

Overview and Scrutiny Committee

WEDNESDAY, 21ST JULY, 2010 at 18:00 HRS - 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), 1 Parent Governor Vacancy, Ms H Kania (LINK Representative)

AGENDA

1. WEBCASTING

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

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

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

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST

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

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

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

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

6. CABINET MEMBER QUESTIONS (PAGES 1 - 6)

Briefing and answers to questions from Councillor Reith, Cabinet Member for Children & Young People.

7. CHILDREN AND YOUNG PEOPLE'S SERVICE SAFEGUARDING PLAN (PAGES 7 - 50)

To provide a refresh of the Safeguarding Plan following the Ofsted inspection in January 2010.

8. CHILD PROTECTION PERFORMANCE AND KEY ISSUES (PAGES 51 - 66)

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

9. SAFEGUARDING POLICY AND PERFORMANCE ADVISORY COMMITTEE

To receive a verbal update on the Member's Safeguarding Policy and Performance Panel.

10. MINUTES (PAGES 67 - 72)

To confirm the minutes of the meeting held on 8th March 2010.

11. NEW ITEMS OF URGENT BUSINESS

12. FUTURE MEETINGS

To note the following dates for Child Protection Overview & Scrutiny meetings:

Monday 1st November 2010

Thursday 17th March 2011

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

Natalie Cole
Principal Committee Co-Ordinator
Tel: 020-8489 2919
Fax: 020-8489 2660
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Thursday 8th July 2010

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CABINET MEMBER QUESTIONS: CABINET MEMBER FOR CHILDREN &
YOUNG PEOPLE, COUNCILLOR LORNA REITH
For Overview & Scrutiny Committee – 21st July 2010

Finance

The Council in forming the 2009-10 budget strategy recognised the need to address the issues which had been identified in Children's Safeguarding by the Joint Area Review. It made available provision for an additional £4.2m which has been earmarked for the actions set out in the agreed JAR Action Plan submitted to the Government in February 2009.

In addition the Council has agreed to direct £0.75m from 2008-09 DSG resources for safeguarding purposes and the Schools' Forum has received details of how these resources are to be deployed.

Despite this additional resource, which is largely for one-off additional work targeted at improving safeguarding practice, the 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 596 in April 2010
- (ii) Similarly, the number of children subject to child protection plans has increased from 180 in March 2009 to 278 in April 2010 – many children move from child protection plans to the care system when those plans are not successfully safeguarding them
- (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%.

School Standards and Inclusion

Successes

- Haringey schools have improved by 20.1% in the percentage of pupils attaining 5+ A* - C grades at GCSE since 2005. This compares with a national improvement of 13.2%. Haringey improved by 8% from 2008 to 2009 compared to national improvement of 4.7%. Haringey is now at 67.7% compared to the national figure of national of 70.0%.
- In the 5+ A* - C (including English and maths) measure, Haringey schools have improved by 13.5% since 2005 compared to a national improvement of 5.1%. Haringey improved by 3.7% from 2008 to 2009

CABINET MEMBER QUESTIONS: CABINET MEMBER FOR CHILDREN & YOUNG PEOPLE, COUNCILLOR LORNA REITH For Overview & Scrutiny Committee – 21st July 2010

compared to national improvement of 2.2%. Haringey is now at 45.7% compared to national of 49.8%. This is currently the more significant of the GCSE attainment measures. For 2010 Haringey is targeting a further substantial increase, to 55%. If this target is met, it is likely for the first time to see Haringey schools attaining above the national average at GCSE.

- There are no Haringey schools below the government threshold of 30% 5+ A* - C (including English and maths).
- 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 the 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 April figure shows an improvement for NEET and unknown levels of 0.9% and 1% respectively over the previous April.

Areas of Focus for 2010

- 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.
- Following the change in government and the announcement of public sector cuts, we will need in the months ahead 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 (subject to confirmation that funding can be made available) and planning in progress for additional places in the east of Haringey. In recent years 120 new primary admission places have been created, with 30 more at Rhodes Avenue for 2011. All London boroughs face major challenges in this area.

We are currently 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.

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At Broadwater Farm (subject to confirmation that funding can be made available) 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. We are also investing across the primary estate to support the continuing rise in Haringey school standards.

BSF

The Building Schools for the Future programme remains on target, with the new secondary school – Heartlands High School – opening in September this year. Over £200m of works includes major re-building of Haringey secondary schools.

Also through the BSF programme, Haringey secondary schools are being equipped with state of the art information and communications technology to transform learning and to support effective school leadership.

FISD

Haringey's award-winning Family Information Services Directory (www.fisd.haringey.gov.uk) has been operating for over a year, putting the borough in the vanguard of local authorities in providing a comprehensive information source on local facilities and services for children and young people.

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 8% over the last two years.

Children's Networks

The Children's Networks Business Unit of the CYPS consists of a number of services that deliver both prevention and early intervention and support to children and young people who have additional needs. This means working in a coordinated way to prevent children and young people from progressing to the higher levels of the Haringey thresholds of need and wherever possible enabling their needs to be met through universal provision.

Areas of Focus

- further development of the three Children's Networks multi-disciplinary teams in order 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, and other targeted interventions;

CABINET MEMBER QUESTIONS: CABINET MEMBER FOR CHILDREN & YOUNG PEOPLE, COUNCILLOR LORNA REITH

For Overview & Scrutiny Committee – 21st July 2010

- extension of partnership arrangements with other statutory, voluntary and community agencies services so that children, young people and families receive coordinated and joined-up support within existing arrangements for multi-disciplinary working;
- 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.
- review of Participation services to ensure that children and young people contribute to decisions that are made about them;
- reviews of Youth and Connexions, and Play.

The Coalition Government announced in May that the requirement to have the ContactPoint database will be scrapped. However there has been no further announcement on how this is to be achieved and subsequently we have been told that there still an expectation that an interim service will be delivered. Further Government guidance on this is expected.

Children and Families

The focus of the Children and Families service in the past year has been on improving our services, in particular in relation to safeguarding. Actions in the Safeguarding plan are being taken forward in the service and we have made significant changes in the way referrals and assessments are managed, the support to social workers including improvements to Fi, supervision, management and training.

The service has been re-organised with new managers taking on some new roles. Safeguarding leadership is now held by an AD Safeguarding with two Heads of Service in First Response and Safeguarding and Support managing and developing their services. Extensive auditing has demonstrated a gradual improvement in the quality of practice. The January 2010 Ofsted report spoke very positively of the progress in this area, whilst identifying areas for further development. Developing more joint working with other areas of CYPS, particularly Children's Networks, and with other agencies, particularly the police and health is ensuring that the service we provide is better able to meet the needs of the most vulnerable children.

We have responded to a significant rise in demand, with over 50% more referrals than in the previous year and have seen the numbers of children looked after and subject to child protection plans rise. This has put pressure on all our staff and a key part of our action plan is around recruitment and

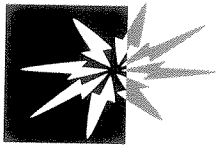
retention of social workers and delivering training and development opportunities.

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Our services to children with disabilities have been greatly enhanced by delivering the Aiming High programme which has resulted in a sharp rise in the number of families benefiting from short breaks. We have been working closely with Adult Services to improve transition.

We will continue to focus on improving safeguarding and develop multi-agency working and improving commissioning to extend the range of support for the most vulnerable children particularly those affected by domestic violence

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Haringey Council

Overview & Scrutiny

On 21st July 2010

Report Title: Safeguarding Plan for Haringey

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

Signed :

Contact Officer : Mark Gwynne, Safeguarding Plan Programme Manager

Wards(s) affected: **ALL**

Report for: **Non Key Decision**

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

- 1.1. This report provides Scrutiny with an update on delivery of the Safeguarding Plan, for the period up to May 2010.
- 1.2. The report also presents the refreshed Safeguarding Plan for Haringey, which sets out the programme of activity to enable safeguarding of children and young people within Haringey to be recognised as being amongst the best by December 2011.

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 the refreshed Safeguarding Plan which has been considered by Cabinet and approved by the Children's Trust.

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 May 2010.
- 5.2. It was originally stated within the Safeguarding Plan that it would be refreshed following the January Ofsted follow-up inspection, and to incorporate the learning from other inspections across the country.

6. Summary

- 6.1. The refreshed JAR Action Plan forms the Safeguarding Plan for Haringey. Following delivery of the first phase of actions within the Safeguarding Plan and the feedback from Ofsted, the plan has been refreshed to take forward improvements over the period to December 2011, enabling the Council to be amongst the best at safeguarding children and young people by 2012. The plan continues to incorporate key findings from the serious case reviews (SCRs) where these are yet to be completed.
- 6.2. There were several challenges to achieve the desired outcome from phase 1 of the Safeguarding Plan, the period June – December 2009. These challenges have been highlighted in the previous reports to the committee. Current progress is shown within the Safeguarding Plan Milestone Report (appendices 1a and 1b).
- 6.3. The Ofsted follow-up inspection took place at the end of January 2010 in order to assess the progress we have made since the urgent JAR in November 2008 and the follow-up visit in June 2009. The outcomes from this visit have been circulated to members previously, and this information has informed the refresh of the Safeguarding Plan (attached as appendix 3).

<p>7. Chief Financial Officer Comments</p> <p>7.1. N/A</p>
<p>8. Head of Legal Services Comments</p> <p>8.1. N/A</p>
<p>9. Head of Procurement Comments</p> <p>9.1. N/A</p>
<p>10. Equalities & Community Cohesion Comments</p> <p>10.1. N/A</p>
<p>11. Consultation</p> <p>11.1. N/A</p>
<p>12. Service Financial Comments</p> <p>12.1. Meetings have been held between all Area for Improvement lead officers and the Head of Finance. Based on these meetings an update of the allocations necessary across the seven themes has been undertaken.</p> <p>12.2. The revised analysis reflects the fact that as additional support has been engaged this has been deployed across various themes.</p>
<p>13. Use of appendices /Tables and photographs</p> <p>13.1. Appendix 1: Glossary of Terms</p> <p>13.2. Appendix 2a: Safeguarding Plan Milestone Summary Report, May 2009</p> <p>13.3. Appendix 2b: Safeguarding Plan Milestone Exception Report, May 2009</p> <p>13.4. Appendix 3: Safeguarding Plan Refresh, June 2010</p>
<p>14. Local Government (Access to Information) Act 1985</p> <p>14.1. JAR Report (December 2008)</p> <p>14.2. Annual Performance Assessment (December 2008)</p> <p>14.3. Inspection of Progress in the Provision of Safeguarding Report (July 2009)</p> <p>14.4. Inspection of Progress in the Provision of Safeguarding Report (February 2010)</p>

1. Background

- 1.1.1 In developing the JAR Action Plan back in January 2009, partners across the borough were keen that the Plan was ambitious and represented more than just addressing the JAR (Dec 2008) and APA (Dec 2008) inspection reports. The intention was to unite all partners in the borough to implement more fundamental changes in the quality of safeguarding work.
- 1.1.2 The ambition was to achieve a 'positive direction of travel' by June 2009 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.

2. Next Steps

- 2.1.1 Governance and programme management arrangements for delivery of the refreshed plan are contained within the Safeguarding Plan and are designed to ensure that there is effective internal and external challenge, monitoring and control, without adversely impacting on the ability of managers and staff to continue to deliver the required improvements. This will ensure that the momentum is maintained.
- 2.1.2 The refreshed plan, addressing areas for further development arising from the Ofsted visit will be developed in partnership and approved by the Children's Trust in June 2010.

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

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





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









Appendix 2a. Safeguarding Plan Milestone Report - Summary


Generated on: 27 May 2010



Haringey Council

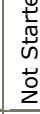

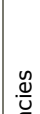
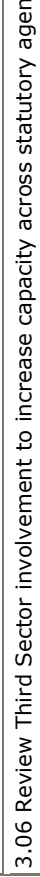
Action Status	
	Not achieved / not on track support required to address issues
	Not on track but no support required to address issues
	Action in progress and on track to be completed
	Action completed and desired outcome achieved

Action	Progress	Status	Latest Update
1.01 Create a culture of shared responsibility for all Haringey's children & young people	Completed		March 2010 - Achieved
1.02 Local Safeguarding Children Board communicate the findings of Serious Case Reviews	Completed		October 2009 - Achieved
1.03 Improve working of the LSCB (also see action 2.02)	Completed		November 2009 - Achieved
1.04 Partnership Family Support Strategy developed and published	Completed		December 2009 - Achieved
1.05 Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	Completed		December 2009 - Achieved
1.06 Ensure quality of service by improving child protection referral and assessment processes	Completed		December 2009 - Achieved
1.07 Deliver improvements in thresholds and decision making	Completed		October 2009 - Achieved
1.08 Effective working at Child Protection Conference	Completed		December 2009 - Achieved

Action	Progress	Status	Latest Update
1.09 Identify opportunities for further integrated working across the strategic partnership	Completed		October 2009 - Achieved
1.10 Achieve an acceptable standard for the quality of care planning	Completed		October 2009 - Achieved
1.11 Revise, update and launch the revised children's social care procedure manual	Completed		October 2009 - Achieved
1.12 Implement procedures to ensure the allocation of a lead professional for children moving from social care or other specialist service back into targeted / universal services	Completed		December 2009 - Achieved
1.13 Commissioning directory developed to describe services, criteria and outcomes available	In Progress		Not on Track - See exception report
1.14 Introduce additional short term social work professional and management capacity	Completed		January 2010 - Achieved
1.15 Recruit and retain good staff across the partnership to reduce the number of vacancies and reliance on agency staff	Completed		March 2010 - Achieved
1.16 Ensure effective supervision arrangements for social care staff	Completed		December 2009 - Achieved
1.17 Ensure effective supervision arrangements for health staff	Completed		December 2009 - Achieved
1.18 Ensure effective supervision arrangements for police staff	Completed		October 2009 - Achieved
1.19 Implement programme of multi-agency training	In Progress		Not on Track - See exception report
1.20 Develop a multi-agency core safeguarding induction programme	In Progress		Not on Track - See exception report
1.21 Assure the quality of practice	Completed		January 2010 - Achieved
1.22 Ensuring the quality and reliability of data	Completed		October 2009 - Achieved
1.23 Establishing the volume of demand for services and forecasting future demand	Completed		December 2009 - Achieved
1.24 NHS provider trusts performance management capability improved	Completed		September 2009 - Achieved
1.25 Developing, across the partnership, integrated business planning and performance management processes	Completed		December 2009 - Achieved
1.26 Improving Local Interpretation and Ownership of Information within Children and Families	Completed		February 2010 - Achieved

Action	Progress	Status	Latest Update
2.01 Develop fit for purpose governance arrangements across the partnership	Completed		December 2009 - Achieved
2.02 Improve working of the LSCB	Completed		November 2009 - Achieved
2.03 Increase involvement of young people and the voluntary sector	In Progress		
2.04 Develop local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes	Completed		March 2010 - Achieved
2.05 All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	In Progress		Not on Track - See exception report
2.06 Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work.	In Progress		
2.07 Establish ICS / FWi support teams to stabilise current system use and support implementation of future configuration.	In Progress		
2.08 Use new technology including mobile technology to improve and support staff in delivering the service	Check Progress		
2.09 Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	In Progress		Not on Track - See exception report
2.10 Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services.	In Progress		
2.11 Further develop the child protection core training curriculum for staff of all agencies	Check Progress		Not on Track - See exception report
2.12 Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	In Progress		
2.13 Improve information sharing with Children's Centres	Completed		March 2010 - Achieved
2.14 Analyse key performance indicators to support top quartile attainment (also see 3.09)	Completed		January 2010 - Achieved
2.15 Enhance performance management capacity across the partnership	In Progress		

