

Action Plan in Response to the Joint Area Review of Safeguarding in Haringey

Theme 1 – Leadership and Partnership				
Aims		<ul style="list-style-type: none"> To provide stable, pro-active, capable, visible, supportive, inspirational, listening, confident leaders for the safeguarding of children in Haringey To create a strong partnership with a shared focus on safeguarding children & young people 		
Area for improvement 1: Creating a leadership team for safeguarding at partnership level and within agencies				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.1.1 To strengthen governance by improving the effectiveness of Safeguarding in the Local Strategic Partnership and in the delivering of the Community Strategy outcomes.	Chief Executive Haringey Council	Partners to HSP	Feb - May 2009 July 09 March – Sep 09	<ul style="list-style-type: none"> Children's Trust Executive Performance Management Group established and Terms of Reference clear IDeA Training in place for the EPMG Operational support to the Strategic Partnership reviewed and effectiveness increased
1.1.2 Ensure partnership's leadership is at strategic level and in compliance with the <i>Working Together To Safeguard Children (2006)</i> guidance, recognising the different forms of governance within which partner agencies operate	ACE PPP&C	Partners to HSP	Feb – May 2009 (as new Children's Trust established)	<ul style="list-style-type: none"> Appropriate non executive and executive members of the NHS Haringey Board and senior officers from partner agencies identified as 'responsible' for Safeguarding in accordance with each agency's governance. Programme of decision-making and governance meetings agreed and published (including briefings to elected members, Partner Boards/Committees, etc.) Corporate Parenting Group replaces Children & Young People's Consultative Committee

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				(CYPCC) with change in terms of reference
1.1.3 Develop a clearly defined vision and values in which partners state where we aspire to be.	ACE PPP&C	Partners to HSP	Feb – Sept 2009	<ul style="list-style-type: none"> • Strategy and priorities around children and young people and safeguarding in Community Strategy are reviewed and agreed • Local Area Agreement includes agreed indicators and targets on safeguarding. • Community Strategy review informs the development of Children & Young People’s Plan (CYPP) 2009-20.
1.1.4 Be clear that partners share responsibility for all Haringey’s children and young people	Chief Executive	Partners to HSP / CYPSP	Feb -Sep 2009	<ul style="list-style-type: none"> • Induction and information pack for members of HSP and theme boards is clear on partnerships role and responsibilities on safeguarding in place. • Effective induction and training for new HSP and theme board members on responsibilities for safeguarding.
1.1.5 Identify further opportunities for leadership to act as a team across the partnership	Acting Chief Inspector for Partnership and Youth Director C&YPS	Partners to HSP	Feb - May 2009	<ul style="list-style-type: none"> • Effective out-of-hours process in place for appropriate senior staff across the partnership to be informed of any critical incident (a child death or serious injury) at night or weekends. • Develop the work programme of the children’s trust to ensure the trust takes a lead on issues that impact on children, young people and their families in Haringey
1.1.6 Ensure compliance with the Laming recommendations is reviewed annually	DDC&F	Haringey Council	May 09	<ul style="list-style-type: none"> • Annual review
1.1.7 Develop a cross-partnership management/leadership programme focused on safeguarding and inter-professional working	ACE PO&D	ACE PPP&C Head of Human Resources	Sept - Feb 2010	<ul style="list-style-type: none"> • Shadowing programme for senior leadership teams within and outside of the partnership developed and in place • Management leadership programme developed

1.1.8 Set out explicit guidance for the partnership on the leadership and challenge role of elected members	Director C&YPS		Mar – Jun 2009	<ul style="list-style-type: none"> Guidance published
1.1.9 Ensure that all relevant elected members have valid CRB checks	Head of Human Resources	Haringey Council	Feb – March 09 Feb – May 09	<ul style="list-style-type: none"> Risk assessments on need for CRB check of Members complete CRB checks carried out for all members identified as needing one

Area for improvement 2: Ensuring the leadership teams set the right culture within their organisations, promoting behaviour that supports the partnership's values and strengthens the commitment to Partnership working				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.2.1 Promote a culture of openness which enables exchange of views and learning where the professional roles of people involved in safeguarding children and young people are recognised and acknowledged.	Director Children & Young People's Service		June – Sept 09 March – May 09 May – July 09 November 09	<ul style="list-style-type: none"> First annual staff surveys setup and completed across the partnership and plans published to address findings Regular staff forums and practice discussion forums set up, such as the social work forum, with staff receiving feedback to issues raised in forums Partners share consistent information on structures and changes in structures so that all staff are clear about how partner agencies work. Annual conference on safeguarding for all staff
1.2.2 Ensure leaders and senior managers within the partnership receive appropriate training	Chair of Children's Workforce Development Group	All	March – May 09 March – June 09	<ul style="list-style-type: none"> Gap analysis used to inform training and development needs Manager and leadership skills and competencies across partners agreed

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	Director, C&YPS Chair of LSCB training sub group Chair of LSCB training sub group Head of Schools Personnel	Haringey Council, Safeguarding Children's Board Training & Development sub-group Haringey Council	February – March 09 June – September 09 June – September 09 March – November 09 March – June 09	<ul style="list-style-type: none"> Safeguarding Policy and Practice Panel established for elected Council Members to ensure knowledgeable Members, able to ask appropriate questions to fulfil their role. Elected members receive validated safeguarding training, appropriate to their different levels of responsibility Ensure relevant training for NHS Haringey Board is provided Increased take up of on-line safeguarding training for school governors. Online safeguarding training available to all staff
1.2.3 Invite Youth Council to be involved in delivery of JAR action plan	Director Children & Young People's Service		Feb - March 2009	<ul style="list-style-type: none"> Director discussed and agreed with Youth Council (29th January 2009)
1.2.4 Establish a Children in Care Council to represent the viewpoint of children in care	Director C&YPS		Apr – Jul 2009	<ul style="list-style-type: none"> Council established

Area for improvement 3: Improving Working arrangements in the partnership

Action	Lead	Involved groups	Timescale	Targets and outcomes
1.3.1 Systems in place to share inspection reports and identify multi-organisational learning to drive	HSP Chair of the Area	Partners in PMG	Feb - May 2009	<ul style="list-style-type: none"> Inspection outcomes from all partners are reported to the Safeguarding Policy and

improvement on cross cutting issues.	Assessment Group			Practice Panel.
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Area for improvement 4: Improve the workings of the LSCB				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.4.1 Commission a peer review of current LSCB to look at its operation, membership and structure	LSCB Chair	Partners to LSCB	Feb – May 09	<ul style="list-style-type: none"> Weakness and strengths of present arrangements identified and recommendations for change made
1.4.2 Review and agree model for LSCB	LSCB Chair	Partners to LSCB	Feb – Dec 2009	<ul style="list-style-type: none"> Agreed model for LSCB determined
1.4.3 Define role and accountability of individual members of LSCB	LSCB Chair	Partners to LSCB	Feb – May 2009	<ul style="list-style-type: none"> All members clear about their roles and responsibilities
1.4.4 Consider appropriate agency level of representation on LSCB (where all members are of appropriate seniority within their respective agencies and are empowered to make decisions as necessary)	LSCB Chair	Partners to LSCB	Feb - May 2009	<ul style="list-style-type: none"> All members are of appropriate seniority within their respective agencies and are empowered to make decisions as necessary
1.4.5 LSCB Chair becomes member of Children's Trust, challenging CTB on safeguarding issues	LSCB Chair	Partners to CYPSP & LSCB	Feb - May 2009	<ul style="list-style-type: none"> LSCB Chair member of Children's Trust Board
1.4.6 Implement best practice approach for investigating serious case reviews	LSCB Chair	Partners to LSCB	Feb – May 2009	<ul style="list-style-type: none"> LSCB Chair to ensure appropriate processes in place (such as securing records) to respond to critical incident
1.4.7 Review sub groups of LSCB, including development of practice review group	LSCB Chair	Partners to LSCB	February - May 2009	<ul style="list-style-type: none"> All sub-groups have clear purpose, terms of reference and appropriate membership
1.4.8 Implement new working arrangements	LSCB Chair	Partners to LSCB	May - December 2009	<ul style="list-style-type: none"> New working arrangements in place

