



Haringey Council

NOTICE OF MEETING

Children's Safeguarding Policy and Practice Advisory Committee

TUESDAY, 13TH SEPTEMBER, 2011 at **18:30*** HRS - CIVIC CENTRE, HIGH ROAD,
WOOD GREEN, LONDON N22 8LE.

**Please note start time*

MEMBERS: Councillor Reg Rice (Chair) Councillor Kaushika Amin, Hilary Corrick,
Councillor Matt Davies, Councillor Bob Hare, Councillor James Stewart

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of late items of Urgent Business. Late items will be considered under the agenda item they appear. New items will be dealt with at Item 11 below.

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is being considered must disclose to that meeting the existence and nature of that interest at the commencement of the 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 judgement of the public interest.

4. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 28 July 2011 as a correct record.

5. MATTERS ARISING

To discuss any matters arising from the minutes above.

6. OVERVIEW AND UPDATE ON THE SAFEGUARDING PLAN

A presentation will be given.

7. OVERVIEW OF THE SAFEGUARDING PLANNING AND MONITORING FRAMEWORK (PAGES 9 - 26)

Report from Marion Wheeler, Assistant Director for Safeguarding, Children and Young People's Services.

8. DISCUSSION ON THE SAFEGUARDING CONTEXT IN HARINGEY

Discussion item.

9. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for consideration of items as it contains exempt information as defined in Section 100a of the Local Government Act 1972(as amended by Section 12A of the Local Government Act 1985): paragraphs 1 and 2 :namely information relating to any individual and information likely to reveal the identity of an individual.

10. AUDIT OF REFERRALS TO THE SAFEGUARDING TEAM (PAGES 27 - 56)

Report of the Independent Member of the Committee.

11. NEW ITEMS OF URGENT BUSINESS

To discuss any new items of Urgent Business admitted under Item 2 above.

12. DISCUSSION ABOUT THE NEXT JOINT MEETING WITH THE CORPORATE PARENTING COMMITTEE

Discussion item.

13. ANY OTHER BUSINESS

To confirm the date of the next meeting as 3 November 2011.

David McNulty
Head of Local Democracy and Member Services
5th Floor
River Park House
225 High Road

Ayshe Simsek
Principal Committee Coordinator
Tel: 0208 489 2929
Fax: 0208 489 2660
Email: ayshe.simsek@haringey.gov.uk

Wood Green
London N22 8HQ

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MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

THURSDAY, 28 JULY 2011

Councillors: Amin, Corrick, Davies, Hare and Rice

Apologies: None

Also Present: Sylvia Chew and Iain Lowe

MINUTE NO.	SUBJECT/DECISION	ACTON BY
CSPAP C1	APOLOGIES FOR ABSENCE None	
CSPAP C2	URGENT BUSINESS There were no items of urgent business.	
CSPAP C3	DECLARATIONS OF INTEREST None.	
CSPAP C4	MINUTES The minutes of the 11 April 2011 were agreed as an accurate record of the meeting.	
CSPAP C5	MATTERS ARISING It was noted that Graham Badman, the Chair of the LSCB, had been unable to attend this meeting due to annual leave arrangements. Members were informed that he had been invited to the next meeting of the Committee on the 13 September. Members were asked to consider an earlier start time to the meeting to enable the attendance of this key partner to provide information on the role of the LSCB and how various safeguarding groups fit together. His input would also aid a wider discussion on the safeguarding context in Haringey. The meeting would also include a presentation from the Deputy Director for Children and Families on the safeguarding plan and a separate report on the safeguarding monitoring framework. It was agreed to ask the Chair of the LSCB if he could attend at 6.30pm. It was further agreed that the previous action of inviting a representative from health to this discussion should be followed up.	Clerk

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE
THURSDAY, 28 JULY 2011

<p>CSPAP C6</p>	<p>THE MUNRO REVIEW OF CHILD PROTECTION</p> <p>The Committee noted that Eileen Munro had been commissioned by the Coalition government to undertake a review of child protection and make recommendations on how the system could be improved. Munro had compiled two previous reports, the first report was a system analysis of the current child protection system and how it had evolved and been shaped by key driving forces. The second report had looked at how the system could be reformed to keep focus on the child's experiences from needing help to receiving it. The final third report from Munro brought together the issues arising from the first two reports. The Independent Member of the Committee had compiled a summary of Munro's final report which contained proposals for changes to the child protection system. The key components of these recommendations were developing social work capacity; ensuring children were communicated with, and that the child was at the centre of the organisations process.</p> <p>The Committee further learned that Munro had found the current Child Protection system to be reactive instead of proactive. The performance management culture had the impact of an organisation focussing on process and targets rather than outcomes for children and families. Also the current system did not take account of a child's experiences. The following key recommendations from the Munro report were set out by the Independent Member:</p> <ul style="list-style-type: none"> • A new system for child protection which is child focused • The family is the best place to bring up children • Helping children and families involves working with them – Social workers will enter the field of social work with the aim of helping families and the system should allow the social worker to do this in a better way. • Early help is better for children – prevention and early intervention is the best way to help children in the long run • Children's needs and circumstances are varied so the system should be flexible and offer variety good professional practice is informed by knowledge of the latest theory and research - workforce needs to be informed by the latest knowledge and research - • Uncertainty and risk are features of the work – there was a need to assist social workers exercise their authority • The measure of success of child protection systems is whether children receive effective help. - There should be a focus on principles that underpin good practice and it should be clear what children services and social workers are accountable for. There should also be better ways of helping staff working in child protection understand when the systems should be improved. <p>The review also outlined the following areas for reform:</p> <ul style="list-style-type: none"> • Value given to professional expertise 	
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MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