Action	Progress	Status	Latest Update
3.01 Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	Not Started		
3.02 Ensure compliance with the Laming and other review recommendations is reviewed annually	In Progress		

Action	Progress	Status	Latest Update
3.03 Implementing "best practice"	In Progress		
3.04 FW-I developed to support and embed best practice procedures.	Not Started		
3.05 Multi-disciplinary team introduced and working effectively	In Progress		
3.06 Review Third Sector involvement to increase capacity across statutory agencies	Not Started		
3.07 Work with London Deanery and the Royal College of GPs to make linkages to safeguarding	Not Started		Not on Track - See exception report
3.08 Undertake further detailed analysis of performance required to deliver excellent rating	In Progress		

Appendix 2b. Safeguarding Plan Milestone Report (In Progress)


Generated on: 27 May 2010











Haringey Council


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




Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.13 Commissioning directory developed to describe services, criteria and outcomes available	Ian Bailey	Existing directories update with summary provided by services	01 Aug 2009	31 Dec 2009		Dec 2009 - Achieved.	Ian Bailey	Good Practice
		Domestic violence commissioning intentions completed following reviews of evidence base; current provision and a gap analysis	01 Sep 2009	31 Dec 2009		Dec 2009 - Achieved.	Ian Bailey	
		Parenting support commissioning intentions completed following development of list of effective parenting support programmes and interventions; current parenting support provision detailed by all services; and gap analysis	01 Sep 2009	31 Dec 2009		Dec 2009 - Achieved.	Ian Bailey	




Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		Directory entries quality checked, appropriate levels of need assessed and added and ongoing maintenance process developed	01 Jan 2010	30 Jun 2010		Apr 2010 - On track.	Ian Bailey	




Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.19 Implement programme of multi-agency training	Eleanor Brazil	Practitioners across the partnership trained in thresholds and use of common language	01 Jul 2009	31 Jan 2010		Jan 2010 - Achieved.	Rachel Oakley	Capacity and Staffing
		Social work staff trained on risk assessment, information sharing and the recording of decisions	01 Jul 2009	31 Dec 2009		Dec 2009 - Achieved.	Sylvia Chew	
		Staff trained and provided with guidance in child centred practice and authoritative practice and social history researched and commissioned	01 Jul 2009	31 Jan 2010		Jan 2010 - Achieved.	Rachel Oakley	
		Multi-agency exercise using MACIE implemented	01 Sep 2009	31 Dec 2009		Oct 2009 - Achieved	Dave Grant	
		Agree, implement and train staff on a Critical Incident De-briefing model within organisations and across multi-disciplinary teams	01 Sep 2009	30 Apr 2010		Apr 2010 - Not achieved. De-brief is still on-going.	Dave Grant	





Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.03 Increase involvement of young people and the voluntary sector	Peter Lewis	Establish mechanisms for young people to be involved in development of policies, plans and strategies	01 Aug 2009	31 Mar 2010		Mar 2010 - Achieved.	Peter Lewis	Leadership and Governance
		Determine how groups should be involved in delivery of JAR action plan	01 Sep 2009	31 Mar 2010		Apr 2010 - Not Achieved. Range of existing consultation / engagement activities mapped. Plan produced for next stage of engagement development through to Autumn 2010.	Peter Lewis	
		Engage with representative groups interested in being involved in delivery of the JAR Action Plan	01 Mar 2010	30 Jun 2012		Apr 2010 - On track. Planning underway to map potential groups beyond existing partners and HAVCO who might be interested.	Peter Lewis	


Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.05 All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	Rachel Oakley	Roll-out across all schools and settings	01 Feb 2009	31 Jul 2010		Apr 2010 - On track. Integrated Working Training in place - CAF train the trainer sessions now booked - dates for assessor training to begin June.	Alison Botham	Early Intervention


Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.06 Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work.	Rachel Oakley	Revised time table and project plan for Child protection related exemplars and work flow developed Project plan implemented Non child protection parts of the system reviewed in conjunction with other Local Authorities	01 Jul 2009 01 Oct 2009 01 Jan 2010	31 Oct 2009 30 Apr 2010 31 Jul 2010	  	Oct 2009 - Achieved Apr 2010 - Achieved. May 2010 - On track. Currently on target - however, staff may need to be transferred to work on the CIN census - if this happens up to 5 week delay on delivery date.	Rachel Oakley Rachel Oakley Rachel Oakley	Good Practice





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



Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.08 Use new technology including mobile technology to improve and support staff in delivering the service	Rachel Oakley	External study on use of technology to maximise effectiveness and efficiency completed	01 Apr 2009	30 Sep 2009		Nov 2009 - Achieved.	Rachel Oakley	Good Practice
		New plan devised and implemented (with corporate IT, C&YP service IT, FW1 support and Haringey Forward)	01 Sep 2009	31 Mar 2010		May 2010 - On track. Project sign off meeting 25 May 10. As part of the refresh the end date will be due to June 10.	Rachel Oakley	
		Plan agreed for implementation	01 Mar 2010	31 Mar 2010		Mar 2010 - Achieved. Pilot completed and plan for implementation agreed.	Rachel Oakley	

Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.09 Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	Ian Bailey	Joint Strategic Needs Assessment of safeguarding and vulnerable children and young people completed	01 Jul 2009	30 Sep 2010		Sep 2009 - Achieved	Jin Lim	Good Practice
		Integrated working and commissioning approach (with adult services and partners) developed	01 Oct 2009	28 Feb 2010		Apr 10 - Achieved. See report to Children's Trust 14th April.	Ian Bailey	
		Commissioning approach agreed	01 Mar 2010	31 Mar 2010		Apr 10 - Achieved. See report to Children's Trust 14th April.	Ian Bailey	
		Resourcing and support needs identified and mechanism for demonstrating improved value for money established	01 Apr 2010	30 Jun 2010		May 2010 - Ian Bailey. Support needs and structures to facilitate joint commissioning are being discussed and a proposal developed. This will enable more effective joint commissioning and demonstration of Value for Money.	Ian Bailey	

Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.11 Further develop the child protection core training curriculum for staff of all agencies	Rachel Oakley	Domestic violence training programme implemented	01 Oct 2009	31 Mar 2010		May 10 - Not achieved. The intention to roll out training of Domestic Violence risk assessment model across social care and the partnership has been reconsidered - and negotiation are about to take place with Barnardos to develop training for supervisors which connects the	Rachel Oakley	Capacity and Staffing

Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
						Supervisor Model adopted by Social Care and Health with the Domestic Violence risk assessment model.		
		Risk assessment training programme implemented	01 Oct 2009	31 Mar 2010		May 10 - Not achieved. The intention to roll out training of Domestic Violence risk assessment model across social care and the partnership has been reconsidered - and negotiation are about to take place with Barnardos to develop training for supervisors which connects the Supervisor Model adopted by Social Care and Health with the Domestic Violence risk assessment model.	Rachel Oakley	

Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.12 Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	Stuart Young	Managerial competency programme developed including a specific programme for social care managers Support and mentoring scheme introduced for children and families team managers Review additional training needs in safeguarding across the partnership Develop cross-partnership training plan	01 Jan 2010 01 Jan 2010 01 Feb 2010 01 Apr 2010	31 Mar 2010 31 Mar 2010 30 Apr 2010 30 Jun 2010	   	Feb 2010 - Achieved. Feb 2010 - Achieved. Apr 10 - Achieved. Supervision model adopted by social work professionals and health. Workshop held to review of cross partnership learning needs undertaken. Apr 10 - On track. 2010/11 development plans in development and will be reviewed by LSCB and C&F DMT.	Stuart Young Stuart Young Stuart Young Stuart Young	Capacity and Staffing

Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.03 Implementing "best practice"	Mark Gurrey	Best practice in procedures identified Learning built into review of existing procedures	01 Sep 2009 01 Sep 2009	30 Jun 2011 30 Jun 2011	 	May 2010. To be revised through the plan refresh. May 2010. To be revised through the plan refresh.	Mark Gurrey Mark Gurrey	Good Practice

Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		New procedures approved and implemented	01 Sep 2009	30 Jun 2011		May 2010. To be revised through the plan refresh.	Mark Gurrey	
		Change programme developed to support implementation	01 Sep 2009	30 Jun 2011		May 2010. To be revised through the plan refresh.	Mark Gurrey	

Action	Action Lead	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.07 Work with London Deanery and the Royal College of GPs to make linkages to safeguarding	Julie Quinn	Safeguarding requirements built into GPs Continual Professional Development	01 Jan 2010	31 Jul 2010		Apr 10 - Action to be discussed at SPSG.	Julie Quinn	Capacity and Staffing
		Safeguarding requirements built into appraisal, new licensing and revalidation of GPs	01 Jan 2010	31 Jul 2010		Apr 10 - Action to be discussed at SPSG.	Julie Quinn	
		Feasibility study into incorporating safeguarding good practice into GP contracts completed	01 Jan 2010	31 Jul 2010		Apr 10 - Action to be discussed at SPSG.	Julie Quinn	

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



Safeguarding Plan for Haringey

The JAR Action Plan

Together we ensure that every child matters



Our Commitment

Together.... we protect children

Messages

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

Background

Work has been underway to deliver improvements in the safeguarding of children for some months. An Improvement Plan was submitted in February 2009, and a follow up Action Plan was submitted to Ofsted and the Department for Children, Schools and Families (DCSF) in March 2009 and approved in April. This three year plan was designed to ensure that Haringey's services for children and young people are among the best by December 2011.

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

The refresh of the JAR Action Plan was designed to pull these findings together into a set of prioritised improvements to be delivered over the next three years. This formed the Safeguarding Plan for Haringey. Several of the actions within the original plan have been completed, whilst others now appear within the Children & Young People's Plan (CYPP), which has been developed alongside the Safeguarding Plan, and is the single statutory overarching plan for all services which directly affect children and young people in Haringey. The CYPP is based on the five Every Child Matters outcomes. The key actions from this Safeguarding Plan form a large part

of the “Stay Safe” element of the CYPP. The first phase of this plan ran through to December 2009 ahead of the January 2010 Ofsted follow-up inspection. This refresh builds further detail into the next phase of the plan: enabling our safeguarding to be amongst the best.

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

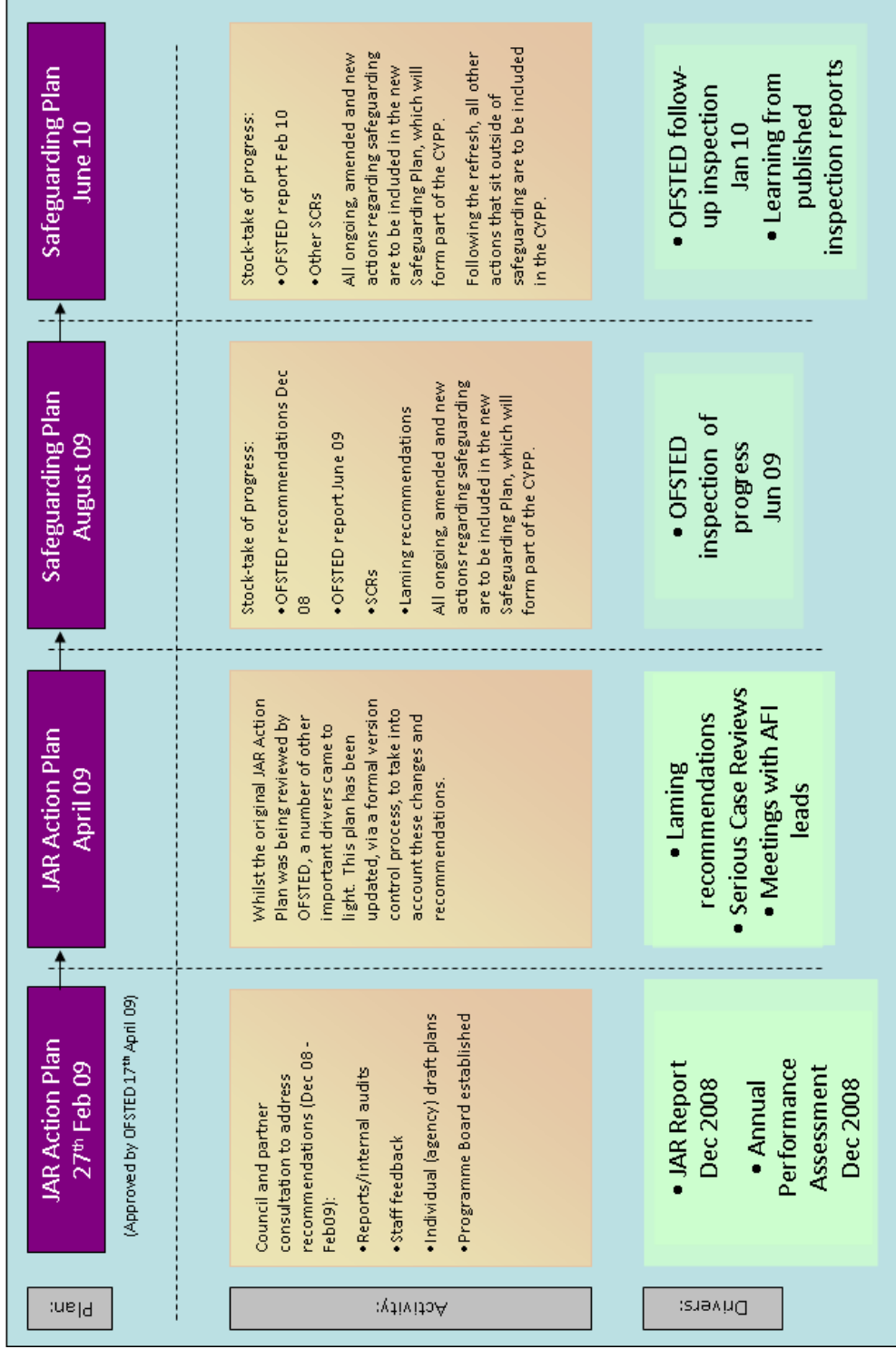


Figure 1 – Plan Development Stages

The June 2009 visit demonstrated that further improvement was needed as a priority in eleven areas. These were the focus for, and have been addressed through, the Safeguarding Plan. This refresh builds on these actions to ensure that safeguarding within Haringey is amongst the best in the country.

Whilst the January Follow-Up Inspection demonstrated that there was good improvement and good capacity for further improvement it recognised that there is still further work that we can do. This refresh of the plan pulls together these areas of work and other work that we have identified, which will enable Haringey to stand out for all the right reasons.

Purpose

The overall objective of the Safeguarding Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. The key objectives of the Plan and response to Ofsted's December 2008, July 2009 and February 2010 reports are summarised under 5 key themes and they set out changes for safeguarding services in governance, systems and procedures, capacity & staffing and performance management. This plan is designed to set out the route for Haringey Children's services to be recognised as being "among the best" through whatever assessment mechanisms exist.

Themes

The refreshed plan retains the 5 themes introduced within the Safeguarding Plan during 2009, around which the improvement actions will be delivered:

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

Explicit within each of these improvement themes is the need for quality and sustainability. The refresh of the Safeguarding Plan builds on the solid foundations delivered through the first phase of the plan.

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

improvements will be considered in the partnership dimension and built into the relevant actions, rather than being identified separately for each partner organisation.

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

The Outcomes

The Safeguarding Plan aimed to deliver visible outcomes for children and young people across the borough over a two and a half year period (June 2009 – December 2011) through creating improved ways of working and customer focused service delivery, enabling Haringey to be recognised as providing safeguarding services that are amongst the best. This refresh adds further detail and focus to the period April 2010 to December 2011.