Area for improvement 5: Creation of Children's Trust

Action	Lead	Involved groups	Timescale	Targets and outcomes
1.5.1 Review models for Children's Trusts and strategic partnerships	Interim Director Special Projects	Partners to CYPSP	Feb - April 09	<ul style="list-style-type: none"> Propose a model for a Children's Trust that reflects best practice and meets 2009 statutory guidance Report to Cabinet
1.5.2 Identify a Children's Trust's accountabilities in general and with particular reference to Haringey	Interim Director Special Projects	Partners to CYPSP	Feb - April 09	<ul style="list-style-type: none"> Accountabilities agreed in line with legislation, statutory guidance and Haringey priorities and clarified for all levels of the Trust (such as Board, Executive Group, Management Group)
1.5.3 HSP agrees new Children's Trust	HSP	Partners to HSP	Feb – June 09	<ul style="list-style-type: none"> Agree the membership of the Children's Trust and clarify the role and responsibility of members. Agree terms of reference for Children's Trust Agree governance and structure for the Children's Trust and how it fits within the HSP governance
1.5.4 Produce joint communications strategy and approach for the Children's Trust to promote the safeguarding of children and young people	Council CYPS Comms	All agencies	Jun – Oct 09	<ul style="list-style-type: none"> Review current agencies' communications strategies Communications Strategy agreed Ensure all communications planning is multi-agency in approach and coherent in delivery Review and develop work to build awareness, disseminate information and influence the opinion of: <ul style="list-style-type: none"> Residents/Taxpayers Services users Partners Staff Review and agree audiences, messages and methods of communicating them. Review current and ongoing arrangements for this area

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				<ul style="list-style-type: none"> Consistent communications and messages to all staff in partner agencies
1.5.5 Review ways of involving young people and the Youth Council in the Children's Trust and its work.	Head of Children's Network North & Lead for Participation	Partners to CYPSP	<p>May – Aug 09</p> <p>Aug - Dec 09</p>	<ul style="list-style-type: none"> Consultation carried out during summer via Summer University. Consideration of findings and action taken to ensure children and young people are fully engaged in the Children's Trust
1.5.6 Agree and deliver a Children and Young People's Plan	Director Children & Young People's Service	Partners to CYPSP (via sub group developing CYPP)	<p>Sep 08 – Jul 09</p> <p>Jul – Aug 09</p>	<ul style="list-style-type: none"> Consult on new CYPP <p>Publish new CYPP Sept 09, ensuring that this anticipates the new guidance for all plans due to be implemented 2011 onwards</p>

Theme 2: Delivering best practice

Aims	<ol style="list-style-type: none"> All practice will demonstrate the principle of “best interests of the child” by meeting the test of “seeing things through the child’s eyes” and listening to the child. All practice will demonstrate the principle that safeguarding requires effective partnership working which respects and values differing professions and organisations and is reflected through integrated arrangements where this will provide the best response and most authoritative service.
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	<p>3. All practice will comply with WT and LCPPS and agencies' standard operating procedures and guidance with a shared approach to intervention thresholds.</p> <p>4. Our approach will be underpinned by a commitment to inter-agency information sharing arrangements and business processes which enable all agencies to fulfil their role and deliver the outcome of best in class services for children and their families.</p> <p>5. We will identify best practice and turn it into standard practice using evidence, research, and evaluation supported by relevant national organisations (C4EO) and the LSCB.</p>
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Area for improvement 1: Child Protection Referral & Assessment Processes

Action	Lead	Involved groups	Timescale	Targets and outcomes
2.1.1 Develop new pathway for referrals into children's social care to deliver an efficient, effective, child-focused service.	C&YPS DDC&F	C&YPS	February – April 09 Pathway agreed end March 09	<p>single data entry for all contacts/referrals</p> <p>all referrers clear about what is expected of them</p> <p>high quality information gathering at referral stage</p> <p>decisions on actions to be taken made within 24 hours</p> <p>referrers informed of outcome and reasons for decision in writing within 48 hours</p> <p>Monitoring via case file audit and audits published to Safeguarding Policy and Practice Panel and Children's Trust members (see 9.1.1)</p>
2.1.2 Integrate the referral pathways for children's social care and CAF.	C&YPS DDC&F	C&YPS, Health (GOSH and CAMHS)	Jan – April 09 Pathway agreed end March 09 Implementation from April 09	<ul style="list-style-type: none"> children and young people receive support from the most appropriate service information gathered through the CAF process can inform further assessment work where needed <p>Monitoring via case file audit (see 9.1.1)</p>
2.1.3 Wherever possible all agencies use the CAF	C&YPS	C&YPS	Feb - May 09	<ul style="list-style-type: none"> Agreement reached on which agencies use

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to avoid duplication and support better information gathering at initial stages.	DDC&F	Police Health Schools	June – Sep 09	<ul style="list-style-type: none"> the form in which circumstances Implementation
2.1.4 Child Referrals will be allocated promptly with clear case decisions made based on need	C&YPS DDC&F	C&YPS	February 2009	<p>Allocations are discussed with social workers as a matter of course before electronically allocating the case</p> <p>Managers will clearly record decisions on framework-i</p> <p>Social workers will not be allocated more cases than is manageable as outlined by national guidelines</p> <p>Escalation protocols are put in place for staff and managers when work loads become too high</p> <ul style="list-style-type: none"> Arrangement for monitoring and reporting on caseloads to senior managers in place To be implemented immediately Monitoring by means of feedback from social work staff through team meetings, social work forum, and climate survey
2.1.5 Develop practice protocols to ensure that where there is more than one child in a family group each child's needs will be taken into account and decisions/actions clearly recorded on each file	C&YPS DDC&F	C&YPS	February- May 09	<ul style="list-style-type: none"> Practice Protocols developed on what information needs to be replicated or cross referenced on each siblings file Ensure that duty workers/managers are aware of where to access/record important information
2.1.6 Improve the overall quality of information and analysis within Initial and Core assessments Section 47 investigations and conference reports and ensure that these consistently meet agreed	C&YPS DDC&F	C&YPS	Feb – May 09 All cases to comply with these	<ul style="list-style-type: none"> the child and their family are seen as part of the assessment the child is spoken to alone where there are

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minimum standard			requirements by May 09.	<ul style="list-style-type: none"> • concerns for that child's safety • social workers demonstrate "professional scepticism" (Laming) • the assessment evidences multi agency information gathering • the views of the carers and other professionals, including any disagreements, are clearly recorded • risk analysis is evidenced • there is a clear plan for that child/young person outlining what actions the "team around the child" will be taking • the family and relevant professionals are kept advised of progress and receive a copy of the assessment <p>Monitoring by case file audit.</p>
2.1.7 Ensure that social care case transfer protocols are in place and implemented in practice to ensure a seamless service for the child /young person	C&YPS DDC&F	C&YPS	Feb – March 09 April 09	<ul style="list-style-type: none"> • Protocols established • Implemented • Monitoring via case file audit
2.1.8 Establish thresholds for Police attendance of police investigators at medical examinations in cases of physical abuse	Det. Chief Inspector, CAIT, MPS	MPS	Feb- April	<ul style="list-style-type: none"> • Thresholds established
2.1.9 Develop protocols for joint work between adult's and children's safeguarding services, including the routine cross-checking of referrals and follow-up of information obtained	C&YPS DDC&F	C&YPS, Adult social care	Feb – May 09	
2.1.10 All agencies that hold case files on children and young people will ensure that each case file includes a minimum standard set of information	LSCB QA Sub Group Chair	All partners	Jan – May 09 Jan – May 09	All case files to meet this standard