THURSDAY, 28 JULY 2011

	<ul style="list-style-type: none"> • Clarification on accountabilities and creation of a learning system • Shared responsibility for the provision of early help • Developing social work expertise • Organisation supporting effective social work practice <p>In considering the information from the Munro report the Independent Member advised the Committee that it was important to keep in mind that there was not an exemplary children's service structure for local authorities to follow. The best way forward for local authorities was being aware of and making use of the best aspects of each others organisational forms</p> <p>The Munro report also contained details of how the recommendations could be implemented; these were set out in pages 11 and 12 of the agenda pack. It was noted that a Government's response to the review had just recently been published and was agreed that this information would be circulated to Committee Members.</p> <p>A proposal, in the Munro report, pertinent to the remit of the Committee was for local authorities to set local performance indicators. This would include the local authority setting timescales for when initial assessments and core assessment were completed and deciding what other areas of children's work should be monitored.</p> <p>The Committee noted the recommendation for serious case reviews to not be marked by Ofsted and learned that the council were already trialling other SCR methodologies with thought also being given to the timescales around completion of SCR's.</p> <p>The Committee felt that clarification would be needed in future on which level of the Children's services management structure the principal child and family social worker would be placed. It was noted that to be a Deputy Director of Children and Families service already required a social work qualification. However it was envisaged that this would be a separate post in the structure.</p> <p>In response to a query on the current reporting lines of the LSCB's annual report, it was noted that the report was due to be signed off by the LSCB at their meeting in September and considered by the Children's Trust at their meeting in October.</p> <p>A recommendation of the Munro report outlined the protection of the discrete roles held by the Cabinet Member for Children's services and Director of Children's services. The Committee commented that this would be an important recommendation for the local authority to keep in mind particularly at a time when other local authorities were examining the possibilities of merging their Children's and Adults services.</p>	<p>SC</p>
<p>CSPAP C7</p>	<p>AUDIT PLAN 2011- 2012</p>	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

THURSDAY, 28 JULY 2011

	<p>The Committee had, since its inception, undertaken a number of audits into safeguarding practice. They had been useful in highlighting practice issues for both Members and officers and had been part of changing practices and improving communication with service users and other agencies. The Independent Member of the Committee completed the audits on behalf of the Committee.</p> <p>There was an audit plan put forward for the Committee to consider which proposed that referrals to the safeguarding team from a particular week in July were examined by the Independent Member and her findings reported back to the Committee in September. The Chair agreed that referrals received in the week beginning the 11th July be examined.</p> <p>It was agreed that there would be a domestic violence related audit that would focus around under two year olds living in households where domestic violence was a feature. The findings of this would be reported to the November the 3rd meeting.</p> <p>There would be a follow report on the progression of the case referrals considered in July to the December 12th meeting.</p> <p>At the January meeting the Committee would consider an audit of cases where the child was subject to a child protection plan. It was agreed to decide the audit theme for the March meeting in the new year.</p>	<p>HC</p> <p>HC</p> <p>HC</p> <p>AS</p>
<p>CSPAP C8</p>	<p>OFSTED INSPECTION MILESTONE REPORT</p> <p>The Committee considered the progress against key tasks and milestones for safeguarding and children in care following the most recent Ofsted inspection.</p> <p>In relation to action 1.2, arising from the Ofsted recommendation that the attendance of children at child protection review medicals should be reviewed and monitored, Paediatricians were now able to review Framework 1 files and speak with social workers to ensure that they were aware of the these appointments. This would to help ensure the child's attendance at these important medical review meetings. The Head of First Response, as a secondary monitoring measure, was also examining, on a quarterly basis, the attendance levels at these appointments.</p> <p>Assurance was sought by the Committee that children with a disability were being given equal attention by the service following communication in the report that quite low numbers of children with disabilities were subject to child protection plans. The Committee were informed that staff from the disabilities team participated on a regular basis with the First Response team, the multi agency team which considered all referrals and contacts related to concerns about children, to provide</p>	

MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

THURSDAY, 28 JULY 2011

	<p>advice on referrals relating to disabled children. There had also been training with staff on helping identify children with disabilities that were experiencing abuse. There were detailed results available to the Committee on a recent benchmarking exercise, conducted by the LSCB, which had looked at the number of children with disabilities subject to child protection plans. There was also a current pilot project between the DCT and First Response team to monitor the referral route for disabled children. Phil De Leo the, Head of Services to Children & Young People with Additional Needs & Disabilities, would be asked to provide an email explaining the work of the service in working with disabled children and identifying abuse. The Committee were asked to take account of the added complexities of working with and communicating with disabled children. To increase the Committee's understanding of this service's communication initiatives, it was suggested that the Head of Services to Children & Young People with Additional Needs & Disabilities could be invited to a future meeting of the Committee to discuss this work.</p> <p>Attached to action 23 was the milestone to embed and enable a culture committed to supervision. The Committee were assured that supervisions were undertaken at least very four weeks with a social worker and additional sessions also held if needed. Information on the latest progress with this milestone would be emailed to Committee Members.</p> <p>The Committee considered the areas for improvement identified from the inspection of safeguarding and looked after children undertaken in February. A key point noted by the Committee was that all assessment work had the input of a fully qualified social worker. The actions relating to case recording, staff supervision partnership working, quality control and assessments were crucial given that the First Response team was expecting an unannounced visit by Ofsted in the near future. The Committee noted that unannounced inspections of children's services were one of the recommendations of the Munro report. This was accepted by the Children's service as a positive move as it would save management time given to preparing for inspections.</p> <p>The Committee noted some positive funding news about the support to young people who go missing. There was £300,000 of funding made available over the next 3 years to 3 London local authorities, Islington, Camden and Haringey through an externally funded joint project with Aviva (formerly Norwich union), the Railway Children international charity and Barnardos. This London Investment Programme had been brought together to improve the quality of preventive and direct work that can be undertaken with children and young people placing themselves at risk by going missing from care or from home. The project would fund the set up of a new team of staff employed through Barnardos and based part time in Barnardos and part time in each of the 3 host authorities. The Committee noted that Haringey would have staff from this project based in Station Road for two days a week.</p>	<p>SC</p> <p>AS</p> <p>SC</p>
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MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE

THURSDAY, 28 JULY 2011

<p>CSPAP C9</p>	<p>EXECUTIVE SUMMARY OF SERIOUS CASE REVIEW ON FAMILY Q</p> <p>The Committee received a presentation from the Head of Service for First Response about the key findings of a serious case review into a domestic violence incident in which a father had caused the death of a mother which had led to a family of children coming into the care of the local authority. The executive summary of the serious case review was considered by the Committee, this was also published on the LSCB website. The consideration of this case provided the Committee with an understanding of the impact of domestic violence on children. The Committee considered the: background and circumstances around the case, the agencies involved, the communication lines between agencies. Members further noted that the lack of a full picture held by the agencies involved in the domestic violence case had led to a series of misunderstandings. Members noted the recommendations of the review, which included a joined up approach to domestic violence across the partnership.</p> <p>In terms of meeting child protection requirements, there had been key practices implemented following the recommendations of the review with partners now looking in more detail at domestic violence incidences to ascertain whether there were children or unborn children in the household. There was more recognition that, children may not be experiencing physical abuse and therefore be signalled to services through the usual routes of schools or health services. The SCR highlighted that children could be passive recipients of domestic violence and will develop mechanisms for dealing with this which will not always be explicit and therefore detectable by schools, General Practitioners or other services. Partners were taking on board this advice from the SCR and when there were reports of domestic violence received, with children in the household, there was now an immediate referral to children's social care teams. The Committee noted that often domestic violence was under reported, however there would follow a review of Merlin, this was the police notification system where referrals were held which did not reach a crime threshold.</p> <p>The serious case review had highlighted issues about the involvement of Adult Health and Mental Health Services and the connections they make with children services and other agencies. The Committee discussed the health links in the case and comment was made on the amount of responsibility and pressure placed on General Practitioner's to identify underlying issues when meeting patients and then making necessary referrals to adults and children related services. In this case the father had not been registered with a GP in his adult life but had contact with mental health services, probation and MARAC. These services were reported in the SCR to have been adult focused and not communicated their work with the father to Children's services. The Committee discussed the type of focus given by services and agencies to males and to their responsibility in the family unit. There had been a recent article on the paradox of father presence and absence in child welfare which</p>	
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MINUTES OF THE CHILDREN'S SAFEGUARDING POLICY AND PRACTICE ADVISORY COMMITTEE**THURSDAY, 28 JULY 2011**

	<p>the Head of First Response agreed to circulate to Committee Members.</p> <p>The Committee sought understanding about linkages between Adult services databases and Social Care databases to understand how contacts made with Adult and Children's social care services could be shared. They were informed that there was currently discussion about Adult Mental Health services data and Probation data being shared and accessed by the MASH (Multi Agency Screening Team) based in First Response. The Committee were also asked to keep in mind that the thresholds of information required in adult service database would be different to the level of information held in the children's social care database.</p>	
CSPAP C10	EXCLUSION OF THE PRESS AND PUBLIC	
CSPAP C11	ANY OTHER BUSINESS	
	The date of the next meeting 13 th September 2011.	

Cllr Reg Rice

Chair

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Haringey Council

Briefing for:	CSPPAC
Title:	Safeguarding and Looked After Children Action Plan
Lead Officer:	Marion Wheeler Assistant Director Safeguarding marion.wheeler@haringey.gov.uk 0208 489 1912
Date:	13 September 2011
Cabinet member input and introduction	<p>Background</p> <ol style="list-style-type: none"> The development of the Safeguarding and Looked After Children Plan The first 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. Since then the plan has been regularly updated and refreshed as a result of recommendations and findings from inspections of progress in the provision of safeguarding (July 2009 and February 2010), unannounced inspection of contact, referral and assessment arrangements (September 2010) and recommendations from Serious Case Reviews and most recently the inspection of safeguarding and looked after children services held in January 2011. In March 2011 the Safeguarding Plan was renamed the Safeguarding and Looked After Children Action Plan, to reflect the wider remit of Ofsted and Care Quality Commission's inspection of safeguarding and looked after



Haringey Council

	<p>children services held in January 2011. The Safeguarding and Looked After Children Action Plan incorporates actions in response to the identified areas for improvement, as well as actions carried over from previous iterations of the plan.</p> <p>3. The most recent inspection of safeguarding and looked after children judged overall effectiveness for both safeguarding services and services for looked after children as adequate and the capacity for improvement as good. This was a considerable step forward from the 2008 JAR which 'identified a number of serious concerns in relation to safeguarding of children and young people in Haringey. The 2011 report also highlighted that 'the partnership has achieved significant and sustained improvement in safeguarding in the borough since 2009. These judgements demonstrate how far the partnership has progressed, however it is recognised that further work is needed in order to ensure that Haringey is among the best for safeguarding children.</p> <p>4. The plan is now entitled the Safeguarding and Looked after Children Plan. The version presented for members in this report is updated as at 15th August 2011</p>

1. Issue under consideration

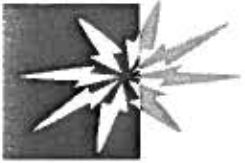
For information and consideration by members.

