



Meeting: Children's Trust
Date: 19 May 2009
Report Title: Joint Area Review Action Plan: Progress Report
Report of: Director of the Children & Young People's Service

Summary

The JAR Action Plan identifies seven themes for improvement. Within each theme, areas for improvement (AFIs) have been identified. There are 30 AFIs in total and each AFI is owned by senior officers across the council and partner organisations. This seniority reflects the importance of safeguarding within the borough and will ensure that responsibility for delivery resides at the highest level.

At this early stage RAG or traffic light rating is not yet available for the overall seven themes. Once the Children's Trust Performance Management Group is established, it is proposed that future reports will be based against the seven themes with exception reports.

Recommendations

That the Children's Trust note and comment on the report.

Financial/Legal Comments

N/A.

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Joint Area Review (JAR) Action Plan Change Programme – Highlight Report

Haringey Strategic Partnership



Programme Sponsor	Peter Lewis	Programme Manager	Kuldip Kaur	Report Editor:	TBC	Reporting Period:	April 2009
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PROGRAMME START DATE	ORIGINAL END DATE	CURRENT END DATE
JANUARY 2009	JANUARY 2012	JANUARY 2012

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4.3 MONITORING ARRANGEMENTS.....**ERROR! BOOKMARK NOT DEFINED.**

5 BUDGETERROR! BOOKMARK NOT DEFINED.

Traffic Light Status:

1.1 Programme Status (overall):

Programme Summary	RAG Status
This Report	A
Last Report	N/A

1.2 Theme Status:

Theme Summary	RAG Status
1. Leadership and Partnership	N/A this month
2. Delivering Best Practice	N/A this month
3. Getting the organisation right	N/A this month
4. Early Intervention/targeted and universal services	N/A this month
5. Commissioning and resources	N/A this month
6. Delivering success through people	N/A this month
7. Monitoring the performance and the quality of safeguarding practice	N/A this month

Traffic light legend:

	Green	Amber	Red
Project Status	Theme on schedule to deliver the agreed benefits in line with AFI Briefs.	The theme has encountered some issues which could affect the delivery of overall benefits within agreed time, cost and resources.	Delivery of overall benefits within agreed time, cost and resources is presently threatened

2 Management Summary / Traffic Light Commentary:

2.1 Programme Update:

RAG Status:	
A	<ul style="list-style-type: none"> Work is progressing on delivering the JAR Action Plan, with delivery against particular Areas for Improvement (AFI) being good. Examples include the establishment of the Children’s Trust, setting up a Social Work forum which provides an opportunity for front-line staff to raise concerns and ideas for improving service directly with the Director and implementing a caseload weighting system which aims to ensure a fair allocation of cases between staff, with monthly reports to senior managers to monitor workloads. Nevertheless, it is too early to assess the full impact of progress to date and how well these improvements have been embedded across the service. The impact on performance measures, as shown in section 4 is minimal and there are a number of areas where we will need to demonstrate improvement over the coming months. For example, referral and assessments, stability of placements, social worker agency staffing levels, sickness and as yet, we have yet to see the results of activities underway for example, case file audits. The Corporate Performance Team has recently completed a data quality audit (27thApril 2009) and it is important that subsequent improvement activities are managed via Children and Families service managers. These improvements should be part of the wider arrangements to improve data quality and performance management across the service. The Referral and Assessment backlog coupled with a high volume of referrals is of significant concern and is impeding progress in some areas. Additional support has been employed to manage this and improvements are being made to the way the backlog information is being reported so that a clearer picture of progress is available. Whilst the backlog has impacted on progress, it is being reported separately and not managed as part of this process. Further work is urgently needed on how we budgeting for the delivery of the JAR Action Plan. The Head of Finance for Children and Families will be meeting with each Area for Improvement (AFI) Lead over the next two weeks to discuss budget requirements. The process for collating progress updates against the JAR Action Plan will be enhanced over the next month and it is imperative that role of the AFI lead is understood as part of this process.

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2.2 Key Programme Level Issues

- June 2009 Inspection: The Director of Children's Services is in discussion with Ofsted and the Department of Children, Schools and Families about the forthcoming inspection.

2.2.1 Key Project Risks (red and increasing amber risks):

Risk ID	Risk Description	Date identified	Author	Impact (H/M/L)	Probability (H/M/L)	RAG Status	Owner	Counter measures to mitigate risk	Comments/ notes at last update
1	Failure to clear Referral and Assessment backlog	25/03/09	Deputy Director Children & Families (Haringey Council)	H	L	A	Deputy Director Children & Families (Haringey Council)	<p>a) A multi-disciplinary team is in place from 13th March to handle all new referrals and to assist in clearing the backlog as a matter of urgency.</p> <p>b) Improvements to screening and filtering new referrals will prioritise child protection referrals requiring initial assessments. This includes 3 screening officers who will support the filtering of referrals</p> <p>c) Urgent work will be conducted to establish and embed understanding of thresholds for referral to reduce the number of unnecessary referrals.</p>	<p>2009-04-21 TF</p> <ul style="list-style-type: none"> All the newly discovered and non-progressed cases have been reviewed by at least one manager and signed off 463 of the 530 written referrals were immediately 'closed' as needing no further action 67 have been subject to further investigative work and allocated to social workers where required All are entered into FWI so that any repeated referral will immediately flag up a concern should it happen Referral & Assessment managers have reviewed all outstanding cases and are clear as to the status and risks associated with each one Extensive physical searches of the building have failed to discover any paper-based referrals that have not been processed properly Continuation of the data-cleansing has not revealed any other improperly completed work on the system since 13th March Additional experienced social workers and social care managers have been recruited The Chief Executive has commissioned, and provided, audit capacity to examine the referrals and determine who was involved in/responsible for these matters being dealt with wrongly. Action has been taken against managers involved.
2	Failure to satisfy Ofsted's requirements at the June 2009 inspection	25/03/09	Director Children & Young People's Service	H	L	A	Director Children & Young People's Service	<p>a) Fully resourced Programme Management Team to be in place to ensure that delivery of the plan is supported – partner wide</p> <p>b) Interim governance arrangements to be set up whilst establishing the Children's Trust arrangements and the respective governance groups (i.e. Children's Trust Performance Management Group</p> <p>c) Clearing the referral and assessment backlog in a timely manner</p>	<p>2009-04-29 KK:</p> <p>Health and Police are to provide project support to the Council based team.</p>
3	Failure to recruit and retain experienced	24/03/2009	Head of	H	L	A	Head of	a) Development of the Haringey offer	2009-04-29 KK:

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Risk ID	Risk Description	Date identified	Author	Impact (H/M/L)	Probability (H/M/L)	RAG Status	Owner	Counter measures to mitigate risk	Comments/ notes at last update
	and qualified staff in the medium to long-term.		Service Transformation				Service Transformation	(includes professional and clinical supervision, CPD, technology supply and support) b) Re-designing social work in Haringey through Barkers, a specialist recruitment, marketing and advertising agency c) Developing and implementing social work competences as a recruitment and development tool d) Undertaking workforce mapping to enable targeted advertising e) On-the-job coaching which involves senior practitioners sitting alongside staff to drive work and improve performance f) Workload planning to ensure we have a clear understanding of the capacity issues	Status is "No Change"
4	Failure to establish effective partnership working	24/03/2009	Deputy Director Business Support & Development	M	M	A	Director Children & Young People's Service	a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. b) A JAR Action Plan Steering Group will be established to manage the delivery of the plan and its composition will again reflect each partnership c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified (AFI 3.4.1)	2009-04-29 KK: The membership of the Steering Group will be made up of the 12 Area for Improvement Leads.
5	Ineffective management of internal and external communications	24/03/2009	JAR Programme Mgr	M	M	A	Head of Communications & Consultation	a) Weekly e- bulletins for all CYPS staff to keep them informed of all developments	2009-04-29 KK: A communications plan for the JAR Action Plan is being developed.
6	Failure to establish positive motivation and morale particularly among social care	24/03/2009	Deputy Director Business Support & Development	M	M	A	Director Children & Young People's Service	a) The Tavistock intervention which is a year-long programme of improving social work practice and developing practice confidence b) establishing processes to consult and gather staff use and encourage dialogue on the change programme (as per 6.4.2)	2009-04-29 KK: Status is "No Change"

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Risk ID	Risk Description	Date identified	Author	Impact (H/M/L)	Probability (H/M/L)	RAG Status	Owner	Counter measures to mitigate risk	Comments/ notes at last update
								of the JAR Action plan c) Developed the staff quality and change network and d) weekly e-bulletins for all CYPs staff to keep them informed of all developments d) Provide staff with access to a stress survey, in order to gauge how members of staff are feeling, in order to then decide if further action is needed to support people. e) Support from occupational health to be provided for staff (if required)	
7	New methodology in Referral & Assessment will not deliver the necessary improvements	20/03/2009	Director Children & Young People's Service	H	L	A	Deputy Director Children & Families (Haringey Council)	a) Regular and careful monitoring of workflow b) Quality assurance of the process by managers c) Monitoring by DDC&F and Director	2009-04-21 TF (from backlog risk register): Social workers with the previous Initial Team are generally pleased since they can see greater continuity and their previous frustration with cases not being accepted by the Core Team on administrative grounds no longer obtains.
8	There is a risk that the R&A telephony system and supporting infrastructure is not stable enough to support what is a high priority and sensitive area of work, despite being reconfigured recently, which if problems arise will add further problems to the backlog of Referral & Assessment cases.	17/04/09	Head of Service Transformation	H	L	A	TBC	To liaise with the IP Telephony project to determine if the project can offer a solution to the R&A Team and if the project can be flexed to prioritise the R&A team in the medium term	2009-04-29: KK Head Of Information Strategy & Communications is attending the IP Telephony Project Board next 8 th May 2009 and will bring this up then.
9	There is a risk that the second trial will have a negative impact on C&YPS services and the reputation of the service as a whole.	20/04/09	JAR Programme Mgr	M	H	R	Director Children & Young People's Service	a) A partnership approach to communication has been developed regarding the case and Serious Case Reviews b) Links have been established with the DCSF Press office c) Media training has been scheduled for key Council spokespeople d) Detailed Q&A is being developed in advance e) Resources in the media team are being strengthened as well as the Directorate, with an extension agreed for the current communications support f) Governance arrangements are in place to ensure development and sign off of	2009-04-29: KK No update

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Risk ID	Risk Description	Date identified	Author	Impact (H/M/L)	Probability (H/M/L)	RAG Status	Owner	Counter measures to mitigate risk	Comments/ notes at last update
								materials is rapid	
10	There is a risk that the JAR Action Plan programme does not have sufficient resources and budget to successfully manage the delivery of the programme – possibility of further resource and budget requirements	20/04/09	JAR Programme Mgr	H	L	A	Director Children & Young People's Service	a) Business case submitted to the Director of Children Services for a Performance Manager b) Recruitment in place to appoint Programme Management support c) Enquiries made into programme management training for current support officer d) Communications Support identified e) Sizing and scoping of work managed on a regular basis	2009-04-29: KK No update