				<p>All case files to include:</p> <ul style="list-style-type: none"> • an agreed set of up-to-date key biographical details (family members, involved professionals, telephone numbers) • a record of all case management decisions taken • chronology and log of meetings • Differentiation between fact and professional opinion • An action plan of how the information recorded will be acted on • Analysis of the information gathered <p>Monitoring via case file audit</p>
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Area for improvement 2: Effective and timely Information Sharing				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.2.1 Review and re-publish information sharing protocols and guidance	ACE PPP&C	All	Feb – May 09	<ul style="list-style-type: none"> • Information Sharing protocols for the partnership reflect any national standards & arrangements set for all partner agencies. • All staff are clear about the protocols and how they operate • Clarity on operation of strategic information sharing principles and improve the operational use of information sharing protocols. • Sign-off HSP Board information-sharing protocol – to be agreed by all partners, including voluntary sector
			Feb – May 09	
			Feb – May 09	
			May 09	
2.2.2 Implement programme of joint training and communication	Head of Children's	All	Feb – Apr 09	Programme agreed and in place

	Networks		May – March 10	<p>Roll-out programme of joint training and communication to practitioners</p> <p>All practitioners and managers will :</p> <ul style="list-style-type: none"> • understand the Information Sharing Protocol • know when to share information and do so in a timely manner • operate on an assumption in favour of sharing information in the best interests of the child and are empowered to do so • continually re-assess situations and re-evaluate the need to share information in light of new information arising • make use of all relevant databases including ContactPoint <p>Monitor attendance at training</p>
2.2.3 Implement procedure whereby all agencies routinely collect information on universal services accessed by each child/family they come in contact with and inform those universal services where there is a gap in provision	Head of Children's Networks	Health, MPS, Council	May 09 – Aug 09	<ul style="list-style-type: none"> • Information sets, participating agencies and processes for sharing information agreed • Monitoring via audit of records of relevant agencies
2.2.4 Implement the proposals for GPs to take responsibility for the local medical monitoring of treatment of children subject to a CP plan and ensuring that information is shared with key colleagues within health and children's social care	Deputy Chief Executive NHS Haringey	Medical Director HTPCT, Clinical Executive Chair HTPCT, Director Primary Care & Performance HTPCT and Deputy CEO HTPCT,	<p>Dec 08- March 09</p> <p>Dec 08</p> <p>Jan- March 09</p>	<ul style="list-style-type: none"> • Proposals agreed • Roll-out to practices

		Designated Doctor and Director of Operations GOSH Partnership, Director of CAMHS BEH-MHT		
2.2.5 Ensure that GPs respond in a timely manner to requests from CYPS colleagues for consultation about a child with a child protection plan, to incl. emergency access in case of dire emergency	Chair of Clinical Exec Committee, NHS Haringey	Haringey Council	Feb – Sep 09	
2.2.6 Implement routine cross-checking of children subject to subject to a CP plan against the temporary accommodation and other housing databases	Head of Service for Safeguarding and Children in Need	Haringey Council	Jan 09 April 09	Procedure in place re temporary accommodation Procedure in place for further housing databases
2.2.7 Implement routine cross-checking procedure for housing to identify and flag any children living in "dangerous" housing	ADS&CH	Haringey Council	Feb – March 09	Procedure in place

Area for improvement 3: Thresholds/ Decision-Making/Assessment				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.3.1 Develop and publish a clear set of thresholds that operate across specialist, targeted and universal services to provide guidance on levels of vulnerability and the service required to address these, in line with the guidance in	LSCB Chair	All	Jan – May 09 Apr – Dec 09	<ul style="list-style-type: none"> • Social care thresholds in place • Threshold for vulnerability ion place and operational across all agencies

<i>Working Together</i> section 3.18-3.21.				
2.3.2 Implement programme of multi-agency training to ensure practitioners across the partnership have a common understanding of thresholds and use a common language to talk about need and vulnerability	LSCB Chair	All	June – Nov 09	<ul style="list-style-type: none"> Briefing sessions and training June – Nov 09 then periodically Numbers of staff to be trained identified by each agency Effectiveness to be measured by staff survey/supervision
2.3.3 Issue guidance and develop training on the risk of risk assessment, addressing sharing of relevant information, joint assessment of risk, clear and explicit recordings of the rationale for decisions	CYPS Deputy Director of Children & Families	All	June – Nov 09	<ul style="list-style-type: none"> Implemented
2.3.4 Conduct multi-agency Child Protection exercises for key staff using MACIE methodology	Detective Superintendent CAIT MPS	All	Feb- May 09 June – May 10	<ul style="list-style-type: none"> Multi-agency Child Protection exercises and programmes agreed Roll-out programme (multi-agency Child Protection exercises)
2.3.5 Review decision-making processes within children's social care to ensure decisions (e.g. requests for placements) are made at the appropriate level	C&YPS DD C&F	C&YPS	Jan – June 09	<ul style="list-style-type: none"> Issue guidance sharing of relevant information, assessment of risk, clear and explicit recordings of the rationale for decisions Monitored through supervision
2.3.6 Ensure that the rationale for all key decisions is made explicit and recorded, across all agencies	LSCB Chair	All	Jan 09	<ul style="list-style-type: none"> Implement immediately Monitor via case file audit
2.3.7 Put in place escalation procedures across all partners to resolve disagreements where practitioners are unable to arrive at a consensus – in – in line with London CP procedures section 18.6	LSCB P&P sub-group	All	May – Sept 09	<ul style="list-style-type: none"> Procedure agreed

Area for improvement 4: Using IT systems and databases to support safeguarding practice and information-sharing

Action	Lead	Involved groups	Timescale	Targets and outcomes
2.4.1.Re-engineer finance workflow in FWI to simplify the process of purchasing services and reduce social work time given to this task	Achieving Excellence Programme Manager	C&YPS Finance	June 09	<ul style="list-style-type: none"> Fwi finance module re-contracted to reduce s SW time spent on task and increase promote payments
2.4.2.Establish ICS/FWi support teams to stabilise current system use and support implementation of future configuration. Combined with practice focus initiatives to build the confidence of social workers in the use Framework-I	Head of Service Transformation	C&YPS Achieving Excellence Programme Manager. Head Of Systems Development & Performance Head of Information Strategy and Communications ICS Programme Manager	June 09	<ul style="list-style-type: none"> Establish and train teams of IT/FWi/ICS specialists to support social workers and managers in use of system. Impact on practice analysed
2.4.3.Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work. This includes <ol style="list-style-type: none"> continue to work with Corelogic to identify any areas for improvement Continue to work with other boroughs both with the ICS Sub Group and outside it to share ideas and identify best practice models. Review the use of the ICS forms within social work practice as a tool for effective information gathering and 	Head of Service Transformation	C&YPS Achieving Excellence Programme Manager. Head Of Systems Development & Performance Head of Information	Feb – Nov 09	<ul style="list-style-type: none"> Review completed and changes implemented

