

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:	May 2009
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PROGRAMME START DATE	ORIGINAL END DATE	CURRENT END DATE
JANUARY 2009	JANUARY 2012	JANUARY 2012

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1.1	PROGRAMME STATUS (OVERALL):	1
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5	BUDGET	ERROR! BOOKMARK NOT DEFINED.

1 Traffic Light Status:

1.1 Programme Status (overall):

Programme Summary	RAG Status
This Report	A
Last Report	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

2.2 Key Programme Risks and Issues

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

Note: The Risk ID is an identifier that is assigned when a new risk is raised. Closed risks are at the end of the table.

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
03	Failure to satisfy Ofsted's requirements at the June 2009 inspection	25/03/09	Director C&YPS	H	L	A	Director C&YPS	a) Fully resourced Programme Management Team to be in place to ensure that delivery of the plan is supported – partner wide 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 c) Clearing the referral and assessment backlog in a timely	2009-04-29 KK: 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. Health and Police are to provide project support to the Council based team. 2009-06-11 IB: The draft inspection report will be received on 17 th June 2009.

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"> The performance report provides an overview of progress against all those actions which were due to be completed by the end of May 2009. Work has continued on delivering key actions and the following achievements can be reported this month. Examples include the workshop for social workers designed and facilitated by the Tavistock and Portman NHS Trust aimed at identifying and addressing the barriers to improving professional practice at an individual and collective level, the establishment of the Children's Trust Performance Management Group aimed at greater scrutiny across the whole of the service and the international recruitment drive which has resulted in 22 job offers from across New York and Toronto. Slippage has occurred in a number of areas and these are reported in the body of the report. The impact on performance measures, as shown in section 4 shows a downturn in performance in May in a number of key performance indicators. However, other performance indicators have remained stable and are above target for example, timeliness of placements of looked after children (LAC) (NI 61), LAC cases which were reviewed within the required timescales (NI 66) and child protection cases which were reviewed within the required timescales (NI 67). The timelines set in the original plan are now being revised as part of a wider exercise aimed at refreshing the JAR Action Plan. The Area for Improvement (AFI) Steering group, made up of senior officers across the partnership is revisiting the plan to ensure that there is a balance between the need to be ambitious but equally realistic about what is achievable, with a strong emphasis that improvements are embedded across the service. Further revisions to the JAR Action Plan will also take place once the Ofsted inspection report is available. The first draft of the inspection report is due on 17th June 2009. Meetings have been held between all Area For Improvement Leads and the Head of Finance. Based on these meetings an update of the allocations across the various themes has been undertaken (see Section 5 of the report). Last month, it was reported that the process for collating progress updates against the JAR Action Plan will be enhanced over this month. Due to the inspection and subsequent revisions to the plan, this has been delayed.