2.2.2 Key Project Issues (red and amber issues):

Issue ID	Issue Description	Date identified	Author	Priority (H/M/L)	Impact (H/M/L)	RAG Status	Owner	Resolution plan	Comments/ notes at last update
	June inspection: The Director of Children's Services is currently in discussion with DCSF about the forthcoming inspection. Ofsted have specified that the revised plan will inform the next inspection of safeguarding arrangements and not the original document.	20/04/09	JAR Programme Mgr	H	L	A	Director Children & Young People's Service	a) The Ofsted appendix and actions have been highlighted in the original plan. The agreement is to proceed with the implementing the original plan.	2009-04-29: KK No update

3 AFI Summary Report:

The following section is a overview of performance against the JAR Action Plan and focuses on providing an overview of "Key Achievements" and "Areas of Concern" for each AFI for any actions that meet following criteria:

Start Date before or equal to 31 March 2009 AND End Date before or equal to 30 September 2009

Please note that as an exception-based report, updates have not been provided against every activity especially where actions are in progress but with nothing major to report.

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3.1 Theme 1 - Leadership and Partnership

Aims:

1. To provide stable, pro-active, capable, visible, supportive, inspirational, listening, confident leaders for the safeguarding of children in Haringey.
2. To create a strong partnership with a shared focus on safeguarding children & young people

Outcome:

To deliver visible leadership, clarity of purpose and the framework for accountability

Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
1. Leadership and Partnership	AFI-1.1: Creating a leadership team for safeguarding at partnership level and within agencies	Chief Executive (Haringey Council)	A	<p>Key Achievements – against JAR Recommendations: Establishing the Children’s Trust is progressing well, with the proposed arrangements presented to the Children & Young People’s Strategic Partnership and the Performance Management Group of Haringey Strategic Partnership in April 2009. Corporate Parenting arrangements are progressing well: Establishment of new Corporate Parenting Group, with ToR to be developed in May 2009. Meeting held with Director C&YPS and young people in care to discuss how the Council can respond directly to their ambitions.</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> • LSCB were briefed on the Laming Review and recommendations in March 09. • Any new and/or amended actions from Laming Review have been incorporated into a new version of the JAR Action Plan via a formal version control process. <p>Areas of Concern:</p> <ul style="list-style-type: none"> • The review of compliance with Laming 1 will not be completed until May 09 – the deadline was the end of March 09. <p>NOTE: <i>The original plan stated that the Haringey Community Strategy would be completed and the Children & Young People’s section would then feed into the Haringey Children & Young People’s Plan (CYPP), due to be published in September 2009. However, with the Community Strategy now being developed in 2010 this process will be reversed – the CYPP will feed into the Children & Young People’s section of the Community Strategy.</i></p>
	AFI 1.2: 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"	Director Children & Young People’s Service	A	<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> • First meeting of new Safeguarding Policy & Practice Panel held on 8th April 2009. This is a member panel with expert support which will enable member oversight of child protection work. • Safeguarding training delivered to 45 elected Members between February and March 2009. • Online safeguarding training went live on 20th April <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> • Social work forum set up (Dec 08) and expanded (Mar 09) to include representation from social work teams. This forum provides an opportunity for front-line social work staff to raise concerns and ideas for improving the service directly with the Director, and equally, for the Director to understand the issues facing front-line staff. Recent meetings have addressed supervision, ICS, thresholds, case transfer, office accommodation, structures and the workplace culture. • Regular staff meetings setup within social care where concerns are raised and followed up. • “Achieving a Positive Outcome in Children and Young People” sessions held for all social work staff (March 2009). Participants worked together to consider the role of staff at all levels within the organisation have to play in safeguarding children. The outcomes from these sessions will inform workforce development, including work on refocusing job roles and clarifying structures and lines of accountability. • The Youth Council have agreed to be involved in the delivery of the JAR Action Plan and will meet with Director of Children Services on a