<p>analysis</p> <p>d) Implement identified workflow and other changes needed to reflect improve practice – including changes to CP Plans and conference documents.</p> <p>e) Align language used within Framework-I to that used within social work practice</p> <p>f) Make sure that documentation accepted by courts is supported on Framework-I (including Core Assessments and Chronologies)- as covered by ICS Phase 1C</p> <p>g) Reflect the transfer protocols between different teams on the system</p> <p>h) Look at ways of reducing repetition of information required within ICS at a local level and engage in the national debate</p> <p>i) Identify how social workers can be supported to spend more time doing “social work”</p> <p>j) Continue to attend and participate in forums, consultations and discussions on ICS, with the view to ensure that it is a more practice led system both locally and on a national level</p> <p>k) Integrate findings of the Social Work Task Force</p> <p>l) Continue to participate in DCSF’s benefits work and extend this work on a local level following the implementation of the changes outlined in the improvement plan</p>		<p>Strategy and Communications</p> <p>ICS Programme Manager</p>		
<p>2.4.4 Implement data quality improvements on Framework-I system (e.g. through cleansing) - to support staff in using the system more effectively</p>	<p>Head of Service Transformation</p>	<p>C&YPS</p>	<p>Mar 09 – Feb 10</p>	<ul style="list-style-type: none"> • Improvements implemented

<ul style="list-style-type: none"> a) Cleansing personal details screen b) Identifying and cleansing duplicate files c) Ensuring that information in relation to personal and professional relationships are recorded correctly d) Cleansing of out of date child purchase services e) Develop scanning and uploading protocols f) Cleansing plans and working with staff to ensure that plans are recorded correctly and used effectively 				
<p>2.4.5 Extend the use of FWi as a Case Management system (CMS) for all services that work with children and young people in the Children and Young People Service</p>	<p>Head of Information Strategy and Communications</p>	<p>C&YPS Achieving Excellence Programme Manager.</p> <p>Head Of Systems Development & Performance</p> <p>Head of Information Strategy and Communications</p>	<p>April 10 – Mar 12</p>	
<p>2.4.6 Ensure that all appropriate health services have access to 'live' information on children with CP plans, including the detail of what the plan is.</p>	<p>Head of Service Transformation</p>	<p>C&YPS, Health As above</p>	<p>Feb- Sep 09</p>	<ul style="list-style-type: none"> • 'Appropriate' staff identified • Arrangements in place
<p>2.4.7 Extend the use of Framework-I to Children in Care Health team</p>	<p>Head of Service Transformation</p>	<p>C&YPS, Health As above</p>	<p>Nov 09 – Apr 10</p>	<ul style="list-style-type: none"> • To be in place by April 10

2.4.8 Develop interface between CRIS and Merlin to facilitate information sharing and risk assessments	MPS	MPS	Feb – Sep 09	<ul style="list-style-type: none"> Requirements and approach agreed
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Area for improvement 5 : Ensuring that child protection meetings facilitate good inter-agency communication and decision-making				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.5.1 Ensure attendance of appropriate staff at all child protection meetings	LSCB Chair	All	March 09 Feb 09 March 09 Sep 09	<ul style="list-style-type: none"> All agencies to formally commit through the LSCB that they will ensure attendance of appropriate staff at all child protection meetings, or in exceptional circumstances send a written report to the chair of the meeting no less that 24 hrs before the meeting Ensure that all relevant professionals are invited to child protection meetings and that the invites go out in a timely fashion Ensure times and locations of child protection meetings enable staff from all agencies to attend, including holding meetings in hospitals and schools Report to LSCB with records of attendance (6 months after)
2.5.2 Improve the quality of child protection meetings	LSCB T&D Sub - group	All	Jan – April 09	<ul style="list-style-type: none"> Communicate key messages from <i>Working Together</i> and the <i>London Child Protection Procedures</i> with regard to “strategy” discussions and meetings, S47 investigations, core groups and initial CP conferences, to ensure that all staff understand and fulfil their roles and responsibilities

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			Jan – Aug 09 Feb – Aug 09 Feb – June 09	<ul style="list-style-type: none"> • Develop and implement training and development programme and performance management to ensure the competence of all conference chairs, in line with the London Child Protection Procedures • Develop and implement training programme for meeting participants to promote effective challenge across professional disciplines • Develop and implement structured approach to meeting observation and feedback
2.5.3 Ensure the quality and timeliness of distribution of child protection minutes	Head of Service Quality Assurance and Child Protection	All	Jan – April 09 Sep 08	<ul style="list-style-type: none"> • Ensure the record of decisions are distributed at the meeting and full minutes are distributed within three working days • Report on CP meetings to LSCB with monitoring results

Area for improvement 6: Ensuring the implementation of clear and achievable child protection plans				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.6.1 Implement and monitor CP plans to new required standard <ul style="list-style-type: none"> • Show explicit account of how the plan will lead to better outcomes for the child • are realistic and achievable • Set out the roles and responsibility of each agency involved to ensure adherence to the requirements of the plan • Are reviewed when there is any significant 	Head of Service Quality Assurance and Child Protection	All	Jan – April 09 May 09 June 09	<ul style="list-style-type: none"> • Agree and publish required standard for all CP plans • All plans to meet required standards • Report case file audits to LSCB Sub Group • To be monitored via case-file audit

<p>change in circumstance and all agencies are involved in the review</p> <ul style="list-style-type: none"> • are adhered to with fidelity, and where there are difficulties in implementing the plan, this is flagged up and the plan is reviewed • 				
<p>2.6.2 Ensure that the membership of each 'core group' is clearly defined, with all practitioners understanding their role and responsibilities and as part of the 'team around the child'.</p>	<p>C&YPS DDC&F</p>	<p>All</p>	<p>Jan – April 09 May 09</p>	<ul style="list-style-type: none"> • Core Group to meet this standard • Monitor and report on case files and sample of interviews with core team members

Theme 3: Getting the organisation right

Aims	<p>To ensure that across the partnership:</p> <ul style="list-style-type: none"> • Shared standards for effective, reflective supervision promote authoritative practice and ensure under-performance is tackled • Structures facilitate the smooth transfer of information • The structure and skills mix maximises the effectiveness of staff • Structures support integrated working • There is sufficient capacity to manage workload
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Area for improvement 1: Roles and responsibilities

Action	Lead	Involved groups	Timescale	Targets and outcomes
Structures				
<p>3.1.1 Reorganise the CIN & Safeguarding service to minimise the need for case handovers and so that there is continuity for children and their</p>	<p>C&YPS DD C&F</p>	<p>C&YPS LSCB</p>	<p>Feb- April 09 April April - July</p>	<ul style="list-style-type: none"> • Proposal • Perform baseline of current process • Management quality assurance

families, referrers, and colleagues in the team around the child			Aug – March 2010 June 2010	<ul style="list-style-type: none"> arrangements revised and consulted on Implementation Evaluation report
3.1.2 Change the management arrangements of Independent Reviewing Officers to ensure sufficient independence and improve advocacy for children in line with statutory requirements	C&YPS DD C&F	Independent Reviewing Officers	April – May 09 July 10	New management arrangements in place Evaluation report
3.1.3 Develop provision, roles and expectations of Designated and Named professionals for NHS Haringey and ensure their reporting arrangements are brought into line with best practice. Move the designated nurse role to the PCT	Interim Deputy Chief Executive (NHS Haringey)	Health	Feb – April 09 May – July 09	New job description and strategic roles developed and agreed by LSCB Implementation
3.1.4 Establish dedicated specialist mental health input for Referral and Assessment, Safeguarding and Children in Need teams, to provide consultation, liaison, and direct work with children and families	Director CAMHS	CAMHS R&A staff	Feb – Sep 09 Feb - Sep 09 July 2010	Dedicated input established Establish baselines for waiting times and access to services Evaluation report to monitor waiting times and access to services

