milestone Report (appendices 2a and 2b).

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 2a: Safeguarding Plan Milestone Summary Report, September 2010

13.3. Appendix 2b: Safeguarding Plan Milestone Exception Report, September 2010

13.4. Appendix 3: Ofsted Unannounced Inspection Report, September 2010

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 nationally as well as locally. This has been particularly helpful in preparation for the Unannounced Inspection which took place on 17/18 August.
- 1.1.6 The Unannounced Inspection recognised the sustained improvement that has been made over the past year, and is amongst the best reports published to date. The report is attached as Appendix 3. Ofsted has been conducting an 18 month programme of unannounced inspections of the referral and assessment service within each Council. In our case this broadly reflects the work of our First Response service. Part way through the process the inspection framework moved to a "harder test". The inspection is designed to identify areas of strength, satisfactory practice, areas for development and any priority actions. In our instance the report, carried out under the "harder test" methodology, identified 7 strengths, 3 areas for development and no priority actions. Lewisham, Tower Hamlets and Enfield are the only 3 London Boroughs to have more strengths (8 each and all conducted under the "softer test"), and only 4 Boroughs have fewer areas for development (only one of these inspections was conducted using the "harder test"), whilst many have significantly more (up to 12

in one Borough). Analysis shows that nationally the averages are 4 strengths and 5-6 areas for development, whilst around 30% of inspections also identified areas for priority action.

2. Next Steps

- 2.1.1 The full inspection of Safeguarding and Looked After Children is likely to occur early in 2011. This inspection has a much wider scope and will be the next key milestone in our continued progress. It will pick up on the areas for development identified through the unannounced inspection and the January follow-up inspection to ensure that sufficient progress has been made. It will also look more deeply at the whole service, whereas to date the majority of inspection activity has been focussed on the “front door” and initial access to services.
- 2.1.2 Preparation has been underway since earlier this summer to ensure that we are appropriately positioned to demonstrate our continued improvement and our various strengths through the inspection framework.

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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
DV	Domestic Violence
ECM	Every Child Matters – government initiative with 5 themes of activity to focus activity in support of children and young people
FRMAT	First Response Multi-Agency Team
FII	Fabricated or induced illness
FWi	Framework-I – computer system used for children & families casework
GAG	Gangs Action Group
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.
LPM	Legal Planning Meeting
LSCB	Local Safeguarding Children's Board
MACIE	Multi-Agency Child Investigation Exercise
MARAC	Multi-Agency Risk Assessment Conference
MAPPA	Multi Agency Public Protection Arrangements






MPS	Metropolitan Police Service
NMUH	North Middlesex University Hospital Trust
NAI	Non accidental injury
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 2a. Safeguarding Plan Milestone Summary Report




















Generated on: 11 October 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
	Not started

Action	Progress	Status	Latest update
4.01 Use new technology including mobile technology to improve and support staff in delivering the service	Not on track		Not on track - See exception report
4.02 Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	Not on track		Not on track - See exception report
4.03 Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services	In Progress		
4.04 Implementing "best practice" in identifying, assessing and managing risk	In Progress		
4.05 FW-I developed to record and monitor outcomes to support and embed best practice procedures	In Progress		
4.06 First Response Multi-agency team introduced and working effectively	In Progress		

Action	Progress	Status	Latest update
4.07 Integrating "best practice" domestic violence work to safeguard children & young people	Completed		
4.08 Consistent approach to recording and presenting information within school and health files established and implemented	In Progress		
4.09 Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	Not on track		Not on track - See exception report
4.10 Ensure that feedback from parents and carers is received and acted on	In Progress		
4.11 Ensure that feedback to referrers is provided in a timely and appropriate manner	In Progress		
4.12 Delays in transfers are significantly reduced and notification arrangements for meetings are improved	In Progress		
4.13 Lead the way in how we identify and assist those who are most vulnerable in gangs	Completed		
4.14 Increase the involvement of health professionals in complex case meetings	In Progress		
4.15 Guidance to be established clarifying what and when health and schools involvement in child protection conferences will be required	In Progress		
4.16 Improved usage of legal support and meetings	Not started		
5.01 All Haringey Children's Centres, children's community health services and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	In Progress		
5.02 Provide advice, support and challenge for universal settings so that they support a wider range of need	In Progress		
5.03 Further develop the role, understanding and performance management of the CAF	Not Started		
5.04 Develop integrated working by moving from Multi-Disciplinary Teams (MDT) to Multi-Agency Teams (MAT), integrated with polysystems	In Progress		
5.05 Embed the Healthy Child Programme through inter-agency working providing universal and intensive programmes	Not on track		Not on track - See exception report
5.06 As a partnership identify resources to deliver the Early Years Strategy, Parenting and Family Support Strategy, Preventative Strategy and Schools Strategy	In Progress		
5.07 Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs.	In Progress		
5.08 Develop and embed an understanding of child protection procedures within child care settings, maintained and private, voluntary and independent (PVI)	Completed		September 2010 - Achieved
5.09 Ensure that the inadequacies identified by Ofsted inspections of childminders and	In Progress		

Action	Progress	Status	Latest update
childcare provision are addressed through training and communications			
5.10 Develop an accreditation scheme for non-school settings	In Progress		
5.11 Develop and embed an understanding of child protection procedures within schools	In Progress		
6.01 Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	In Progress		
6.02 Ensure compliance with the Laming and other review recommendations is reviewed annually	Completed		
6.03 Safeguarding Champions scheme expanded to enhance the corporate parenting role	Not on track		Not on track - See exception report
6.04 Develop and communicate the vision for safeguarding within Haringey	In Progress		
6.05 Identify the role and capacity building requirements to enable voluntary sector support for safeguarding	In Progress		
6.06 Develop and communicate the roles, responsibilities and relationships of the LSCB and Children's Trust and their sub-groups	In Progress		
6.07 Further develop multi-agency relationships, planning and service delivery	In Progress		
6.08 Determine the role of CYP in improving services	In Progress		
6.09 Children and their families are given an active role in informing and improving services	In Progress		
7.01 Further develop the child protection core training curriculum for staff of all agencies	In Progress		
7.02 Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	In Progress		
7.03 Review Third Sector involvement to increase capacity across statutory agencies	Not Started		
7.04 Work with GP commissioning collaboratives and the LMC to integrate safeguarding practice into primary care	In Progress		
7.05 Ensure the implementation of annual performance appraisal arrangements for all social work and health staff	Not on track		Not on track – See exception report
7.06 Improve council and multi-agency training and development with all agencies	Not on track		Not on track – See exception report
7.07 Building resilience training	In Progress		
7.08 Develop the Haringey Offer around resources, support, valued staff and the quality of the workplace. Enhancing working together (needs to reflect partnership not just Council)	In Progress		





Action	Progress	Status	Latest update
7.09 Undertake self assessments against Social Work Taskforce "Health Check"	In Progress		
8.01 Improve information sharing with Children's Centres and Early Years	Not on track		Not on track - See exception report
8.02 Develop cross-partnership performance management of the First Response MAT	Completed		September 2010 - Achieved
8.03 Develop a shared understanding of performance management frameworks and capacity across the partnership	In Progress		
8.04 Develop a greater understanding of performance information across the partnership	Not on track		Not on track - See exception report
8.05 Widen cross - partnership performance management	In Progress		
8.06 Develop and monitor outcomes for children subject to a child protection plan	In Progress		
8.07 Develop and monitor outcomes for children who have experienced Early Years services but are not subject to a child protection plan	Not Started		
8.08 Develop CAF performance management	Not Started		
8.09 Develop a greater understanding of equalities information	In Progress		



Appendix 2b Safeguarding Plan Milestone Exception Report





Generated on: 01 October 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	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.01 Use new technology including mobile technology to improve and support staff in delivering the service	Mobile technology plan implemented & all identified social workers have access to pooled mobile technology and individual RAS keys	01 Mar 2010	30 Jun 2010		June 2010 - Achieved . Project completed - survey of users and non users under way.	Rachel Oakley	Good Practice	High quality technology used effectively to support staff in their day-to-day work
	Identify which Children's Centres have FW-I access	01 May 2010	31 May 2010		June 2010 - Achieved : We have identified 19 children centres, none of which currently have access to FWi. This information was gathered as part of a comprehensive piece of work in which we have identified all FWi access requests/needs to date. We are working with the Transformation Manager and Service Heads to prioritise FWi access and will arrange access to and training on FWi	Sarah Barter		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Children's Centres identified to host and set up with FWI	01 May 2010	30 Sep 2010		accordingly. September 2010 - Not achieved. This has not progressed. Budget constraints will limit this action. Children's Centres were a priority in the Contactpoint rollout but this has been halted by government policy.	Jan Doust		
	Identify other priority teams / facilities requiring FW-I access	01 May 2010	30 Jun 2010		June 2010 - Achieved. Project completed - survey of users and non users under way.	Rachel Oakley		
	Implementation plan developed to meet the identified need	01 Jun 2010	30 Sep 2010		August 2010 - Not on track. Mapping of services within the council requiring access to Fwi has been undertaken and initial prioritisation has been undertaken. Access is being arranged for some of the groups - Youth Offending Service, Special Educational Needs, Looked After Children education and Family Intervention Project. Larger work groups will have resource and financial implications for implementation, on going maintenance and licences. This has been flagged up with relevant managers, meeting arranged for end September with DD Networks to confirm way forward.	Rachel Oakley		
	Users who have 24 hour access to child protection register identified in each A&E and walk in centre	01 May 2010	31 Jul 2010		July 2010 - Achieved. North Middlesex University Hospital have total of 89 users: this is made up of A&E staff (nurses, paediatric A&E nurses, reception staff, Urgent care and Emergency Nurse practitioners), Midwives, Paediatric liaison nurses and registration/appointment staff. Whittington Hospital: Ten paediatric nurses in A&E department, Paediatric liaison nurse and Named Nurse for child protection.	Karen Baggaley		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Procedures established to ensure that GPs are keeping records of children subject to a child protection plan up to date and informing social care when they have seen that patient if they have a concern	01 May 2010	31 Jul 2010		June 2010 - Achieved. Named Nurse for Primary Care has sent all GP practices lists of children subject to child protection plan registered with their practice. Currently updated 3 monthly. Child Protection Training delivered to GP practices includes importance of record keeping and liaison with other professionals. Currently (June 2010) over 90% of GP practice staff are trained.	Karen Baggaley		
4.02 Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	Refresh of the Joint Strategic Needs Assessment for safeguarding and vulnerable children and young people completed	01 Apr 2011	30 Jun 2011			Ian Bailey	Good Practice	Support and approach for commissioning is in place across the partnership
	Initial priorities for joint commissioning / partnership agreement developed	01 Oct 2009	31 Jul 2010		September 2010 - Not achieved. Initial priorities have been agreed by the Joint Commissioning Group, though overall priorities may be reviewed in light of other developments and work; specifically, the emotional well-being group, the strategic commissioning pilot and the NHS white paper.	Ian Bailey		
	Resourcing and support needs to sustain commissioning approach agreed	01 Apr 2010	30 Sep 2010		September 2010 - Not achieved. This review of resources to support commissioning is now linked to Haringey Council corporate reviews and these are unlikely to be completed for end of September.	Ian Bailey		
	Develop rolling programme of commissioning reviews to address workforce, budgets and outcomes	01 Jul 2010	30 Sep 2010		September 2010 - Not achieved. Commissioning reviews put on hold until the outcomes of the Comprehensive Spending Review are known. In the meantime priority is being given to the Strategic Commissioning Pilot and the possible	Claire Wright		








Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Implement programme of reviews addressing priority areas first	01 Oct 2010	31 Dec 2011		development of a Section 75 Agreement for Children with Disabilities.	Claire Wright		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.03 Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services	Designated teachers group / network set up as vehicle for training and improving understanding of safeguarding and domestic violence	01 May 2010	31 Jul 2010		August 2010 - Achieved. Safeguarding in Schools forums for primary and secondary Child Protection Designated teachers now in place.	Marion Wheeler	Good Practice	An improved universal service leading to a reduction in demand for targeted and specialist services
	Nominated domestic violence champion from each school joined the designated teacher group / network	01 May 2010	31 Oct 2010		September 2010 - On track. The Domestic Violence (DV) Coordinator is delivering a presentation to the Primary and Secondary Schools Safeguarding fora on 28th September and 13th October respectively to launch the domestic violence champions in schools plan. Sign up will be progressed throughout the next 2 terms. DV coordinator will also lead on modelling a 'whole school' approach to DV in Stroud Green.	Marion Wheeler		
	Designated teacher group / network expanded to include private sector schools, nurseries, supplementary schools etc.	01 Jul 2010	31 Oct 2010		September 2010 - On track. New Local Authority Designated Officer (LADO) appointed who will now operate to strengthen and deliver on this worksteam alongside Heads of Service First Response and Safeguarding & Support.	Marion Wheeler		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.04 Implementing "best practice" in identifying,	Programme of operational meetings established with adults services to progress areas of mutual interest	01 May 2010	31 Jul 2010		August 2010 - Achieved. Regular monthly meetings are now held between adults and children's at Assistant Director / Head of Service	Marion Wheeler	Good Practice	Safeguarding services of a high quality are provided across





Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
assessing and managing risk					level to join up safeguarding. This will lead to further development of operational protocols being progressed through LSCB and Safeguarding Adults Board.			the Borough
	Risk management strategy developed to ensure integration between children & families, adults, police and health	01 Jun 2010	31 Oct 2010		September 2010 - On track. Agreed at LSCB - will now progress to Safeguarding Adults Board, First Response Multi Agency Team operational group and Health Safeguarding Group.	Marion Wheeler		
	Risk management practice guidance developed	01 Sep 2010	30 Nov 2010		September 2010 - Achieved.	Marion Wheeler		
	Social care and CRAM / RARA follow-up requirements aligned	01 May 2010	30 Jun 2010		August 2010 - Achieved. Agreed process with CAIT on CRAM.	Sylvia Chew		
	Systematic process for communicating learning from Serious Case Reviews across the partnership developed	01 May 2010	30 Sep 2010		August 2010 - On track. All LSCB training has direct reference to key messages in summary of each of its courses, content uses relevant cases studies derived from Serious Case Reviews (SCR's). The 2010/11 Children & Families training programme has direct (recommendations) and indirect learning (i.e. Risk Management Strategy) from SCR's integrated into each of the commissioned courses. Recommendations etc from Haringey and national SCR's integrated into ICS Child Protection and Children in Need formats. Targeted workshops to be arranged for sharing messages from future SCR's.	Rachel Oakley		
	Best practice for working with domestic violence cases identified	01 Apr 2010	31 Aug 2010		September 2010 - Achieved. Presentation delivered to Social Work teams on MARAC and Barnardos risk assessment tools, 1:1 mentoring with Social Workers, presentations to CYPs Service Meetings, Primary and Secondary School Safeguarding leads,	Deirdre Cregan		




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Child Protection Advisors, Health Visitor managers on Safety Plans and talking to children about domestic violence.			
	Functions of the Multi-Agency Risk Assessment Conference (MARAC) reviewed	01 May 2010	31 Oct 2010		September 2010 - On track. Police Community Safety are leading on this. Head of Service First Response is on the steering group - a draft report is due in Autumn 2010.	Marion Wheeler		
	Risk management aligned between children's and adults to ensure holistic approach and flow of information	01 May 2010	31 Oct 2010		September 2010 - On track. This will follow once the shared Risk management approach is agreed. Meetings to consider and develop adult and children safeguarding cross cutting issues are underway.	Marion Wheeler		
4.05 FW-I developed to record and monitor outcomes to support and embed best practice procedures	Use of FW-I extended to Children in Care Health Team Review of CAF and Children in Need processes completed System established to share Youth Justice information with FW-I Other linkages for FW-I determined and implementation programme developed Delivery of implementation plan concluded Initial and Core Assessment FW-I forms made more outcome focussed	01 Oct 2009 01 Nov 2009 01 Jul 2010 01 Sep 2010 01 Apr 2010 01 Apr 2010	30 Apr 2010 30 Sep 2010 30 Sep 2010 30 Sep 2010 31 Mar 2011 30 Sep 2010	 	June 2010 - Achieved. September 2010 - Achieved. August 2010 - Achieved. Framework-i accessible. August 2010 - On track. Children in Care Processes to begin October 2010. August 2010 - On track. Research into best practice of Initial and Core Assessment forms undertaken including working as part of working group across 13 other authorities. Extensive consultation on new forms has been undertaken and sign off agreed at Divisional Management	Marion Wheeler Rachel Oakley Rachel Oakley Rachel Oakley Rachel Oakley Rachel Oakley	Good Practice	Improved outcomes for children & young people through integrated systems and procedures in a multi-agency setting





Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Group. New forms set to go live on 31.8.10 with new Child In Need Workflow.			
	Managers trained, as part of supervision training, in use of the new forms	01 Jul 2010	30 Sep 2010		August 2010 - On track. Managers to be trained as part of the Children in Need roll rather than through supervision project.	Rachel Oakley		
	New forms implemented and utilised by managers	01 Sep 2010	30 Sep 2010		June 2010 - Achieved.	Sylvia Chew		
	Case file audit tool enhanced to include monitoring of outcomes Use of FW-I extended to all key teams	01 Jun 2010	31 Dec 2011		August 2010 - Achieved. Case file audit tool is live on Framework-i with a report in place to monitor compliance. See system.	Rachel Oakley		
	FW-I development to meet best practice completed	01 Jun 2010	31 Mar 2012		August 2010 - Not on track. Funding for project ceases in March 2010 - Child Protection, Children in Need and Children in Care will be completed - adoption, fostering, leaving care, children with disabilities etc. will remain as before.	Rachel Oakley		
	FW-I Child Protection core assessment templates updated	01 Jun 2010	30 Sep 2010		August 2010 - On track. Updating of Child Protection Core Assessment to streamline family composition etc in line with new CIN forms underway and will be in place for 31.8.10.	Rachel Oakley		
	First Response Multi-Agency Team ICS systems and support in place	01 Apr 2010	30 Sep 2010		August 2010 - Not on track. Further work necessary in relation to CAF - meeting with Deputy Director Children's Networks arranged to discuss systems issues.	Rachel Oakley		
	First Response MAT reflected in FW-I and its development	01 Jul 2010	31 Jul 2010			Rachel Oakley		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.06 First Response Multi-	Processes and procedures integrated	01 Mar 2010	30 Sep 2010		July 2010 - Achieved. First Response Team is up and running. It	Dave Grant	Good Practice	Improved outcomes for






Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
agency team introduced and working effectively					is running effectively, with the staff co-located within 48 Station Road.			children & young people through integrated systems and procedures in a multi-agency setting
	Accommodation arranged and staff co-located	01 Jan 2010	30 Apr 2010		July 2010 - Achieved. First Response Team is up and running. It is running effectively, with the staff co-located within 48 Station Road.	Dave Grant		
	Staff trained in new integrated procedures and multi-agency team operational	01 Apr 2010	31 Jul 2010		June 2010 - Achieved. Completed and continuing to be trained as integrated procedures are developed / updated.	Marion Wheeler		
	First Response MAT role in audit and assessment determined and implemented	01 Jun 2010	31 Dec 2010		September 2010 - On track. First Response Multi-Agency Team is in place and progressing the work programme.	Marion Wheeler		
	Joint working arrangements established with Adult Services, CAMHS and Drug and Alcohol Team	01 Jul 2010	30 Oct 2010		September 2010 - Achieved. Completed as part of LSCB actions around joint working.	Sylvia Chew		
	Information sharing protocols reviewed and developed into a single protocol across children & adults and their respective partner organisations	01 Jun 2010	30 Sep 2010		September 2010 - Achieved. Completed as part of LSCB actions around joint working.	Sylvia Chew		
	Integrated procedures reviewed in light of extended team	01 Nov 2010	31 Dec 2010		September 2010 - On track. First Response Multi-Agency Team operational group is tasked with developing integrated working processes.	Marion Wheeler		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.07 Integrating "best practice" domestic violence work to safeguard children & young people	Opportunities for linking domestic violence work and flow of information with adults services and partners identified	01 May 2010	30 Jun 2010		June 2010 - Achieved. Framework-i alert is now in use for children in families known to MAPPA and MARAC. Framework alert also in place for alleged perpetrators. Domestic Violence specialist in Children & Families maintains link with Adult workstreams through MARAC and	Deirdre Cregan	Good Practice	Cutting edge domestic violence work integrated with safeguarding services across the Borough



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Domestic Violence Partnership Board. Assistant Director Safeguarding will now sit on Safeguarding Adults Board. Proposals for streamlining strategy, delivery and challenge for Domestic Violence work across the Haringey Partnerships made to Safeguarding Plan Steering Group.			
	Supporting guidance developed on domestic violence thresholds using triangle model	01 May 2010	31 Jul 2010		August 2010 - Achieved.	Deirdre Cregan		
	4 lunchtime training sessions on domestic violence for social workers completed	01 May 2010	31 Jul 2010		June 2010 - Achieved. Workshops on Every Child Matters (ECM) delivered along with MARAC risk assessment workshops for First Response. Two workshops have also been delivered to West Area Network.	Deirdre Cregan		
	Strategy for roll out of Barnardo's Risk Assessment training agreed	01 May 2010	30 Jun 2010		June 2010 - Achieved. Strategy agreed, initial roll out to First Response has commenced, other teams and services to follow during Autumn period.	Deirdre Cregan		
	Mechanisms for ensuring effective linkage with adults on safeguarding developed and implemented	01 May 2010	31 Jul 2010		August 2010 - Achieved. Framework-I alert for cases known to MARAC and MAPPA now in use, Domestic Violence specialist in Children & Families maintains links through MARAC. Assistant Director Safeguarding children's service now on Safeguarding Adults Board, outline proposals for development of Domestic Violence strategy, delivery and challenge made to Safeguarding Plan Steering Group. Further update September 2010 - Model for improved and integrated DV Governance on way to LSCB and SAB. Ready for end November 2010	Marion Wheeler		




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.08 Consistent approach to recording and presenting information within school and health files established and implemented	Standard contents / format for inclusion in all school case files agreed	01 May 2010	31 Jul 2010		June 2010 - On track. Meetings taken place and structure for future meetings established with child protection leads in schools.	Bob Garnett	Good Practice	Clear linkage and read across between case files supports the safeguarding of children in schools and through health services
	Quality assurance / reporting mechanisms established	01 Sep 2010	31 Dec 2010			Bob Garnett		
	Annual compliance reporting integrated within Safeguarding Plan reports	01 Jan 2011	31 Jul 2011			Bob Garnett		
	Standard contents / format for inclusion in all health case files agreed	01 May 2010	31 Jul 2010		June 2010 - Achieved. School Nurse Records are audited against a standard on a quarterly basis.	Karen Baggaley		
	Quality assurance / reporting mechanisms established	01 Sep 2010	31 Dec 2010			Karen Baggaley		
	Annual compliance reporting integrated within Safeguarding Plan reports	01 Jan 2011	31 Jul 2011			Karen Baggaley		
4.09 Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	Mechanisms for more effectively hearing and recording children and young people's views at initial and review conferences determined	01 Jun 2010	30 Sep 2010		September 2010 - Not on track. Current timescale for this will not deliver the depth and range of quality change we need here - FRMAT have just developed and are beginning to use a new consultation tool with children, Chairs of CPC's are part of the London Safeguarding Advisor workstream to develop their effectiveness, Safeguarding and Support Service are implementing an improvement plan to complete a 'have your Say' consultation form for every child subject to a plan over the next 3 months. Suggest we extend the time target on this so we can do the work in a sustainable and evidenced way.	Marion Wheeler	Good Practice	Children and young people's voice is heard and responded to in Safeguarding Services
	Mechanisms implemented to ensure that children and young	01 Oct 2010	31 Dec 2010			Debbie Haith		




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	people's views at initial and review conferences are effectively heard							
	Review mechanisms for the above established and implemented	01 Dec 2010	31 Jan 2011			Marion Wheeler		
	Systems to engage young people in the work of the LSCB implemented	01 Sep 2010	31 Dec 2010		September 2010 - On track. LSCB will receive report back from Independent Family Commission consultation exercise with families involved in Child Protection Conferences in September 2010 and the outcomes will then come to the LSCB. Work to strengthen conferences processes should better engage families but timescales on this task will need to be re-timed to give time for embedding and evaluation. It will be taken to the LSCB for debate in November 2010	Marion Wheeler		
	Child's Champion scheme developed and implemented for case conferences	01 Jul 2010	30 Sep 2010		To be re-scoped as part of October's refresh.	Marion Wheeler		
	Work completed with the Family Commission to learn from the experiences of families who have been subject to a child protection plan	01 May 2010	30 Nov 2010		September - On track. Awaiting Family Commission Report, expected November 2010.	Sylvia Chew		
	Suite of mechanisms for gaining feedback from children and young people at varying stages of involvement identified and implemented (to include Have Your Say leaflets, children's visits and post-conference feedback)	01 Jun 2010	31 Dec 2010		September 2010 - On track. See 4.09.	Marion Wheeler		
	Mechanisms for responding to views and providing feedback established	01 Sep 2010	31 Dec 2010		September 2010 - On track. Some work has taken place to ensure that children and young people are engaged with and inform developments in the safeguarding services, this needs embedding in the	Debbie Haith		






Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	MPS assessed whether feedback from children and young people after ABE interviews can be sought	01 Jul 2010	31 Oct 2010		participation strategy and in the development work of the CPA's and managers.	Graham Dean		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.10 Ensure that feedback from parents and carers is received and acted on	Mechanisms for gathering feedback from parents and carers reviewed in light of best practice	01 May 2010	31 Oct 2010		September 2010 - On track. This work is on-going Change in Practice / Service Delivery system to be agreed and set up across all services to ensure there is learning from complaints and complements. Iain Lowe to work with Complaints Officer(s).	Iain Low	Good Practice	
	Improved mechanisms for gathering and reporting on feedback received established	01 Aug 2010	31 Oct 2010		September 2010 - On track. Ongoing - Work with CPAs and Team Managers. Support from London Safeguarding Advisor.	Iain Low		
	Log of service enhancements made as a result of user feedback developed and implemented for ongoing use	01 Oct 2010	31 Oct 2010		June 2010 - On track. On going work with the CPAs and the Service.	Iain Low		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.11 Ensure that feedback to referrers is provided in a timely and appropriate manner	System for feedback to referrers implemented	01 May 2010	31 May 2010		June 2010 - Achieved. System in place.	Sylvia Chew	Good Practice	Improved cross partnership working and communication; Timely transfer of cases between teams ensures no break in service delivery
	Monitoring of feedback integrated within performance management reporting	01 Jul 2010	31 Aug 2010		September 2010 - Achieved. Feedback letters sent to referrers and this is being monitored as part of regular audit.	Sylvia Chew		
	Effectiveness of feedback mechanisms reviewed and improvements implemented	01 Sep 2010	31 Oct 2010		September 2010 - On track. Feedback letters sent to referrers and this is being monitored as part of regular audit.	Sylvia Chew		






Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.12 Delays in transfers are significantly reduced and notification arrangements for meetings are improved	Protocol and mechanism for timely and smooth transfer of cases between children's teams and services developed	01 Apr 2010	30 Jun 2010		June 2010 - Achieved. Protocol in place. Review meetings to take place every quarter. Review Meeting due in July 2010.	Iain Low	Good Practice	
	Case transfer summary element of the Audit Tool reviewed and new version implemented	01 May 2010	31 Jul 2010		August 2010 - Achieved. Protocol in place. Review meetings to take place every quarter. Review Meeting due in November 2010.	Marion Wheeler		
	Quarterly Heads of Service meetings established to review case transfer performance and drive forward cases where transfers are delayed	01 Jun 2010	30 Sep 2010		June 2010 - Achieved. Quarterly meetings in place.	Marion Wheeler		
	Staffing levels in long term teams reviewed	01 Jun 2010	31 Dec 2010		September 2010 - On track. Work is underway to review staffing levels in Safeguarding and Support and Children in Care Services in time for Pre Business Planning Review budget setting processes.	Marion Wheeler		
	Protocol for notifications in place	01 Apr 2010	31 May 2010		August 2010 - Achieved. Document agreed in June 2010.	Sylvia Chew		





Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.13 Lead the way in how we identify and assist those who are most vulnerable in gangs	Establish systems through the Gangs Action Group for identifying and working with 14-18 year olds who are putting themselves at risk by being part of a gang	01 Oct 2009	30 Jun 2010		June 2010 - Achieved. New referrals will be accepted to the Gang Action Group (GAG) where there is intelligence indicating involvement in gangs and serious violence. There must be a multi-agency concern about any new referral. Decisions as to whether a referral will be accepted by the group will be made at GAG meetings. Terms of Reference provided as evidence.	Aidan Gibson	Good Practice	More vulnerable children and you people are identified and effectively safeguarded
	Developed and implemented procedures for working with known gang members	01 Oct 2009	30 Jun 2010		June 2010 - Achieved. Procedures are in place and are being implemented. The Gang Action will	Aidan Gibson		








Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					regularly review and update procedures for working with individuals.			
	Protocols developed for social workers on working with vulnerable children and young people who are in gangs	01 Jun 2010	30 Jun 2010		September 2010 - Achieved. Head of Service First Response attends Gangs Action Group, protocols for a shared and multi agency approach agreed, some additional work to be done on 'Care pathways' to ensure the response is timely and at the appropriate level.	Marion Wheeler		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.14 Increase the involvement of health professionals in complex case meetings	Identify opportunities for health involvement at complex case meetings	01 Jun 2010	31 Aug 2010		August 2010 - Achieved. Meetings held between Head of Legal services, Head of First Response, Head of Safeguarding and Long Term Care Planning & Designated Nurse for CP - criteria for involvement agreed: cases of suspected NAI , FII, CSA or chronic neglect. Plan:1) d/w other health professionals & SW team managers 2) actively investigate teleconferencing to aid multi-agency involvement 3) Training re Court report writing and LPM process	Karen Baggaley	Good Practice	Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage
	Trial involvement of named or designated nurse in these meetings	01 Aug 2010	31 Oct 2010		September 2010 - On track. Involvement of health professionals at complex case meetings (Strategy and Legal Planning meetings) agreed at Health Operational Group (07/09/10). Decided more beneficial if key health professional (i.e. the one with the key knowledge regarding the child and family) contributes to meeting rather than Named or Designated Nurse. Next steps: training to be delivered regarding legal process and care proceedings to health staff. Joint	Karen Baggaley		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					meetings between health and social care staff to inform and highlight expectation of joint involvement.			
	Review effectiveness of involvement in preventing the escalation of cases	01 Oct 2010	30 Nov 2010			Karen Baggaley		
	Amend processes and procedures as a result of the trials if required	01 Dec 2010	31 Dec 2010			Karen Baggaley		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.15 Guidance to be established clarifying what and when health and schools involvement in child protection conferences will be required	Criteria for health involvement in child protection conferences established	01 Apr 2010	30 Sep 2010		September 2010 - Achieved. Single format for SWs and GPs to use to request information from GPs in S.17 and S.47 enquiries agreed at Best Practice subgroup 30/8/10. Format will also be used as GP report to Child Protection Conference. Form in use from September 2010. Audit to be planned. Reminder guidance for health staff re when attendance at conferences is expected will be disseminated September 2010.	David Elliman	Good Practice	Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage
	Criteria for schools involvement in child protection conferences established	01 Apr 2010	31 Jul 2010		August 2010 - Achieved.	John Edwards		
	Guidance issued to appropriate staff	01 Aug 2010	30 Sep 2010		August 2010 - On track. Guidance issued to schools. Need to check with health that they have issued to their staff.	Debbie Haith		
	Mechanisms for monitoring established and built into performance management framework	01 Oct 2010	30 Nov 2010			Debbie Haith		
	Initial audit of compliance undertaken within health	01 Dec 2010	28 Feb 2011			Bridget Owen		
	Initial audit of compliance undertaken within schools	01 Dec 2010	28 Feb 2011			Bob Garnett		





Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
4.16 Improved usage of legal support and meetings	Milestones to be incorporated around use of LPMs, pre-meetings, etc and legal support to avoid the need for cases to escalate	01 Jun 2010	30 Jun 2010		September 2010: Milestones to be developed with Deputy Director Children & Families during October's refresh.	Dorothy Simon	Good Practice	Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage
5.01 All Haringey Children's Centres, children's community health services and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	<p>Roll-out CAF across all schools and other settings</p> <p>Develop communications and support programme to enable embedding of CAF</p> <p>Deliver effective support and communications to enable embedding of CAF</p> <p>Develop support mechanisms for CAF in private, voluntary and independent (PVI) settings</p> <p>Deliver support mechanisms for CAF in private, voluntary and independent (PVI) settings</p>	01 Feb 2009 01 May 2010 01 Jul 2010 01 Jan 2010 01 Jul 2010	31 Jul 2009 31 Oct 2010 31 Dec 2010 31 Dec 2010 31 Dec 2010	    	<p>September 2010 - Achieved.</p> <p>September 2010 - On track. Integrated Working training has been rolled out and continues. New guidance has been produced and will be circulated and made available in October. The specific communication approach needs to be considered now I am back at work, and should be agreed by end of October 10.</p> <p>September 2010 - On track. See above. It should be possible to complete by February 11, but delivery should begin November 10.</p> <p>September 2010 - On track. This was not achieved against the original due date of July 10 due to my absence, it is however now on track to be completed against its new timescale of December 10.</p> <p>September 2010 - On track. See above. Due date extended to May 11.</p>	Alison Botham Alison Botham Alison Botham Alison Botham Alison Botham	Early Intervention	Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome






Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.02 Provide advice, support and challenge for universal settings so that they support a wider range of need	Training needs assessment for universal services completed	01 Jul 2010	31 Oct 2010		August 2010 - On track. Workshop with partner agencies to identify areas for collaboration to improve joint working and cost efficiencies. Report being drafted.	Rachel Oakley	Early Intervention	Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need
	Training programme for universal services developed	01 Oct 2010	31 Dec 2010			Rachel Oakley		
	Consultation on improving the Vulnerable Children's Conversation completed	01 Jan 2010	28 Feb 2010		September 2010 - Achieved.	Jan Doust		
	Refreshed Vulnerable Children's Conversation piloted	01 Mar 2010	01 May 2010		September 2010 - Achieved. In place. Visits taking place now. All due to be completed by 31st Dec 2010.	Jan Doust		
	Vulnerable Children's Conversation pilot reviewed and rolled out	01 Jun 2010	30 Sep 2010		September 2010 - Achieved.	Jan Doust		
	Vulnerable children's conversation used to challenge universal services understanding of need	01 Jun 2010	30 Sep 2010		September 2010 - Achieved. This will now form part of ongoing work.	Jan Doust		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.03 Further develop the role, understanding and performance management of the CAF	CAF assessors training rolled-out	01 Nov 2010	31 Dec 2010			Allison Botham	Early Intervention	Enhanced partnership working delivering joined up services in local areas
	North Network CAF Panel piloted	01 Jan 2011	30 Apr 2011			Allison Botham		
	Evaluation of North Network pilot completed	01 Jan 2011	31 Mar 2011			Allison Botham		
	Performance management framework for CAF developed and implemented	01 Oct 2010	31 Dec 2010			Allison Botham		
	Outcomes for children and young people who have been subject to CAF measured	01 Oct 2010	31 Dec 2010			Allison Botham		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome








Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.04 Develop integrated working by moving from Multi-Disciplinary Teams (MDT) to Multi-Agency Teams (MAT), integrated with polysystems	Early intervention services mapped to include workforce and resources	01 Jun 2010	31 Dec 2010		September 2010 - On track.	Ngozi Anufofo	Early Intervention	Integrated inter-agency working leading to a more efficient and effective early intervention service
	Local population needs identified for each area partnership and appropriate services planned	01 Nov 2010	30 Apr 2011			Ngozi Anufofo		
	GPs incorporated into the early intervention system and made aware of services available in their area	01 Nov 2010	31 Dec 2010			Claire Wright		
	Understanding of care pathways alongside tiers of need embedded	01 Sep 2010	31 Dec 2010		September 2010 - On track.	Ngozi Anufofo		
	The 'core offer' for all developed and described to incorporate the Healthy Child Programme 0 - 19	01 Jan 2011	30 Apr 2011			Allison Botham		
	Multi-agency teams co-located within each area partnership	01 Sep 2010	31 Aug 2011		September 2010 - On track. Partially complete - teams currently located together include 'education' support teams and some aspects of NHS Haringey. Further work ongoing re extending this more widely to include social work and other health partners.	Jan Doust		
Keys to Wellbeing implemented in the context of a multi-agency emotional wellbeing strategy	01 Jun 2010	30 Jun 2010		September 2010 - On hold until clarity about the comprehensive spending review.	Heather Johnston			
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.05 Embed the Healthy Child Programme through inter-agency working providing universal and intensive programmes	Review Healthy Child Programme (0-5) and agree implementation plan	01 Apr 2010	31 Jul 2010		September 2010 - Not achieved. The Healthy Child Programme has been reviewed and extension of the universal offer is under discussion. The increase in the number of children with a child protection plan has affected the capacity of the Health Visiting Service to support the roll out of an extended programme to the North and South networks and this is	Claire Wright	Early Intervention	Effective multi-agency provision of early years services which are outcome focussed

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					currently on hold, and a multi-agency solution is now being sought through the Early Years Strategy Group.			
	Healthy Child Programme rolled-out in the North and South Networks	01 Sep 2010	31 Dec 2010		September 2010 - Not on track. See above.	Jane Elias		
	Review Healthy Child Programme (5-19)	01 Jun 2010	30 Sep 2010		September 2010 - Achieved. The Healthy Child Programme has been reviewed, the first draft of a health profile "A picture of Health for Haringey's 5-19 years" has been completed, and discussions are taking place with the CYPS about progressing the work with schools.	Teresa Edmans		
	Schools effectively supporting the Healthy Years Programme	01 Sep 2010	31 Jul 2011		September 2010 - On track. See above.	Teresa Edmans		
	Links between the Healthy Child (0-5) and (5-19) identified and mechanisms for addressing transition issues implemented	01 Sep 2010	31 Dec 2010		September 2010 - On track. See above.	Claire Wright		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.06 As a partnership identify resources to deliver the Early Years Strategy, Parenting and Family Support Strategy, Preventative Strategy and Schools Strategy	Resources identified	01 Jun 2010	31 Oct 2010		September 2010 - On track. On track but limited by current lack of complete information on grant and core funding post March 2011. Comprehensive Spending Review will inform this.	Jan Doust	Early Intervention	Value for money and best practice delivered effectively in early intervention services
	Strategy action plans revised and actions re-prioritised as a result of needs and resource analysis, in line with aspiration to be amongst the best by December 2011	01 Nov 2010	31 Mar 2011			Jan Doust		
	Delivery of Early Years Strategy on track	01 Jun 2010	31 Dec 2011		September 2010 - On track. Consultation about to begin on revised Early Years policy.	Jan Doust		
	Delivery of Parenting and Family	01 Jun 2010	31 Dec 2011		September 2010 - On track.	Jan Doust		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Support Strategy on track							
	Delivery of Preventative Strategy on track	01 Jun 2010	31 Dec 2011		September 2010 - On track. Further work on-going to review this in the light of revised government policy and anticipated reduction in resources available across the partnership.	Jan Doust		
	Delivery of Schools Strategy on track	01 Jun 2010	31 Dec 2011		September 2010 - On track.	Jan Doust		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.07 Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs.	Review management structures	01 Jun 2010	31 Dec 2010		September 2010 - On track. Being addressed through work related to the Haringey Efficiency Programme. Final decisions will not be made until funding streams are clearer.	Jan Doust	Early Intervention	Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions
	Review composition of teams	01 Sep 2010	31 Dec 2010		September 2010 - On track.	Jan Doust		
	Ensure that teams are moving towards delivering multi-agency interventions and joined up approach	01 Jan 2011	31 Jul 2011			Jan Doust		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.08 Develop and embed an understanding of child protection procedures within child care settings, maintained and private, voluntary and independent (PVI)	Child protection procedures green handbook circulated to child care settings	01 Jan 2010	31 May 2010		June 2010 - Achieved. Handbook circulated to all childminders and council run settings and those PVIs that are based within council setting. In addition the green handbook will be sent to every manager of PVI run day nurseries, by the end of July.	Sarah Peel	Early Intervention	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
	Understanding of Child protection Procedures green handbook embedded	01 Jun 2010	31 Dec 2010		September 2010 - Achieved. System of regular forums meetings with private, voluntary and independent (PVI) providers and Playgroup now developed. Safeguarding / Child Protection is a	Ros Cooke		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					rolling agenda item with planned input around issues such as information sharing and access to LSCB training.			
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.09 Ensure that the inadequacies identified by Ofsted inspections of childminders and childcare provision are addressed through training and communications	Model safeguarding policy provided to all Roll-out of online safeguarding induction training for all settings completed	01 Apr 2010 01 May 2010	31 May 2010 31 Dec 2010	 	August 2010 - Achieved. Model policies provided as part of initial training programme for private, voluntary and Independent providers. August 2010 - On track. Induction training information and link to be included as article in Childminder and Early Years newsletters sent out in early September. August 2010 - On track. In process, will be part of team day on 2nd September. August 2010 - On track. Will need to consider as part of budget review.	Ros Cooke Ros Cooke	Early Intervention	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
5.10 Develop an accreditation scheme for non-school settings	Accreditation scheme developed for all non-school settings All non-schools settings completed self-assessment for accreditation Accreditation visits to all settings Accredited levels for all settings agreed and published Lobby Ofsted for timely de-	01 May 2010 01 Nov 2010 01 Jan 2011 01 Feb 2011 01 Jun 2010	31 Oct 2010 31 Dec 2010 31 Jan 2011 31 Mar 2011 30 Jun 2010	 	August 2010 - On track. Final adaptations of scheme are being written. Workshop dates have been advertised and out into Early Years newsletter for September. Roll out in October. June 2010 - Achieved. We have had	Ros Cooke Ros Cooke Ros Cooke Ros Cooke	Early Intervention	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards








Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	registration of childcare providers that fail to meet the required standards				discussions with the National Strategies who have taken our concerns alongside those of other LAs to Ofsted.			
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.11Develop and embed an understanding of child protection procedures within schools	Child protection procedures green handbook circulated to schools	01 Jan 2010	31 May 2010		June 2010 - Achieved : Handbook circulated to all schools.	Sarah Peel	Early Intervention	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
	Understanding of LSCB child protection Procedures green handbook embedded	01 Jun 2010	31 Dec 2010		July 2010 - Achieved.	Sarah Peel		
	Children & Young people's service holding school governors to account where safeguarding procedures are not being delivered correctly	01 Jun 2010	31 Jul 2011		August 10 - On track.	Bob Garnett		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.01 Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	LSCB identified for peer review	01 Jun 2010	31 Jul 2010		August 2010 - Achieved. Desk top review of other LSCBs has taken place and the results from this will be fed back to SPSG to inform decisions on how the LSCB is reviewed to ensure that it is efficient and effective whilst minimising impact on senior managers' time.	Graham Badman	Leadership and Governance	High quality safeguarding services provided across the Borough
	Review takes place	01 Sep 2010	31 Oct 2010		September 2010 - Achieved. LSCB Executive agreed that the Development Day May 2009 did achieve the essence of this; will continue to revisit self assessment against competency measures at future Development Days.	Graham Badman		
	Lessons learnt and areas for improvement identified	01 Nov 2010	31 Jan 2011			Graham Badman		







Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.02 Ensure compliance with the Laming and other review recommendations is reviewed annually	Annual review of compliance undertaken	01 Jun 2010	30 Jun 2010		June 2010 - Achieved. The first of these annual reviews took place in September 2009 and is scheduled for the autumn 2010 as part of the programme.	Peter Lewis	Leadership and Governance	High quality safeguarding services provided across the Borough
	Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice	01 Jul 2010	30 Sep 2010		September 2010 - Achieved. The annual cycle has been agreed and implemented. Deputy Director (Children & Families) has this in progress and will report in November.	Peter Lewis		
6.03 Safeguarding Champions scheme expanded to enhance the corporate parenting role	Safeguarding Champion scheme extended across other senior managers in the Council	01 Apr 2010	31 Jul 2010		June 2010 - Achieved. Has been rolled across Adults, Chief Executive and Safer Communities.	Marion Wheeler	Leadership and Governance	Increased ownership of and responsibility for CYP by senior managers across the partnership
	Safeguarding Champion scheme extended across the Children's Trust	01 Sep 2010	31 Oct 2010		September 2010 - Not on track. Needs a re launch and additional support (ie access to Framework - I facilitation) This hasn't been fully embedded in the work plan yet.	Marion Wheeler		
6.04 Develop and communicate the vision for safeguarding within Haringey	Vision for outstanding safeguarding services established and agreed by the Children's Trust and LSCB	01 Mar 2010	30 Sep 2010		September 2010 - Achieved. This is captured in the latest iteration of the Safeguarding Plan agreed by Children's Trust, LSCB and Cabinet.	Peter Lewis	Leadership and Governance	Vision for safeguarding children and young people within Haringey is understood within partners and the community
	Vision communicated to and owned by staff across the partnership	01 Sep 2010	30 Nov 2010		September 2010 - On track. This has been communicated to over 15,000 front-line staff through the 'Little Green Book' publication of procedures and will be further reinforced with direct messaging in October.	Peter Lewis		
	Vision communicated to and understood by stakeholders	01 Sep 2010	31 Dec 2010		September 2010 - On track. This is a more complicated piece of work and is being worked on at the moment. It needs more careful thought about	Peter Lewis		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					messaging content and format of communication.			
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.05 Identify the role and capacity building requirements to enable voluntary sector support for safeguarding	Role of the voluntary sector determined and agreed	01 Jun 2010	31 Oct 2010		September 2010 - On track. This is currently on track, but the recent months have seen communications with the voluntary sector not progressing as smoothly as we had hoped (not their fault) and attention is needed to ensure delivery on time.	Peter Lewis	Leadership and Governance	Clear role for the voluntary sector with effective support and capacity building mechanisms in place
	Capacity building requirements identified to enable the sector to fulfil this role	01 Nov 2010	31 Dec 2010			Peter Lewis		
	Capacity building requirements delivered	01 Dec 2010	31 Dec 2011			Peter Lewis		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.06 Develop and communicate the roles, responsibilities and relationships of the LSCB and Children's Trust and their sub-groups	Role and responsibilities of the Children's Trust determined and communicated	01 Mar 2010	30 Jun 2010		June 2010 - Achieved.	Peter Lewis	Leadership and Governance	Clear governance arrangements that are understood across the partnership
	Role and responsibilities of the LSCB determined and communicated	01 Mar 2010	30 Jun 2010		June 2010 - Achieved: Annual report 2009/10 completed - to Trust Board 24/06/10.	Graham Badman		
	Structure and sub-groups of the Children's Trust determined and communicated	01 Jun 2010	31 Oct 2010		September 2010 - Achieved. This is in place.	Peter Lewis		
	Structure and sub-groups of the LSCB determined and communicated	01 May 2010	31 Oct 2010		September 2010 - Achieved. Achieved for LSCB sub-groups; Protocol agreed between LSCB and Trust.	Graham Badman		
	Responsibilities for cross-cutting issues such as domestic violence determined and communicated	01 May 2010	31 Dec 2010		September 2010 - On track. A follow up paper is to be discussed at SPSSG.	Kevin Crompton		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.07 Further develop multi-agency relationships, planning and service delivery	Relationships enhanced between key agencies and the voluntary sector	01 Jun 2010	31 Oct 2010		September 2010 - On track. See 6.05 above. This is best described as 'a work in progress'.	Peter Lewis	Leadership and Governance	Enhanced partnership working delivering joined up services in local areas
	Governance structures and multi-agency strategic planning timetables mapped	01 Sep 2010	31 Dec 2010		September 2010 - On track.	Peter Lewis		
	Multi-agency strategic planning aligned or integrated	31 Dec 2010	31 Mar 2011			Peter Lewis		
6.08 Determine the role of CYP in improving services	Involvement of CYP in reviewing the current engagement of CYP in informing services	01 Sep 2010	30 Nov 2010		September 2010 - On track. Director Children Services meeting with National Youth Council in November.	Peter Lewis	Leadership and Governance	Children and young people feel involved in improving our services
	Mechanisms established for involvement of children & young people in the work of the LSCB	01 Sep 2010	31 Dec 2010		September 2010 - On track.	Peter Lewis		
	Mechanisms established to involve CYP in reviewing / improving services	01 Nov 2010	31 Dec 2010			Peter Lewis		
	Role of CYP in the Children's Trust determined and established	01 Nov 2010	31 Dec 2010			Peter Lewis		
6.09 Children and their families are given an active role in informing and improving services	Mechanisms established to gain feedback from service users	01 Jun 2010	31 Oct 2010		September 2010 - On track. Work is on going to clarify roles and responsibilities regarding representation. The proposals will be presented at the LSCB for ratification.	Debbie Haith	Leadership and Governance	Users are actively involved in shaping, informing and improving services
	Feedback utilised effectively to evidence resulting improvements in services	01 Oct 2010	31 Dec 2010			Debbie Haith		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome








Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome	
7.01 Further develop the child protection core training curriculum for staff of all agencies	Domestic violence training programme implemented	01 Oct 2009	31 Mar 2010		August 2010 - Achieved. Local Safeguarding Children's Board (LSCB) and Hearthstone providing multi-agency training on domestic violence 2010/11.	Rachel Oakley	Capacity and Staffing	Well trained and highly competent staff	
	Risk assessment strategy developed	01 Oct 2009	31 Mar 2010		June 10 - Achieved. Risk assessment strategy in place - plans being made to embed further within management culture of organisation.	Rachel Oakley			
	Determine how the strategy is delivered through the training programme	01 Apr 2010	31 Jul 2010		August 2010 - Achieved. See LSCB Training strategy Oct 2009.	Rachel Oakley			
	Map out all mandatory and optional child protection training within key agencies	01 Jun 2010	30 Sep 2010		September 2010 - Achieved. Completed as part of LSCB training review.	Rachel Oakley			
	Identify agency specific and cross partnership gaps in training provision	01 Aug 2010	30 Sep 2010		August 2010 - Achieved. LSCB review of training September 09 - identified gaps which formed basis of 2010/11 training programme.	Rachel Oakley			
	Revised training programme implemented	01 Aug 2010	31 Dec 2010		September 2010 - On track.	Rachel Oakley			
	Develop consistent cross-partnership monitoring of training attendance, integrated within the performance reporting framework	01 Aug 2010	30 Sep 2010		August 2010 - On track. LSCB Annual review of training across partners has been undertaken. Report to LSCB board in September.	Rachel Oakley			
	Impact of training programmes evaluated	01 Jan 2011	28 Feb 2011			Rachel Oakley			
	Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	7.02 Analyse cross-partnership training needs in management, supervision and safeguarding and develop a	Managerial competency programme developed including a specific programme focused on social care team and senior team managers	01 Jan 2010	31 Mar 2010		August 2010 - Achieved. Developed and used in the recruitment of all managerial staff - and individual and collective training plans including Hub of Change (for Managers) (see TPM Assessment report for team managers).	Stuart Young	Capacity and Staffing	Well trained and highly competent staff






Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
programme of training	Support and mentoring scheme introduced for children and families team managers	01 Jan 2010	31 Mar 2010		August 2010 - Achieved. Completed, reviewed and evaluated. Now seeking funding from Children's Workforce Development Council for next stage.	Stuart Young		
	Personal development objectives for all managers identified	01 Apr 2010	30 Jun 2010		August 2010 - Achieved. Completed for all newly appointed managers.	Stuart Young		
	Development programme to address these needs determined	01 Jul 2010	30 Sep 2010		September 2010 - Achieved. Programme launched on 26/8/10 (see Harinet).	Stuart Young		
	Development programme delivered	01 Sep 2010	31 Mar 2011		September 2010 - On track.	Stuart Young		
	Review additional training needs in safeguarding across the partnership	01 Feb 2010	30 Apr 2010		August 2010 - Achieved. LSCB training review identified training needs and worked into the LSCB training programme for 10/11 (see LSCB website).	Stuart Young		
7.03 Review Third Sector involvement to increase capacity across statutory agencies	Investigate potential for Third Sector support for Child Protection Processes	01 Jul 2010	31 Dec 2010		September 2010 - On track. This work needs to be progressed with Haringey's Voluntary and Community Sector.	Debbie Haith	Capacity and Staffing	Shared responsibility for safeguarding activity by others who are able to take an active role
	Analysis of sector and capacity completed	01 Jun 2010	31 Oct 2010		September 2010 - On track. To be investigated with sector analysis and work of the Children's Trust Commissioning arrangements.	Debbie Haith		
	Determine role for the sector, support / capacity building requirements	01 Oct 2010	31 Dec 2010			Debbie Haith		
	Structured programme of capacity building / support for the sector implemented	01 Dec 2010	31 Dec 2011			Debbie Haith		
	Implement proposals for involvement	01 Apr 2011	31 Mar 2012			Debbie Haith		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
7.04 Work with GP commissioning collaboratives and the LMC to integrate safeguarding practice into primary care	Safeguarding requirements built into GPs Continual Professional Development	01 Jan 2010	31 Jul 2010		July 2010 - Achieved. Minimum data set for GP appraisal has been amended to include a question on Safeguarding children.	Julie Quinn	Capacity and Staffing	NO OUTCOME SPECIFIED
	Method of determining impact / evidence base	01 Aug 2010	31 Oct 2010		September 2010 - On track. Actively being considered by Named Nurse for Primary Care and Lead GP for Safeguarding.	Sadru Kheraj		
	Impact assessed and learning incorporated into review (Claire to provide)	01 Jan 2011	31 Mar 2011			Sadru Kheraj		
7.05 Ensure the implementation of annual performance appraisal arrangements for all social work and health staff	Implement structured appraisal programme and format in line with council system, even if previous appraisal had not been done	01 Mar 2010	31 Dec 2010		September 2010 - On track. Focus on performance appraisal reprogrammed to mid year review period. Meeting with Deputy Heads of Service considered ideas and support needed.	Philippa Morris	Capacity and Staffing	Staff have the skills required to effectively perform their roles
	Incorporate upward appraisal of managers	01 Nov 2010	30 Nov 2010			Philippa Morris		
	Feedback and QA processes incorporated through the staff survey	01 Jun 2010	31 Dec 2010		September 2010 - On track.	Philippa Morris		
	Implement structured appraisal programme and format in line with health systems, even if previous appraisal had not been done	01 Mar 2010	30 Jun 2010		August 2010 - Achieved. Appraisal polices and procedures in place for GPs, Whittington Hospital, North Middlesex University Hospital, NHS Haringey, Great Ormond Street Hospital in Haringey and Barnet, Enfield and Haringey Mental Health Trust. Compliance for GPs is monitored by Medical Director for Primary Care, compliance for other providers is monitored by respective HR departments.	Karen Baggaley		
Incorporate reporting on appraisal completion within performance	01 May 2010	31 Aug 2010		September 2010 - Not achieved. To be actioned.	Debbie Haith			




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	management framework							
7.06 Improve council and multi-agency training and development with all agencies	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	CWDC standards mapped	01 Mar 2010	30 Jun 2010		August 2010 - Not achieved. This work has not started to due resource constraints. See 5.02 - discussions have started with relevant personnel across CYPS and Health on future collaboration.	Rachel Oakley	Capacity and Staffing	Staff have the skills required to effectively perform their roles
	Options for delivery scoped	01 Jun 2010	31 Aug 2010		August 2010 - Not achieved. See above.	Rachel Oakley		
	Delivery plan developed	01 Jul 2010	31 Aug 2010		August 2010 - Not achieved. See above.	Rachel Oakley		
	Training programme piloted	01 Sep 2010	31 Oct 2010			Rachel Oakley		
	Training programme rolled-out and transferred to business as usual activity	01 Nov 2010	31 Dec 2010			Rachel Oakley		
	Individual agencies programmes mapped	01 Jul 2010	31 Dec 2010		August 2010 - Not on track. See above.	Rachel Oakley		
	Programmes aligned	01 Dec 2010	31 Mar 2011			Rachel Oakley		
	Integrated training programme developed drawing on combined skills	01 Mar 2011	30 Sep 2011			Rachel Oakley		
7.07 Building resilience training	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Building resilience training designed & commissioned	01 Jun 2010	31 Aug 2010		August 2010 - Achieved. Dates for training to be confirmed for September.	Steve Dryden	Capacity and Staffing	Staff have the skills required to effectively perform their roles
	Training delivered to staff	01 Sep 2010	31 Oct 2010			Steve Dryden		
	Future training built into the suite offered through the LSCB training programme	01 Oct 2010	31 Mar 2011			Steve Dryden		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
7.08 Develop the Haringey Offer around resources, support, valued staff and the quality of the workplace. Enhancing working together (needs to reflect partnership not just Council)	Fully develop the Haringey Offer as a cross partnership offer based on the support and opportunities offered by a career in Haringey	01 May 2010	31 Oct 2010		September 2010 - On track.	Philippa Morris	Capacity and Staffing	Potential new and agency staff view Haringey as the employer of choice
	Develop mechanisms for monitoring impact of the Haringey Offer	01 Aug 2010	30 Sep 2010		September 2010 - On track.	Philippa Morris		
	Launch the Offer across the partnership	01 Sep 2010	31 Dec 2010		September 2010 - On track.	Philippa Morris		
	Opportunities for secondments between adults and children's social work developed to share learning and understanding	01 May 2010	31 Oct 2010		September 2010 - On track.	Philippa Morris		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
7.09 Undertake self assessments against Social Work Taskforce "Health Check"	Programme of self assessments against SW Task Force "Health Check" developed at departmental, service and team level	01 Jun 2010	31 Dec 2010		September 2010 - On track.	Peter Lewis	Capacity and Staffing	Social work staff feel valued through the provision of support, suitable workloads, systems and tools enabling them to perform to a high standard
	Health checks at team level completed	01 Jun 2010	31 Dec 2010		September 2010 - On track. Re-timed to align with above target.	Peter Lewis		
	Health checks at service level completed	01 Jun 2010	31 Dec 2010		September 2010 - On track. Re-timed to align with above target.	Peter Lewis		
	Health check at directorate level completed	01 Jun 2010	31 Dec 2010		September 2010 - On track. Re-timed to align with above target.	Peter Lewis		
	Actions to address any issues arising developed and integrated within Safeguarding Plan through change control processes	01 Nov 2010	31 Dec 2010			Peter Lewis		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.01 Improve information sharing with Children's	Mechanism established to enable information sharing	01 Jan 2010	30 Apr 2010		September 2010 - Achieved.	Jan Doust	Performance Management	The needs of children effectively shared across early years,
	Mechanisms for monitoring timeliness of information sharing	01 Jun 2010	30 Sep 2010		September 2010 - Not achieved. This element is proving difficult, but	Dave Grant		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
Centres and Early Years	developed				indicators are being piloted within the MAT and should help address this work, where there are no obvious means of measuring or setting targets. May have to be re-visited in the re-fresh.			children's centres and partners
	Targets for information sharing set and being monitored	01 Sep 2010	31 Dec 2010		September 2010 - Not on track. This element is proving difficult, as there are no obvious means of measuring or setting targets. May have to be re-visited in the re-fresh.	Dave Grant		
	Mechanism for Early Years to find out who is on a child protection plan developed and communicated	01 Jun 2010	31 Oct 2010		September 2010 - On track. Process agreed. Information being rolled out from September 2010.	Jan Doust		
8.02 Develop cross-partnership performance management of the First Response MAT	Milestone							
	Success criteria for the First Response MAT identified	01 Feb 2010	31 Mar 2010		June 2010 - Achieved. Completed and continuing to be refreshed as the MAT evolves.	Marion Wheeler	Performance Management	Close performance management of the MAT leads to improved multi-agency workings
	First Response MAT outcome based performance scorecard developed	01 May 2010	31 Jul 2010		September 2010 - Achieved.	Marion Wheeler		
	First Response MAT working arrangements process mapped	01 Apr 2010	30 Sep 2010		June 2010 - Achieved. Completed and continuing as business as usual activity.	Marion Wheeler		
8.03 Develop a shared understanding of performance management frameworks and capacity across the partnership	Milestone							
	Partnership performance teams better coordinated as result of developing an understanding of each others performance management frameworks	01 Jun 2010	30 Nov 2010		September 2010 - On track. The performance sub group of the LSCB is in the process of reviewing the multi-agency information and qualitative data that evidences the performance of the partnership. This data will include specific information on the workforce.	Debbie Haith	Performance Management	Robust approach to managing performance and target setting supports across the partnership supports attainment of our goals
	Feasibility and appropriateness of bringing together auditing /	01 Sep 2010	31 Dec 2010		September 2010 - On track. This will be explored through the	Debbie Haith		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	monitoring roles from across the partnership explored and report developed				performance sub group.			
8.04 Develop a greater understanding of performance information across the partnership	Performance teams from across the partnership brought together to share and discuss what information they hold and how the information can be better used	01 Jun 2010	30 Sep 2010		September 2010 - Not achieved. Initial meeting has been held and staff working together to develop common performance reporting. Will need to be re-visited in the refresh, as Comprehensive Spending Review may influence the structure of all services and those undertaking performance roles, however the current work underway on rationalising performance management will ensure we are operating more efficiently. Being progressed throughout October.	Dave Grant	Performance Management	Information used more effectively across the partnership, leading to an improved service for children and young people, parents and carers
	Analysis of what services children and young people are being referred to completed	01 Sep 2010	31 Dec 2010		September 2010 - On track.	Dave Grant		
8.05 Widen cross - partnership performance management	LSCB Quality Assurance Subgroup's performance scorecard revised to include greater proxy measures and staffing indicators Children's Trust's performance monitoring expanded beyond LAA and National Indicators NHS assurance framework rolled out to all health providers	01 May 2010 01 Sep 2010 01 Jun 2010	30 Nov 2010 31 Dec 2010 31 Dec 2010	  	September 2010 - On track. Performance sub group rescheduled following review of the focus and work plan in line with the Safeguarding Plan. September 2010 - On track. Common safeguarding performance scorecard being developed ahead of any clear indication of what Central Government will set in the way of National targets following the CSR. August 2010 - Achieved. NHS agreed to promote scorecard as best practice across London. Will be part of	Debbie Haith Dave Grant Julie Quinn	Performance Management	More effective oversight of performance by the Children's Trust

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Alan Bedford's Safeguarding Review report commissioned by NHS London across all health organisations. Will be promoted at the designated fora. NHS will keep a log of organisations using scorecard.			
	Quality of data collection improved in all NHS Trusts	01 Jun 2010	31 Dec 2010		September 2010 - On track. Whittington Hospital working towards routinely collecting data re Child Protection training numbers up to level 3 staff. Amended form to collect data regarding case conference attendance across health agencies has been proposed to LA - yet to be agreed.	Julie Quinn		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.06 Develop and monitor outcomes for children subject to a child protection plan	Success measures for family interventions developed	01 Sep 2010	31 Dec 2011		September 2010 - On track. This work is currently being developed and linked to the impact assessment of the Family Intervention Project.	Debbie Haith		
	Use of a tailored Strengths and Difficulties questionnaire and similar tools explored	01 Sep 2010	31 Dec 2010		September 2010 - On track. Participation Strategy in being reviewed and will include a strand specifically related to the experience of children and young people.	Debbie Haith		
	Selected tool implemented across the partnership	01 Jan 2011	30 Sep 2011			Debbie Haith		
	Methods developed for gauging clients experience of safeguarding service(s) and fed into monitoring meetings with service providers	01 Sep 2010	31 Dec 2010		September 2010 - On track. As milestone 2 and to be followed up through the performance group.	Debbie Haith		
Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.07 Develop and monitor	Success Measures for Early Years interventions developed	01 Jan 2011	31 Dec 2011			Jane Elias		Improved outcomes for

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
outcomes for children who have experienced Early Years services but are not subject to a child protection plan	Method developed for gauging clients experience of Early Years services	01 Jan 2011	31 Dec 2011			Jane Elias		children and young people receiving Early Years services
8.08 Develop CAF performance management	Performance management framework for CAF developed and implemented Outcomes for children and young people who have been subject to CAF measured	01 Oct 2010 01 Oct 2010	28 Feb 2011 31 Mar 2011			Allison Botham Allison Botham		Increased number of appropriate referrals
8.09 Develop a greater understanding of equalities information	Domestic violence equalities information analysed Equalities questions incorporated into customer satisfaction surveys Safeguarding Equalities Impact Assessments identified and agreed	01 Jun 2010 01 Jun 2010	30 Sep 2010 31 Dec 2010	 	September 2010 - Achieved. LSCB Domestic Violence Sub Group 1.7th July examined stats for children effected by DV and commissioned further data for next meeting. September sub postponed until October. September 2010 - On track. Sylvia Chew developing a feedback form for children and Yp following Social Work involvement. Once developed Arleen Brown will ensure that equalities issues have been addressed. In addition it has been raised that a customer satisfaction survey for 14-21 year olds needs to be built into the Supported Housing Tender.	Deirdre Cregan Arleen Brown		An improved understanding of equalities information
	Safeguarding Equalities Impact Assessments identified and agreed	01 Jun 2010	30 Sep 2010		August 2010 - Achieved.	Arleen Brown		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Equality performance indicators identified	01 Jun 2010	31 Dec 2010		September 2010 - On track. Equalities Forum on 10th September discussed equality performance indicators.	Arleen Brown		
	Findings from SCRs used as proxy measures	01 Sep 2010	31 Oct 2010		September 2010 - On track.	Deirdre Cregan		

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16 September 2010

Mr P Lewis
Director of Children's Services
London Borough of Haringey
Civic Centre
High Road
Wood Green
London
N22 8LE

Dear Mr Lewis

Annual unannounced inspection of contact, referral and assessment arrangements within the London Borough of Haringey children's services

This letter summarises the findings of the recent unannounced inspection of contact, referral and assessment arrangements within local authority children's services in the London Borough of Haringey Council which was conducted on 17 and 18 August 2010. The inspection was carried out under section 138 of the Education and Inspections Act 2006. It will contribute to the annual review of the performance of the authority's children's services, for which Ofsted will award a rating later in the year. I would like to thank all of the staff we met for their assistance in undertaking this inspection.