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

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

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

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

Leadership & Governance – The Local Safeguarding Children Board (LSCB) has specific responsibilities for proactively monitoring and challenging the performance of services who deliver safeguarding. The new Haringey Children's Trust reflects the renewed closer working between agencies in the borough and fulfils statutory obligations. More significantly it signals a renewed

commitment to the children and young people of the borough, regardless of agency or individual. The Children's Trust is one element of the Haringey Strategic Partnership (HSP).

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

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

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

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

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

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

Programme Management

The programme management arrangements have been streamlined, recognising that the extra controls put in place in the Safeguarding Plan, which were essential at the time, are no longer required to the same degree given the progress made and the capacity in place to drive this improvement. There will be quarterly reporting to the Towards Excellence Board, the Children's Trust, the Council's Overview

& Scrutiny Panel and the Local Safeguarding Children Board (LSCB). The respective delivery organisations will also report their progress through their management structures.

The small group of chief officers from key partners established in the Safeguarding Plan is retained in order to drive delivery of the programme on a day-to-day basis. This group comprises: Chief Executive Haringey Council, Director of Children's Services Haringey Council, Deputy Director, Children & Families, Haringey Council, Assistant Chief Executive – People & Organisational Development, Haringey Council, Chief Executive NHS Haringey, Borough Commander Metropolitan Police and the Programme Manager Haringey Council. This smaller group is responsible for overseeing day to day delivery of the Plan, and meets twice per month. This core group will take on the role of theme leads, providing individual responsibility for each element of the plan and collective responsibility for delivery of the plan as a whole.

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

In order to keep the plan fresh, respond to changing local and political needs, and ensure that we meet our objective of being recognised as providing safeguarding services that are amongst the best, we must be prepared to refresh the plan on a regular basis. Through the established programme management arrangements, the steering group will approve a refresh of the plan on a quarterly basis for consideration by the Towards Excellence Board. This will include the milestones, performance indicators and targets. It is the responsibility of the steering group to ensure that performance targets set are sufficiently challenging to deliver the ambition, whilst responsibility for achieving these performance targets rests with the appropriate lead officer.

Performance Indicators

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

- Safeguarding National Indicators
- Staffing / Corporate Health Performance Indicators

As a part of this stage of delivery of the Safeguarding Plan, there will be a refresh of the performance indicators used with the Children's Trust, LSCB and in other reporting, ensuring that this is streamlined, integrated and aligned with health and other partners performance

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

Action Plan

The following Action Plan comprises the actions that are live at June 2010 and will be completed by December 2011. Each action is aligned to one of the five themes and will help achieve the outcomes set out for each theme as well as building on the effective foundations established in the first phase of this plan, enabling our continued and sustainable improvement.

Good Practice

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
High quality technology used effectively to support staff in their day-to-day work	2.08	Use new technology including mobile technology to improve and support staff in delivering the service	<ul style="list-style-type: none"> Mobile technology plan implemented & all identified social workers have access to pooled mobile technology and individual RAS keys Identify which Children's Centres have FW-I access Children's Centres identified to host and set up with FWI Identify other priority teams / facilities requiring FW-I access Implementation plan developed to meet the identified need Users who have 24 hour access to child protection register identified in each A&E and walk in centre 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 	<p>Mar 10</p> <p>May 10</p> <p>May 10</p> <p>May 10</p> <p>Jun 10</p> <p>May 10</p> <p>May 10</p>	<p>Jun 10</p> <p>May 10</p> <p>Sep 10</p> <p>Jun 10</p> <p>Sep 10</p> <p>Jul 10</p> <p>Jul 10</p>	<p>Rachel Oakley</p> <p>Sarah Barter</p> <p>Jan Doust</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Karen Baggaley</p> <p>Karen Baggaley</p>	
Support and approach for commissioning is in place across the partnership	2.09	Developing approach for integrated working and commissioning to improve how services work with the most complex families and	<ul style="list-style-type: none"> Refresh of the Joint Strategic Needs Assessment for safeguarding and vulnerable children and young people completed Initial priorities for joint commissioning / partnership agreement developed 	<p>Apr 11</p> <p>Oct 09</p>	<p>Jun 11</p> <p>Jul 10</p>	<p>Ian Bailey</p> <p>Ian Bailey</p>	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
		demonstrate value for money	<ul style="list-style-type: none"> Resourcing and support needs to sustain commissioning approach agreed Develop rolling programme of commissioning reviews to address workforce, budgets and outcomes Implement programme of reviews addressing priority areas first 	<p>Apr 10</p> <p>Jul 10</p> <p>Oct 10</p>	<p>Sep 10</p> <p>Sep 10</p> <p>Dec 11</p>	<p>Ian Bailey</p> <p>Claire Wright</p> <p>Claire Wright</p>	
An improved universal service leading to a reduction in demand for targeted and specialist services	2.10	Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services.	<ul style="list-style-type: none"> Standards developed and agreed Standards launched Agreement signed off with each Headteacher Designated teachers group / network set up as vehicle for training and improving understanding of safeguarding and domestic violence Nominated domestic violence champion from each school joined the designated teacher group / network Designated teacher group / network expanded to include private sector schools, nurseries, supplementary schools etc. 	<p>Feb 09</p> <p>Sep 09</p> <p>Sep 09</p> <p>May 10</p> <p>May 10</p> <p>Jul 10</p>	<p>Sep 09</p> <p>Sep 09</p> <p>Apr 10</p> <p>Jul 10</p> <p>Jul 10</p> <p>Oct 10</p>	<p>Jan Doust</p> <p>Jan Doust</p> <p>Jan Doust</p> <p>Marion Wheeler</p> <p>Marion Wheeler</p> <p>Marion Wheeler</p>	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Safeguarding services of a high quality are provided across the Borough	3.03	Implementing "best practice" in identifying, assessing and managing risk	<ul style="list-style-type: none"> • Programme of operational meetings established with adults services to progress areas of mutual interest • Risk management strategy developed to ensure integration between children & families, adults, police and health • Risk management practice guidance developed • Social care and CRAM / RARA follow-up requirements aligned • Systematic process for communicating learning from Serious Case Reviews across the partnership developed • Best practice for working with domestic violence cases identified • Functions of the Multi-Agency Risk Assessment Conference (MARAC) reviewed • Risk management aligned between children's and adults to ensure holistic approach and flow of information 	<p>May 10</p> <p>Jun 10</p> <p>Sep 10</p> <p>May 10</p> <p>May 10</p> <p>Apr 10</p> <p>May 10</p> <p>May 10</p>	<p>Jul 10</p> <p>Oct 10</p> <p>Nov 10</p> <p>Jun 10</p> <p>Sep 10</p> <p>Aug 10</p> <p>Oct 10</p> <p>Oct 10</p>	<p>Marion Wheeler</p> <p>Marion Wheeler</p> <p>Marion Wheeler</p> <p>Sylvia Chew</p> <p>Rachel Oakley</p> <p>Deirdre Cregan</p> <p>Marion Wheeler</p> <p>Marion Wheeler</p>	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Improved outcomes for children & young people through integrated systems and procedures in a multi-agency setting	3.04	FW-I developed to record and monitor outcomes to support and embed best practice procedures.	<ul style="list-style-type: none"> 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 Managers trained, as part of supervision training, in use of the new forms New forms implemented and utilised by managers Case file audit tool enhanced to include monitoring of outcomes Use of FW-I extended to all key teams (name teams here) FW-I development to meet best practice completed FW-I Child Protection core assessment templates updated First Response Multi-Agency Team ICS systems and support in place First Response MAT reflected in FW-I and its development 	<p>Oct 09</p> <p>Nov 09</p> <p>Jul 10</p> <p>Sep 10</p> <p>Apr 10</p> <p>Apr 10</p> <p>Jul 10</p> <p>Sep 10</p> <p>Sep 10</p> <p>Jun 10</p> <p>Jun 10</p> <p>Jun 10</p> <p>Jun 10</p> <p>Apr 10</p> <p>Jul 10</p>	<p>Apr 10</p> <p>Jul 10</p> <p>Sep 10</p> <p>Sep 10</p> <p>Mar 11</p> <p>Jul 10</p> <p>Sep 10</p> <p>Sep 10</p> <p>Dec 11</p> <p>Mar 12</p> <p>?</p> <p>Sep 10</p> <p>?</p>	<p>Marion Wheeler</p> <p>Rachel Oakley</p> <p>Claire Wright</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Sylvia Chew</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p>	<p>ICS Corelogic Working Group</p>

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Improved outcomes for children & young people through integrated systems and procedures in a multi-agency setting	3.05	First Response Multi-agency team introduced and working effectively	<ul style="list-style-type: none"> Agreement to create multi-agency team of council referral & assessment, health and MPS CAIT Processes and procedures aligned Processes and procedures integrated Accommodation arranged and staff co-located Staff trained in new integrated procedures and multi-agency team operational First Response MAT role in audit and assessment determined and implemented Joint working arrangements established with Adult Services, CAMHS and Drug and Alcohol Team. Information sharing protocols reviewed and developed into a single protocol across children & adults and their respective partner organisations Integrated procedures reviewed in light of extended team 	<p>Sep 09</p> <p>Sep 09 Mar 10 Jan 10 Apr 10</p> <p>Jun 10</p> <p>Jul 10</p> <p>Jun 10</p> <p>Nov 10</p>	<p>Dec 09</p> <p>Mar 10 Sep 10 Apr 10 Jul 10</p> <p>Sep 10</p> <p>Oct 10</p> <p>Sep 10</p> <p>Dec 10</p>	<p>Dave Grant</p> <p>Dave Grant Dave Grant Dave Grant Marion Wheeler Marion Wheeler Sylvia Chew</p> <p>Sylvia Chew</p> <p>Marion Wheeler</p>	<p>Integrated Working Strategy Group</p>
Cutting edge domestic violence work integrated with safeguarding services across the Borough	A	Integrating "best practice" domestic violence work to safeguard children & young people	<ul style="list-style-type: none"> Opportunities for linking domestic violence work and flow of information with adults services and partners identified Supporting guidance developed on domestic violence thresholds using triangle model 4 lunchtime training sessions on domestic violence for social workers completed Strategy for roll out of Barnardo's Risk Assessment training agreed Mechanisms for ensuring effective linkage with adults on safeguarding developed and implemented 	<p>May 10</p> <p>May 10</p> <p>May 10</p> <p>May 10</p> <p>May 10</p>	<p>Jun 10</p> <p>Jul 10</p> <p>Jul 10</p> <p>Jun 10</p> <p>Jul 10</p>	<p>Deirdre Cregan</p> <p>Deirdre Cregan</p> <p>Deirdre Cregan</p> <p>Deirdre Cregan</p> <p>Marion Wheeler</p>	<p>LSCB Domestic Violence Sub-Group</p>

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Clear linkage and read across between case files supports the safeguarding of children in schools and through health services	B	Consistent approach to recording and presenting information within school and health files established and implemented	<ul style="list-style-type: none"> Standard contents / format for inclusion in all school case files agreed Quality assurance / reporting mechanisms established Annual compliance reporting integrated within Safeguarding Plan reports Standard contents / format for inclusion in all school case files agreed Quality assurance / reporting mechanisms established Annual compliance reporting integrated within Safeguarding Plan reports 	<p>May 10</p> <p>Sep 10</p> <p>Jan 11</p> <p>May 10</p> <p>Sep 10</p> <p>Jan 11</p>	<p>Jul 10</p> <p>Dec 10</p> <p>Jul 11</p> <p>Jul 10</p> <p>Dec 10</p> <p>Jul 11</p>	<p>John Edwards</p> <p>John Edwards</p> <p>John Edwards</p> <p>Karen Baggaley</p> <p>Karen Baggaley</p> <p>Karen Baggaley</p>	
Children and young people's voice is heard and responded to in Safeguarding Services	C	Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	<ul style="list-style-type: none"> Mechanisms for more effectively hearing and recording children and young people's views at initial and review conferences determined Mechanisms implemented to ensure that children and young people's views at initial and review conferences are effectively heard Review mechanisms for the above established and implemented Systems to engage young people in the work of the LSCB implemented Child's Champion scheme developed and implemented for case conferences Work completed with the Family Commission to learn from the experiences of families who have been subject to a child protection plan 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) Mechanisms for responding to views and providing feedback established MPS assessed whether feedback from children and young people after ABE interviews can be sought 	<p>Jun 10</p> <p>Oct 10</p> <p>Dec 10</p> <p>Sep 10</p> <p>Jul 10</p> <p>May 10</p> <p>Jun 10</p> <p>Sep 10</p> <p>Jul 10</p>	<p>Sep 10</p> <p>Dec 10</p> <p>Jan 11</p> <p>Dec 10</p> <p>Sep 10</p> <p>Sep 10</p> <p>Dec 10</p> <p>Dec 10</p> <p>Dec 10</p> <p>Oct 10</p>	<p>Debbie Haith</p> <p>Debbie Haith</p> <p>Marion Wheeler</p> <p>Marion Wheeler</p> <p>Sylvia Chew</p> <p>Sylvia Chew</p> <p>Marion Wheeler</p> <p>Debbie Haith</p> <p>Graham Dean</p>	LSCB Best Practice Sub-Group

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
		Ensure that feedback from parents and carers is received and acted on	<ul style="list-style-type: none"> Mechanisms for gathering feedback from parents and carers reviewed in light of best practice Improved mechanisms for gathering and reporting on feedback received established Log of service enhancements made as a result of user feedback developed and implemented for ongoing use 	<p>May 10</p> <p>Aug 10</p> <p>Oct 10</p>	<p>July 10</p> <p>Oct 10</p> <p>Oct 10</p>	<p>Iain Low</p> <p>Iain Low</p> <p>Iain Low</p>	
Improved cross partnership working and communication	D	Ensure that feedback to referrers is provided in a timely and appropriate manner	<ul style="list-style-type: none"> System for feedback to referrers implemented Monitoring of feedback integrated within performance management reporting Effectiveness of feedback mechanisms reviewed and improvements implemented 	<p>May 10</p> <p>Jul 10</p> <p>Sep 10</p>	<p>May 10</p> <p>Aug 10</p> <p>Oct 10</p>	<p>Sylvia Chew</p> <p>Sylvia Chew</p> <p>Sylvia Chew</p>	
Timely transfer of cases between teams ensures no break in service delivery	E	Delays in transfers are significantly reduced and notification arrangements for meetings are improved	<ul style="list-style-type: none"> Protocol and mechanism for timely and smooth transfer of cases between children's teams and services developed Case transfer summary element of the Audit Tool reviewed and new version implemented Quarterly Heads of Service meetings established to review case transfer performance and drive forward cases where transfers are delayed Staffing levels in long term teams reviewed Process milestones for acknowledging / updating notifications to be written 	<p>Apr 10</p> <p>May 10</p> <p>Jun 10</p>	<p>Jun 10</p> <p>Jul 10</p> <p>Sep 10</p>	<p>Iain Low</p> <p>Marion Wheeler</p> <p>Marion Wheeler</p>	
More vulnerable children and young people are identified and effectively safeguarded	G	Lead the way in how we identify and assist those who are most vulnerable in gangs	<ul style="list-style-type: none"> 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 Develop and implemented procedures for working with known gang members Protocols developed for social workers on working with vulnerable children and young people who are in gangs 	<p>Jun 10</p> <p>Apr 10</p> <p>?</p> <p>?</p> <p>?</p>	<p>Dec 10</p> <p>May 10</p> <p>?</p> <p>?</p> <p>?</p>	<p>Marion Wheeler</p> <p>Sylvia Chew</p> <p>Aidan Gibson</p>	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage	H	Increase the involvement of health professionals in complex case meetings	<ul style="list-style-type: none"> Identify opportunities for health involvement at complex case meetings Trial involvement of named or designated nurse in these meetings Review effectiveness of involvement in preventing the escalation of cases Amend processes and procedures as a result of the trials if required 	Jun 10 Aug 10 Oct 10 Dec 10	Aug 10 Oct 10 Nov 10 Dec 10	Karen Baggaley	
	I	Guidance to be established clarifying what and when health and schools involvement in child protection conferences will be required	<ul style="list-style-type: none"> Criteria for health involvement in child protection conferences established Criteria for health involvement in child protection conferences established Guidance issued to appropriate staff Mechanisms for monitoring established and built into performance management framework Initial audit of compliance undertaken within health Initial audit of compliance undertaken within schools 	Apr 10 Apr 10 Aug 10 Oct 10	Jul 10 Jul 10J Aug 10 Nov 10	David Elliman John Edwards Debbie Haith Debbie Haith	
	J	Improved usage of legal support and meetings	<ul style="list-style-type: none"> Milestones to be incorporated around use of LPMs, pre-meetings, etc and legal support to avoid the need for cases to escalate 	Dec 10 Dec 10	Feb 11 Feb 11	Bridget Owen John Edwards	