Area for improvement 2: Ensuring the most efficient and effective mix of professional and support skills				
3.2.1 Employ screening officers to improve the process for receiving, filtering and directing referrals to R&A (supported by the duty social work manager) and free up duty social worker time to undertake assessments	DD C&F	C&YPS Haringey Council HR	Feb – May 09	<ul style="list-style-type: none"> Screening Officers employed Improved workflow through the assessment process Increase in the number of successful assessments completed on time Improved quality of initial and core assessments Monitoring through dip sampling and reporting to Monitoring Group
3.2.2 Employ additional administrative staff within	DD C&F	C&YPS	Feb – April	<ul style="list-style-type: none"> Administrative staff employed

Appendix 1

CIN & Safeguarding to free up social worker time		Haringey Council HR	09	<ul style="list-style-type: none"> Increased contact time with families Speedier assessment & improvement in quality of assessment Quicker identification of needs and services
3.2.3 Establish a flexible “contact service” which is responsive to the needs of children in care and their families meets the requirement of court	Head of Service Transformation	C&YPS	Feb – March 09 Apr 09 Apr – July 09	<ul style="list-style-type: none"> Specify and agree requirements Perform gap analysis of resourcing gap Identify, agree and acquire any additional resources

Area for improvement 3: Ensure sufficient capacity for manageable and safe workloads across all agencies				
3.3.1 CYPS workload and staffing assessment	Head of Service Transformation	C&YPS	Feb – Mar 09 Feb – Mar 09 Apr – Sep 09	Benchmark workload assessment Identify resource gap Develop and agree resourcing plan
3.3.2 NHS Haringey workload and staffing assessment	Interim Deputy Chief Executive (NHS Haringey)	NHS Haringey	Feb – Mar 09 Feb – Mar 09 Apr – Sep 09	Benchmark workload assessment Identify resource gap Develop and agree resourcing plan:
3.3.3 MPS workload and staffing assessment	Detective Superintendent CAIT, MPS	MPS	Feb – Mar 09 Feb – Mar 09 Apr – Sep 09	Benchmark workload assessment Identify resource gap Develop and agree resourcing plan including: flexible staff model for SCD5 supervisory capacity capacity in Haringey CAIT staffing levels and admin support for PCLOs
3.3.4 Establish a forecasting demand mechanism for referrals, assessments and placements of children at risk	DD BSF	Joint Commissioning Board	Feb – Sep 09	<ul style="list-style-type: none"> Forecasting demand mechanism in place and supports medium term financial modelling

		Children's Trust Board		
		DD C&F		

Area for improvement 4: Aligning services to facilitate integrated working

Action	Lead	Involved groups	Timescale	Targets and outcomes
3.4.1 Identify opportunities for further integrated working across the strategic partnership	Interim Deputy Chief Executive (NHS Haringey)	C&YPS NHS Haringey MPS DDC&F Detective Chief Inspector CAIT, MPS Director of Operations, GOSH Partnership Services	Feb – Apr 09 Aug 09	<ul style="list-style-type: none"> Review group established Report <p>Evaluate the following proposals:</p> <ul style="list-style-type: none"> a single multi-disciplinary CP guidance advisory service across Health, the Police and Children's services (including schools and social care) to be established Joint investigation and assessment across children's social care and the CAIT, and broader model of joint visiting A consultancy model developed which could be accessed by individual professionals or the 'team around the child' to help progress 'stuck cases' Co-location of staff to encourage better inter-disciplinary working to be developed Additional lead commissioning and pooled budgets arrangements
3.4.2 Identify opportunities for further alignment of front line services on an area basis across the strategic partnership, taking account the Council plan for area based working	ACE PPP&C	C&YPS YOS NHS Haringey MPS	Feb – Apr 09 Aug 09	<ul style="list-style-type: none"> Review group established Report

Area for improvement 5: Out of Hours Services

Action	Lead	Involved groups	Timescale	Targets and outcomes
3.5.1 Re-commission out-of-hours services based on an appraisal of alternative options for delivery	Head of Service Transformation	Haringey Council C&F BSD ACCS NHS Haringey	Feb- May 09 Apr – Aug 09 Sep - Aug 10	<ul style="list-style-type: none"> Effectiveness of existing service assessed and where necessary interim arrangements secured Evaluate alternative options and report Service commissioned

Area for improvement 6: Accommodation and infrastructure – improving the working environment for staff and clients				
Action	Lead	Involved groups	Timescale	Targets and outcomes
3.6.1 Involve staff in planning an improved working environment for the CIN and Safeguarding service	DD BS&D	C&YPS BSD Corporate Services Smart Working (OD&L)	Mid Feb 09 End March 09 End Feb - Aug 09 Aug - Dec 09	<ul style="list-style-type: none"> Schools HR move to Civic Centre Additional office and desk space for referral and assessment Planning and procurement phase 2 Implementation of phase 2 Space to interview clients in private and accommodate children when necessary Private space for supervision with access to framework-i Office layout that enables teams to sit and work together, facilitating the exchange of information

				<ul style="list-style-type: none"> • Creating a pleasant environment which people want to be in • Become part of Smart working programme • Clear messaging to staff on what is planned and what will be delivered
3.6.2 Use new technology including mobile technology to improve and support staff in delivering the service	Head of Service Transformation	C&YPS Smart Working (OD&L)	Feb 09 April - Sep09	<ul style="list-style-type: none"> • Defer the mobile working grant • External study on use of technology to maximise effectiveness and efficiency
3.6.3 Reconfigure referral and assessment telephony system	Head of Service Safeguarding & Children in Need	C&YPS Property Services	End Feb 09	<ul style="list-style-type: none"> • System in place

Theme 4: Early Intervention/universal services				
Action	Lead	Involved groups	Timescale	Progress and outcomes
4.1.1 Review the resources available across the partnership for early intervention and targeted support that can prevent children needing to access children's social care at a later stage	Head Children's Networks	Children's Social Care Children's Centres Schools Multi-Disciplinary Teams North MDT Co-	May – Oct 09	<ul style="list-style-type: none"> •

		<p>ordinator and Integrated Working & Workforce Dev Manager</p> <p>Director of Operations GOSH Partnership Services</p> <p>Head of Safer Communities Unit</p> <p>Acting Chief Inspector for Partnership and Youth</p>		
<p>4.1.2 Develop local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes</p>	<p>Chair CYPSP</p>	<p>All partners</p>	<p>Aug – Nov 09</p>	<ul style="list-style-type: none"> • Clear local continuum of provision agreed, based on the model of the CAF windscreen.
<p>4.1.3 Ensure that the re-launched extended services strategy contribute to safeguarding and early intervention</p>	<p>Head of Children's Network West</p>	<p>Children's Centres</p> <p>Schools</p> <p>Partner agencies</p> <p>Voluntary sector</p>	<p>2nd April</p> <p>Dec 09</p>	<ul style="list-style-type: none"> • Launch extended services strategy • All schools to deliver core offer
<p>4.1.4 Hold twice yearly meeting about vulnerable children with every school, children's centre and children's home, in order to:</p>	<p>Head of Children's Networks</p>	<p>Children's Centres</p>	<p>Feb – Sep 09</p> <p>Sep 09</p> <p>Sep - Apr 09</p>	<ul style="list-style-type: none"> • Develop standards and agreement • Launch • Agreement signed off with each

Appendix 1

<p>a) Improve the support these settings provide to vulnerable children</p> <p>b) Identify trends and areas for development in service provision</p>		<p>Schools</p> <p>Multi-Disciplinary Teams</p>		<p>Headteacher and governing body</p>
<p>4.1.5 Work with schools, 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.</p>	<p>LSCB</p>	<p>Schools</p> <p>Police</p> <p>TPCT</p>	<p>September 2009</p>	<p>Agreement signed off with each Headteacher Conference/Forum</p>
<p>4.1.6 Invite all schools to participate in a 3-yearly evaluation of all aspects of their provision for the health, safety and well-being of children and provide a written report to the governing body of each school.</p>	<p>Head of Children's Networks</p>	<p>Schools</p>	<p>December 2009 and on-going</p>	<ul style="list-style-type: none"> All schools to include their review as an appendix to the Self Evaluation Form
<p>4.1.7 Enhanced focus on children missing education</p>	<p>Head of Education Welfare Service</p>	<p>Education welfare service</p> <p>All services that work with schools</p>	<p>June – July 09</p> <p>September December 09</p> <p>Sep – April 2010</p>	<ul style="list-style-type: none"> Hold a series of workshops within each Children's Network for school staff with responsibility for attendance and set out the expectations that the CAF used to assess and/or refer children/young people with poor attendance. Develop and deliver briefings, training and advice to all services within the CYPS and across the Children's Trust on supporting the attendance of children and young people at school and ensure that they are able to report concerns quickly. Extend the role of Education Welfare Officers. To include supporting the safeguarding responsibilities for children in universal settings, including the provision of advice, support and training to school staff.