The inspection sampled the quality and effectiveness of contact, referral and assessment arrangements and their impact on minimising any child abuse and neglect. Inspectors considered a range of evidence, including: electronic case records; supervision files and notes; observation of social workers and senior practitioners undertaking referral and assessment duties; and other information provided by staff and managers. Inspectors also spoke to a range of staff including managers, social workers, other practitioners and administrative staff.

The inspection identified areas of strength and satisfactory practice, with some areas for development.

From the evidence gathered, the following features of the service were identified:

Strengths

- All contacts are rigorously screened by a multi-disciplinary team. This facilitates the effective prioritisation of contacts within clearly defined service thresholds. Decisions taken at this filtering stage are well evidenced and timely.
- Re-referral rates are comparatively low reflecting the accuracy and quality of



assessments of need and risk analysis.

- Strong community networks are in place and are enabling joint services to respond promptly to the assessed needs of children and the appropriate identification of children who are at risk of harm.
- The common assessment framework is very well integrated into the first response service and is underpinned by an effective panel system to harness relevant community services.
- Performance management arrangements and case auditing systems are firmly in place. Managers obtain weekly performance information on work flow and quality which is used to target social work activity and the use of joint resources.
- Managers at all levels in the organisation have a strong commitment and vision for services based on good quality social work practice. They have a visible presence and have established a culture which sustains good direction and guidance on cases and continuous improvement. Staff morale is good.
- Staffing capacity is closely monitored to respond very effectively to an increasing demand for services, complex cases and day-to-day fluctuations in the level of contacts and referrals.

Satisfactory practice

- Pan-London procedures for safeguarding children are being used consistently throughout the service and are supplemented well by accessible local practice guidance.
- Careful attention is being paid to the individual needs of children and their families and case records demonstrate that services are planned and delivered in response to the diverse needs of local communities.
- Case work is allocated promptly with effective case tracking through the electronic recording system.
- Initial and core assessments are undertaken in a timely and focused manner under clear management direction. They are analytical and have clear and measurable plans. Assessments show that children and their parents are routinely seen during assessments and are appropriately involved in planning.
- Child protection investigations are undertaken promptly and include a core assessment of risk and need.
- Improved management and assessment processes have led to an increase in the rate of children who become the subject of child protection plans which is

now in line with similar authorities.

- Staff supervision is regular and is being well-recorded. Staff state they feel well supported by their managers and have good access to them both in formal supervision and as the need arises.
- Record keeping is largely up-to-date and is of satisfactory quality.
- Out-of-hours and emergency duty arrangements are established and ensure appropriate communication with day services. The increasing demands for services and changes in joint working opportunities are appropriately leading to a review of the way out-of-hours services are organised.
- All staff in the first response service are suitably qualified and most are experienced. New staff, including those recruited from overseas, receive good induction.

Areas for development

- Transfer of work from the first response service to the safeguarding and care teams is timely but workload pressures within the children in need team periodically affect the ability of the first response service to transfer work.
- Case closure summaries do not consistently demonstrate that agreed plans have been fully implemented.
- Although the presence of a range of multi-agency professionals in the first response service is aiding joint communication the outcome of initial assessments are not consistently being reported back to referrers.

Any areas for development identified above will be specifically considered in any future inspection of services to safeguard children within your area.

Yours sincerely

Martin Ayres
Her Majesty's Inspector

Copy: Mr K Crompton, Chief Executive, London Borough of Haringey
 Mr G Badman, Chair of Haringey Safeguarding Children Board
 Councillor L Reith, Lead Member for Children's Services, London Borough of Haringey
 Andrew Spencer, Department for Education

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Haringey Council

Briefing for:	Child Protection Overview and Scrutiny Committee
Title:	Report from Children's Safeguarding Policy and Performance Advisory Committee
Lead Officer:	Hilary Corrick, Independent Social Work Consultant, and Independent Member
Date:	8th March 2010

1. INTRODUCTION

This report gives feedback from the most recent meeting of the Children's Safeguarding Policy and Performance Advisory Committee, which took place on 4th October 2010.

2. AGENDA ITEMS

- 2.1 The Committee was asked to agree its Terms of Reference but in fact were concerned about where the Committee sits within the Council Committee framework, and where it should report. It has a mandate to make recommendations to the Cabinet or Cabinet member for Children and Young People, and in May 2010 the Chair presented a report directly to full Council.

It was agreed that the Chair would have further discussion with the Leader and Cabinet Member and report back to the next meeting.

- 2.2 A summary of the review by the Overview and Scrutiny Committee into the transition of young people with assessed needs, from children's services into adult services in Haringey was presented. It was agreed that the borough has a robust, though lacking capacity, multi-agency approach to the transition of young people with disabilities. The Committee was interested in what happened to vulnerable young adults who had been subject to child protection planning, or received services as children in need, when they became adults. The independent member



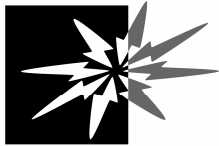
Haringey Council

was asked to explore ways of auditing outcomes for those vulnerable young adults.

- 2.3 The Committee explored in depth the role of the Common Assessment Framework (CAF). The independent member circulated a general fact sheet about assessment, and a report on the implementation of the CAF in Haringey by the CAF manager was presented by the Head of Service, First Response. The independent member presented a report on an audit of CAFs she had undertaken on behalf of the Committee, and was able to tell the Committee that an independent audit had also been carried out on behalf of the Cabinet member.

Members wished for more detailed information about the origin of referrals.

This will be presented at the next meetings as well as an action plan to address the concerns raised in the two audits.



Haringey Council

Overview and Scrutiny Committee

On 1 November 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

Contact Officer : Debbie Haith, Deputy Director, Children and Families

Email: debbie.haith@haringey.gov.uk

Tel: 0208 489 4641

Wards(s) affected: ALL

Report for: **Non-Key Decision**

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

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

2. Introduction by Cabinet Member (if necessary)

2.1.

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

4. Recommendations

4.1. To Note this report

5. Reason for recommendation(s)

5.1.

6. Other options considered

6.1. N/A

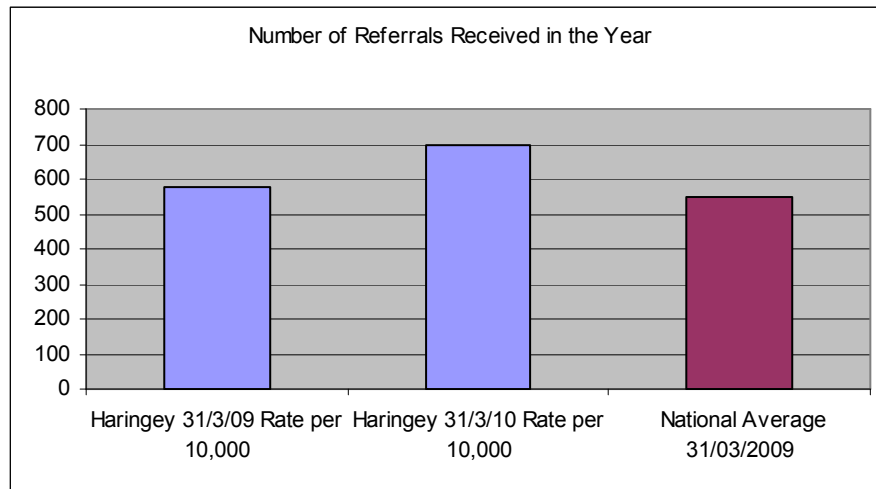
<p>7. Summary</p> <p>7.1 This report provides an update on some key performance issues relating to the Council's work to safeguard and protect vulnerable children</p>
<p>8. Financial Comments</p> <p>8.1. There are no specific financial issues arising from this report</p>
<p>9. Head of Legal Services Comments</p> <p>9.1 n/a</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee]</p> <p>10.1. n/a</p>
<p>11. Equalities & Community Cohesion Comments</p> <p>11.1. n/a</p>
<p>12. Consultation</p> <p>12.1</p>
<p>13 Use of appendices /Tables and photographs</p> <p>13.1 Attached are graphs containing the National Indicators (NI's) relating to the Children and Families Service. These contain details of annual performance and targets, comparative data and recent monthly data.</p>
<p>14 Local Government (Access to Information) Act 1985</p>

Commentary to Appendix of NI's

15. Referrals – the table below shows the rates of referrals per 10,000 population under 18 compared with the previous years and national averages.

	Haringey 31/3/09 Rate per 10,000	Haringey 31/3/10 Rate per 10,000	National Average 31/03/09	Haringey 31/3/09 Number	Haringey 31/3/10 Number
Number of Referrals Received in the Year	575	699	497	2817	3423

2009/10 national averages are currently unavailable, however, in the graphs below, 2008/09 national averages have been uplifted in line with the reported increases within the ADCS survey – which in summary are 12% increase in referrals; 33% increase in children subject to plans and 17% increase in children in care.



16. NI 68 – this measures the conversion rate of referrals going on to be initial referrals. Outturns are increasingly closer to national and statistical neighbours.

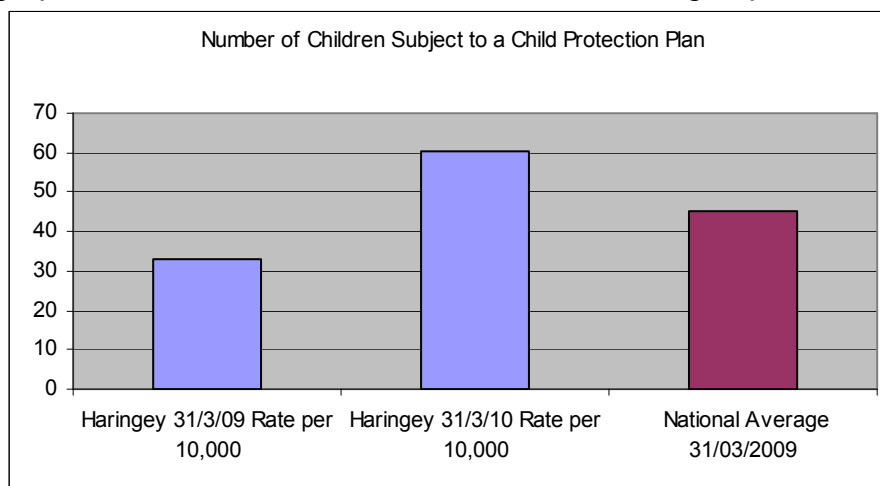
17. Assessments - NI 59 – initial assessments, once authorised, should be completed in 7 days to ensure an early and timely view is taken of children's needs. The timescale for completion of initial assessments has changed from 2010/11 to allow 10 days for initial assessments to be completed rather than 7. 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. The data below breaks down the number of assessments completed against those completed in timescale

	March-10	2010-11 Plan	Apr-10	May-10	Jun-10	Jul-10	Aug-10
Number of Initial Assessments Completed in the Month	168		139	142	180	164	200
NI59 - Year to date position of Initial Assessments Completed in 7 days	28.3%						
Number of initial assessments completed within 10 days			88	107	116	104	127
Percentage of Initial Assessments Completed in 10 days	51.8%	75%	63.3%	75.4%	64%	63.4%	63.5%
Number of Core Assessments Completed in the Month	171		76	118	109	110	124
Number of Core Assessments Completed within 35 days of initial assessment	86		38	60	74	69	60
Percentage of Core Assessments Completed within 35 days	50.3%	70%	50%	50.8%	67.9%	62.7%	48.4%
NI 60 - Year to date position of Core Assessments Completed	45.9%	81%	50%	50.5%	56.8%	58.4%	56.1%

18. Numbers subject to a child protection plan – this is what previously was referred to as the child protection register. The table below shows the rates of children subject to child protection plans per 10,000 population under 18 compared with the previous years and national averages.

	Haringey 31/3/09 Rate per 10,000	Haringey 31/3/10 Rate per 10,000	National Average 31/03/09	Haringey 31/3/09 Number	Haringey 31/3/10 Number
Number of Children Subject to a Child Protection Plan	33	60	34	179	296

The graph below shows the estimated National Average uplift for 2009/10:



19. NI 67 – children who are subject to plans should be reviewed initially after three months and then every six months thereafter. In August there were 3 children whose reviews had been held out of timescale in the year (Apr – Aug 10).

20. 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. In August, 1 out of 17 children who were made subject to a Child Protection Plan had previously been subject to a plan.

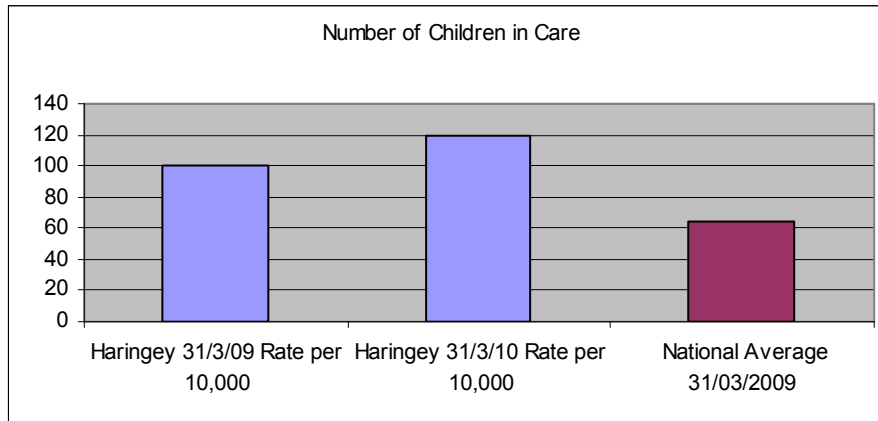
21. NI 64 – this measures children who, when their child protection plan ceases, had had a plan for two or more years. Again monthly variation is too small to be a reliable indicator of trends. In August, none of the 4 children who ceased to be subject to a Child Protection Plan had been subject to a plan for two or more years.

22. Number of children in care – Members will observe the increase over the last 12 months which is reflected nationally although there has been a slight decline for the first time in this period in August.