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status														
				<p>quarterly basis to discuss their views on the services they receive (i.e. to see what is good/bad about the service), so that this feedback can be fed back into the programme. 1st meeting planned for June/July 2009.</p> <p>Areas of Concern: No immediate concerns</p>														
	AFI-1.3: Improve the workings of the LSCB	Chair LSCB	G	<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> LSCB Chair to be a member of the Children’s Trust. LSCB Development Day now arranged for end of May 2009, to be facilitated by the National expert on LSCBs. At this event members will consider the strengths and weaknesses of current arrangements and identify improvements. This will involve consideration of membership, processes, and structures (including the role of sub groups). Serious Case Review (SCR) guidance written and approved by LSCB, to ensure best practice approach for investigating SCRs. <p>Key Achievements – against remainder of JAR Action Plan: N/A</p> <p>Areas of Concern:</p> <ul style="list-style-type: none"> Full implementation of new Serious Case Review guidance is unlikely to be completed by end of May 09 as scheduled, due to current pressures of completing 2 parallel Serious Case Reviews (SCRs). July 2009 is a more realistic timescale. 														
	AFI-1.4: Creation of Children’s Trust	Director Children & Young People’s Service	G	<p>Key Achievements – against JAR Recommendations: The setup of a new Children’s Trust is progressing well:</p> <table border="1"> <thead> <tr> <th>Update:</th> <th>Timeline</th> </tr> </thead> <tbody> <tr> <td>Initial meeting with HSP PMG to set out the process for agreeing way forward.</td> <td>9th April</td> </tr> <tr> <td>Report on development of Children’s Trust to Cabinet</td> <td>21st April</td> </tr> <tr> <td>Formal consultation with stakeholders on models for Children’s Trust (CT)</td> <td>By end of April</td> </tr> <tr> <td>Finalise details of new model</td> <td>May</td> </tr> <tr> <td>Proposed members of CT to agree membership, roles and responsibilities</td> <td>By 31st May</td> </tr> <tr> <td>HSP to approve Children Trust proposals and Terms of Reference</td> <td>By 23rd June</td> </tr> </tbody> </table> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> The Children & Young People’s Plan is on track for September 2009. The second phase of consultation has begun (following on from the 2020 vision event in Sept 2008) and runs until 13th May 2009. The needs assessment that informs the plan is well advanced and due for completion by 5th May 2009. It is on track to go to Cabinet on 21st July 2009, and for publication in September 2009. <p>Areas of Concern: No immediate concerns</p>	Update:	Timeline	Initial meeting with HSP PMG to set out the process for agreeing way forward.	9th April	Report on development of Children’s Trust to Cabinet	21st April	Formal consultation with stakeholders on models for Children’s Trust (CT)	By end of April	Finalise details of new model	May	Proposed members of CT to agree membership, roles and responsibilities	By 31st May	HSP to approve Children Trust proposals and Terms of Reference	By 23rd June
Update:	Timeline																	
Initial meeting with HSP PMG to set out the process for agreeing way forward.	9th April																	
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Finalise details of new model	May																	
Proposed members of CT to agree membership, roles and responsibilities	By 31st May																	
HSP to approve Children Trust proposals and Terms of Reference	By 23rd June																	

3.2 Theme 2 – Delivering Best Practice

Aims:

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1. 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.
2. 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.
3. All practice will comply with WT and LCPPS and agencies’ standard operating procedures and guidance with a shared approach to intervention thresholds.
4. Our approach will be underpinned by a commitment to inter-agency information sharing arrangements and business processes which enable all partners to fulfil their role and deliver the outcome of best in class services for children and their families.
5. We will identify best practice and turn it into standard practice using evidence, research, and evaluation supported by relevant national organisations and the LSCB.

Outcome:

To make sure that social workers practice social work of the highest quality

Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
2. Delivering Best Practice	AFI-2.1: Child Protection Referral & Assessment (R&A) Processes	Deputy Director Children & Families (Haringey Council)	A	<p>Key Achievements – against JAR Recommendations: Single data entry point now in place for all contacts/referrals to children’s social care. Other aspects of the new referral pathway such as quality of information gathering and decision making to be informed by the evaluation report from the multi-disciplinary team pilot (due w/e 25th April 2009).</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> • Caseload weighting system now in place, which aims to ensure a fair allocation of cases between staff. Monthly reports to Senior Managers enable monitoring of workloads. • New protocols agreed and in place for the transfer of cases between different teams within social care. This has increased clarity for social work staff and will result in a smoother experience for clients. • New style of open senior management, with improved visibility of the Deputy Director, Children & Families for example, via regular team meetings and talking with staff where concerns are raised and followed up. The formalisation of new escalation procedures is being done as part of a review of workload weighting, and will therefore be outside of the original 31st March 2009 timeline for formalised procedures. <p>Areas of Concern: Insufficient capacity within the R&A team due to a large backlog of cases, high volume of referrals, and difficulties in recruiting staff. The backlog is impeding implementation of the new referral pathway and the decision on response to referrals not always made within 24 hours. The action on protocols for joint work between adult and children’s services will not be completed by end May 2009 because work to clear the backlog has taken priority.</p>
	AFI-2.2: Effective and timely Information Sharing	Borough Commander (Haringey Police)		<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> • Current information Sharing Protocols have been reviewed against national standards and arrangements. It is anticipated that revised protocols will be completed before the end of May 2009. • Lead GP appointed to take responsibility for ensuring that where treatment is given to a child/young person subject to a CP Plan, information is shared with key partners (including to C&YPS) in a timely manner <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> • Protocols on Elected Members’ access to information developed and in place. • Robust systems now in place at the Whittington hospital to ensure A&E staff can access child protection information. At North Middlesex University Hospital and Great Ormond Street, systems are in place during working hours. A working group has been established to ensure full access out of hours across all departments and to inform staff of the processes in place.