	Lead for Participation Strategic Manager (YOS)		Feb – Apr 09 Jan – Jan 11 Apr – Apr 11 Jan – Jan 11	<ul style="list-style-type: none"> • Set up a Triage project whereby YOS workers will work in police custody in order to divert young people from criminal activity • To work jointly with the Youth Service and ASBAT on the Challenge and Support Project to reduce anti-social behaviour amongst young people • To work jointly with Catch22 on the Intensive Intervention Project using the triple track approach of prevention, non-negotiable support and enforcement to work intensively with those behaving in an anti-social manner • To continue to roll out restorative approaches training to partners and selected primary schools – ongoing – Schools, Police, C&YPS, YOS.
4.1.12 Implementation of the Family Nurse Partnership for Teenage Parents	Director of Operations, GOSH Partnership Services	NHS Haringey	Feb – Feb 10	

Area for improvement 2 : Establish the CAF as the basis within universal and targeted services for identification and assessment of additional needs and decision making about appropriate intervention				
Action	Lead	Involved groups	Timescale	Progress and outcomes
4.2.1 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	North MDT Co-ordinator	Universal settings	Feb 2009 – July 2010	<ul style="list-style-type: none"> • All referrals measured through Vulnerable Children Conversation

identifying additional needs	and Integrated Working & Workforce Dev Manager			
4.2.2 Training and communication programme to ensure all agencies and voluntary and community bodies are using the CAF appropriately for assessment, analysis, and multi-agency planning and not just as a referral system	North MDT Co-ordinator and Integrated Working & Workforce Dev Manager	All services HAVCO	Feb – July 2009 July 09 July- Dec 09	<ul style="list-style-type: none"> • Training and Communication programmes developed • VCS Groups identified and engaged in the programme • Training and Communication programmes rolled out • Measured through Vulnerable Children Conversation
4.2.3 Redesign the process of decision-making on CAF to ensure swifter response with the multi-agency panel focussing on complex cases that require a multi-agency response	North MDT Co-ordinator and Integrated Working & Workforce Dev Manager	MDT coordinators Health YOS CAMHS	Feb09 Feb - March 09 Feb- June 09 July - Aug 09 July 2010	<ul style="list-style-type: none"> • Group formed • NFER/LARC evaluations reviewed and impact on Haringey systems identified • Review completed • Implementation • Evaluation report

Area for improvement 3 : Establishing the role of the Lead Professional (LP)				
Action	Lead	Involved groups	Timescale	Progress and outcomes
4.3.1 Implement programme of communication and training to ensure all practitioners (including those in universal settings and those with a statutory responsibility to undertake the role): <ul style="list-style-type: none"> • understand the roles and responsibilities of the lead professional 	Head of Children's Networks	All – including schools	Feb- June 09 Sep- Dec 09	<ul style="list-style-type: none"> • Model of working as Lead Professional agreed and published • Programme of training/implementation agreed and rolled out

<ul style="list-style-type: none"> • have the competency and confidence to carry out the role • work closely with the child and family to ensure their views are central • act as the central point for the sharing of information and ensure everyone is kept updated 			July 2010	<ul style="list-style-type: none"> • Evaluation report
<p>4.3.2 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</p>	Head of Children's Networks	All	June 2009 – Dec 2009	<ul style="list-style-type: none"> • Procedure agreed and implemented across all agencies

Theme 5: Commissioning and resources	
Aims	<ul style="list-style-type: none"> • To develop joint planning and commissioning arrangements, which focus on safeguarding and emphasize the importance of prevention and early identification and intervention, and improving outcomes for children and young people in Haringey. Arrangements to be underpinned by a sustainable financial plan.

Area for improvement 1: Planning and commissioning of services to be based on needs assessment and understanding of effective practice.				
Action	Lead	Involved groups	Timescale	Progress and outcomes
5.1.1 DCSF facilitated commissioning workshop	DD BSD	C&YPS NHS Haringey	April 09	<ul style="list-style-type: none"> • Workshop held
5.1.2 Carry out a Joint Strategic Needs Assessment (JSNA) into safeguarding and vulnerable children and young people with a focus on early identification.	Director of Public Health	JSNA Steering Group, JSNA Sub Group on vulnerable children	Feb – Jul 09	<ul style="list-style-type: none"> • JSNA and literature review completed

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		and young people, and Joint Commissioning Board		
5.1.3 Cross agency planning and commissioning review	DD BSD	Joint Commissioning Board Children's Trust Board	Apr – Aug 09 Sep – Jan 10	<ul style="list-style-type: none"> • Collate outcomes from JSNA, Vulnerable Children's conversation, CYPP needs assessment and local strategic planning • Planning and commissioning review completed.
5.1.4 Ensure robust arrangements in place for Rapid Response and Child Death Overview Panels. To include sustainable funding and fit with joint planning and commissioning processes.	Chair LSCB Child Death sub group LSCB Training & Development Officer Head of Children's Commissioning Detective Superintendent CAIT, MPS	LSCB	April 2009	<ul style="list-style-type: none"> • Current arrangements for Rapid Response and the Child Death Overview Panels reviewed – borough and sector wide. • If necessary, business case developed to support revised proposals. • Implementation

Area for improvement 2: Establish robust joint commissioning arrangements

Action	Lead	Involved groups	Timescale	Progress and outcomes
5.2.1 Confirm the Joint Commissioning and CYPS Commissioning Framework <ul style="list-style-type: none"> • Structure (Board, Sub-Groups and 	DD BSD	Joint Commissioning Board	June 2009	<ul style="list-style-type: none"> • Arrangements confirmed by Children's Trust Board

<p>locality arrangements)</p> <ul style="list-style-type: none"> • Membership and terms of reference • Governance and accountability • Children's Network arrangements 		Partners to Children's Trust Board		
<p>5.2.2 Develop joint commissioning and procurement support working arrangements</p>	Director of Commissioning NHS Haringey	<p>Joint Commissioning Board</p> <p>Partners to Children's Trust Board</p> <p>DDBSD</p>	June – Nov 09	<ul style="list-style-type: none"> • Arrangements developed
<p>5.2.3 Align procurement and performance management arrangements to ensure safeguarding</p>	DD BSD	<p>Joint Commissioning Board</p> <p>Corporate procurement teams</p> <p>Head of Children's Networks</p>	June – Oct 09	<ul style="list-style-type: none"> • Develop common core of procurement and tendering guidelines and assessment criteria in relation to safeguarding
<p>5.2.4 To ensure that other partners (e.g. (extended) schools and the VCS), who commission services or have third parties working with children and young people on their sites, are provided with clear leadership and guidelines on safeguarding, including roles and responsibilities for ensuring and maintaining the safety of children, at or referred to, those facilities.</p>	Head Children's Networks	<p>Extended schools co-ordinators</p> <p>Schools Personnel</p> <p>HAVCO/other VCS umbrella organisations</p> <p>Faith groups</p> <p>Corporate Voluntary Sector</p>	<p>June – Sep 09</p> <p>July 2010</p>	<ul style="list-style-type: none"> • Enhanced guidelines produced and disseminated to all schools/VCS organisations/faith groups • Programme of Regular monitoring and review by organisations, to ensure that enhanced safeguarding is maintained