2. Background information

The Safeguarding and Looked After Children Action plan sets out those key areas agreed by the multi agency partnership for priority work in response to Inspection findings, SCR learning and recommendations and is our shared framework for ensuring that we work together to drive forward those improvements .

3. Options for consideration

Not applicable



Haringey Council

4. Comments from the Chief Financial Officer

Not applicable

5. Comments from the Chief Legal Officer

Not applicable

11



Haringey Council

Safeguarding and Looked After Children Action Plan Milestone Report July 2011

Updated 15/08/11 by Debbie Haith

Them: Best practice

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
1. Ensure that the quality of all case recording, staff supervision, assessments and care planning consistently matches best practice (Ofsted Feb 2011 - Rec 8)	1.1 All areas where non qualified social workers operate reviewed to ensure they are appropriately allocated cases and supervised (in line with Working Together to Safeguard Children) (Ofsted Feb 2011 - Rec 1)	01-Mar-2011	31-May-2011	☑	May 2011 - Achieved. The procedure for case record auditing has been reviewed and new arrangements will be in place from 01.06.11.	Debbie Haith	Partnership assured that any safeguarding concerns for children with disabilities are being identified and investigated properly; Safeguarding services of a high quality are being delivered across the Borough
	1.2 System for attendance at child protection review medicals reviewed and attendance monitored (Ofsted Feb 2011 - Rec 2)	01-Mar-2011	31-May-2011	☑	April 2011 - Achieved. Consent Policy and Child Protection Medicals Protocol developed by the head of the First Response Service and the Named Doctor for Child Protection (GOSH in Haringey) May 2011.	Karen Baggaley	
	1.3 Best Practice standards for attendance at strategy meetings [and child protection conferences] developed and attendance monitored by LSCB (Ofsted Feb 2011 - Rec 3)	01-Mar-2011	31-May-2011	☑	April 2011 - Achieved. Practice standards in place and in use. Heads of Service monitor compliance through audit.	Marion Wheeler	
	1.4 (9.06) Involvement of health representatives (such as named or designated nurse) at legal planning meetings trialled and effectiveness assessed	01-Aug-2011	30-Nov-2011	⚠	July 2011 - On track. Awaiting start of notification of Legal Planning Meetings from Legal Services. Delayed from June to August 2011.	Karen Baggaley	
	1.5 Review systems in place to	01-Mar-	31-Aug-	⚠	July 2011 - On track. Re-launched	Marion Wheeler	

	<p>ensure timely allocation of all children in need cases and regular review of service plans (Ofsted Feb 2011 - Rec 6)</p>	2011	2011		<p>audit programme across the service to include Team Managers, DHoS and HoS; to review quality and timeliness of social work interventions, and planning. A Supervision Survey has been launched in July to identify practitioners perceptions and views on their supervision. Monthly monitoring of supervision collated and fed back to managers.</p> <p>July 2011 - Not on track. Whilst discussions have taken place and there are ideas about implementation this is not yet set up. A weekly spreadsheet is now in operation regarding tracking missing young people but the interview process needs to be agreed.</p> <p>Milestone to be incorporated into the Missing from Care and Home Action Plan.</p>	Chris Chalmers	
2. Review arrangements for short term breaks in line with best practice	2.1 Arrangements reviewed for the provision of short-term breaks for disabled children and young people and joint guidance developed for this area (Ofsted Feb 2011 - Rec	01-Mar-2011	01-Aug-2011		<p>April 2011 - Achieved. Benchmarking responses received from eight London LSCBs regarding number of children with disabilities subject to child protection plans. Results ranged between 0% - 4.4% of children with disabilities with CP plans against all children on plans. Haringey was placed in the middle band with 1.8%. Detailed results have been reported back to the QA LSCB subgroup. The Safeguarding Policy and Review Group (SPRG) which initiated this research will also consider results and continue to monitor the data. A pilot project has been identified between DCT and First Response to monitor the referral route for disabled children from source. Pilot will be for three month period and will report back to SPRG and LSCB QA group.</p> <p>April 2011 - Achieved. Aiming High programme 2008 - 2011 completed and all targets set by the DfE have been met. Programme evaluation completed and good practice in terms of range of</p>	Phil Di Leo	Clear and improved arrangements for the provision of short-term breaks