Early Intervention

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need	2.05	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	Roll-out CAF across all schools and other settings	Feb 09	Jul 10	Alison Botham	
			Develop communications and support programme to enable embedding of CAF	May 10	Jul 10	Alison Botham	
			Deliver effective support and communications to enable embedding of CAF	Jul 10	Dec 10	Alison Botham	
			Develop support mechanisms for CAF in private, voluntary and independent (PVI) settings	Jan 10	Jul 10	Alison Botham	
			Deliver support mechanisms for CAF in private, voluntary and independent (PVI)	Jul 10	Dec 10	Alison Botham	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need	A	Provide advice, support and challenge for universal settings so that they support a wider range of need	settings	Jul 10	Oct 10	Rachel Oakley	
			<ul style="list-style-type: none"> • Training needs assessment for universal services completed • Training programme for universal services developed • Consultation on improving the Vulnerable Children's Conversation completed • Refreshed Vulnerable Children's Conversation piloted • Vulnerable Children's Conversation pilot reviewed and rolled out • Vulnerable children's conversation used to challenge universal services understanding of need 	Oct 10	Dec 10	Rachel Oakley	
				Jan 10	Feb 10	Jan Doust	
				Mar 10	May 10	Jan Doust	
				Jun 10	Sep 10	Jan Doust	
				Jun 10	Sep 10	Jan Doust	
				Jul 10	Oct 10	Alison Botham	
Enhanced partnership working delivering joined up services in local areas	B	Further develop the role, understanding and performance management of the CAF	CAF assessors training rolled-out	Jul 10	Jul 10	Alison Botham	
			North Network CAF Panel piloted	Sep 10	Dec 10	Alison Botham	
			Evaluation of North Network pilot completed	Jan 11	Mar 11	Alison Botham	
			Performance management framework for CAF developed and implemented	Jun 10	Sep 10	Alison Botham	
			Outcomes for children and young people who have been subject to CAF measured	Oct 10	Dec 10	Alison Botham	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Integrated inter-agency working leading to a more efficient and effective early intervention service	C	Develop integrated working by moving from Multi-Disciplinary Teams (MDT) to Multi-Agency Teams (MAT), integrated with polysystems	<ul style="list-style-type: none"> • Early intervention services mapped to include workforce and resources • Local population needs identified for each area partnership and appropriate services planned • GPs incorporated into the early intervention system and made aware of services available in their area • Understanding of care pathways alongside tiers of need embedded • The 'core offer' for all developed and described to incorporate the Healthy Child Programme 0 - 19 • Multi-agency teams co-located within each area partnership • Keys to Wellbeing implemented in the context of a multi-agency emotional wellbeing strategy 	<p>Jun 10</p> <p>Nov 10</p> <p>Nov 10</p> <p>Sep 10</p> <p>Jan 11</p> <p>Sep 10</p> <p>Jun 10</p>	<p>Dec 10</p> <p>Apr 11</p> <p>Dec 10</p> <p>Dec 10</p> <p>Apr 11</p> <p>Aug 11</p> <p>?</p>	<p>Ngozi Anuforo</p> <p>Ngozi Anuforo</p> <p>Claire Wright</p> <p>Ngozi Anuforo</p> <p>Alison Botham</p> <p>Jan Doust</p> <p>Heather Johnston</p>	
Effective multi-agency provision of early years services which are outcome focussed	D	Embed the Healthy Child Programme through inter-agency working providing universal and intensive programmes	<ul style="list-style-type: none"> • Review Healthy Child Programme (0-5) and agree implementation plan • Healthy Child Programme rolled-out in the North and South Networks • Review Healthy Child Programme (5-19) • Schools effectively supporting the Healthy Years Programme • Links between the Healthy Child (0-5) and (5-19) identified and mechanisms for addressing transition issues implemented 	<p>Apr 10</p> <p>Sep 10</p> <p>Jun 10</p> <p>Sep 10</p> <p>Sep 10</p>	<p>Jul 10</p> <p>Dec 10</p> <p>Sep 10</p> <p>Jul 11</p> <p>Dec 10</p>	<p>Claire Wright</p> <p>Jane Elias</p> <p>T Edmans</p> <p>T Edmans</p> <p>Claire Wright</p>	<p>Health Early Years Child Programme Group</p>
Value for money and best practice delivered effectively in early intervention services	E	As a partnership identify resources to deliver the Early Years Strategy, Parenting and Family Support Strategy, Preventative Strategy and Schools Strategy	<ul style="list-style-type: none"> • Resources identified • 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 • Delivery of Early Years Strategy on track • Delivery of Parenting and Family Support Strategy on track • Delivery of Preventative Strategy on track • Delivery of Schools Strategy on track 	<p>Jun 10</p> <p>Nov 10</p> <p>Jun 10</p> <p>Jun 10</p> <p>Jun 10</p> <p>Jun 10</p>	<p>Oct 10</p> <p>Mar 11</p> <p>Dec 11</p> <p>Dec 11</p> <p>Dec 11</p> <p>Dec 11</p>	<p>Jan Doust</p> <p>Jan Doust</p> <p>Jan Doust</p> <p>Jan Doust</p> <p>Jan Doust</p> <p>Jan Doust</p>	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions.	F	Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs.	<ul style="list-style-type: none"> Review management structures Review composition of teams Ensure that teams are moving towards delivering multi-agency interventions and joined up approach 	Jun 10 Sep 10 Jan 11	Sep 10 Dec 10 Jul 11	Jan Doust Jan Doust Jan Doust	
All Ofsted inspections of childminders and childcare providers meet required safeguarding standards	G	Develop and embed an understanding of child protection procedures within child care settings, maintained and private, voluntary and independent (PVI)	<ul style="list-style-type: none"> Child protection procedures green handbook circulated to child care settings Understanding of Child Protection Procedures green handbook embedded 	Jan 10 Jun 10	May 10 Dec 10	Sarah Peel Ngozi Anuforo	
	H	Ensure that the inadequacies identified by Ofsted inspections of childminders and childcare provision are addressed through training and communications	<ul style="list-style-type: none"> Model safeguarding policy provided to all Roll-out of online safeguarding induction training for all settings completed Evaluation of the impact of training completed Determine further training needs and costs of continuing to fully fund safeguarding training requirements 	Apr 10 May 10 Jun 10 Jun 10	May 10 Dec 10 Sep 10 Sep 10	Ngozi Anuforo Ros Cooke Ros Cooke Ros Cooke	
All Ofsted inspections of childminders and childcare providers required standard	I	Develop an accreditation scheme for non-school settings	<ul style="list-style-type: none"> 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-registration of childcare providers that fail to meet the required standards 	May 10 Nov 10 Jan 11 Feb 11 ?	Oct 10 Dec 10 Jan 11 Mar 11 ?	Ros Cooke Ros Cooke Ros Cooke Ros Cooke Ros Cooke	
All Ofsted inspections of schools meet the required safeguarding standards	J	Develop and embed an understanding of child protection procedures within schools	<ul style="list-style-type: none"> Child protection procedures green handbook circulated to schools Understanding of LSCB child protection Procedures green handbook embedded Children & Young people's service holding school governors to account where safeguarding procedures are not being 	Jan 10 Jun 10 Jun 10	May 10 Dec 10 Jul 11	Sarah Peel ? ?	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			delivered correctly				

Leadership & Governance

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
High quality safeguarding services provided across the Borough	3.01	Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	<ul style="list-style-type: none"> LSCB identified for peer review Review takes place Lessons learnt and areas for improvement identified 	Jun 10 Sep 10 Nov 11	Jul 10 Oct 10 Jan 11	Graham Badman	
	3.02	Ensure compliance with the Laming and other review recommendations is reviewed annually	<ul style="list-style-type: none"> Process developed for review of compliance with Laming recommendations Annual review of compliance undertaken Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice 	Sep 09 ? Jul 10	Dec 09 ? Sep 10	Peter Lewis Peter Lewis Peter Lewis	
Increased ownership of and responsibility for senior CYP managers across the partnership	A	Safeguarding Champions scheme expanded to enhance the corporate parenting role	<ul style="list-style-type: none"> Safeguarding Champion scheme extended across other senior managers in the Council Safeguarding Champion scheme extended across the Children's Trust 	Apr 10 Sep 10	Jul 10 Oct 10	Marion Wheeler Marion Wheeler	
	B	Develop and communicate the vision for safeguarding within Haringey	<ul style="list-style-type: none"> Vision for outstanding safeguarding services established and agreed by the Children's Trust and LSCB Vision communicated to and owned by staff across the partnership Vision communicated to and understood by stakeholders 	Mar 10 Sep 10 Sep 10	Sep 10 Nov 10 Dec 10	Peter Lewis Peter Lewis Peter Lewis	
Clear role for the voluntary sector with effective support and capacity building mechanisms in place	C	Identify the role and capacity building requirements to enable voluntary sector support for safeguarding	<ul style="list-style-type: none"> Role of the voluntary sector determined and agreed Capacity building requirements identified to enable the sector to fulfil this role Capacity building requirements delivered 	Jun 10 Nov 10 Dec 10	Oct 10 Dec 10 Dec 11	Peter Lewis Peter Lewis Peter Lewis	
	D	Develop and communicate the roles, responsibilities and relationships of the LSCB and Children's Trust and their sub-groups	<ul style="list-style-type: none"> Role and responsibilities of the Children's Trust determined and communicated Role and responsibilities of the LSCB determined and communicated Structure and sub-groups of the Children's 	Mar 10 Mar 10 Jun 10	Jun 10 Jun 10 Oct 10	Peter Lewis Graham Badman Peter Lewis	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Enhanced partnership working delivering joined up services in local areas			<p>Trust determined and communicated</p> <ul style="list-style-type: none"> Structure and sub-groups of the LSCB determined and communicated Responsibilities for cross-cutting issues such as domestic violence determined and communicated Relationships enhanced between key agencies and the voluntary sector Governance structures and multi-agency strategic planning timetables mapped Multi-agency strategic planning aligned or integrated 	<p>May 10</p> <p>May 10</p>	<p>Oct 10</p> <p>Dec 10</p>	<p>Graham Badman Kevin Crompton</p>	
Children and young people feel involved in informing and improving our services	F	Further develop multi-agency relationships, planning and service delivery	<ul style="list-style-type: none"> Relationships enhanced between key agencies and the voluntary sector Governance structures and multi-agency strategic planning timetables mapped Multi-agency strategic planning aligned or integrated 	<p>Jun 10</p> <p>Sep 10</p> <p>Dec 10</p>	<p>Oct 10</p> <p>Dec 10</p> <p>Mar 11</p>	<p>Peter Lewis</p> <p>Peter Lewis</p> <p>Peter Lewis</p>	
Users are actively involved in shaping, informing and improving services	G	Determine the role of CYP in improving services	<ul style="list-style-type: none"> Involve CYP in reviewing the current engagement of CYP in informing services Mechanisms established for involvement of children & young people in the work of the LSCB Mechanisms established to involve CYP in reviewing / improving services Role of CYP in the Children's Trust determined and established 	<p>Sep 10</p> <p>Sep 10</p> <p>Nov 10</p> <p>Nov 10</p>	<p>Nov 10</p> <p>Dec 10</p> <p>Dec 10</p> <p>Dec 10</p>	<p>Peter Lewis</p> <p>Peter Lewis</p> <p>Peter Lewis</p> <p>Peter Lewis</p>	
	H	Children and their families are given an active role in informing and improving services	<ul style="list-style-type: none"> Mechanisms established to gain feedback from service users Feedback utilised effectively to evidence resulting improvements in services 	<p>Jun 10</p> <p>Oct 10</p>	<p>Sep 10</p> <p>Dec 10</p>	<p>Debbie Haith</p> <p>Debbie Haith</p>	

Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Well trained and highly competent staff	2.11	Further develop the child protection core training curriculum for staff of all agencies	<ul style="list-style-type: none"> Domestic violence training programme implemented Risk assessment strategy developed Determine how the strategy is delivered through the training programme Map out all mandatory and optional child protection training within key agencies Identify agency specific and cross partnership gaps in training provision 	<p>Oct 09</p> <p>Oct 09</p> <p>Apr 10</p> <p>Jun 10</p> <p>Aug 10</p>	<p>Mar 10</p> <p>Mar 10</p> <p>Jul 10</p> <p>Jul 10</p> <p>Sep 10</p>	<p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p> <p>Rachel Oakley</p>	<p>LSCB Training Sub-Group</p>