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
				Areas of Concern: no immediate concerns
	AFI-2.3: Thresholds/ Decision-Making/Assessment	Deputy Director Children & Families (Haringey Council)	G	<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> Evaluation report from R&A Multi-Disciplinary Team (MDT) pilot (due week ending 25th April) will include lessons around multi-agency thresholds which will then inform agreement for the thresholds. Agreement across Social Care, Health and Police to plan future joint working, to agree the thresholds. Joint training/review workshops to be held in May/June 2009. Panel and other decision-making processes within children’s social care under review to ensure decisions (e.g. requests for placements) are made at the appropriate level. <p><i>Note: The R&A MDT was put in place from 13th March for 6 weeks, to handle all new referrals and to assist in clearing the backlog as a matter of urgency. The backlog team will remain in place once the backlog is cleared to enable the work of restructuring the service and to enable proper training and supervision of social workers.</i></p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Standard Operating Procedures (SOPs) for Police Child Abuse Investigation Team (CAIT) revised to ensure officers use relevant information from the violent and sexual offender register (VISOR) to inform decision making and risk assessment <p>Areas of Concern: no immediate concerns</p>
	AFI-2.4: Using IT systems and databases to support safeguarding practice and information-sharing	Head of Service Transformation	G	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Project to re-engineer Finance workflow within Framework-I on track, with additional resource secured to meet target dates. Review of roles and responsibilities of finance staff has been initiated as work undertaken by social workers is transferred to finance staff. Work started to create ICS/ Framework-I support teams, with JD/Person specs created, funding agreed, 2 temporary staff appointed, and further appointments being made through secondment system across agencies. Training programme to support use of Framework-I by social workers being developed and implemented. <p>Areas of Concern:</p> <ul style="list-style-type: none"> The project is meeting the identified milestones, however, conflicting demands on the FWI support team and inability to prioritise finance officer and social workers time for retraining could result in slight slippage in timescales
	AFI-2.5: Ensuring that child protection meetings facilitate good inter-agency communication and decision-making	Deputy Director Children & Families (Haringey Council) (for Service Mgr Child Protection)	G	<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> Independent expert recruited to support the Child Protection Quality Assurance and Review and is working with staff and managers to deliver improvement, including performance management. Additional administrative support recruited to ensure invitations to child protection meetings are sent out and followed up, to ensure attendance by necessary agencies. A tracking sheet is being used to follow progress and ensure timescales are being met for distribution of meeting minutes. Work being undertaken to ensure minutes are distributed within 15 days and the target is to achieve this by May 2009. <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Workshops have been delivered to the ‘children in need and safeguarding’ teams, covering strategy discussions and initial Child Protection Conferences. A further workshop is planned for the R&A service.

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
				<ul style="list-style-type: none"> Work has been undertaken with chairs in regard to the quality of child protection (CP) plans in line with CP procedures. Chairs will also be observed by the independent expert to improve the conference process. Recommendations from social care review of Child Protection system will go to the LSCB in June 2009 to agree actions across all agencies. Regular meetings established between C&YPS Core Team and Legal Services to ensure monitoring of work undertaken and identification and review of high risk cases. Draft protocols for how Legal Services and C&YPS work together have been developed and are currently being reviewed / discussed. <p>Areas of Concern: no immediate concerns</p>
	AFI-2.6: Ensuring the implementation of clear and achievable child protection plans	Deputy Director Children & Families (Haringey Council)	G	<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> Independent experts recruited and are working with staff and managers to deliver improvements <p>Key Achievements – against remainder of JAR Action Plan: N/A</p> <p>Areas of Concern:</p> <ul style="list-style-type: none"> Standards for the new format for Child Protection plans and Core Groups are still to be developed, agreed and implemented. Given this is due by the end of April '09, this is likely to run behind schedule. This will be delayed as the consultant has only recently joined the team. No new target date set as yet.
	AFI-2.7: Support for Children in Care	Deputy Director Children & Families (Haringey Council)	G	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Summary of current support in place for Children in Care (CIC) has been reported to the Corporate Parenting Group in April 2009. Plans to be agreed on how to extend support made available. Commissioning of LAC Placements Project Plan and team responsibilities agreed. The objective of the exercise is to secure placements which provide value for money and improved placement stability. Procedure implemented for tracking plans of all children under 6 coming into care to ensure prompt placement for adoption where appropriate. Currently being managed through the adoption taskforce partnership meetings. Performance team to provide fortnightly updates on children in care under 6. This is being reviewed by the taskforce and flagged for panel and LAC review reports. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Work to collate and analyse evidence on the causes of placement breakdown has not yet started, but is not due for completion until end of September.
	AFI-2.8: Respite care and short breaks for carers of children and young people with learning difficulties and/or disabilities	Head of Additional Needs & Disabilities	G	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Haringey's Aiming High Forum agreed and established. Aiming High for Disabled Children (AHDC) is the national transformation programme for disabled children's services. Consultation of Parents, Carers and Young People on the short break transformation programme completed. The implementation of which will provide respite care for disabled children. Work is underway to bring together data on children and young people with disabilities, including category of needs, placements and services. The information has been established using Special Education Needs (SEN), health and social care

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
				data. • Monthly returns from current providers in place to enable tracking of increase in range of provision and increase in the number of children, young people and families receiving a service <u>Areas of Concern:</u> No immediate concerns

Theme 3 – Getting the Organisation right

Aims:

- To ensure that across the partnership:
 - 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

Outcome:

To make sure that we have the right people, doing the right thing at the right time within clear systems of information sharing, communication and decision-making

Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
3. Getting the organisation right	AFI-3.1: Roles & Responsibilities	Deputy Director Children & Families (Haringey Council)	G	<u>Key Achievements – against JAR Recommendations:</u> <ul style="list-style-type: none"> Meeting held to review options/alternative models of CAMHS input to the 'Referral & Assessment', 'Safeguarding and Children in Need' social work teams. Proposal has been submitted to C&YPS and NHS Haringey and working groups established to support and monitor implementation. <u>Key Achievements – against remainder of JAR Action Plan:</u> <ul style="list-style-type: none"> Referral & Assessment restructure completed to provide continuity and response to families for initial and core assessments. Review of workloads underway to inform other changes. Funding approved and job descriptions revised for moving Designated Nurse for child protection role to the Primary Care Trust (PCT) NHS Haringey and employing additional named nurse for child protection for primary care. The recruitment process for the Designated and named nurse roles is underway and adverts should appear shortly. <u>Areas of Concern:</u> <ul style="list-style-type: none"> Identification of backlog of R&A cases has put significant pressure on the service. The availability of suitably qualified and skilled candidates for the designated and named Nurse roles presents a possible risk to the implementation of revised arrangements by July 2009.
	AFI-3.2: Ensuring the most efficient and effective mix of professional and support skills	Deputy Director Children & Families (Haringey Council)	A	<u>Key Achievements – against JAR Recommendations:</u> N/A <u>Key Achievements – against remainder of JAR Action Plan:</u> <ul style="list-style-type: none"> Screening team in place within R&A to be first point of contact for all new referrals. Manager in post for new flexible "contact service", which will be responsible for supervising contact of children in care with their families - to make it more efficient, responsive to the needs of children in care and their families and meets the requirement of court. Other staff being recruited this week and service will be fully implemented by end of May 09.

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
				<p>Areas of Concern:</p> <ul style="list-style-type: none"> Difficulty in recruiting and retaining suitably experienced and trained administrative staff to take on appropriate duties within Children in Need (CIN) & Safeguarding to free up social worker time.
	AFI-3.3: Ensure sufficient capacity for manageable and safe workloads across all agencies	Head of Service Transformation	A	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> The Legal service has appointed 4 highly experience specialist child care lawyers (2 FT and 2 PT) to provide specialist legal advice and support to the C&YPS. This will ensure the process and experience of the service is more efficient and high quality. Discussions have now started between C&YPS finance, performance and operational managers to establish a forecasting demand mechanism (to support medium term financial modelling) for referrals, assessments and placements of children at risk. Due end of September 2009. Mapping of existing permanent and agency workforce within children’s social care completed. SCD 5 have completed an internal review of workload and resource allocation. Adjustments to team strengths have been agreed using a formulaic method, and a resource bid has been agreed by MPS Investment Board for additional police officers/staff and resources to meet demand. Recruitment processes are underway (<i>Note: SCD5 is the division of the Metropolitan Police that includes the Child Abuse Investigation Team</i>). Third Sector have submitted proposals for supporting child protection processes, to be considered by C&YPS senior management. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Current unstable workflow into R&A makes it difficult to benchmark workload and hence predict to any degree of accuracy future resource requirements or propose long-term structures and required staffing levels for Social Care.
	AFI-3.4: Aligning services to facilitate integrated working	Deputy Chief Executive (NHS Haringey)	G	<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> Working group for integrated working established. First meeting held on 6th April 2009. Working group for area-based working established. This group will 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. The R&A Multi-Disciplinary Team ("front end ") pilot is coming to an end; to be reviewed by Deputy Director Children & Families (Haringey Council) and multi-disciplinary staff. <p>Key Achievements – against remainder of JAR Action Plan: N/A</p> <p>Areas of Concern: No immediate concerns.</p>
	AFI-3.5: Out of Hours Services	Head of Service Transformation	G	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Implementation plan for Council Out-of-Hours call-handling service completed, standards agreed and on track for delivery in July 2009. Interim measures for Out-of-Hours Social Work service in place - links to Head of Service CIC and Safeguarding established. C&YP second tier rota in place. Work underway to identify the most effective long-term solution. All indications are that the current arrangements for externally commissioned out of hours legal advice are working well. This

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
				will be considered again in the context of a re-commissioned child care out-of-hours service.
	AFI-3.6: Accommodation and infrastructure – improving the working environment for staff and clients	Head of Service Transformation	A	<p>Areas of Concern: No immediate concerns</p> <p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Reconfiguration of the referral and assessment telephony system completed. However, there are concerns about the long term viability of this system due to problems with the infrastructure. Additional office space for referral and assessment created, including space for accommodating families. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Procurement issues may result in the August 2009 deadline for new working environment for R&A is not met. Whilst the R&A telephony system have been reconfigured, the long term viability of this system is questionable due to problems with the infrastructure. Ideally, we need to prioritise the roll out dates for new Council IP telephony system to the R&A team.

3.3 Theme 4 – Early intervention/targeted and universal services

Aims:

- To ensure all staff working with children and young people play their part in the safeguarding of vulnerable children, and through their practice intervene early to prevent problems occurring at a later stage.

Outcome:

To make sure that we have the right people, doing the right thing at the right time within clear systems of information sharing, communication and decision-making

Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
4. Early Intervention/targeted and universal services	AFI-4.1: Building the capacity to intervene early to promote positive outcomes for children and young	Head of Children's Networks	G	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> First programme of Vulnerable Children Conversation visits completed (Oct 2008). Each school was visited by staff from the relevant network-based multi-disciplinary team to consider the issues affecting vulnerable children and young people in their school and the provision in place for them. The outcomes of the meetings were collated to draw out issues affecting particular groups, identify and share best practice, and address any gaps or duplication of provision. Dissemination of these findings to all stakeholders is in progress, with meetings arranged for May/June 09 – key findings relate to support for children with SEN, provision maps, how family support workers are used, and CAF. Plan in place for organisation of next programme of visits (June/July 09) which will be targeted at specific schools in line with the key findings from the first visit. Initial discussions with Headteachers took place in early April to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services. Draft terms of reference agreed for review of partnership Family Support Strategy and Steering Group established. <p>Areas of Concern: No immediate concerns</p>