	14)			provision, parent/carer and young people participation highlighted. Continuation programme underway and which takes account of the new Short Breaks Duty with effect from April 2011.		
3. Establish mechanisms to ensure that midwives, adult services and voluntary agencies are engaged with CAF	3.1 Communications plan developed to engage midwives, adult services and voluntary agencies in use of CAF (Ofsted Feb 2011)	01-Mar-2011	31-Aug-2011	<p>July 2011 - Not on track. Planning with mid wives has begun - proposal should be agreed early September. Voluntary sector now part of the CAF training. So these two aspects are achieved - adults services will be invited to new planning forum in September - so all should be achieved by October 11.</p>	Alison Botham	Enhanced partnership working delivering joined up services in local areas
4. Develop system to increase the use of personal education plans and set up mechanisms to review and report	4.1 System in place to increase the use of personal education plans and framework established for regular review and reporting (Ofsted Feb 2011 - Rec13)	01-Mar-2011	31-Aug-2011	<p>July 2011 - On track. PEPS and their use are now far more embedded. They form part of the LAC dataset and are addressed by managers as part of their monitoring.</p>	Chris Chalmers	Increased attainment for looked after children
5. Develop improved corporate parenting mechanisms	5.1 Membership and remit of Corporate Parenting Advisory Committee and operational group redefined and methods for disseminating their work to managers and practitioners developed (Ofsted Feb 2011 - Rec 12)	01-Mar-2011	31-Aug-2011	<p>August 2011 - Achieved. Membership and remit of Corporate Parenting Advisory Committee (CPAC) has been agreed and their roles and responsibilities have been set out in the Corporate Parenting Strategy. The Multi Agency Looked After Children Officer group are taking forward the strategy and have developed an action plan, which is agreed annually by the CPAC. In addition the CPAC can commission the group to undertake particular pieces of work.</p>	Debbie Haith	Increased ownership of and responsibility for Children and Young People by senior managers, Councillors and across the partnership
	5.2 Communications plan developed to raise awareness of Children in Care Council and London Pledge (Ofsted Feb 2011)	01-Mar-2011	31-Aug-2011	<p>July 2011 - On track. There is good progress with the Children in Care Council, as reported in the previous update, members have now attended the CiC Council and aspects of the London Pledge are being addressed within this.</p>	Chris Chalmers	
	5.3 (11.01) Review and re-launch Safeguarding Champion scheme across the Children's Trust	01-Sep-2010	31-Jul-2011	<p>July 2011 - Not achieved. This will be re-launched formally after the Summer Break to allow for all agencies to be part of this activity.</p>	Marion Wheeler	

6. Develop and embed an understanding of child protection procedures within schools	6.1 (10.12) Actions put in place to assist schools to understand and embed child protection procedures	01-Mar-2011	31-Aug-2011		July 2011 - Achieved. LSCB Designated Teachers Forum continues for Primary and Secondary School - this well attended forum supports schools and Social Care. 4 Senior Practitioners in First Response with an education lead for named schools will be in place by September 2011.	Marion Wheeler	Schools making an effective contribution to safeguarding
7. Improve the standard of refuges	7.1 Actions put in place to raise the standard of refuges where mothers and their children are being placed (Ofsted Feb 2011)	31-Mar-2011	31-Aug-2011		July 2011 - On track. Interviews took place for the running of the three Haringey refuges took place on the 29/07/2011 and a new provider identified. Further dialogue will take place with Refuge, the major provider for London refuges by the end of August.	Sylvia Chew	Mothers placed in suitable refuges
8 Develop ICS so that it is in line with best practice	8.1 (9.08) Roll out ICS improvement phases	01-Dec-2010	01-Jun-2012		August 2011 - On track.	Rachel Oakley	ICS improved leading to increased knowledge of families and more effective case management
	8.2 (9.08) Work with Core Logic to develop Family Based recording	01-Dec-2010	30-Jun-2012		May 2011 - On track.	Rachel Oakley	
	8.3 ICS updated in response to Munro review	01-Mar-2011	31-Aug-2011		August 2011 - On track. ICS framework will be reviewed subject to publication of amended regulation guidance and Working Together To Safeguard Children guidance.	Rachel Oakley	


Sub theme: Managing Risk






Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
9. Implementing "best practice" in identifying, assessing and managing risk	9.1 (9.01) Risk management strategy developed and recognised across multiple agencies	01-Jun-2010	28-Feb-2011		June 2011 - Achieved.	Marion Wheeler	Safeguarding services of a high quality are being delivered across the Borough

Sub theme: Think Family







Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
10. Review current service provision for people with	10.1 (10.01) Current service provision for people with personality disorder reviewed to recognise the	01-Jan-2011	30-Apr-2011		February 2011 - Achieved. The safeguarding staffs have rolled out training across the personality disorder	Carole Bruce-Gordon	Children and families of people with personality disorders more