The table below shows the rates of children in care per 10,000 population under 18 compared with the previous years and national averages.

	Haringey 31/3/09 Rate per 10,000	Haringey 31/3/10 Rate per 10,000	National Average 31/03/2009	Haringey 31/3/09 Number	Haringey 31/3/10 Number
Number of Children in Care	100	119	55	492	585

The graph below shows the estimated National Average uplift for 2009/10:



23. NI 66 – as with children subject to plans, children in care also have to regularly reviewed. At the end of August, 567 out of 594 children in care had an up to date review.

24. 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 years. In August, 96 out of 140 children who had been in care for 2.5 years or more had been in the same placement for at least 2 years. 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). In August, 31 out of 612 children in care have had three or more placements so far in the year (April 10 – August 10).

25. Adoptions/Special Guardianship Orders - There have been 6 adoption and 4 special guardianship orders granted to date. NI61 – 5 (83%) of the children adopted were placed within 12 months of best interest.

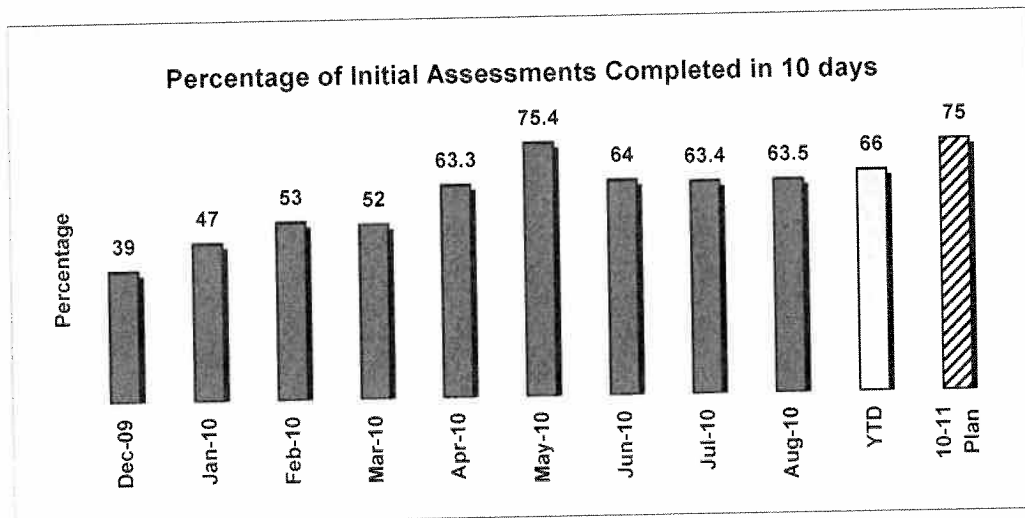
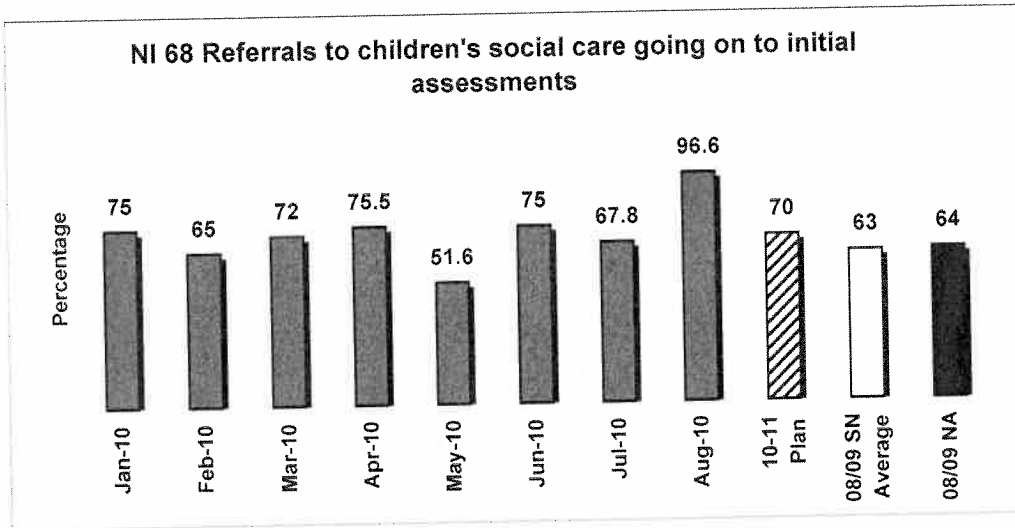
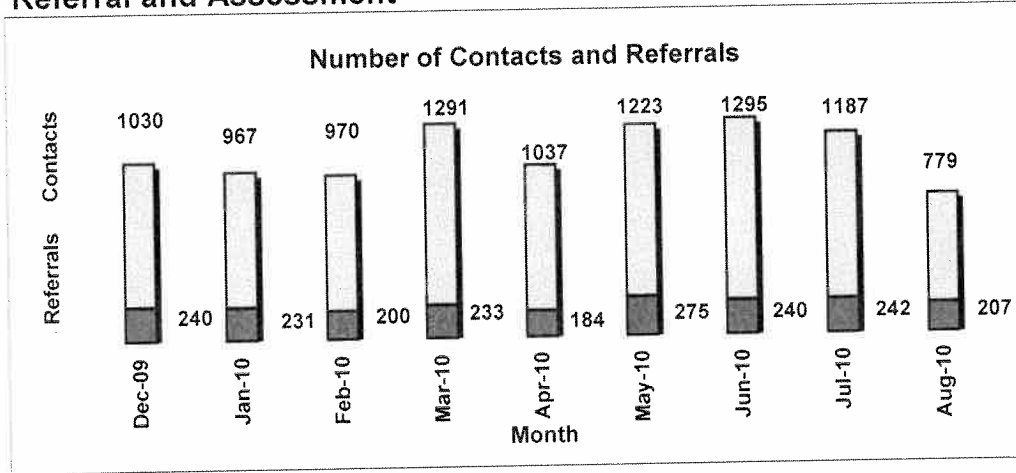
26. NI 147 – measures the number of care leavers known to be in suitable accommodation. 20 out of 21 children who turned 19 in the year to date were in suitable accommodation on or around their 19th birthday.

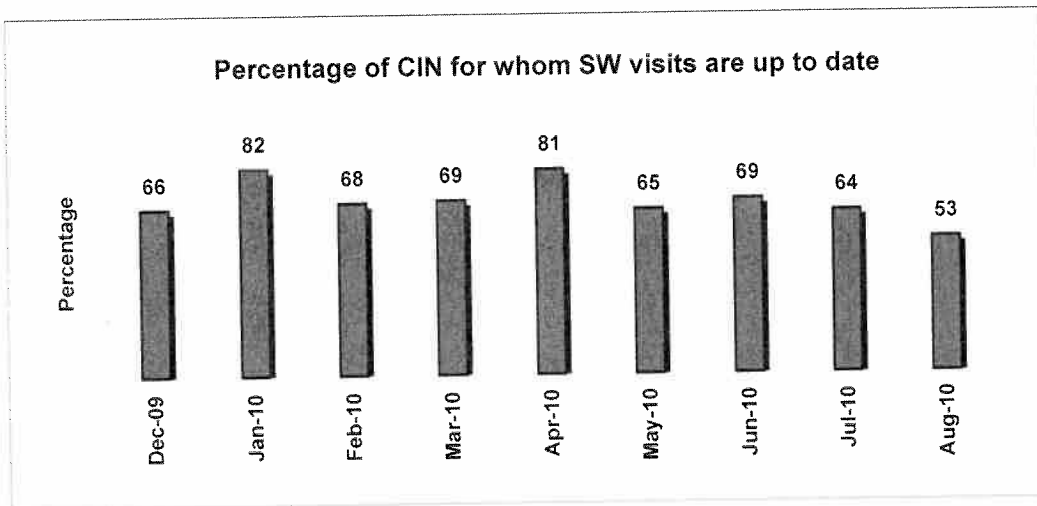
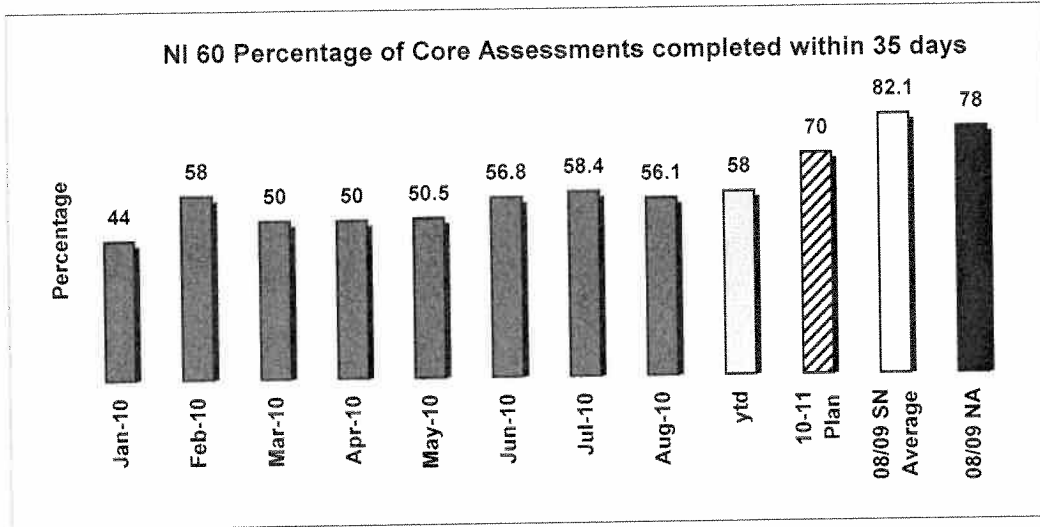
27. NI 148 – is a subset of the Council’s NEET figures and looks at 19 year old care leavers who were in Education, Training or Employment on or around their 19th birthday. Care leavers are one of the hard to reach groups. 14 out of 21 children who turned 19 in the year to date were in education, training or employment on or around their 19th birthday.

Appendix 1

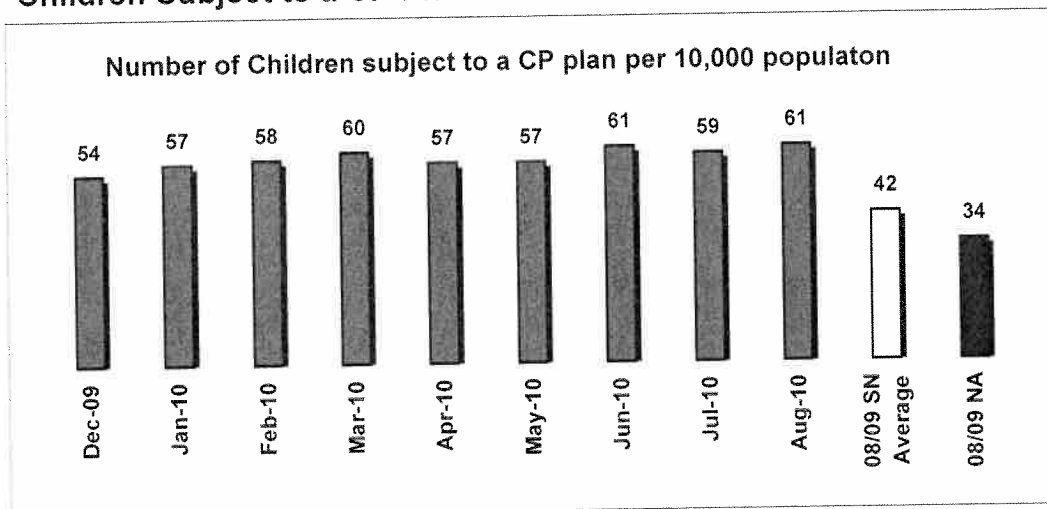
Children and Families National Indicators 2010-11
Updated September 2010

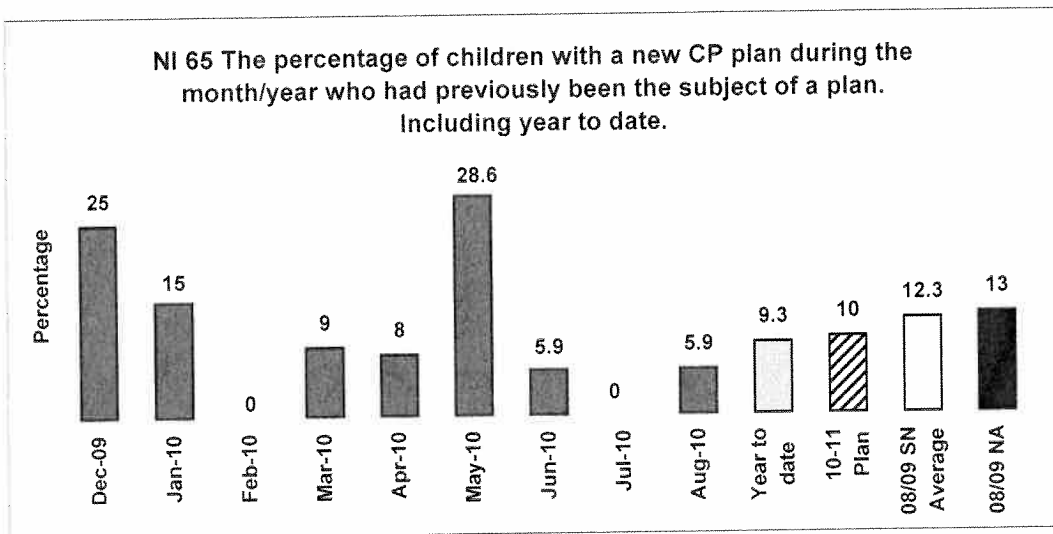
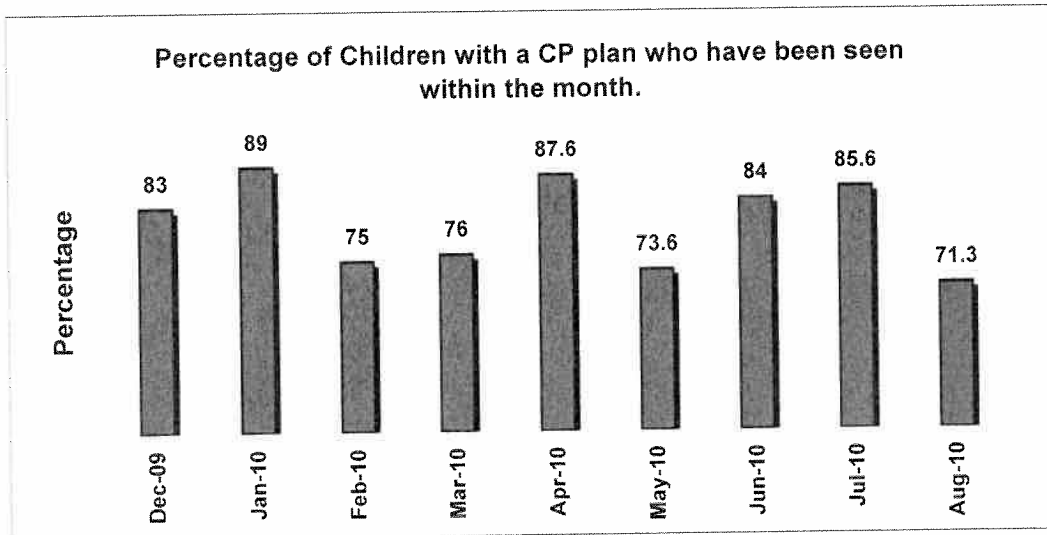
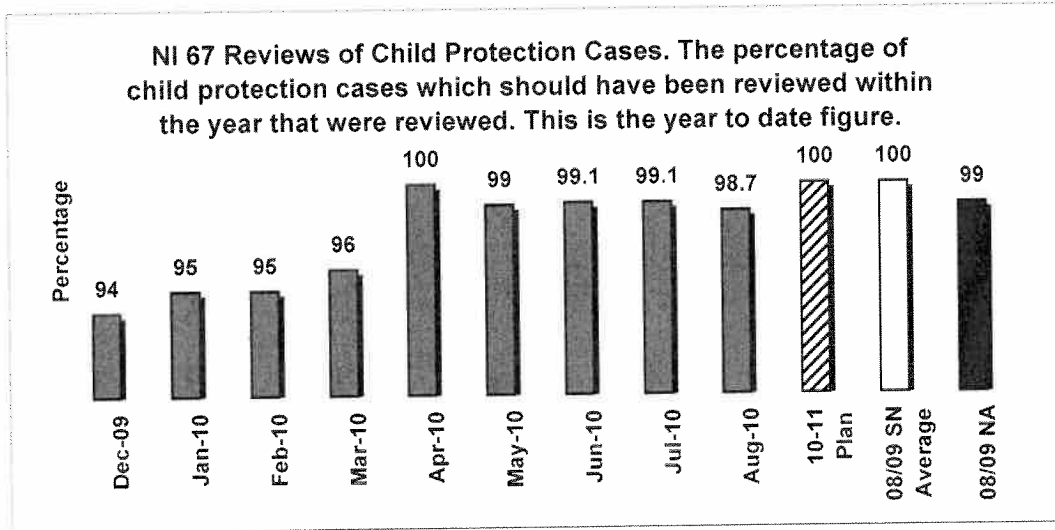
Referral and Assessment