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
	AFI-4.2: Establish the Common Assessment Framework (CAF) as the basis within universal and targeted services for identification and assessment of additional needs and decision making about appropriate intervention	Head of Children's Networks	A	<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> Proposals for improving CAF decision making process identified and currently being implemented ahead of schedule. This involves the Children's Network-based Multi-Disciplinary Team co-ordinators and CAF referral manager reviewing all CAFs prior to meetings of the CAF panel and agreeing appropriate support for children with lower level needs. This will ensure that panel time is used appropriately to consider the needs of the children with more complex needs. <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Training and communication programme on CAF underway and progressing well. Recent sessions have been held with Special Educational Needs Co-ordinators, Headteachers, Youth workers, Connexions staff and the voluntary and community sector. These have been interactive sessions where staff worked together to identify arrangements that support good CAF practice. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Some doubt about whether we will complete the Local Authority Research consortium's (LARC) research into effectiveness of CAF. The timescales for research completion coincide heavily with other aspects of the delivery of this action plan that have higher priority. If we are unable to complete the LARC research, we will engage other methods of external evaluation. The Pan London CAF QA Framework has not been signed off yet, and will not leave us with much time to plan and implement locally.
	AFI-4.3: Establishing the role of the Lead Professional (LP)	Head of Children's Networks	G	<p>Key Achievements – against JAR Recommendations:</p> <ul style="list-style-type: none"> Haringey's Lead Professional guidance already published and in process of being reviewed. The Lead Professional is a national initiative that forms part of <i>Every Child Matters</i>. Its aim is to ensure that where a child or young person requires integrated support from various professionals, one practitioner takes the lead to ensure that services are co-ordinated, coherent and achieves the intended outcomes. <p>Key Achievements – against remainder of JAR Action Plan: N/A</p> <p>Areas of Concern: No immediate concerns</p>

3.4 Theme 5 – Commissioning and resources

Aims:

To develop joint planning and commissioning arrangements, which focus on safeguarding and emphasise 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.

Outcome:

To make sure that we have the right people doing the right thing at the right time within clear systems of information sharing, communication and decision-making

Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
5. Commissioning and	AFI-5.1: Planning and commissioning of services to be based on	Deputy Director Business Support &		There are very few actions under this AFI with a Start Date before or equal to 31 March 2009 AND End Date before or equal to 30 September 2009. Therefore, there is little to report (as expected) for this month.

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
resources	needs assessment and understanding of effective practice	Development	G	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <p>Joint Strategic Needs Assessment (JSNA) is in progress and on track. The production of a local JSNA is a legal requirement from 1st April 2008 for organisations with formal responsibility for commissioning health and social care services. The JSNA is a joint responsibility of Haringey Council and the Primary Care Trust, and includes a specific workstream (one of four) on vulnerable children and young people which will bring together all data relating to this group.</p> <p>Areas of Concern: No immediate concerns</p>
	AFI-5.2: Establish robust joint commissioning arrangements	Deputy Director Business Support & Development	G	There are very few actions under this AFI with a Start Date before or equal to 31 March 2009 AND End Date before or equal to 30 September 2009. Work is in progress with an initial meeting with the DCSF Commissioning Support Team which took place on 27 th April 2009.

3.5 Theme 6 – Delivering success through people

Aims:

1. To encourage a culture of openness and honesty by listening, learning, and focusing on the delivery successful outcomes for vulnerable children
2. To attract and retain excellent staff and value their contribution
3. To develop the skills and capacity of managers and supervisors- encouraging reflective practice particularly within clinical supervisions
4. For the children and young people's workforce to be competent and skilled in relation to safeguarding
5. To have joint learning and development that facilitates, common understanding, shared values and aspirations at all levels across the partnership
6. To create a positive culture by building workforce support for new structures and new ways of working to deliver efficient quality services, in partnership
7. To develop the workforce skills and knowledge, in an innovative, high performance, multi-agency context.
8. To have a shift in culture that reflects improved ways of working with partners and adoption of more open ways of working

Outcome:

To make sure that we have the right people doing the right thing at the right time within clear systems of information sharing, communication and decision-making

Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
6. Delivering success through people	AFI-6.1: Recruiting and retaining good staff across the partnership	Assistant Chief Executive People Organisation & Development (Haringey Council)	G	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <p>Council Offer progressing well. This now needs to be explored with partners in order to come up with an "All Partnership Offer". A group has been established to enable this to happen.</p> <p><i>Note: The "All Partnership Offer" will outline the support and remuneration package for people working with and/or for children and young people in Haringey. This will include: 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 and a pay package developed to reflect the valued professional roles.</i></p>