personality disorder	point at which a parent with this diagnosis needs support and services so as to enhance the support provided to the children & families (SCR Q Rec 5)	<p>dept with regards to the joint protocols and procedures in place for safeguarding children in Haringey. A Training Needs Analysis was done to ascertain the knowledge and the deficits within safeguarding children and a training programme was devised. For example looking at what safeguarding children and child protection is about. The types of abuse and possible causation and the impact of mental illness and personality disorder in relation to child protection.</p> <p>Emphasis within the training was placed on the importance of staff sharing information with other agencies in a timely manner such as children social care and the Health Visiting service in relation to child protection.</p> <p>A bespoke MARAC training package outlining the process & criteria was rolled out to assist in Facilitating practitioners' awareness of the criteria for referral and process.</p> <p>The Trust commissioned trainers to facilitate Training in Domestic Violence and its impact on children for all front line staff within this department and Haringey staff.</p> <p>Training for supervision of safeguarding children cases was also commissioned. This will enable managers and supervisors to be clear about keeping the child at the focus of all cases where children are present.</p> <p>The Trust is currently auditing the Personality Disorder department in Haringey in relation to the safeguarding children arrangements that have been put in place and staffs understanding of the arrangements coupled with the</p>	effectively supported
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							training they have received. This audit will be completed on the 30th June 2011.			
11. Develop mechanisms to ensure that staff from all agencies give equal importance to the role of males involved with a family	11.1 (9.01) Mechanisms in place to ensure that staff from all agencies give equal importance to the role of males involved with a family, resident or non resident, during their assessment processes and audit toolkit amended to include this (SCR Q Rec 8)	01-Jan-2011	31-Jul-2011				<p>Role of males assessed more regularly and effectively</p> <p>Marion Wheeler</p>			
Theme: Domestic Violence										
Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome			
12. Develop and communicate the roles, responsibilities and relationships of the LSCB, SAB and Children's Trust	<p>12.1 (11.03) Responsibilities for cross-cutting issues such as domestic violence determined and communicated</p> <p>12.2 (11.03) Joint protocol which underpins approach to Safeguarding of both children and adults specifically in relation to domestic violence and mental health developed (SCR Q Rec 1)</p>	01-May-2010	31-Jul-2011		<p>Debbie Haith August 2011 - Achieved. Cross-cutting issues are to be taken into account by the Shadow Health and Well Being Board.</p> <p>May 2011 - Achieved. Joint protocols in place, regular meetings held with Adult Mental health teams. Adult Mental health safeguarding lead now embedded in FRMAT and attending Safeguarding Panel. DV Coordinator now embedded in Children's Services.</p>	Peter Lewis	Clear governance arrangements that are understood across the partnership			
13. Review Multi Agency Risk Assessment Conference (MARAC)	<p>13.1 (11.01) A framework for a 'Think Family' approach that explicitly considers the needs of children developed (SCR Q Rec 3)</p> <p>13.2 (11.01) A clear, recorded meeting process that identifies actions, leads and timescales developed (SCR Q Rec 3)</p> <p>13.3 (11.01) A system for monitoring and scrutiny that can evidence an understanding of process and function and require action to be taken to address any areas of weakness developed (SCR Q Rec 3)</p>	01-Jan-2011	31-Jul-2011		<p>July 2011. Action re-assigned to DI Steve Dryden.</p> <p>As above.</p> <p>As above.</p>	Steve Dryden	MARAC working more effectively to safeguard vulnerable children and young people			

Theme: Participation							
Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
14. Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	14.1 (9.04) Mechanisms for more effectively hearing and recording children and young people's views during the safeguarding assessment process determined and implemented	01-Jun-2010	31-Mar-2011		<p>March 2011 - Achieved. Shared data base in place offering different formats for ascertaining children's wishes and feelings. Continued use of the questionnaire at the end of work with children. Practice Managers taking a lead on ensuring this is undertaken. Sylvia Chew to produce a report on this by the end of April 2011. Use of new 'have my say' to be used on a trail basis for initial conferences by First Response, led by practice managers once word document received. All to uploaded onto FWI.</p>	Marion Wheeler	Children and young people's voice is heard and responded to in Safeguarding Services; Framework and systems for capturing young people's views with regard to health needs in place
	14.2 (9.04) Child's champion scheme for representing the child at case conferences developed and implemented	01-Jul-2010	30-Jun-2011		<p>July 2011 - Not achieved. Practitioner led Project set up to look at Best Practice in working with Children and Young People - reporting back to the LSCB Best Practice Sub Group in October 2011.</p>	Marion Wheeler	
	14.4 NHS Haringey have ensured that all views of young people in care in regard to their health needs are captured, reported and considered in regard to planning and development of healthcare services (CQC Rec 4)	01-May-2011	31-Oct-2011		<p>June 2011 - On track. PH has done a rapid needs assessment - awaiting results. LAC nursing team are building in routine capturing of views of health at RHA's. Quarterly reporting on this is planned.</p>	Sarah Parker	
	15. Review of information sharing across the partnership	15.1 (9.01) Information sharing issues highlighted in SCR Q addressed by all agencies in their action planning (SCR Q Rec 4)	31-Jul-2010	31-Jul-2011		<p>June 2011 - Achieved. Information sharing protocols in place.</p>	Marion Wheeler
	15.2 (9.03) Information sharing issues regarding health visitors and school nurses highlighted in SCR Q addressed (SCR Q Rec 4)	01-Jul-2010	31-Jul-2011		<p>March 2011 - Achieved. The GOSH in Haringey Operational Policy for the Transfer of Records was reviewed and updated in November 2010 and identifies a clear process for transferring cases between the HV and SN services. This includes a verbal transfer of information for vulnerable children that must be recorded.</p>	Jane Elias	

Theme: Quality Assurance and Performance Management

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
16. Review and amend quality assurance framework	16.1 Quality assurance framework developed	01-Mar-2011	31-Aug-2011		August 2011 - Achieved. Framework in place.	Debbie Haith (Chair QA Sub Group)	Partnership utilising performance information and audits to improve services
17. Develop looked after children core data set	17.1 Looked After Children core data set developed, analysed and used to inform service development across the partnership	01-Mar-2011	31-Aug-2011		July 2011 - On track. Key data for inclusion is now identified. We had agreed fortnightly circulation and this is still being set up.	Chris Chalmers	Looked after children core data set being used to improve services
18. Improve systems for Child Protection Advisers and Independent Reviewing Officers to carry out their roles	18.1 Systems developed to improve the way in which Child Protection Advisers and Independent Reviewing Officers carry out their quality control and assurance function and system developed to enable data they collect to inform service planning 18.2 System put in place to enable independent reviewing officer team to examine all children and young people's views from reviews in order to inform practice and strategic planning (Ofsted Feb 2011)	01-Mar-2011	31-May-2011		May 2011 - Not achieved. Work has commenced. However, the increase in the number of LAC and the resignation of 3 IRO's has delayed fully achieving this milestone to timescale.	Rachel Oakley	Child Protection Advisers and Independent Reviewing Officers quality control and assurance functions improved
19. Develop systems to better enable use of CAF data	19.1 CAF data analysed and used to inform future planning and capacity building (Ofsted Feb 2011) 19.2 (13.01) Outcomes for children and young people who have been subject to CAF measured	01-Mar-2011	31-Aug-2011		May 2011 - On track.	Rachel Oakley	Partnership has a greater understanding of effectiveness of CAF
20. Develop systems to monitor quality of healthcare provided to all looked after children and care leavers in all settings	20.2 Care pathway reviewed with compliance audits against it (CQC Rec 3)	01-Oct-2010	31-Mar-2011		March 2011 - Achieved. Quality and performance framework agreed.	Alison Botham	Health of looked after children improved
		01-May-2011	31-Jul-2011		July 2011 - Achieved. Draft baseline and quarterly reporting tools circulated to NHS commissioner. Final to be presented at next multi-agency LAC meeting (August 2011). Increase in numbers of LAC has led to gap in planned ability of LAC health team leading on all review health assessments.	Sarah Parker	