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			<ul style="list-style-type: none"> Revised training programme implemented Develop consistent cross-partnership monitoring of training attendance, integrated within the performance reporting framework Impact of training programmes evaluated Managerial competency programme developed including a specific programme focused on social care team and senior team managers Support and mentoring scheme introduced for children and families team managers Personal development objectives for all managers identified Development programme to address these needs determined Development programme delivered Review additional training needs in safeguarding across the partnership 	<p>Aug 10 Aug 10 Jan 11 Jan 10 Jan 10 Apr 10 Jul 10 Sep 10 Feb 10 Jul 10 Jun 10 Oct 10 Dec 10 Dec 11 Apr 11</p>	<p>Dec 10 Sep 10 Feb 11 Mar 10 Mar 10 Jun 10 Sep 10 Mar 11 Apr 10 Dec 10 Oct 10 Dec 10 Dec 11 Mar 12</p>	<p>Rachel Oakley Rachel Oakley Stuart Young</p>	
Shared responsibility for safeguarding activity by others who are able to take an active role	2.12	Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	<ul style="list-style-type: none"> Investigate potential for Third Sector support for Child Protection Processes Analysis of sector and capacity completed Determine role for the sector, support / capacity building requirements Structured programme of capacity building / support for the sector implemented Implement proposals for involvement 	<p>Jan 10 Aug 10 Jan 11 Mar 10 Nov 10 Jun 10 Mar 10</p>	<p>Jul 10 Oct 10 Mar 11 Apr 10 Jul 10 Oct 10 Dec 10 Dec 11 Mar 12</p>	<p>Debbie Haith</p>	
	3.06	Review Third Sector involvement to increase capacity across statutory agencies	<ul style="list-style-type: none"> Safeguarding requirements built into GPs Continual Professional Development Method of determining impact / evidence base Impact assessed and learning incorporated into review (Clair to provide) Implement structured appraisal programme and format in line with council system, even if previous appraisal had not been done Incorporate upward appraisal of managers Feedback and QA processes incorporated through the staff survey Implement structured appraisal programme and format in line with health systems, even if 	<p>Work with GP commissioning collaboratives and the LMC to integrate safeguarding practice into primary care</p>	<p>GP</p>	<p>3.07</p>	<p>Julie Quinn</p>
Staff have the skills required to effectively perform their roles	A	Ensure the implementation of annual performance appraisal arrangements for all social work and health staff		<p>Mar 10 Nov 10 Jun 10 Mar 10</p>	<p>Jun 10 Nov 10 Dec 10 Jun 10</p>	<p>Philippa Morris Philippa Morris Philippa Morris Karen Baggaley</p>	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			<ul style="list-style-type: none"> previous appraisal had not been done Incorporate reporting on appraisal completion within performance management framework 	May 10	Aug 10	Mark Gurrey	
	B	Improve council and multi-agency training and development with all agencies	<ul style="list-style-type: none"> CWDC standards mapped Options for delivery scoped Delivery plan developed Training programme piloted Training programme rolled-out and transferred to business as usual activity Individual agencies programmes mapped Programmes aligned Integrated training programme developed drawing on combined skills 	Mar 10 Jun 10 Jul 10 Sep 10 Nov 10	Jun 10 Aug 10 Aug 10 Oct 10 Dec 10	Rachel Oakley	
	C	Building resilience training	<ul style="list-style-type: none"> Building resilience training designed & commissioned Training delivered to staff Future training built into the suite offered through the LSCB training programme 	Jun 10 Sep 10 Oct 10 Mar 11	Aug 10 Oct 10 Mar 11	Steve Dryden	LSCB Training & Development Sub-Group
Potential new staff view the Haringey as employer of choice	D	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)	<ul style="list-style-type: none"> Fully develop the Haringey Offer as a cross partnership offer based on the support and opportunities offered by a career in Haringey Develop mechanisms for monitoring impact of the Haringey Offer Launch the Offer across the partnership Opportunities for secondments between adults and children's social work developed to share learning and understanding 	May 10 Aug 10 Sep 10 May 10	Jul 10 Sep 10 Dec 10 Oct 10	Philippa Morris	
Social work staff feel valued through the provision of support, suitable workloads, systems and tools enabling them to perform to a high standard	E	Undertake self assessments against Social Work Taskforce "Health Check"	<ul style="list-style-type: none"> Programme of self assessments against SW Task Force "Health Check" developed at departmental, service and team level Health checks at team level completed Health checks at service level completed Health check at directorate level completed Actions to address any issues arising developed and integrated within Safeguarding Plan through change control processes 	Jun 10 Jun 10 Jun 10 Jun 10 Nov 10	Jul 10 Oct 10 Oct 10 Oct 10 Dec 10	Peter Lewis Peter Lewis Peter Lewis Peter Lewis Peter Lewis	

Performance Management

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
The needs of children effectively shared across early years, children's centres and partners	A	Improve information sharing with Children's Centres and Early Years	<ul style="list-style-type: none"> Mechanism established to enable information sharing Mechanisms for monitoring timeliness of information sharing developed Targets for information sharing set and being monitored Mechanism for Early Years to find out who is on a child protection plan developed and communicated 	<p>Jan 10</p> <p>Jun 10</p> <p>Sep 10</p> <p>Jun 10</p>	<p>Apr 10</p> <p>Sep 10</p> <p>Dec 10</p> <p>Oct 10</p>	<p>Jan Doust</p> <p>Dave Grant</p> <p>Dave Grant</p> <p>Jane Elias</p>	
Close performance management of the MAT leads to improved multi-agency workings	B	Develop cross-partnership performance management of the First Response MAT	<ul style="list-style-type: none"> Success criteria for the First Response MAT identified First Response MAT outcome based performance scorecard developed First Response MAT working arrangements process mapped 	<p>Feb 10</p> <p>May 10</p> <p>Apr 10</p>	<p>Mar 10</p> <p>Jul 10</p> <p>Sep 10</p>	<p>Marion Wheeler</p> <p>Marion Wheeler</p> <p>Marion Wheeler</p>	
Robust approach to managing performance and target setting supports partnership supports attainment of our goals	3.08	Develop a shared understanding of performance management frameworks and capacity across the partnership	<ul style="list-style-type: none"> Partnership performance teams better coordinated as result of developing an understanding of each others performance management frameworks Feasibility and appropriateness of bringing together auditing / monitoring roles from across the partnership explored and report developed 	<p>Jun 10</p> <p>Sep 10</p>	<p>Nov 10</p> <p>Dec 10</p>	<p>Mark Gurrey</p> <p>Mark Gurrey</p>	
Information used more effectively across the partnership, leading to an improved service for children and young people, parents and carers	C	Develop a greater of performance information across the partnership	<ul style="list-style-type: none"> Performance teams from across the partnership brought together to share and discuss what information they hold and how the information can be better used Analysis of what services children and young people are being referred to completed 	<p>Jun 10</p> <p>Sep 10</p>	<p>Sep 10</p> <p>Dec 10</p>	<p>Dave Grant</p> <p>Dave Grant</p>	
More effective oversight of performance by the Children's Trust	D	Widen cross - partnership performance management	<ul style="list-style-type: none"> 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 	<p>May 10</p> <p>Sep 10</p> <p>Jun 10</p>	<p>Sep 10</p> <p>Dec 10</p> <p>Dec 10</p>	<p>Mark Gurrey</p> <p>Dave Grant</p> <p>Julie Quinn</p>	LSCB QA Sub-Group

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			<ul style="list-style-type: none"> NHS assurance framework rolled out to all health providers Quality of data collection improved in all NHS Trusts 	Jun 10	Dec 10	Julie Quinn	
Effective interventions made that are appropriate to the child's anticipated outcomes	E	Develop and monitor outcomes for children subject to a child protection plan	<ul style="list-style-type: none"> Success measures for family interventions developed Use of a tailored Strengths and Difficulties questionnaire and similar tools explored Selected tool implemented across the partnership Methods developed for gauging clients experience of safeguarding service(s) and fed into monitoring meetings with service providers 	Sep 10 Sep 10 Jan 11 Sep 10	Dec 11 Dec 10 Sep 11 Dec 10	Debbie Haith Debbie Haith Debbie Haith Debbie Haith	
Improved outcomes for children and young people receiving Early Years services	F	Develop and monitor outcomes for children who have experienced Early Years services but are not subject to a child protection plan	<ul style="list-style-type: none"> Success Measures for Early Years interventions developed Method developed for gauging clients experience of Early Years services 	Jan 11 Jan 11	Dec 11 Dec 11	Jane Elias Jane Elias	
Increased number of appropriate referrals	G	Develop CAF performance management	<ul style="list-style-type: none"> Performance management framework for CAF developed and implemented Outcomes for children and young people who have been subject to CAF measured 	? ?	? ?	Alison Botham Alison Botham	
An improved understanding of equalities information	H	Develop a greater understanding of equalities information	<ul style="list-style-type: none"> Domestic violence equalities information analysed Equalities questions incorporated into customer satisfaction surveys Safeguarding Equalities Impact Assessments identified and agreed Equality performance indicators identified Findings from SCRs used as proxy measures 	Jun 10 Jun 10 Jun 10 Jun 10 Sep 10	Sep 10 Dec 10 Sep 10 Dec 10 Oct 10	Deirdre Cregan Arleen Brown Arleen Brown Arleen Brown Deirdre Cregan	

Performance Indicators to be used in the Safeguarding Plan for Haringey

National Indicator set

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

- Outturn for 2010-11 will be broadly in line with statistical neighbours.
- Outturn for 2011-12 will demonstrate top quartile performance.

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

The table below sets out those national indicators which provide evidence of progress against the Safeguarding plan, with targets for 2009-10, 2010-11 and 2011-12.

National Indicator	Provisional	Target		
	2009/10	2009/10	2010/11	2011/12
Referral and Assessment				
NI 59 Percentage of Initial Assessments Completed in 7 days (LAA)	39.3%	53%	72%	-
NI 59 Percentage of Initial Assessments Completed in 10 days (new timescale)	-	-	TBA	TBA
NI 60 Percentage of Core Assessments Completed within 35 days (LAA)	50.3%	63%	81%	83%
NI 68 Referrals to children's social care going on to initial assessments	72%	58%	TBA	TBA
Adoption and Children in Care				
NI 61 Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption (number of children who should have been placed within 12 months divided by number who ceased	50%	78%	80%	85%

National Indicator	Provisional 2009/10	Target		
		2009/10	2010/11	2011/12
to be looked after)				
NI 62 Stability of placements of looked after children: number of moves (Percentage at 31 March with three or more placements during the year)	13.3%	11%	10%	9%
NI 63 Stability of placements of looked after children: length of placement (Percentage aged under 16 at 31 March who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years)	71.8%	70%	72%	73%
NI 66 Looked after children cases which were reviewed within required timescales (LAA)	91.1%	97%	98%	99%
Child Protection				
NI 64 Child Protection Plans lasting two years or more	27.3%	5%	9.5%	7%
NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time	9.3%	10%	10%	9.5%
NI 67 Child protection cases which were reviewed within required timescales (LAA)	95.5%	100%	100%	
CAMHS				
NI 51 Effectiveness of child and adolescent mental health (CAMHS) services (Based on four questions, each scored out of four, giving a maximum possible score of sixteen)		15	TBA	TBA
Hospital admissions				
NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people		22.68	TBA	TBA

Organisational health indicators

Local indicators covering sickness, staffing levels, supervision and training are used to monitor and evaluate the implementation of actions in the plan. For example, indicators on vacancy rates, sickness levels and the percentage of agency staff (broken down by

agency and by service) form part of the evaluation of the 'Haringey Offer'. Indicators on the completion of staff appraisals also form part of the evaluation of the actions in the plan on supervision. These indicators will be included in the revised monthly progress reports.

Local indicators – LSCB QA Sub-group dataset

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

Case audits

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

PAN London CAF QA Framework

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

Partnership staff survey

A survey to gather the views of practitioners across the partnership on a range of issues will provide a means of monitoring the implementation of specific actions in the plan, and also enable the partnership to gauge progress against the broader objectives of creating an open culture where staff feel able to exchange views and challenge each other's perspectives, and feel supported in their work. The survey was carried out in spring 2010 with the results reported in a future progress report. A follow-up survey will be planned to monitor progress.

Service user and Stakeholder feedback

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

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

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

Further indicators have been reported to DCSF and Government Office for London (GoL) on a regular monthly basis. Over the coming months work will be progressed to integrate these reporting frameworks within the Safeguarding Plan reporting and performance management mechanisms, which will be consistent across the partnership and involve the use of a scorecard / dashboard. This is development is contained within the performance management section of the action plan


Overview and Scrutiny Committee
On 21 July 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 : Mark Gurrey, Deputy Director, Children and Families

Email:

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 an update on some key performance issues 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

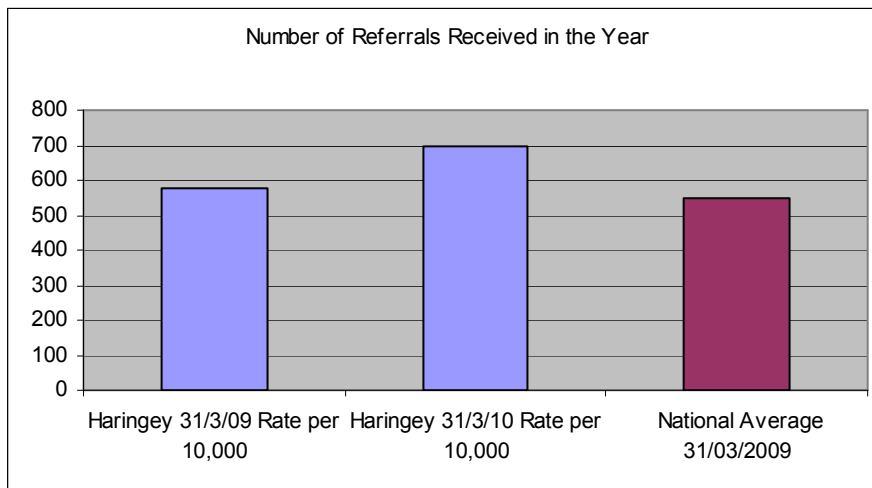
<p>5. Reason for recommendation(s) 5.1.</p>
<p>6. Other options considered 6.1. N/A</p>
<p>7. Summary This report provides update on some key performance issues relating to the Council's 7.1. work to safeguard and protect vulnerable children</p>
<p>8. Financial Comments 8.1. There are no specific financial issues arising from this report</p>
<p>9. Head of Legal Services Comments 9.1 n/a</p>
<p>10. Head of Procurement Comments – [Required for Procurement Committee] 10.1. n/a</p>
<p>11. Equalities & Community Cohesion Comments 11.1. n/a</p>
<p>12. Consultation 12.1 n/a</p>
<p>13 Use of appendices /Tables and photographs 13.1 Attached are graphs (Appendix 1) 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 NIs

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 onto 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 assessment completed against those completed in timescale

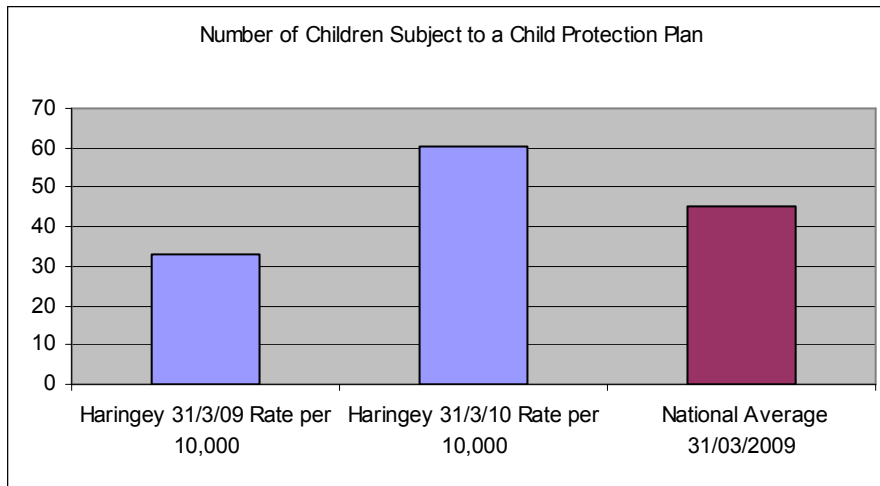
	March-10	National Average 2009-10	2010-11 Plan	Apr-10	May-10

Number of Initial Assessments Completed in the Month	168			139	142
Number of Initial Assessments Completed within 7 days	66			39	47
Percentage of Initial Assessments Completed in 7 days	39.3%			28.1%	33.1%
NI59 - Year to date position of Initial Assessments Completed in 7 days	28.3%	72%	72%	28.1%	30.6%
Number of initial assessments completed within 10 days				88	107
Percentage of Initial Assessments Completed in 10 days	51.8%			63.3%	75.4%
Year to date position of Initial Assessments Completed in 10 days			75%	63.3%	69.4%
Number of initial assessments completed in the month which had been started in the month	86			71	82
Number of initial assessments started and completed in the month, in 7 days	72.0%			45%	54%
Number of initial assessments started and completed in the month, in 10 days	88.4%			90.1%	91.5%
Number of Core Assessments Completed in the Month	171			76	118
Number of Core Assessments Completed within 35 days of initial assessment	86			38	60
Percentage of Core Assessments Completed within 35 days	50.3%			50%	50.8%
NI 60 - Year to date position of Core Assessments Completed	45.9%	78%	81%	50%	50.5%

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 May there were 2 children whose reviews had been held out of timescale in the year (01 April 10 – 31 March 11)

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 May, 6 out of 21 children who were made subject to a Child Protection Plan had previously been subject to a plan.