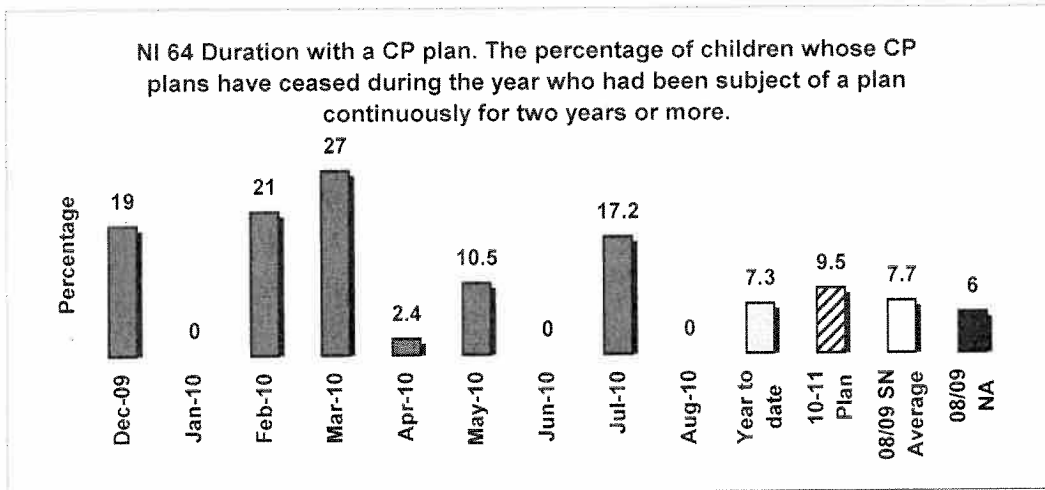




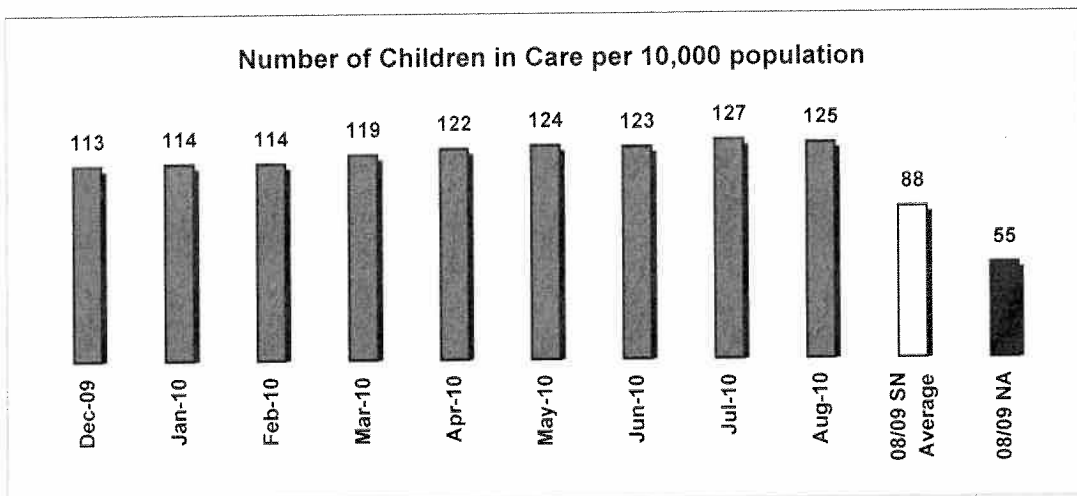
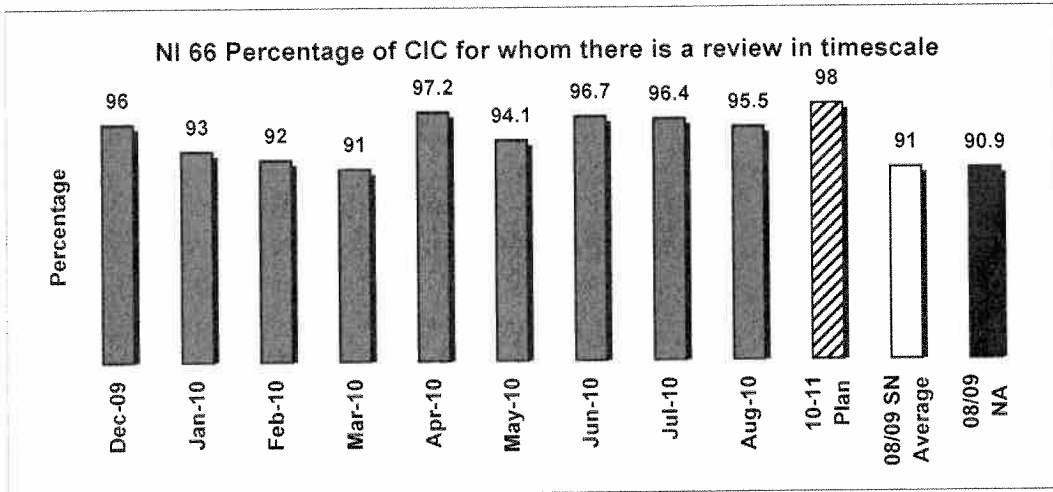
Children Subject to a CP Plan

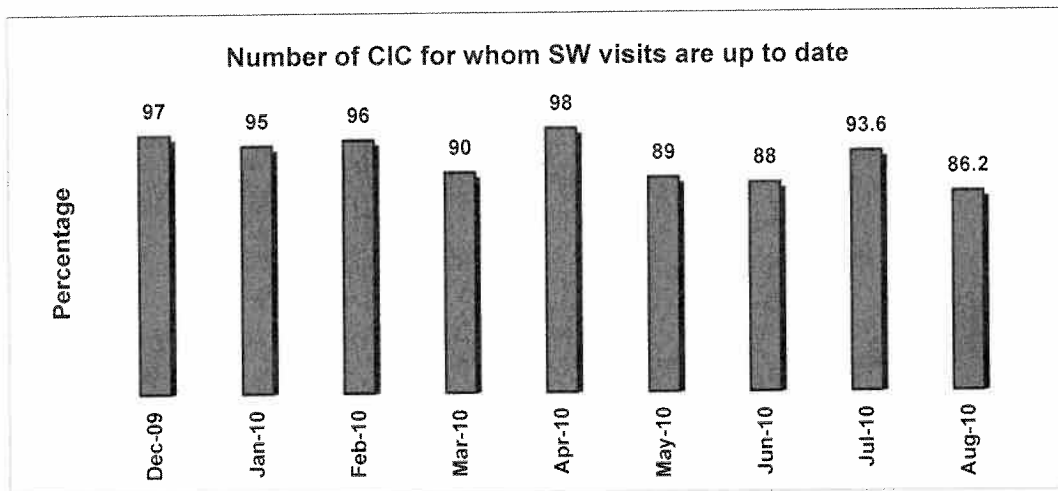
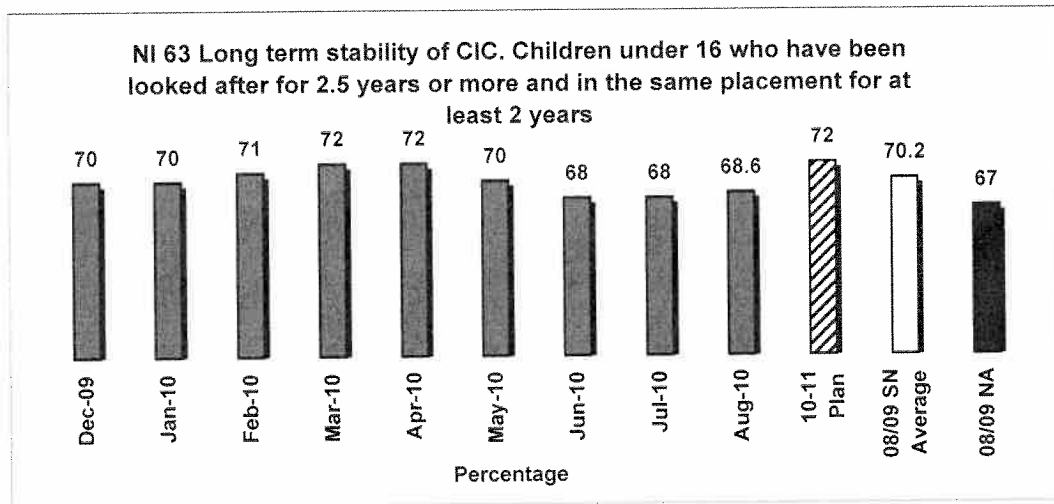
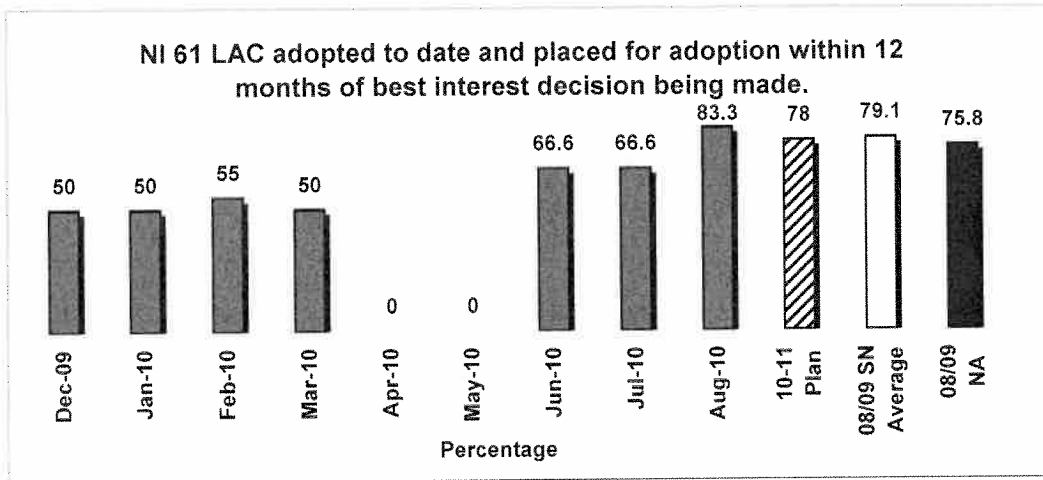


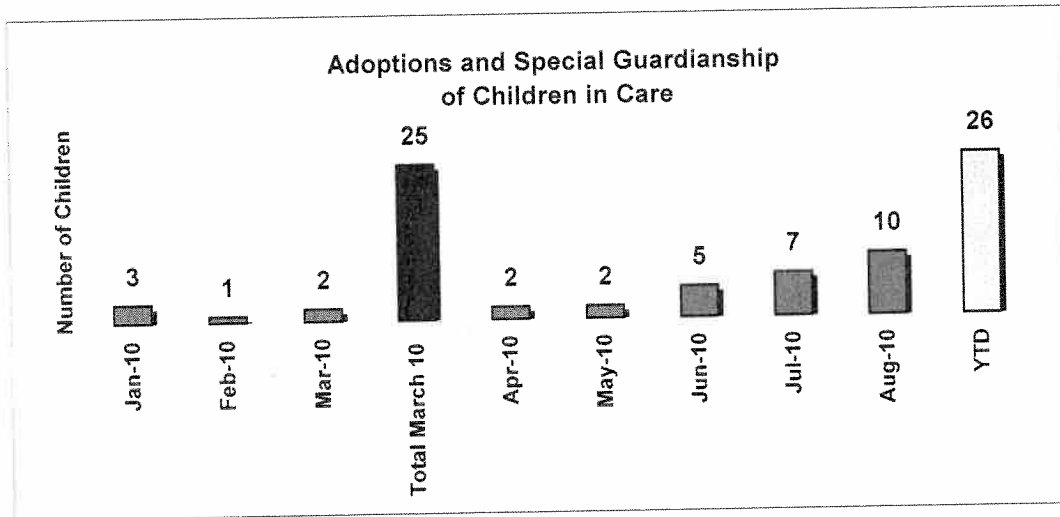
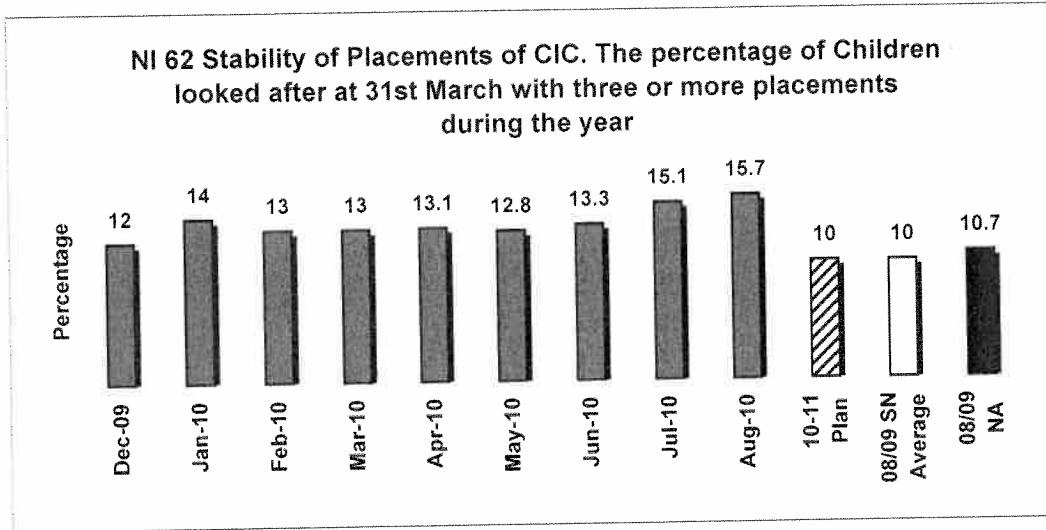