	20.1 System developed to monitor the quality of healthcare provided to all looked after children and care leavers in all settings (Ofsted Feb 2011)	01-Mar-2011	31-May-2011		Commissioning review in hand. May 2011 - Achieved. Established new service whereby all IHA's are completed by Haringey Paediatricians and RHA's by Haringey LAC Nursing Team. Multi-agency meetings in place which have identified areas of improvement in regard to notification and attendance at assessments. Reporting established on timeliness and attendance at IHA/RHA via at multi-agency LAC meeting. Need to establish audit cycle in regard to compliance with health recommendations from LHA and RHAs.	Sarah Parker	
21. Ensure performance management functions are realigned following partnership re-organisations	21.1 (13.02) Realign NHS Haringey's contribution following re-organisation and review performance management make up to ensure there is the capacity	01-Jan-2011	30-Jun-2011		June 2011 - Achieved. NHS North Central London via the Haringey Borough Office will contribute to performance management via the QA sub-group (Designated Nurse and Public Health Officer).	Andrew Williams	Performance management information effectively collected and analysed during a time of reduced resources
	21.2 (13.02) Realign Haringey Council's contribution following re-organisation and review performance management make up to ensure there is the capacity	01-Jan-2011	30-Jun-2011		August 2011 - Achieved. Children and Families performance team has been centralised as part of the Support Functions Review. Good working relationship between the two is in place. This team will be involved in a developing performance framework for the MASH.	Peter Lewis	
	21.3 (13.02) Realign Metropolitan Police Service's contribution following re-organisation and review performance management make up to ensure there is the capacity	01-Jan-2011	30-Sep-2011		July 2011 - On track. The MASH project is well underway and will deliver an enhanced information sharing risk management environment across all areas of safeguarding.	Chris Barclay	
22. Develop interagency performance management model	22.1 (13.03) Partnership safeguarding scorecard developed and agreed by LSCB Quality Assurance Subgroup	01-Dec-2010	30-Jun-2011		May 2011 - Achieved. The scorecard has been developed and is being populated by partners.	Debbie Haith	Robust approach to managing performance across the partnership supports attainment of our goals
	22.2 (13.03) Partnership safeguarding scorecard launched	01-Apr-2011	30-Apr-2011		May 2011 - Achieved. The development of the scorecard has been shared with and agreed by the Board.	Debbie Haith	
	22.3 (13.04) Mechanisms put in place to monitor the effectiveness of	01-Jan-2011	31-Mar-2011		July 2011 - Achieved. Community Safety Officer now present as part of the	Marion Wheeler	








	the First Response Multi-Agency team (FR MAT) and lessons learnt from SCR Q used to inform the strategy for development of First Response team (SCR Q Rec 7)					FR MAT Service to enable up to date information sharing where domestic violence is a feature. FRMAT Score Card has been launched.		
Theme: Workforce development								
Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome	
23 Ensure that the quality of all staff supervision, consistently matches best practice (Ofsted Feb 2011 - Rec 8)	23.1 Supervision policy embedded and culture committed to supervision created (Ofsted Feb 2011 Rec - 4)	01-Mar-2011	31-May-2011		May 2011 - Not achieved. Team Manager and Senior Practitioner programme has focused on supervision of assessments in complex cases. 20 managers attended - developing own evaluation framework. Resource issues have meant that this has not been completed. An external supervision specialist has been tasked with assisting with this piece of work.	Rachel Oakley	Quality of supervision improved	
	23.2 Supervision tools reviewed	01-Mar-2011	31-May-2011		May 2011 - Not achieved. Managers who have been on the courses and workshops which have focused on supervision have been asked to comment and make suggestions of the current policy and tools with a view to making amendments to the current policy and documentation. Resource issues have meant that this has not been completed. An external supervision specialist has been tasked with assisting with this piece of work. Draft to be ready in July.	Rachel Oakley		
24 Ensure the implementation of annual performance appraisal arrangements for all social work and health staff	24.1 (12.01) Guidance and support provided to increase the number and quality of performance appraisals taking place and reminders on upward appraisal of managers communicated	01-Dec-2010	31-Mar-2011		June 2011 - Achieved. Work on improving the value and use of Performance Appraisals in Children & Families and across the council continues. Date for Performance Appraisals completion were agreed by CEMB in May - and widely publicised there after. We are also reviewing the Performance Appraisal tool to make it more evaluative.	Philippa Morris	Staff gave the skills required to effectively perform their roles	