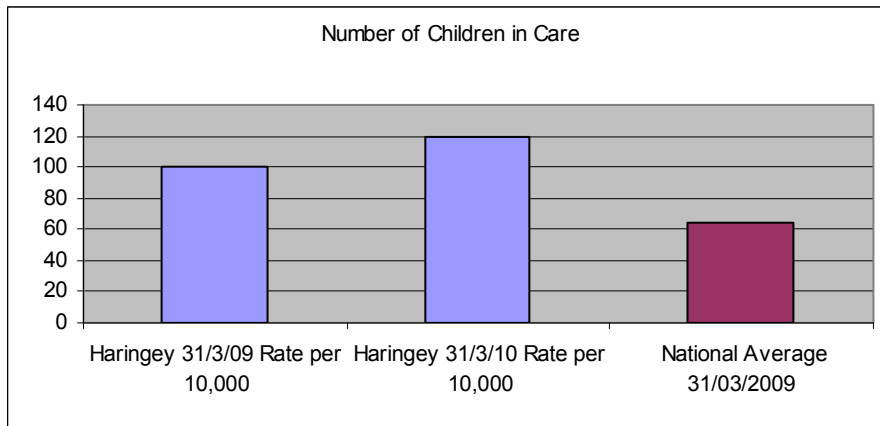
21. NI 64 – this measures children who, when their child protection plan ceases, had had a plan for two or more years. Again monthly variation is too small to be a reliable indicator of trends. In May, 2 out of 19 children who ceased to be subject to a Child Protection Plan had been subject to a plan 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.

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. In May, 539 out of 573 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 May, 98 out of 139 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 May, 78 out of 607 children in care have had three or more placements so far in the year (April 10 – March 10).

25. Adoptions/Special Guardianship Orders - There has been one adoption and one special guardianship order granted to date. NI61 – the child adopted in May was not placed within 12 months of best interest.

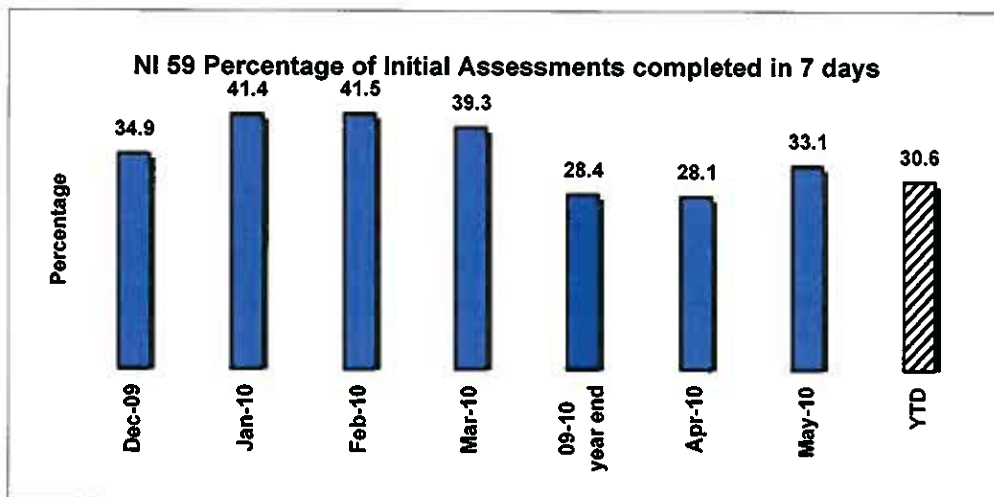
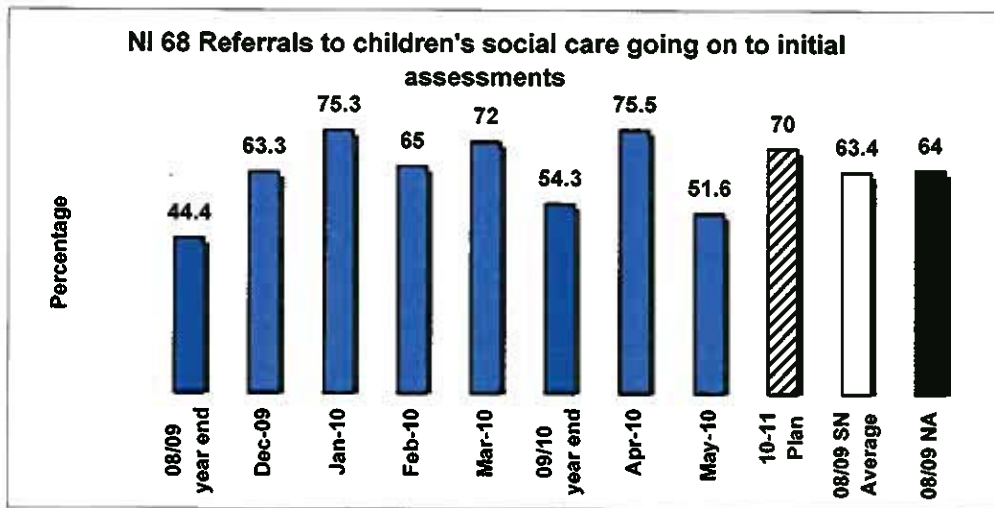
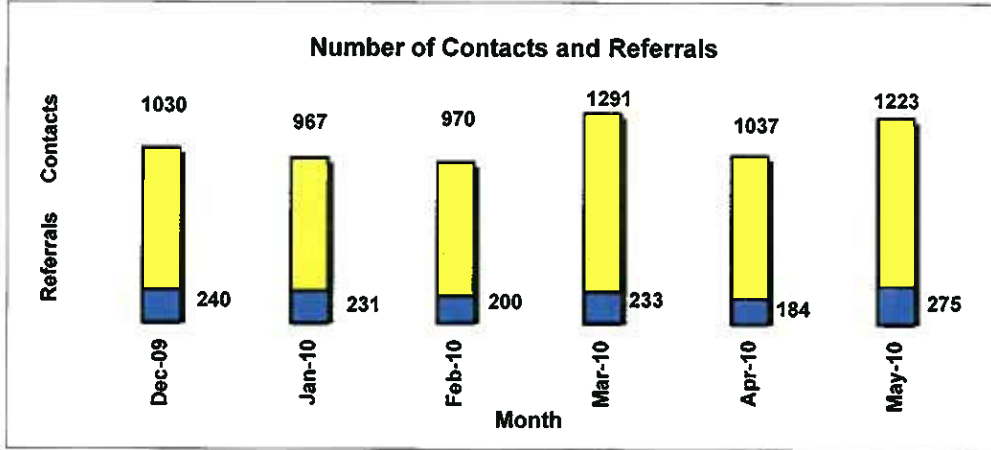
26. NI 147 – measures the number of care leavers known to be in suitable accommodation. 6 out of 6 children who turned 19 in May were in suitable accommodation on or around their 19th birthday.

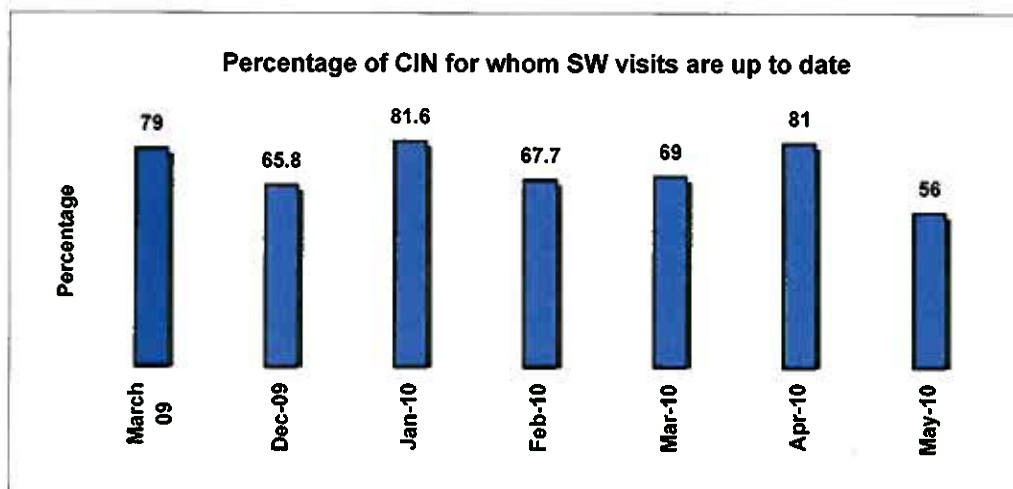
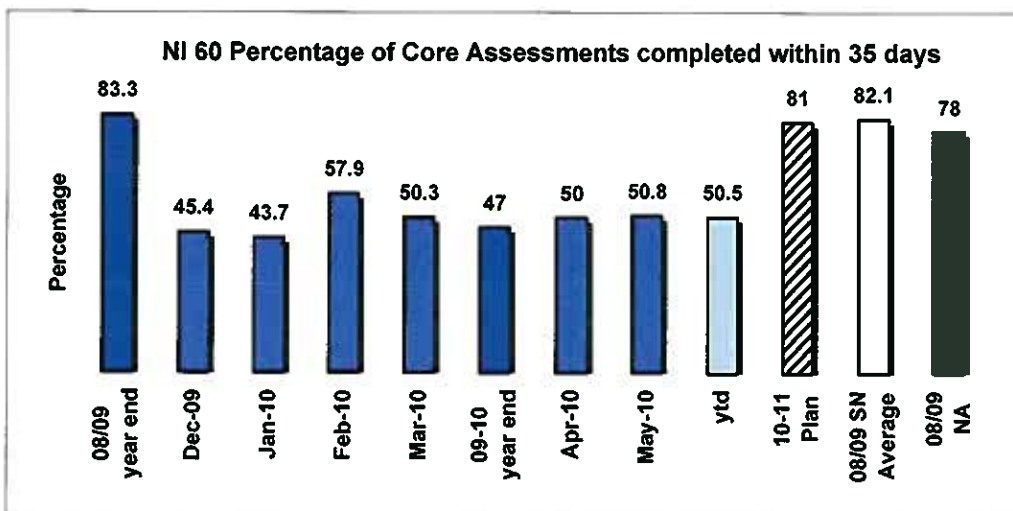
27. NI 148 – is a subset of the Council's NEET figures and looks at 19 year old care leavers who were in Education, Training or Employment on or around their 19th birthday. Care leavers are one of the hard to reach groups. 3 out of 6 children who turned 19 in May were in education, training or employment on or around their 19th birthday.

Children and Families National Indicators 2010-11

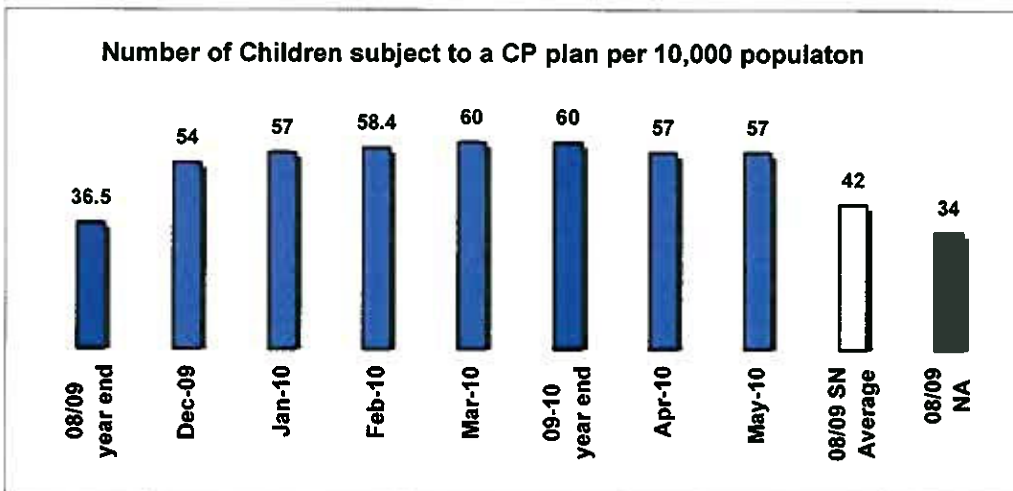
Updated June 2010 * note that year end figures will differ from monthly figures as are a calculation of activity in the year rather than the individual month

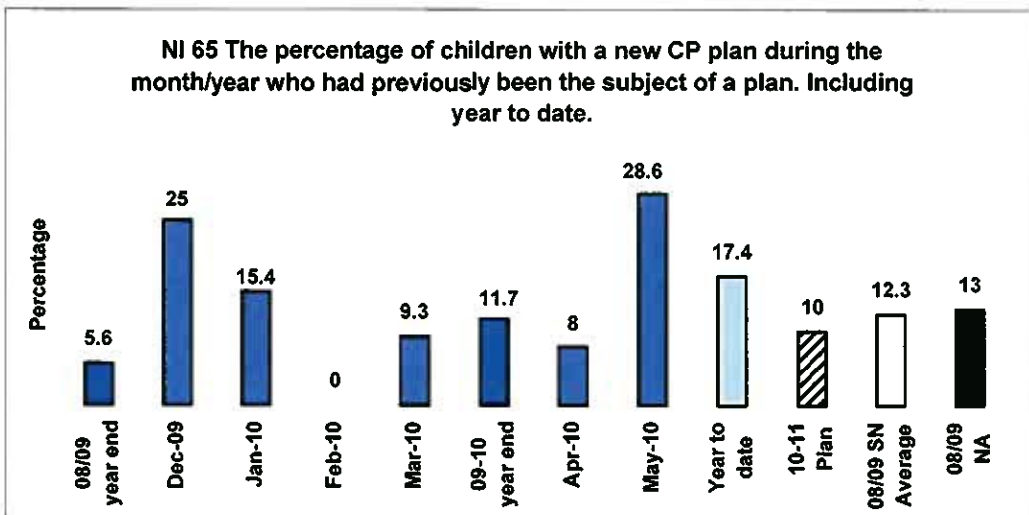
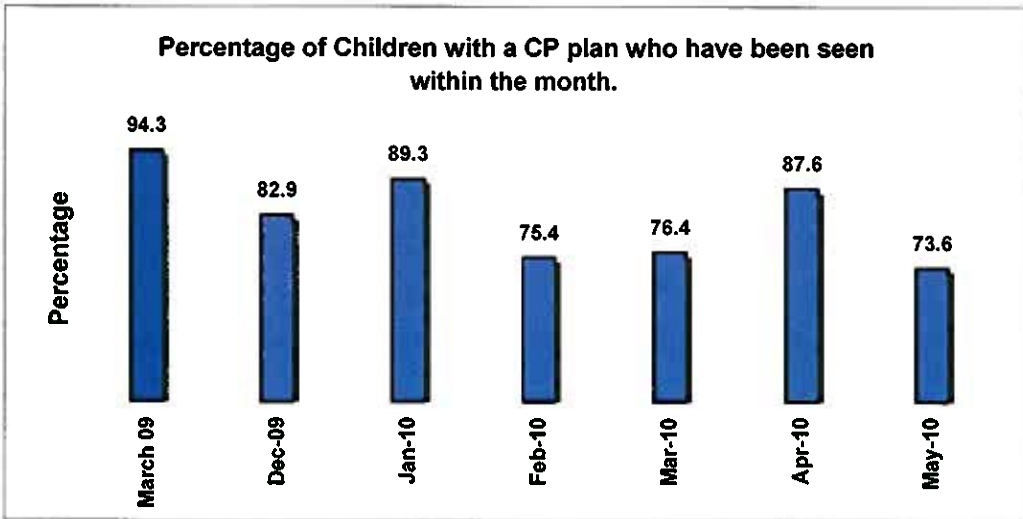
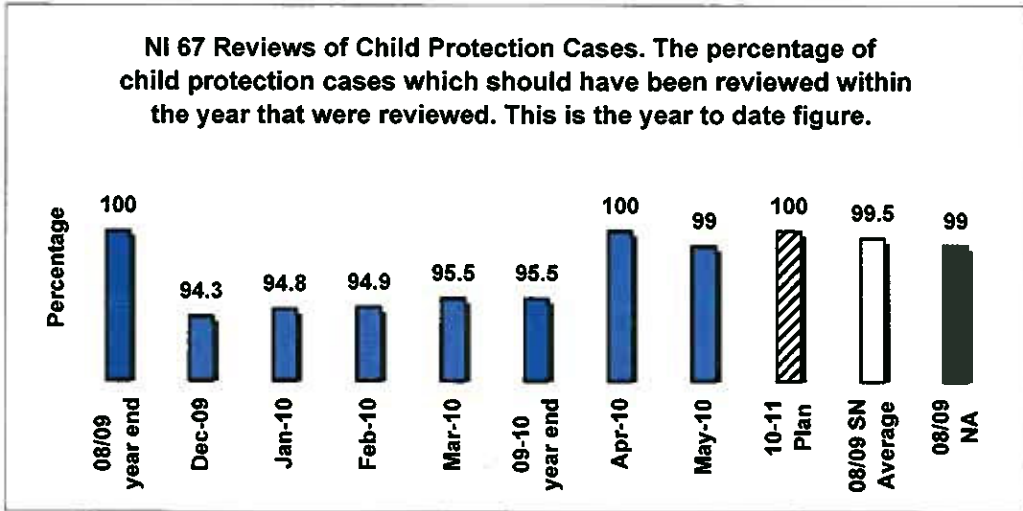
Referral and Assessment