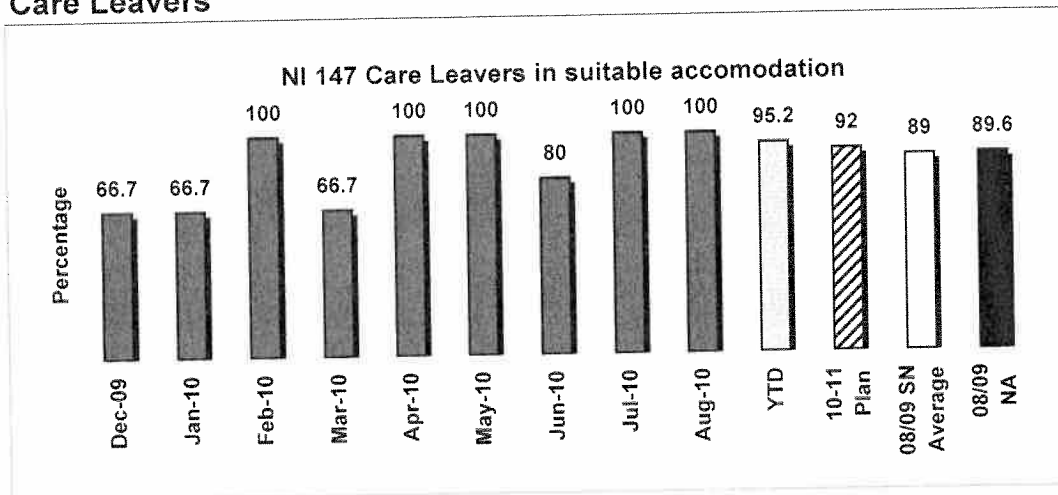
Children in Care

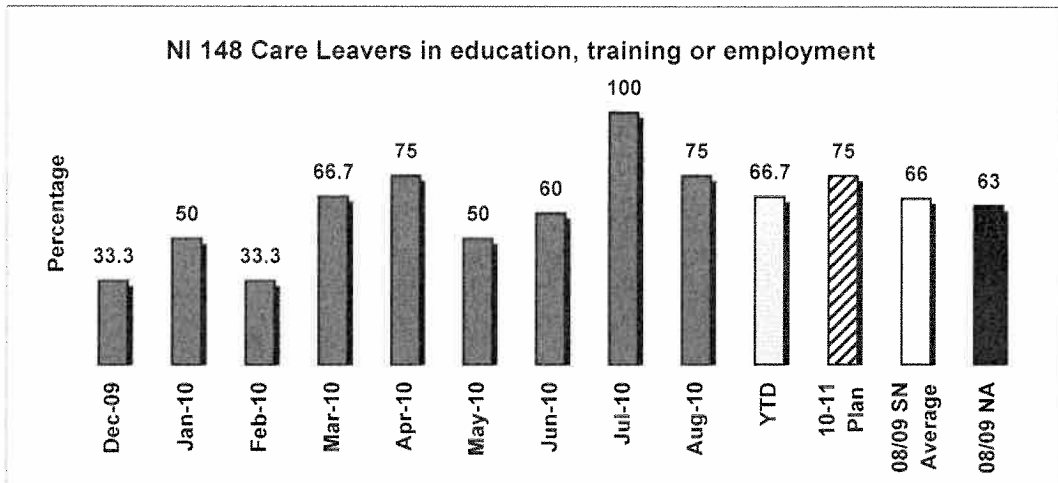






Care Leavers





DATA FOR PMG GRAPHS - 2009/10

Referrals and Contacts

Month	Referrals	Contacts
Dec-09	240	1030
Jan-10	231	967
Feb-10	200	970
Mar-10	233	1291
Apr-10	184	1037
May-10	275	1223
Jun-10	240	1295
Jul-10	242	1187
Aug-10	207	779
NI68		
Dec-09	63	
Jan-10	75	
Feb-10	65	
Mar-10	72	
Apr-10	75.5	
May-10	51.6	
Jun-10	75	
Jul-10	67.8	
Aug-10	96.6	
10-11 Plan	70	
08/09 SN Average	63	
08/09 NA	64	

NI59		
Dec-09	39	
Jan-10	47	
Feb-10	53	
Mar-10	52	
Apr-10	63.3	
May-10	75.4	
Jun-10	64	
Jul-10	63.4	
Aug-10	63.5	
YTD	66	
10-11 Plan	75	

Figures changed in December 09 as we no longer allow 42 days for cores that are an outcome of a child referral - see comments in all performance for previous figures.

NI60		
Dec-09	45	
Jan-10	44	
Feb-10	58	
Mar-10	50	
Apr-10	50	
May-10	50.5	
Jun-10	56.8	
Jul-10	58.4	
Aug-10	56.1	
ytd	58	
10-11 Plan	70	
08/09 SN Average	82.1	
08/09 NA	78	

Local 14 Percentage of CIN for whom SW visits are up to date

Dec-09	66
Jan-10	82
Feb-10	68
Mar-10	69
Apr-10	81
May-10	65
Jun-10	69
Jul-10	64
Aug-10	53

Number of Children subject to a CP Plan per 10, 000 population

Dec-09	54
Jan-10	57
Feb-10	58
Mar-10	60
Apr-10	57
May-10	57
Jun-10	61
Jul-10	59
Aug-10	61
08/09 SN Average	42
08/09 NA	34

NI 67		
	Dec-09	94
	Jan-10	95
	Feb-10	95
	Mar-10	96
	Apr-10	100
	May-10	99
	Jun-10	99.1
	Jul-10	99.1
	Aug-10	98.7
	10-11 Plan	100
	08/09 SN Average	100
	08/09 NA	99

Child Protection visits		
	Dec-09	83
	Jan-10	89
	Feb-10	75
	Mar-10	76
	Apr-10	87.6
	May-10	73.6
	Jun-10	84
	Jul-10	85.6
	Aug-10	71.3

NI 65		
	Dec-09	25
	Jan-10	15
	Feb-10	0
	Mar-10	9
	Apr-10	8
	May-10	28.6
	Jun-10	5.9
	Jul-10	0
	Aug-10	5.9
	Year to date	9.3
	10-11 Plan	10
	08/09 SN Average	12.3
	08/09 NA	13

NI 64		
	Dec-09	19
	Jan-10	0
	Feb-10	21
	Mar-10	27
	Apr-10	2.4
	May-10	10.5
	Jun-10	0
	Jul-10	17.2
	Aug-10	0
	Year to date	7.3
	10-11 Plan	9.5
	08/09 SN Average	7.7
	08/09 NA	6

NI 66		
	Dec-09	96
	Jan-10	93
	Feb-10	92
	Mar-10	91
	Apr-10	97.2
	May-10	94.1
	Jun-10	96.7
	Jul-10	96.4
	Aug-10	95.5
	10-11 Plan	98
	08/09 SN Average	91
	08/09 NA	90.9

No. of Children in Care per 10,000 population

	Dec-09	113
	Jan-10	114
	Feb-10	114
	Mar-10	119
	Apr-10	122
	May-10	124
	Jun-10	123
	Jul-10	127
	Aug-10	125
	08/09 SN Average	88
	08/09 NA	55

NI61		
	Dec-09	50
	Jan-10	50
	Feb-10	55
	Mar-10	50
	Apr-10	0
	May-10	0
	Jun-10	66.6

Jul-10	66.6
Aug-10	83.3
10-11 Plan	78
08/09 SN Average	79.1
08/09 NA	75.8

NI 63

Dec-09	70
Jan-10	70
Feb-10	71
Mar-10	72
Apr-10	72
May-10	70
Jun-10	68
Jul-10	68
Aug-10	68.6
10-11 Plan	72
08/09 SN Average	70.2
08/09 NA	67

Number of CIC for whom SW visits are up to date.

Dec-09	97
Jan-10	95
Feb-10	96
Mar-10	90
Apr-10	98
May-10	89
Jun-10	88
Jul-10	93.6
Aug-10	86.2

NI 62

Dec-09	12
Jan-10	14
Feb-10	13
Mar-10	13
Apr-10	13.1
May-10	12.8
Jun-10	13.3
Jul-10	15.1
Aug-10	15.7
10-11 Plan	10
08/09 SN Average	10
08/09 NA	10.7

Adoptions of Looked After Children

Jan-10	3
Feb-10	1
Mar-10	2
Total March 10	25
Apr-10	2
May-10	2
Jun-10	5
Jul-10	7
Aug-10	10
YTD	26

NI147

Dec-09	66.7
Jan-10	66.7
Feb-10	100
Mar-10	66.7
Apr-10	100
May-10	100
Jun-10	80
Jul-10	100
Aug-10	100
YTD	95.2
10-11 Plan	92
08/09 SN Average	89
08/09 NA	89.6

NI 148

Dec-09	33.3
Jan-10	50
Feb-10	33.3
Mar-10	66.7
Apr-10	75
May-10	50
Jun-10	60
Jul-10	100
Aug-10	75
YTD	66.7
10-11 Plan	75
08/09 SN Average	66
08/09 NA	63

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
WEDNESDAY, 21 JULY 2010**

Councillors Councillors Bull (Chair), Alexander, Basu, Ejiofor, Newton and Solomon

Apologies Councillors Browne and Jemide

Also Present: **Co-optees:** Helena Kania (Local Involvement Network (LINK)), Sarah Marsh (Parent Governor Representative) and Sandra Young (John Loughborough Secondary School)

Councillors: Allison, Egan, Reith and Rice

Officers: Peter Lewis (Director Children & Young People's Service), Marion Wheeler (Assistant Director for Safeguarding), Hilary Corrick (Independent Social Work Consultant and Independent Member of Safeguarding Policy and Practice Advisory Committee), Trevor Cripps (Scrutiny Manager), Rob Mack (Scrutiny Officer), Natalie Cole (Clerk)

MINUTE NO.	SUBJECT/DECISION
OSCO19.	<p>WEBCASTING</p> <p>It was noted that the meeting was recorded for live or future broadcasting on the Council's website.</p>
OSCO20.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Councillor David Browne and Councillor David Winskill. Councillor Juliet Solomon attended the meeting as a substitute for Councillor Winskill.</p> <p>Apologies for lateness were received from Councillors Alexander and Rice.</p> <p>RESOLVED that Councillor Joseph Ejiofor would act as Vice Chair in the absence of Councillor Browne.</p>
OSCO21.	<p>URGENT BUSINESS</p> <p>The responses to actions requested at previous Child Protection Scrutiny meetings were circulated to members prior to the meeting and would be considered at item 11.</p>
OSCO22.	<p>DECLARATIONS OF INTEREST</p> <p>There were no declarations.</p>
OSCO23.	<p>DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS</p> <p>There were no such items.</p>

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<p>OSCO24.</p>	<p>CABINET MEMBER QUESTIONS</p> <p>The Committee received the briefing and answers to advance questions (tabled and on the Council's website) on Councillor Reith's Cabinet portfolio for Children & Young People.</p> <p>The Committee noted that the Children's Services department faced challenges in increasing children's centre provision due to the substantial withdrawal of grant funding arising from the financial deficit in central government. The Cabinet Member agreed to keep Councillor Newton informed of developments for children's centre provision in Fortis Green (action no. 24.1).</p> <p>The Committee requested further analysis of school exclusions including comparisons in numbers of exclusions in different schools, unique circumstances, recurring issues and how different schools dealt with exclusions. It was noted that there was no universal model of how schools should deal with exclusions but within the Building Schools for the Future (BSF) programme discreet spaces were being provided at new schools to provide an alternative to exclusion (action no. 24.2).</p> <p>The Scrutiny Manager agreed to circulate the recent scrutiny review report on school exclusions to the Committee (action no. 24.3).</p> <p>The Committee noted that Haringey was seeing a larger increase of teenagers (particularly asylum seekers and those with no recourse to public funds) coming into care than pre-school although this was not consistent with other local authorities.</p> <p>Further to question 23 on Muswell House children's home the Director of Children and Young People's Service assured the Committee that an audit had taken place and all CRB (Criminal Records Bureau) checks were up-to-date.</p> <p>The Committee would be provided with details on the process for CRB checks after expressing concerns at the length of time it takes to get the results of a CRB check (action no. 24.4).</p> <p>Further to question 23 the Committee was informed that Haringey was expected to meet the national average for school exam results in 2010.</p> <p>RESOLVED that the Cabinet Member briefing be noted.</p>
<p>OSCO25.</p>	<p>CHILDREN AND YOUNG PEOPLE'S SERVICE SAFEGUARDING PLAN</p> <p>The Committee received the report updating on the Safeguarding Plan for Haringey and noted that the majority of safeguarding milestones had been completed or were on track and those not on track were detailed in appendix 2b of the report.</p>

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	<p>In response to Committee members' concerns about the lengthy application process for Special Education Needs (SEN) support the Director of Children & Young People's Services explained that, whilst SEN matters were mainly managed by the school, there was a statutory assessment required to be completed within statutory timeframes. A child requiring less than 14 hours of SEN support a week would be funded by the school's delegated resources; more than 14 hours a week would be paid for as part of a funding stream to the school. The Committee noted that three new people would join the Children & Young People's Service (CYPS) in September 2010 to ensure that SEN was provided to relevant children.</p> <p>In response to questions and discussions it was noted that General Practitioners (GPs) in Haringey attended meetings (there are four area collaboratives) which senior council officers attended to discuss safeguarding issues in their area.</p> <p>The Committee noted that both Whittington and North Middlesex hospitals A&E Departments could access Network I communication systems used by GPs (including those in other neighbouring boroughs) to check whether a child was known to safeguarding services. There were plans to roll-out this facility pan London.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> i. That the progress in delivery of the Safeguarding Plan milestones be noted. ii. That the refreshed Safeguarding Plan, which had been considered by Cabinet and approved by the Children's, Trust be noted.
<p>OSCO26.</p>	<p>CHILD PROTECTION PERFORMANCE AND KEY ISSUES</p> <p>The Committee received the update report on key performance issues in child protection and noted that 988 case file audits had been conducted, in addition to the usual regular reviews as part of day to day supervision.</p> <p>The Director of CYPS acknowledged the Committee's concerns about budget overspend within the service and assured members that there had been a substantial increase in the volume and quality of the work of the service in the past 18 months; agency foster-carers which cost twice as much per placement as in-house foster-carers was a contributing factor. The Committee requested detail of the cost of in-house Vs agency foster-care placement and spend on each, which the Director of CYPS agreed to provide (action no. 26.1).</p> <p>It was noted that as well as the usual recruitment campaigns for foster-carers the Council advertised via Haringey People, community groups, schools, churches and posters on buses and boards across the borough. The Council was considering joint advertising</p>

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	<p>campaigns for foster-carers with other North London boroughs.</p> <p>Committee would receive samples of advertisements and literature and links to web-pages used to encourage people to become foster carers (action no. 26.2).</p> <p>Committee members asked how many people attended the foster care open evening at Raglan Hall on Tuesday 20th July and how the event was publicised (action no. 26.3), this information would be provided.</p> <p>Committee members questioned NI 67 (paragraph 19 on Page 55 of the agenda pack) where 2 children's cases had not been reviewed within timescales. It was noted that these on these two occasions one social worker had been called to attend court to give evidence and the other had been off work due to illness and field social workers had not been available at the time.</p> <p>The Director of Children's Services agreed to include data on how Haringey compared to other boroughs with similar demographics in relation to children in care in future performance reports (action no. 26.4).</p> <p>RESOLVED that the update report on key performance issues in child protection be noted.</p>	
<p>OSCO27.</p>	<p>SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE</p> <p>The Committee received a verbal update from Hilary Corrick, Independent Social Work Consultant and Independent Member of Safeguarding Practice & Performance Advisory Committee. It was noted that there had been one meeting of the Advisory Committee this municipal year which served to update new members on the issues the borough was facing. In the forthcoming year the Advisory Committee will track what happens to children who did not meet thresholds for support by the service. The Advisory Committee may also follow up on the previous year's work on young people who were vulnerable by investigating whether they met the criteria for support from Adult Services. Some work would also be conducted alongside the police on domestic violence as well as any other safeguarding issues that might arise during the year.</p> <p>The Advisory Committee reported to the Cabinet on a six monthly basis including recommendations which also went to full Council but would report immediately to the Director of CYPS or the Assistant Director for Safeguarding if particular cases concerned the Advisory Committee. The Terms of Reference of the Children's Safeguarding Policy and Practice Advisory Committee would be circulated to Committee members (action no. 27.1).</p> <p>RESOLVED to note the verbal update on the work of the Safeguarding Practice & Performance Advisory Committee.</p>	

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OSCO28.	<p>MINUTES</p> <p>The minutes of the meeting held on 8th March 2010 were confirmed as a correct record.</p>
OSCO29.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p><u>Actions requested at previous Child Protection Scrutiny meetings</u></p> <p>The Committee received the list of actions arising from previous Child Protection Scrutiny meetings.</p> <p>In relation to action no. 54 the Committee asked for a breakdown of which centres in the list in Appendix 1 of the actions document were full children's centres and which were satellite offices (action no. 29).</p>
OSCO30.	<p>FUTURE MEETINGS</p> <p>Overview & Scrutiny Committee meetings dedicated to Child Safeguarding will be held on Monday 1st November 2010 and Thursday 17th March 2011.</p>

COUNCILLOR GIDEON BULL

Chair

The meeting ended at 20:05 hrs

Councillor

Chair

SIGNED AT MEETING.....DAY

OF.....

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