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04	Failure to recruit and retain experienced and qualified staff in the medium to long-term.	24/03/2009	Head of Service Transformation	H	L	A	Head of Service Transformation	<p>manner</p> <p>a) Development of the Haringey offer (includes professional and clinical supervision, CPD, technology supply and support)</p> <p>b) Re-designing social work in Haringey through Barkers, a specialist recruitment, marketing and advertising agency</p> <p>c) Developing and implementing social work competences as a recruitment and development tool</p> <p>d) Undertaking workforce mapping to enable targeted advertising</p> <p>e) On-the-job coaching which involves senior practitioners sitting alongside staff to drive work and improve performance</p> <p>f) Workload planning to ensure we have a clear understanding of the capacity issues</p>	<p>2009-04-29 KK: Status is "No Change"</p> <p>2009-06-11 EB: National recruitment of high quality social workers started week commencing 8th June 2009. International recruitment also underway, with job offers being made to 22 people from across New York & Toronto.</p> <p>RAG Status remains unchanged until job offers are accepted.</p>
05	Failure to establish effective partnership working	24/03/2009	Deputy Director Business Support & Development	M	M	A	Director C&YPS	<p>a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed.</p> <p>b) An AFI Lead Steering Group will be established to manage the delivery of the plan and its composition will again reflect each partnership</p> <p>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)</p>	<p>2009-04-29 KK: The membership of the Steering Group will be made up of the 11 Area for Improvement Leads.</p> <p>2009-06-17 KK: The AFI Lead Steering Group has convened and met on 10th June 2009. It has been agreed that the Interim governance arrangements (Interim JAR PMG) is now disbanded.</p>
06	Ineffective management of internal and external communications	24/03/2009	JAR Programme Manager	M	M	A	Head of Communications & Consultation	<p>a) Weekly e- bulletins for all CYPS staff to keep them informed of all developments</p>	<p>2009-04-29 KK: A communications plan for the JAR Action Plan is being developed.</p> <p>2006-06-17 KK: Luther Pendragon (an external Communications specialist consultancy) commissioned w/c 4th May to develop a JAR Programme Communications Plan, building on existing work. Proposed key messages were presented to the Quality Outcomes Board on 28th May. An implementation plan is in development.</p> <p>A single point of contact from the corporate marketing communications department has been identified and will act as the JAR programme liaison link with the corporate communications team. A Communications Officer C&YPS JAR Communication officer yet to be identified.</p>
07	Failure to establish positive motivation and morale particularly among social care	24/03/2009	Deputy Director Business Support & Development	M	M	A	Director C&YPS	<p>a) The Tavistock intervention which is a year-long programme of improving social work practice and developing practice confidence</p> <p>b) establishing processes to consult and gather staff use and encourage dialogue on the change programme (as per 6.4.2) of the JAR Action plan</p> <p>c) Developed the staff quality and change network and d) weekly e-bulletins for all CYPS staff to keep them informed of all developments</p> <p>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.</p> <p>e) Support from occupational health to be provided for staff (if required)</p>	<p>2009-04-29 KK: Status is "No Change"</p> <p>2009-06-11 EB: Tavistock programme agreed. Event planned for staff and managers in July 2009, to help improve communications and inclusiveness. Performance Champions have also been set up, with fortnightly, facilitated meetings. And finally a review of supervision is underway also.</p> <p>Whilst these actions should help to improve the morale and motivation of staff, the RAG status remains unchanged until we can see the benefits of these various initiatives within the teams.</p>
08	There is a risk that Data protection and confidentiality constraints will limit/prevent vital information sharing between the various agencies.	25/03/09	Deputy Director Business Support & Development	M	M	A	Head of Children Networks	<p>AFI-2.2 "Effective and timely information sharing" is incorporated into the JAR Action Plan to address this concern.</p>	<p>2009-06-15 TF: The Information Sharing Protocol (ISP) report sent to the June 2009 meeting of the Haringey Strategic Partnership meeting includes recommendations to:</p> <ul style="list-style-type: none"> produce simple guidance on each ISP for front-line practitioners based upon the template produced the Theme Boards to support the planning and delivery of practical training for front line practitioners on the operation of the ISPs

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						A			<ul style="list-style-type: none"> re-launch these ISPs once they have been reviewed. <p>These measures will ensure that practitioners have a proper understanding of the legislation around information-sharing and share information appropriately to safeguard children and young people.</p>
09	There is a risk that the new methodology in Referral & Assessment will not deliver the necessary improvements required to cope with demands on R&A and avoid further backlog build up of cases	20/03/2009	Director C&YPS	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	<p>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.</p> <p>2009-06-11 EB: Whilst the RA& backlog has now been cleared, demand on R&A remains high with approx. 130 unallocated cases waiting for team of newly qualified Social Workers to start on.</p> <p>Therefore, RAG status remains unchanged.</p>
10	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	Head of Service Transformation	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	2009-06-11 JW: Progress to be reported following recent meeting of IP telephony board
12	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 Manager	H	L	A	Director C&YPS	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	<p>2009-04-29: KK: No update</p> <p>2006-06-11 KK: a) A Performance Manager has been appointed to support the Interim Deputy Director, Children and Families and the Chief Executive. This appointment addresses some of the performance issues contained within the JAR Action Plan. b) The recruitment exercise for interim Programme management support was unsuccessful. Further consideration needs to be given to the appointment of permanent programme management staff. This will be subject to further discussion by the AD, Business Support and the Director of CYPS. c) Both graduate trainees are to attend a 3 day Prince 2 Training course on 27th July in partnership with the Metropolitan Police d) See 06 above e) No change although this will need to be monitored carefully due to one member of staff working reduced days.</p>
01	Failure to clear Referral and Assessment backlog	25/03/09	Deputy Director Children & Families (Haringey Council)	H	L	A	Director C&YPS	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. 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 c) Urgent work will be conducted to establish and embed understanding of thresholds for referral to reduce the number of unnecessary referrals.	<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. <p>2009-06-11 EB: The backlog has now been cleared so risk is closed. However, demand on R&A remains high with approx. 130 unallocated cases waiting for team of newly qualified Social Workers in R&A to start on.</p>