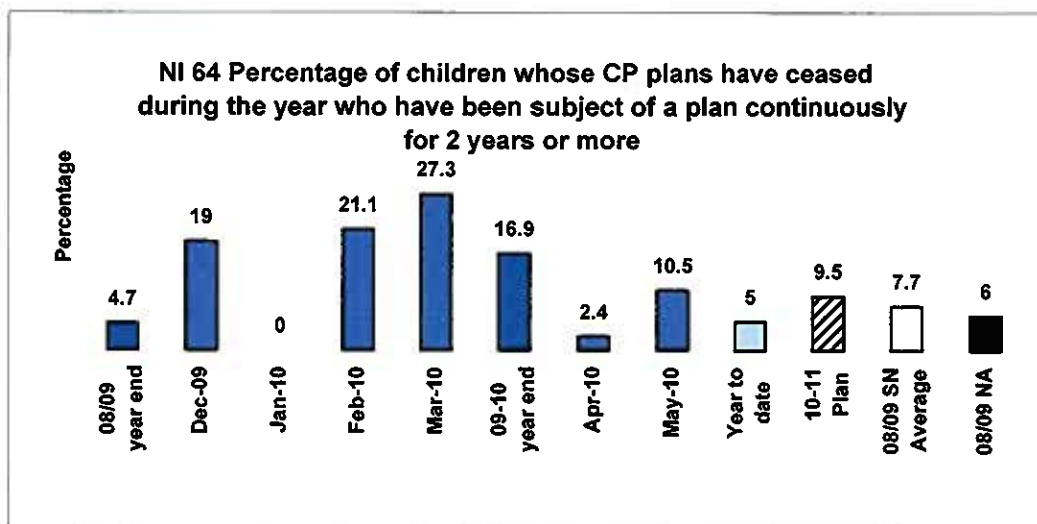




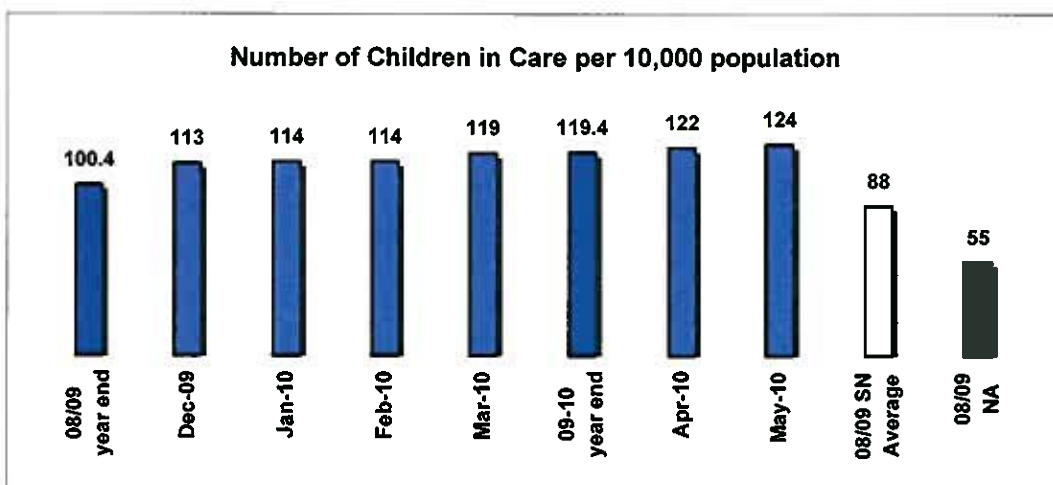
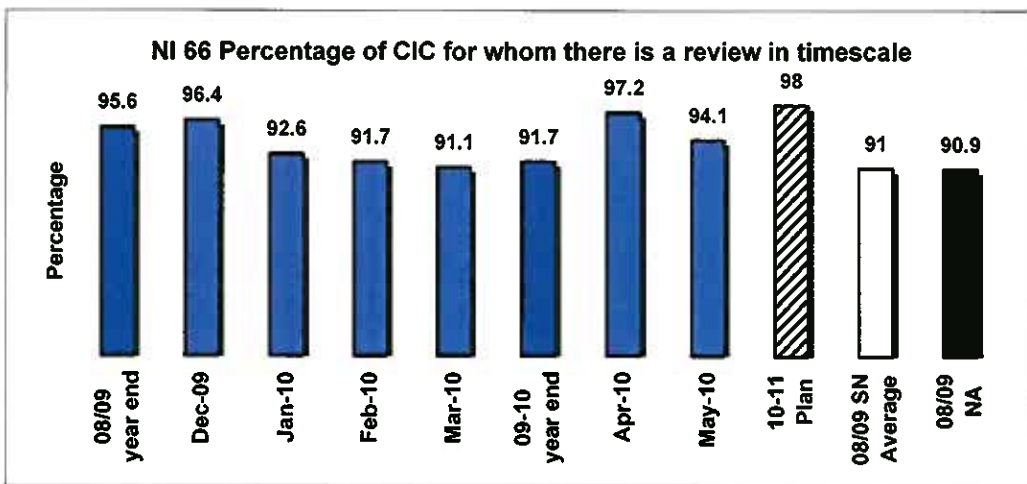
Children Subject to a CP Plan

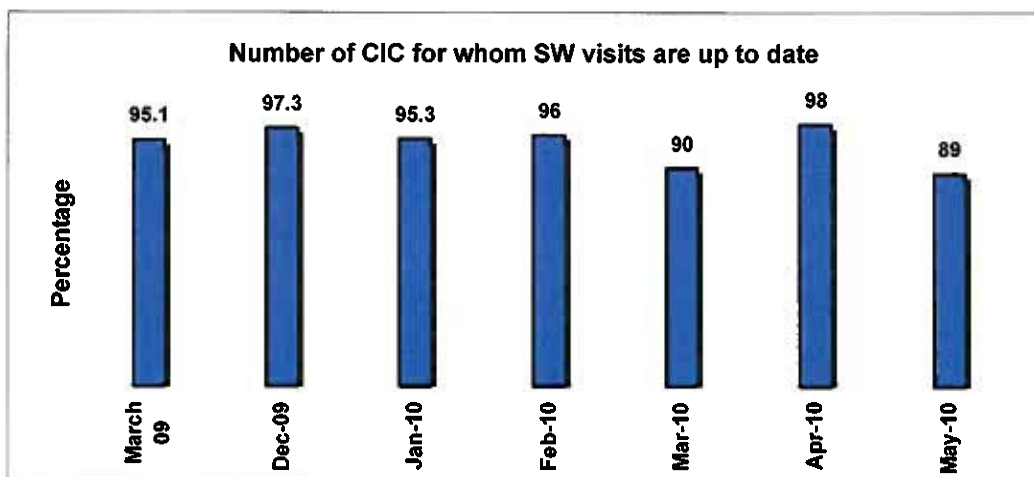
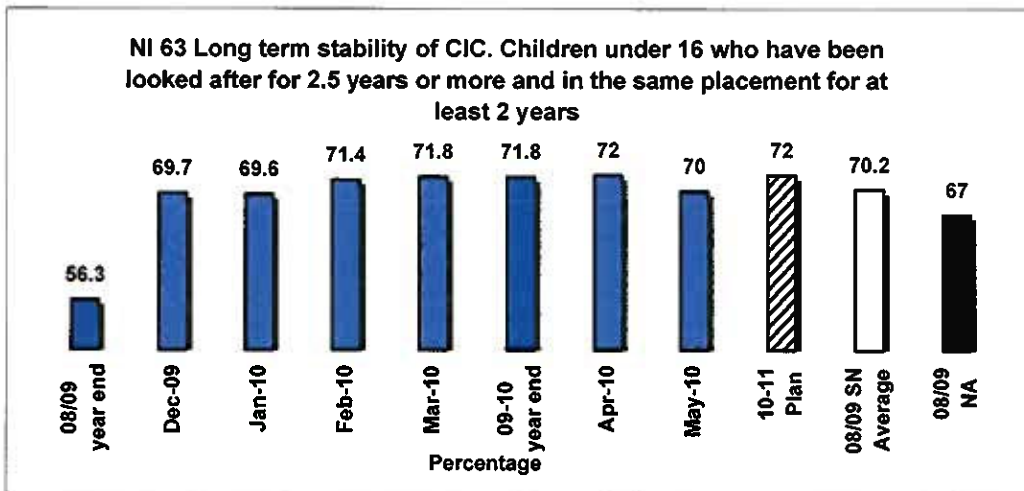
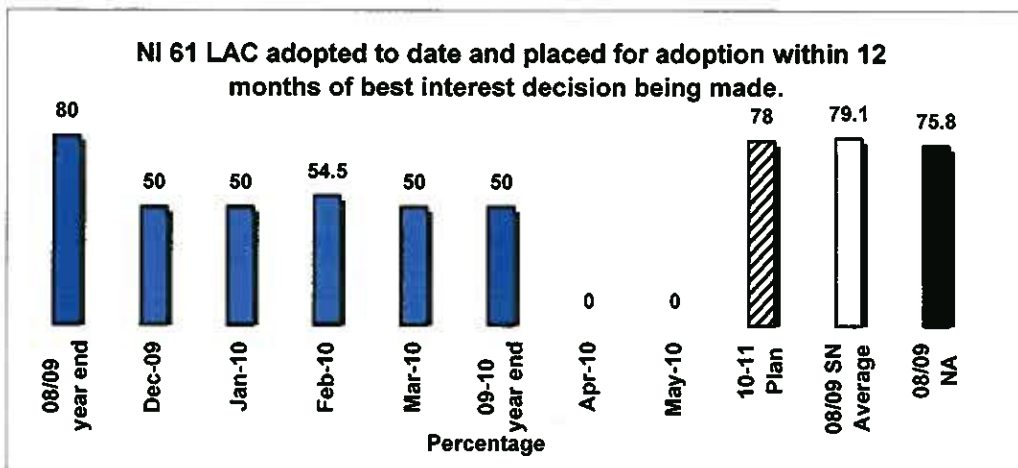


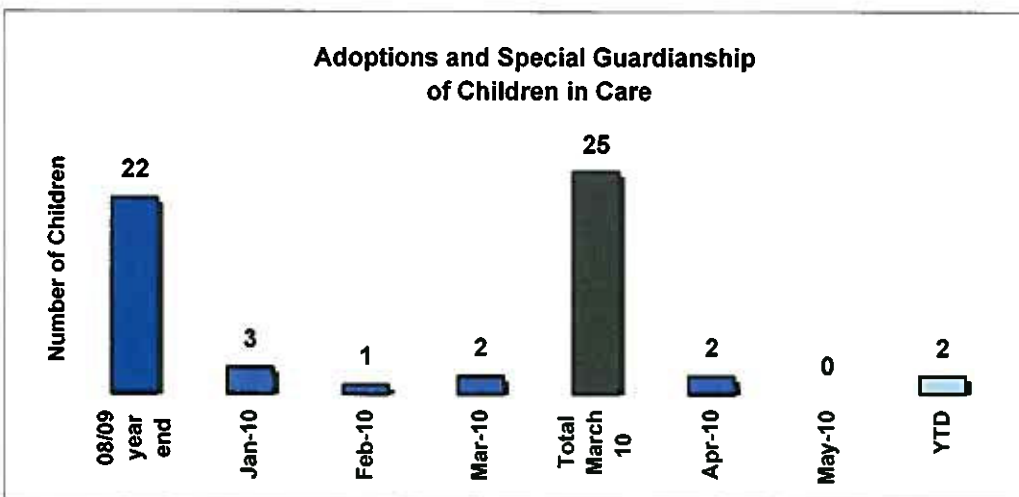
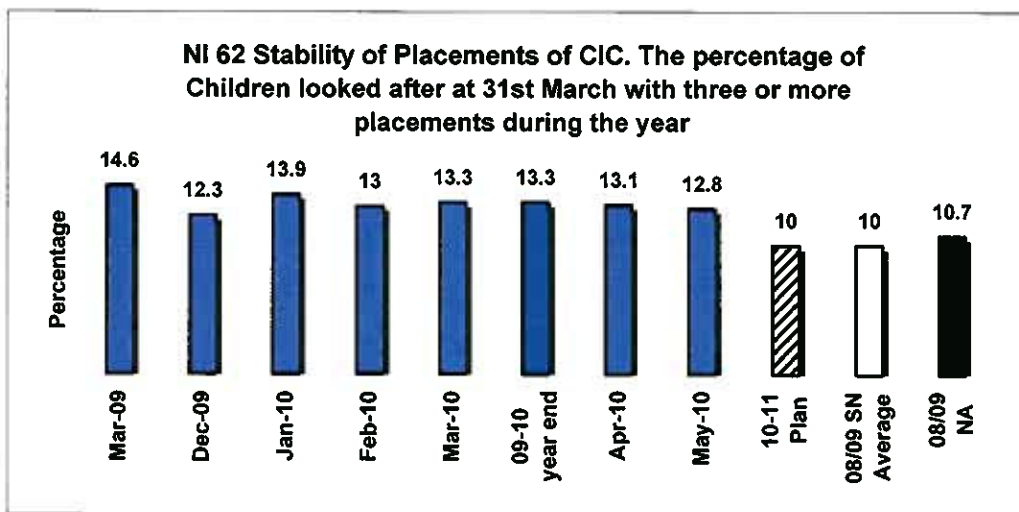