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				<p>Benchmarking against other boroughs' recruitment and retention strategies is taking place and will inform the partnership offer. Pay data is available from London Councils survey, and Barkers Advertising Consultancy have been commissioned to undertake research of what people want from jobs. Barkers are interviewing social work managers and staff to gather their views on recruitment, retention, and staff support and development, and conducting an external survey to find out the views of social workers about potentially working in Haringey. Further work is needed to understand benchmarking of other elements of pay & benefits package.</p> <p>Recruitment process (including CRB checks) for staff in safeguarding reviewed to take account of impact of new Vetting & Barring scheme. A new process due to be implemented shortly to ensure smooth recruitment process.</p> <p>Areas of Concern: No immediate concerns</p>
	AFI-6.2: Supervision and Management	Assistant Chief Executive People Organisation & Development (Haringey Council)	G	<p>Key Achievements – against JAR Recommendations: Project Group established to outline the approach for the managerial competency programme for social work team managers. A plan has been developed to include development centre, competencies and recruitment. Work on supervision within social care is being progressed as part of the competency programme outlined above and also via the year-long Tavistock programme detailed under AFI 6.3 Regular case audits progressing, under the supervision of relevant senior managers.</p> <p>Key Achievements – against remainder of JAR Action Plan: Some amendments to Standard Operating Procedures (SOP's) for supervision within the Metropolitan Police have already been made and others will follow as a new case review and assessment matrix (CRAM) supervision model is rolled out. The CRAM has been formulated with reference to current practice and other supervisory models employed within critical risk areas of business. It is currently being piloted within Camden CAIT and once refined will be rolled out across all of SCD5. SOP's will be amended to reflect the new practice once finalised.</p> <p>Areas of Concern: No immediate concerns</p>
	AFI-6.3: Developing the skills and confidence of our workforce	Assistant Chief Executive People Organisation & Development (Haringey Council)	G	<p>Key Achievements – against JAR Recommendations: Funding and resource allocated to undertake review of training and development needs across children's safeguarding partnership</p> <p>Key Achievements – against remainder of JAR Action Plan: Newly qualified social work pilot scheme established and working well to support Haringey's newly qualified social workers during their first year in practice. Induction pack updated for social care lawyers to embed Haringey's specific working practices. Delivered by senior lawyer, legal planning meetings are observed, and new starters can now only undertake legal planning meetings after being employed by the council for 3 months. Legal Planning meeting memo's are reviewed by a senior lawyer. 20 social workers have attended a two day workshop, designed and facilitated by the Tavistock and Portman NHS Trust, to identify and address the barriers to improving professional practice at an individual and collective level. The outcomes from this will inform a year-long programme, facilitated by the Tavistock clinic, which will be attended by 10 social work managers and 30+ social workers. Supervision skills (for supervisors and supervisees) will form a key part of this programme.</p> <p>Areas of Concern: Composition review of Children's Workforce Development Steering Group has started, but will be completed later than the original target date of 31st March.</p>

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
	AFI-6.4: Engage and empower all staff in the Children's Trust with the change programme	Deputy Director Business Support & Development	A	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Weekly staff C&YPS eNewsletter launched and in circulation. Social Work Staff Forum established (see AFI 1.2) and JAR Change Programme Consultation with staff completed. Design stage of "Family information service directory Practitioner Zone" completed 21st April (albeit 3 weeks over agreed timescale). The Practitioner Zone will allow shared access to internal communications across the partnership and improve practitioner knowledge and understanding of the range of services to children and young people across the partnership. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Whilst the weekly staff C&YPS eNewsletter is in circulation for C&YPS staff, the working group has not yet met to progress the extension of this newsletter to partners.

3.6 Theme 7 – Monitoring the performance and the quality of safeguarding practice

Aims:

1. Robust arrangements for monitoring the quality of safeguarding practice
2. Ensure compliance with Working Together to Safeguard Children, London Child Protection Procedures, and all agencies' standard operating procedures and guidance
3. Dissemination of learning from QA and monitoring activity

Outcome:

To make sure that everyone knows how well we are doing and we use that information to drive quality of performance vigilantly, transparently and consistently.

Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
7. Monitoring the performance and the quality	AFI-7.1: Assuring the quality of practice	Deputy Director Children & Families		<p>Key Achievements – against JAR Recommendations</p> <ul style="list-style-type: none"> Scope and sampling methodology for continuous sampling and qualitative assessment of case files is being developed, to focus on the effectiveness of multi-agency child protection practice. A review of 30 case files is underway, using new draft audit

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of safeguarding practice		(Haringey Council)	G	<p>tool, to be completed by the end of May.</p> <ul style="list-style-type: none"> Audit reviews have currently been prioritised for Health and Social Care. The approach will now focus on agreeing the framework for these areas, before widening them out to other targeted and specialist services. Independent experts recruited and are working with team to develop the Terms of reference for the LSCB Quality Assurance (QA) Sub-Group. <p>Key Achievements – against remainder of JAR Action Plan: N/A</p> <p>Areas of Concern:</p> <ul style="list-style-type: none"> The person identified for role of partnership analyst, to support the strategic work of the LSCB QA Sub-Group has since moved jobs. Alternative resource is being considered but not yet confirmed.
	AFI-7.2: External challenge and scrutiny	Director Children & Young People's Service	G	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> The Overview and Scrutiny Committee, prior to its first meeting in the new municipal year on June 29th 2009 will discuss with the Director, CEMB and the Cabinet Lead Member what reports and performance information regarding social care will be submitted to it and by when. First meeting of Safeguarding Policy and Practice Panel held 8th April 2009. JAR Action Plan monthly reports (Feb & Mar 09) issued to the Secretary of State for Children, Schools and Families National Indicator (NI) 59 and 60 have been added to the Local Area Agreement (LAA) and notified to GOL and DCLG. <p>Areas of Concern: No immediate concerns</p>
	AFI-7.3: Consulting and involving children, young people, families and communities	Head of Children's Networks	A	<p>Key Achievements – against JAR Recommendations: N/A</p> <p>Key Achievements – against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> System in place to collect the views of parents following child protection meetings – work is ongoing to increase the completion of questionnaires <p>Areas of Concern:</p> <ul style="list-style-type: none"> The current high level of demand from schools for child protection training and advice has impeded the roll-out of training and advice to community groups, as only one post exists to cover both of these roles.