24.2 (12.01) Incorporate reporting on appraisal completion within performance management framework	01-May-2010	31-Mar-2011		April 2011 - Achieved. Appraisal performance across the partnership to be included in the scorecard.	Debbie Haith	
25 Amend workforce strategy to take into account current climate and Munro review	01-Mar-2011	01-Aug-2011		May 2011 - On track. Initial work has been undertaken. Waiting final report.	Rachel Oakley	Staff receiving training and development which is in line with government changes
26 Undertake self assessments against Social Work Taskforce "Health Check"	01-Jun-2010	31-Mar-2011		May 2011 - Not achieved. Decision to be taken on how to conclude this work.	Rachel Oakley	Social work staff feel valued through the provision of support, suitable workloads, systems and tools enabling them to perform to a high standard
27 Identify alternative methods for service delivery for a time of reduced resources	01-Nov-2010	31-Mar-2011		April 2011 - Not achieved. As above.	Rachel Oakley	
	01-Jan-2011	31-Dec-2012		August 2011 (Debbie Haith) - On track. Outcome of the Munro review underlines the need to re-design services around the journey of the child, which includes early intervention, prevention through to permanency. This work will be led through the Transformation Steering Group.	Peter Lewis	Service users receive effective services in a time of reduced resources

Theme: Early Intervention

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
28 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	28.1 (10.03) Deliver support mechanisms for CAF in private, voluntary and independent (PVI) settings	01-Jul-2010	31-May-2011		February 2011 - Achieved.	Alison Botham	Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
needs 29 Continue to develop the role, understanding and performance management of the CAF	29.1 (10.05) CAF assessors training rolled-out	01-Jan-2010	01-Feb-2011		February 2011 - Achieved.	Alison Botham	Enhanced partnership working delivering joined up services in local areas
31 Multi-agency Early Years Strategy developed	31.1 (10.07) Delivery of Early Years Strategy on track	01-Jun-2010	31-Mar-2012		July 2011 - On track. Cabinet agreed a model for the delivery of Children's Centres on 26th July 2011 and staff consultation is about to begin. This takes this piece of work forward significantly as there is now broad stakeholder commitment to the principles underpinning our work in early years.	Jan Doust	Early Years Strategy delivered
32 As a partnership identify resources to deliver the Preventative Strategy	32.1 (10.08) Strategy action plans revised and actions re-prioritised as a result of needs and resource analysis, in line with aspiration to be amongst the best by December 2011	01-Nov-2010	30-Sep-2011		July 2011 - On track. This work is ongoing as we review the impact of the savings taken during 2010-11 resulting in a significant reduction in prevention and early intervention services. These services are now reforming with a clear brief to target vulnerability using known risk and resilience factors. Further work planned on a partnership basis.	Jan Doust	Value for money and best practice delivered effectively in early intervention services
	32.2 (10.08) Delivery of Parenting and Family Support Strategy on track	01-Jun-2010	31-Dec-2011		July 2011 - On track. New steering group established to oversee this from September 2011.	Jan Doust	
	32.3 (10.08) Delivery of Preventative Strategy on track	01-Jun-2010	31-Dec-2011		July 2011 - On track. Please see 32.1.	Jan Doust	
	33.1 (10.09) Review management structures	01-Jun-2010	31-Dec-2011		July 2011 - On track. In process. Savings proposals identified and agreed in principle at Leaders in July 2011.	Jan Doust	Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions
33 Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs	33.2 (10.09) Review composition of teams	01-Sep-2010	31-Dec-2011		July 2011 - On track. Underway in line with above.	Jan Doust	
	33.3 (10.09) Ensure that teams are moving towards delivering multi-agency interventions and joined up approach	01-Jan-2011	31-Jul-2011		July 2011 - On track. In progress.	Jan Doust	

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
	33.3 (10.09) Determine further training needs and costs of continuing to fully fund safeguarding training requirements	01-Jun-2010	31-Dec-2011		July 2011 - On track. It will not be possible to fully fund any training in the light of the severe cut to EY funding. However we arrange training and charge for this which will continue.	Ros Cooke	
34 Develop an accreditation scheme for non-school settings	34.1 (10.11) All non-schools settings completed self-assessment for accreditation 34.2 (10.11) Accreditation visits to all settings 34.3 (10.11) Accredited levels for all settings agreed and published	01-Nov-2010 01-Jan-2011 01-Feb-2011	01-Mar-2011 01-Jul-2011 01-Sep-2011	  	May 2011 - Achieved. All but 2 settings who decided to opt out have taken part. May 2011 - Achieved. July 2011 - On track. The Accreditation scheme is now in place and effective in improving provision. All settings are working on action plans. Results will now be published on FISSD.	Ros Cooke Ros Cooke Ros Cooke	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
35 Develop and embed an understanding of child protection procedures within schools	35.1 (10.12) A clear set of expectations on the role of schools in early intervention and prevention developed	01-Jan-2011	31-Mar-2012		July 2011 - On track. Work with schools to support their understanding and confidence in Child protection procedures and safeguarding responsibilities in ongoing. This includes the schools Safeguarding forum, developing the role of the LADO.	Marion Wheeler	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
36 Develop and monitor outcomes for children who have experienced Early Years services but are not subject to a child protection plan	36.1 (13.06) Success measures for children who have experienced targeted early years services developed 36.2 All Children's Centres have evaluated user satisfaction as part of the Children's Centre programme	01-Jan-2011	31-Mar-2012 31-Mar-2012	 	July 2011 - Not on track. This will be a priority within the development of payment by results in Haringey during the coming year July 2011 - On track. Centres all collect parental satisfaction evaluations as part of their regular routines. Monitoring shows that some centres are using the information very effectively to plan services. Some need to further develop their evaluation processes.	Ros Cooke Ros Cooke	

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