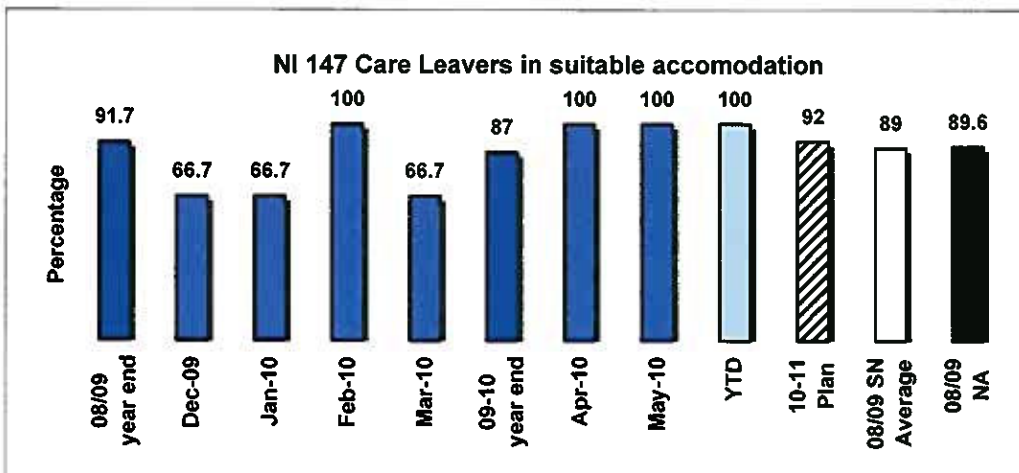
Children in Care

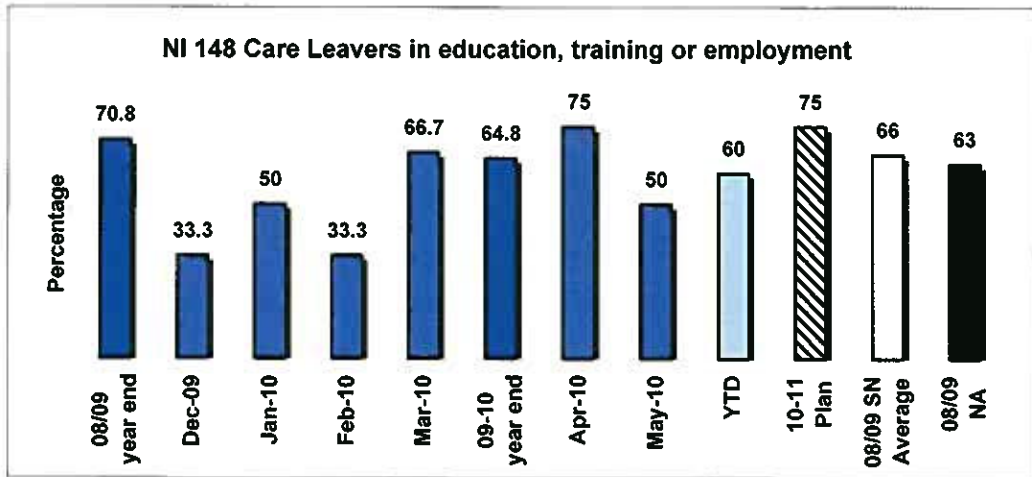






Care Leavers





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
NI68		
08/09 year end	44.4	
Dec-09	63.3	
Jan-10	75.3	
Feb-10	65	
Mar-10	72	
09/10 year end	54.3	
Apr-10	75.5	
May-10	51.6	
10-11 Plan	70	
08/09 SN Average	63.4	
08/09 NA	64	

Initial assessments completed in 10 days

Month	NI 58	NI 59
Dec-09	38.8	Dec-09 34.9
Jan-10	46.6	Jan-10 41.4
Feb-10	53.1	Feb-10 41.5
Mar-10	51.8	Mar-10 39.3
Apr-10	63.3	09-10 year end 28.4
May-10	75.4	Apr-10 28.1
YTD	69.4	May-10 33.1
10-11 Plan	75	YTD 30.6

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

08/09 year end	83.3
Dec-09	45.4
Jan-10	43.7
Feb-10	57.9
Mar-10	50.3
09-10 year end	47
Apr-10	50
May-10	50.8
ytd	50.5
10-11 Plan	81
08/09 SN Average	82.1
08/09 NA	78

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

Month	Percentage
March 09	79
Dec-09	65.8
Jan-10	81.6
Feb-10	67.7
Mar-10	69
Apr-10	81
May-10	56

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

08/09 year end	36.5
Dec-09	54
Jan-10	57
Feb-10	58.4
Mar-10	60
09-10 year end	60
Apr-10	57
May-10	57
08/09 SN Average	42
08/09 NA	34

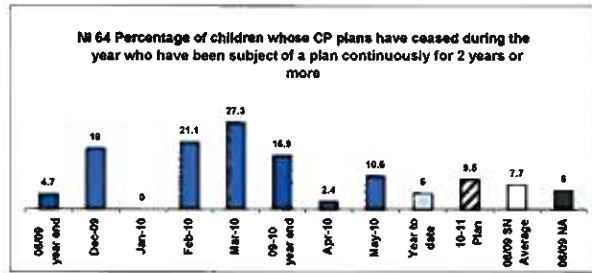
NI 67

08/09 year end	100
Dec-09	94.3
Jan-10	94.8
Feb-10	94.9
Mar-10	95.5
09-10 year end	95.5
Apr-10	100
May-10	99
10-11 Plan	100
08/09 SN Average	99.5
08/09 NA	99

Child Protection visits		
March 09		94.3
	Dec-09	82.9
	Jan-10	89.3
	Feb-10	75.4
	Mar-10	76.4
	Apr-10	87.6
	May-10	73.6

NI 65		
08/09 year end		5.6
	Dec-09	25
	Jan-10	15.4
	Feb-10	0
	Mar-10	9.3
09-10 year end		11.7
	Apr-10	8
	May-10	28.6
Year to date		17.4
10-11 Plan		10
08/09 SN Average		12.3
08/09 NA		13

NI 64		
08/09 year end		4.7
	Dec-09	19
	Jan-10	0
	Feb-10	21.1
	Mar-10	27.3
09-10 year end		16.9
	Apr-10	2.4
	May-10	10.5
Year to date		5
10-11 Plan		9.5
08/09 SN Average		7.7
08/09 NA		6



NI 66		
08/09 year end		95.6
	Dec-09	96.4
	Jan-10	92.6
	Feb-10	91.7
	Mar-10	91.1
09-10 year end		91.7
	Apr-10	97.2
	May-10	94.1
10-11 Plan		98
08/09 SN Average		91
08/09 NA		90.9

No. of Children in Care per 10,000 population		
08/09 year end		100.4
	Dec-09	113
	Jan-10	114
	Feb-10	114
	Mar-10	119
09-10 year end		119.4
	Apr-10	122
	May-10	124
08/09 SN Average		88
08/09 NA		55

NI61		
08/09 year end		80
	Dec-09	50
	Jan-10	50
	Feb-10	54.5
	Mar-10	50
09-10 year end		50
	Apr-10	0
	May-10	0
10-11 Plan		78
08/09 SN Average		79.1
08/09 NA		75.8

NI 63		
08/09 year end		56.3
	Dec-09	69.7
	Jan-10	69.6
	Feb-10	71.4
	Mar-10	71.8
09-10 year end		71.8
	Apr-10	72
	May-10	70
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.		
March 09		95.1
	Dec-09	97.3
	Jan-10	95.3
	Feb-10	96
	Mar-10	90
	Apr-10	98
	May-10	89

NI 62		
	Mar-09	14.6
	Dec-09	12.3
	Jan-10	13.9
	Feb-10	13
	Mar-10	13.3
09-10 year end		13.3
	Apr-10	13.1
	May-10	12.8
10-11 Plan		10
08/09 SN Average		10
08/09 NA		10.7

Adoptions of Looked After Children		
08/09 year end		22
	Jan-10	3
	Feb-10	1
	Mar-10	2
Total March 10		25
	Apr-10	2
	May-10	0
YTD		2

NI147		
08/09 year end		91.7
	Dec-09	66.7
	Jan-10	66.7
	Feb-10	100
	Mar-10	66.7
09-10 year end		87
	Apr-10	100
	May-10	100
YTD		100
10-11 Plan		92
08/09 SN Average		89
08/09 NA		89.6

NI 148		
08/09 year end		70.8
	Dec-09	33.3
	Jan-10	50
	Feb-10	33.3
	Mar-10	66.7
09-10 year end		64.8
	Apr-10	75
	May-10	50
YTD		60
10-11 Plan		75
08/09 SN Average		66
08/09 NA		63

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
MONDAY, 8 MARCH 2010**

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

Apologies Councillor Aitken and H. Kania (LINKs representative)

Also Present: **Co-optees:** Y. Denny (Church Representative)

Councillor Reith

Officers: Peter Lewis (Director Children & Young People's Service), Mark Gurrey (Deputy Director – Children & Families), Trevor Cripps (Head of Scrutiny), Natalie Cole (Clerk)

Also attending: Jane Elias (Great Ormond Street Hospital), Jane Collins (Great Ormond Street Hospital), Hilary Corrick (Independent Social Work Consultant, and Independent Member of Safeguarding Policy & Performance Advisory Committee) and one member of the press

**MINUTE
NO.**

SUBJECT/DECISION

OSCO23.	APOLOGIES FOR ABSENCE Apologies for absence were received from Councillors Aitken and Jones (attending for agenda item 8 – Safeguarding Policy and Performance Advisory Committee) and Helena Kania (Local Involvement Network (LINKs) Co-optee).
OSCO24.	URGENT BUSINESS There was no urgent business.
OSCO25.	DECLARATIONS OF INTEREST Councillor Toni Mallett declared a personal interest in agenda item 8 – Safeguarding Policy and Performance Advisory Committee – as she was a member of the Advisory Committee.
OSCO26.	DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS There were no such items.
OSCO27.	MINUTES The minutes of the meeting held on 3 rd December 2009 were confirmed as a correct record of the meeting.
OSCO28.	ORDER OF AGENDA RESOLVED that the order of agenda be varied to accommodate those in attendance. The order in which items appear in the minutes will remain the same as on the agenda.

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
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<p>OSCO29.</p>	<p>SAFEGUARDING PLAN</p> <p>The Committee received the report on the Safeguarding Plan for Haringey, introduced by Peter Lewis, Director of Children & Young People's Service (CYPS) and noted that nearly all but two (1.19 and 1.20 – page 23) milestones had been achieved.</p> <p>Milestone 1.19 – Agree, implement and train staff on a Critical Incident De-briefing model within organisations and across multi-disciplinary teams – this was rated red although partners were working together to achieve this.</p> <p>Milestone 1.20 – All Appropriate staff attend Safeguarding Induction Programme – the Council was slightly behind schedule on this milestone, which would be completed in the next two months.</p> <p>The Committee asked that more detail be provided on the priorities for further improvement in safeguarding and requested an update on progress for milestone 2.12 (Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training).</p> <p>The Committee noted the progress report from Ofsted and Care Quality Commission (CQC) inspectors who visited the Council in January 2010 and that the Council was given an overall judgement of “good” and was considered to be improving at an “appropriate pace” with the efforts of staff being recognised. The Committee thanked staff for their hard work.</p> <p>The Committee asked what was being done to reduce the large number of agency staff and noted that the First Response Team would see a decrease in agency workers in the forthcoming year as it had been overstaffed in the past year, this will enable temporary staff to apply for permanent vacancies in the Council. High numbers of agency staff was a London-wide issue for Children's Services but Haringey salaries were comparable with competitors. The Council was taking part in a national recruitment event in May 2010.</p> <p>Committee Members expressed concerns at the sickness rates in the Service and it was requested that in future these were provided with a more detailed breakdown including long-term and short-term sickness and some commentary to show that rates were not an indicator of problems within the service. The Committee also expressed concerns that sickness targets of 8.5 days were unrealistic. The Director CYPS explained that he would report back to the Committee when he had discussed the possibility of reducing the Service's sickness targets with the Human Resources Departments.</p> <p>Jane Elias, Great Ormond Street Hospital, informed the Committee that the health visitor service currently had only 6 vacancies for health visitors. Targeted focus was on vulnerable and disabled children but the service would cover more areas in future. At present every family</p>
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	<p>received a visit when a child is new-born, every family had access to weigh-in services although this was conducted by health visitor assistants with a health visitor present and all families had access to further advice and support.</p> <p>Some Committee Members highlighted individual cases and expressed concerns that today's reduced Health Visitor service was not adequate in safeguarding children. The Director CYPS suggested providing Members with a report showing how the Council met the needs of families and was properly safeguarding including the mechanisms in place to monitor.</p> <p>The Committee raised the issue of Post Natal Depression as this might not be picked up during the initial visit from the Health Visitor Service leading to potential problems in the family remaining undetected. The Committee requested that Post Natal Depression, and how this was identified in the first few years was included in any report on how the Council met the needs of families and was properly safeguarding.</p> <p>In response to its questions the Committee noted that where families missed health visitor appointments these were followed-up and that the Council had constructed an outreach strategy to engage with families who were not using health visiting services.</p> <p>The Committee agreed that the Chair would write to the Primary Care Trust and Great Ormond Street Hospital (GOSH) expressing concerns that the Committee had not been consulted on the withdrawal of Universal Health Visitor Services in 2008.</p> <p>RESOLVED</p> <ol style="list-style-type: none"> i. That the progress in delivery of the Safeguarding Plan milestones and key performance indicators be noted. ii. That the arrangement in place for managing programme level risks be noted. iii. That the outcomes of the Ofsted follow-up inspection in January 2010 and the plans for refreshing the Safeguarding Plan in order to enable our safeguarding of children and young people to be recognised as being among the best by 2012 be noted.
OSCO30.	<p>SAFEGUARDING POLICY AND PERFORMANCE ADVISORY COMMITTEE</p> <p><i>Clerk's note: 19:35 hrs – Councillor Bull left the room and the meeting was chaired by the Vice-Chair, Councillor Adamou.</i></p> <p>The Committee received the report from the Children's Safeguarding Policy and Performance Advisory Committee, introduced by Hilary Corrick , Independent Social Work Consultant, and Independent</p>

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	<p>Member of Safeguarding Policy & Performance Advisory Committee. It was noted that the Advisory Committee had been scrutinising Haringey cases and would continue in its work for the foreseeable future.</p> <p>The Committee noted that an Annual Child Protection Conference would be held on September 2010, led by the Local Safeguarding Children's Board.</p> <p>The Committee asked what would happen in the case of a vulnerable child who had no recourse to public funds and noted that such cases would be closely supported by dedicated teams within the First Response Team.</p> <p><i>Clerk's note: 19:40 hrs – Councillor Bull returned to the meeting and resumed as Chair of the meeting.</i></p> <p>RESOLVED that the report be noted.</p>
OSCO31.	<p>CHILD PROTECTION PERFORMANCE AND KEY ISSUES</p> <p>The Committee received the update report on key performance issues in child protection, introduced by Mark Gurrey, Deputy Director – C&F</p> <p>RESOLVED that the report be noted.</p>
OSCO32.	<p>NI 59 - INITIAL ASSESSMENTS FOR CHILDREN'S SOCIAL CARE COMPLETED WITHIN 7 DAYS</p> <p>The Committee received the report on National Indicator (NI) – Initial Assessments Completed in 7 Days introduced by Mark Gurrey, Deputy Director C&F who emphasised that whilst timeliness was important the issue of the quality of assessments was paramount in some more complex cases.</p> <p>The Chair would ask the Cabinet Member for Children & Young People to keep the Committee informed of the judgements by the Independent Auditors on Initial and Core Assessments.</p> <p>The Deputy Director Children & Families would provide links to the procedures for assessments followed by the Council.</p> <p>RESOLVED that the report be noted.</p>
OSCO33.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no new items of urgent business.</p>
OSCO34.	<p>FUTURE MEETINGS</p> <p>The next meeting of the Overview & Scrutiny Committee will be on Monday 15th March 2010, 6.00pm at the Civic Centre.</p>

**MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE
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COUNCILLOR GIDEON BULL

Chair

The meeting ended at 19:45 hrs

SIGNED AT MEETING.....DAY

OF.....

CHAIR.....

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