		Team		
		DD BSD		

Theme 6: Delivering success through people	
Aims	<ul style="list-style-type: none"> • To engage and empower staff from across the partnership in changed ways of working • To encourage a culture of openness and honesty by listening, learning, and focusing on the delivery successful outcomes for vulnerable children • To attract and retain excellent staff and value their contribution • To develop the skills and capacity of managers and supervisors- encouraging reflective practice particularly within clinical supervisions • For the children and young people’s workforce to be competent and skilled in relation to safeguarding • To have joint learning and development that facilitates, common understanding, shared values and aspirations at all levels across the partnership • To create a positive culture by building workforce support for new structures and new ways of working to deliver efficient quality services, in partnership • To develop the workforce skills and knowledge, in an innovative, high performance, multi-agency context. • To have a shift in culture that reflects improved ways of working with partners and adoption of more open ways of working (Hughes)

Area for improvement 1: Recruiting and retaining good staff across the partnership

Action	Lead	Involved groups	Timescale	Targets and outcomes
<p>6.1.1 Develop an all partnership Haringey Offer to include:</p> <ul style="list-style-type: none"> • suitable accommodation • technology supply & support • professional & clinical supervision • team working • CPD • career progression potential • involvement in ways of working • being part of a strong partnership • a pay package developed to reflect the valued professional roles. 	ACE P&OD	All partners	<p>Feb – Jun 09</p> <p>Jun – Jul 09 Sep 09</p> <p>February 2011</p> <p>February 2015</p>	<p>Benchmark neighbouring Boroughs and national methods of recruitment and retention within social work and beyond, including pay & benefits and support package available (CPD, supervision, ICT, accommodation)</p> <p>Haringey Offer developed</p> <p>Cross partnership recruitment and retention strategy in place</p> <p>Safeguarding services staffed in line with national average</p> <p>Haringey seen as a desirable employer – measured through recruitment and retention indicators</p>
<p>6.1.2 Develop a non-specialist trainee scheme in the Children’s Trust for people interested in working with children’s services, but not sure which career path to pursue.</p>	Head OD&L	All partners	<p>Feb - Dec 09</p> <p>Dec 09</p>	<p>Map and explore existing trainee schemes across the partnership</p> <p>Create four one year trainee positions (foundation through to graduate level) to work across the partnership providing experience of key occupations/professional areas</p>
<p>6.1.3 Expand the social work graduate trainee scheme</p>	Head OD&L	C&YPS	February 2010	<ul style="list-style-type: none"> • Additional places developed
<p>6.1.4 Fast track recruitment for staff in safeguarding, including CRB checks, taking account of impact of new Vetting & Barring scheme</p>	Head HR	All partners	June 2009	<ul style="list-style-type: none"> • Reduced length of time for recruiting safeguarding posts

Area for improvement 2: Supervision and Management				
Action	Lead	Involved groups	Timescale	Targets and outcomes
6.2.1 Ensure consistent application of the social care supervision model	ACE P&OD	C&YPS	Jun 09 Apr 09 Apr 10	<ul style="list-style-type: none"> Managers workshops delivered Benchmark climate survey Climate survey Social care supervision model to ensure that: managers and practitioners focus on the needs and safety of the child managers evaluate the quality of practice practitioners are able to reflect on the quality of their practice and identify learning points practitioners are guided to share information appropriately practitioners are fully aware of risk assessments <ul style="list-style-type: none"> staff are encouraged to openly discuss their workload in supervision, particularly where there are concerns
6.2.2 Ensure consistent application of the health supervision model	Director of Operations GOSH Partnership Services	Director of Operations All Health providers	Jun 09 Apr 09 Apr 10	<ul style="list-style-type: none"> Managers workshops delivered Benchmark climate survey Climate survey
6.2.3 Programme to ensure Compliance with Standard Operating Procedures (SOP) for supervision	Detective Superintendent CAIT, MPS	MPS	Feb – Jun 09	<ul style="list-style-type: none"> Programme in place
6.2.4 Develop a managerial competency programme	ACE P&OD	All partners	Feb - Sep 09	<ul style="list-style-type: none"> Programme developed
6.2.5 Support and mentoring scheme for children and families team managers	Head of Service Transformation	All	Apr 09. Sep 09	<ul style="list-style-type: none"> Children and Families support scheme implemented Identify potential to extend across the

				partnership
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Area for improvement 3: Developing the skills and confidence of our workforce				
Action	Lead	Involved groups	Timescale	Targets and outcomes
6.3.1 Refresh the Children's workforce development partnership	Head P&OD	All partners	Feb – Mar 09	<ul style="list-style-type: none"> Review composition of Children's Workforce Development Board Evaluate learning and development programmes across the partnership Complete development of CWD strategy for Haringey Create a network of workforce development officers across the partnership
		DD BSD	Apr – Jun 09	
		Head Workforce Development	Mar - Oct 09	
		C&YPS	Sep 09	
6.3.2 Review of training needs and develop training plan in safeguarding across the partnership (linked to the annual audit of Section 11 responsibilities)	Chair LSCB Training and Development	All partners	Mar – Jun 09 Jul – Sep 09	<ul style="list-style-type: none"> Review completed Training plan developed <p>Training plan developed to address areas identified. staff capacity and skills to work with families in partnership, gather information, make judgments and take action when relationships break down</p> <p>Build the assertiveness of all staff involved in safeguarding in dealing with difficult and complex cases</p> <p>Develop practitioners skills in effectively exchanging views and dealing with disagreements in meetings where parents are present such as core groups</p> <p>Basic safeguarding awareness for staff in Universal and non safeguarding roles</p>
6.3.3 Develop a multi-agency core safeguarding induction programme, which builds on the Children's Workforce Development Council's	Chair LSCB Training and Development	All partners Head Workforce	Mar – Jul 09	<ul style="list-style-type: none"> Programme developed and agreed

<p>induction standards and the Department for Children Schools and Families (DCSF) Common Core of Skills and Knowledge. This core programme will be developed in addition to specific professional groups and settings induction programme.</p> <p>The core induction programme will involve all partners, including the private and voluntary sectors.</p>	sub group	<p>Development C&YPS</p> <p>CAIT command training department</p>		
<p>6.3.4 Extend the pilot newly qualified social worker supervision and support scheme</p>	Head of Practice Learning	C&YPS	<p>Mar -May 09</p> <p>Jun – Sep 09</p>	<ul style="list-style-type: none"> • Review pilot • Implement extended scheme
<p>6.3.5 The Tavistock and Portman NHS Trust to work with social work staff and managers to support them in identifying and addressing barriers to improving professional practice at an individual and collective level</p>	Head of Service Transformation	Tavistock	<p>Feb – May 09</p> <p>Jun – Nov 09</p>	<ul style="list-style-type: none"> • Barriers identified • Plans developed
<p>6.3.6 Implement an agreed debriefing process on a Critical Incident De-briefing model within each organisation and across multi-disciplinary teams</p>	Borough Commander	All partners	Apr – Oct 09	<ul style="list-style-type: none"> • Develop agreed debriefing process
<p>6.3.7 Develop a programme of evidence informed practice</p>	Head of Service Transformation	All partners	Jun- Jun 10	
<p>6.3.8 All professional, relevant qualifications and accreditations are kept up to date</p>	Head HR	All partners	Mar - Oct 09	<ul style="list-style-type: none"> • Scheme for collection and analysis of data developed • Monitored every 6 months
<p>6.3.9 Ensure compliance within agency safeguarding procedures, for staff who have designated child protection roles in universal settings</p>	Chair LSCB	All partners	June 2009	<ul style="list-style-type: none"> • All staff working with children have sufficient accreditation

Area for improvement 4 Engage and empower all staff in the Children's Trust with the change programme				
Action	Lead	Involved groups	Timescale	Targets and outcomes
6.4.1 Weekly update staff eNewsletter	Communication Officer CY&PS	All partners	Jan 09 Mar 09 Jun 09	<ul style="list-style-type: none"> • Launch for C&YPS • Expand to other partners • Develop additional communication tools
6.4.2 Establish processes to consult and gather staff views and encourage dialogue on the change programme	DDBSD	All partners Head OD&L	Dec 08 Feb - Mar 09 Apr 09	<ul style="list-style-type: none"> • Social Work staff forums established • Consultation with staff on the change programme • Carry out climate survey • Coordinate approaches to staff surveys and work on overall improvement plans as a result of staff feedback, sharing good practice
6.4.3 Develop a staff quality and change network within Children's Trust to take forward findings from 6.4.1, including the identification of Quality Change Champions from each team or service area	Head OD&L	All partners HOST	Dec 09	<ul style="list-style-type: none"> • Network formed
6.4.4 Develop programme of staff activities across the partnership working within the Children's Trust	Head OD&L	All partners	Feb – May 09	
6.4.5 Develop the family information service directory Practitioner Zone to allowed shared access to internal communications across the partnership	Head of Information Strategy & Communications	All partners Communication Officer Haringey Council	Feb – Dec 09	<ul style="list-style-type: none"> • Launch Practitioners Zone

Theme 7: Monitoring the performance and the quality of safeguarding practice				
Aims	<ul style="list-style-type: none"> • Robust arrangements for monitoring the quality of safeguarding practice • Ensure compliance with <i>Working Together to Safeguard Children</i>, <i>London Child Protection Procedures</i>, and all agencies' standard operating procedures and guidance • Dissemination of learning from QA and monitoring activity 			
Area for improvement 1: Ensure quality assurance and monitoring activity focuses on both quality and quantity				
Action	Lead	Involved groups	Timescale	Targets and outcomes
7.1.1 Develop and implement programme of continuous dip sampling and qualitative assessment of case files across the partnership	Chair LSCB QA Sub group	All partners	Mar 09 Apr 09	<ul style="list-style-type: none"> • Sampling, scope and methodology agreed • Benchmark established • Regular reports to Elected Members
7.1.2 Senior managers to regularly audit case files	DD C&F	All partners	Mar 09	<ul style="list-style-type: none"> • Regular audits completed
7.1.3 Actively engage with agencies to receive feedback on safeguarding practice within Haringey (e.g. Courts, Head Teachers, Islington legal services)	DD C&F	All partners	Mar 09	<ul style="list-style-type: none"> • Feedback sought
7.1.4 Implement team based self-assessment	DD C&F	Haringey Council	June 09	<ul style="list-style-type: none"> • Team based self assessment process in place
7.1.5 Actively seek feedback from families receiving safeguarding services	Service Manager Child Protection	All partners	Feb – June 09 June 09	<ul style="list-style-type: none"> • System developed • Baselines set
7.1.6 Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	North MDT Co-ordinator and Integrated Working & Workforce Dev	All partners		Dependent on date of agreement of Pan London CAF protocol

	Manager			
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Area for improvement 2: External challenge and scrutiny				
Action	Lead	Involved groups	Timescale	Targets and outcomes
7.2.1 Refocus the work of the LSCB QA sub-group on scrutinising arrangements for safeguarding children	DDC&F	All partners	June 09	<ul style="list-style-type: none"> Reviewed scrutinising arrangements in place
7.2.2 Build regular reviews of all aspects of children's social care into the forward programme for Overview & Scrutiny	Democratic Services Manager (Scrutiny)	Haringey Council	June 09	<ul style="list-style-type: none"> Forward plan includes regular reviews of children's social care
7.2.3 Establish a cross party expert member panel with expert support (the Safeguarding Policy and Practice Panel) to monitor the quality of safeguarding. Panel to receive regular independent case audits.	Cabinet Member for C&YPS	C&YPS	Mar 09 Apr 09	<ul style="list-style-type: none"> Safeguarding Policy and Practice Panel established Sample data set supplied to panel Safeguarding Policy and Practice Panel to meet monthly and reviews quality of casework Independent Expert recruited and supporting the Panel Summary of quality checks reported to CEMB, Cabinet and Scrutiny on a regular basis
7.2.4 Director of Children's Services to supply a monthly report to the Secretary of State for Children, Schools and Families	Director C&YPS	All partners	Monthly	<ul style="list-style-type: none"> Monthly report supplied
7.2.5 Ofsted monitoring visit	Director C&YPS	All partners	June 09	<ul style="list-style-type: none"> OFSTED visit programmed and reporting schema agreed/accepted

Area for improvement 3: Renewing performance measurement and evaluation				
Action	Lead	Involved groups	Timescale	Targets and outcomes
7.3.1 Adhere to and use the Haringey Council corporate data quality strategy	DD BSD	Haringey Council	February 2009	<ul style="list-style-type: none"> Data quality strategy agreed at CEMB 27.01.09
7.3.2 Review models for triangulation of data and maximise use of Covalent (Haringey Council's new performance management system) in order to analyse and use performance information more intelligently	DD BSD	All managers - Haringey Council	June 09 Sep09 Feb – Mar 09	<ul style="list-style-type: none"> Models for triangulation reviewed Information and data used more intelligently CY&PS performance team establish regular qualitative performance meeting with Children and Family managers
7.3.4 Develop the partnership's measures for monitoring the quality and performance of safeguarding practice	Chair LSCB QA Sub group	CY&PS NHS Haringey MPS	Feb – Apr 09 Feb – Jun 09	<ul style="list-style-type: none"> Joint NHS Haringey/CY&PS performance teams develop combined work on quality assurance monitoring Review SCD5 performance management framework and monthly management report to include more qualitative measures
7.3.5 Include more C&YPS indicators in the LAA refresh	Director of the Children & Young People's Service	Haringey Council	2 nd March 2009	<ul style="list-style-type: none"> Refresh sent to Government Office for London

Area for improvement 4: Consulting and involving children and young people and their communities				
Action	Lead	Involved groups	Timescale	Targets and outcomes
7.4.1 Improve the systematic collection of the views of children in care and those with child protection plans	DD C&F	CYPS External partner	Feb – Sep 09	<ul style="list-style-type: none"> Views of CIC and those in receipt of CPP are known Report
7.4.2 Ensure that children are consistently involved in their reviews	Head of Service Children in Care	CYPS Action for Children Children in Care Jennifer James	June 09 Sep 09	<ul style="list-style-type: none"> Re-launch guidance for children and young people on their rights as a child in care Report on monitoring of reviews
7.4.3 Develop a strategy to ensure Haringey's diverse communities are aware of the partnership's safeguarding policies	Head of Children's Network North & Lead for Participation	HSP VCS C&YPS Neighbourhoods Leon Joseph	Jun 09	<ul style="list-style-type: none"> Process for dissemination of information to diverse communities established Haringey Safeguarding publicity produced in Community languages and publicised on Council networks
7.4.4 Review systems to ensure that children and young people can convey any anxieties and concerns they have to the Council	Head of Children's Network North & Lead for Participation	Haringey Council Youth Council Young Advisors	Jun 09	<ul style="list-style-type: none"> Review current systems used by children to convey complaints and comments Gather young people's view on how they would like to share their views about Haringey Council