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11	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 Manager	M	H	R	Director C&YPS	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 e) Governance arrangements are in place to ensure development and sign off of materials is rapid	2009-04-29: KK No update 2009-06-11 MB: a) Partnership approach taken, close liaison with partner and LSCB Communications leads ensured smooth co-ordination of messaging and approach. b) DCSF kept us informed of their plans c) Media training gave spokespeople support to undertake media interviews and helped refine messaging d) Media team utilised Q&A effectively. Additional resource was not put into the media team as the judgement was made that this could be counter productive. e) Materials were signed off as soon as required by Chief Executive and Leader. 2009-06-17: KK This risk is now closed.

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 Manager	H	L	A	Director C&YPS	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 2009-06-11 KK: a) The inspection took place on 1st June – 5th June against the Ofsted appendix and verbal feedback has been received. The draft inspection report is due on 17th June 2009.

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3 AFI Summary Report:

This performance report provides an overview of progress against all those actions which were due to be completed by the end of May 2009.

3.1 Theme 1 - Leadership and Partnership

Aims:

- 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

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)	G	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> The terms of reference for the Children's Trust Performance Management Group (CTPMG) were agreed by the Children's Trust Board on 19th May and are being ratified by the Haringey Strategic Partnership (HSP) on 23rd June 2009. The first meeting of the CTPMG is planned for 24th June 2009. The Chief Executive has written to all partner agencies asking them to confirm their arrangements for ensuring leadership and governance is compliant with <i>Working Together To Safeguard Children</i>. Responses have since been received from partner agencies confirming their arrangements. A Protocol detailing governance and working arrangements has been submitted to the Haringey Strategic Partnership June meeting. Corporate Parenting Group is now in operation with terms of reference (TOR) agreed and regular meetings scheduled. Senior staff from health and the police will now attend the Children & Young People's Service Management Team to consider cross-cutting issues. Social care practice and processes reviewed to ensure compliance with London Child Protection Procedures. Effective out-of-hours process now in place for appropriate senior staff across the partnership to be informed of any critical incidents at night or weekends, with the Director of C&YPS cascading any notifications to partners in health and the police. External expert support for the Safeguarding Policy & Practice Panel (SPPP) has been commissioned and will support the Panel in reviewing inspection outcomes from all partners. CRB check applications have been processed for those elected Members identified as needing one. However, it is anticipated that the CRB clearance will take approximately 8 weeks, hence this not been completed within the original timescales. <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Following the Laming recommendations any new and/or amended actions have been incorporated into version 2 of the JAR Action Plan via a formal version control process. Outstanding actions from first serious case review Child A have also been incorporated into version 2 of JAR Action Plan. <p>Areas of Concern:</p> <ul style="list-style-type: none"> The review of compliance with the first Laming review is still not complete as the social care return is still outstanding. The deadline was the end of March 2009.
	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 and Young People's Service	G	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> The Safeguarding Policy and Practice Panel continue to meet, with second meeting scheduled for w/c 22nd June 2009. External independent support has been identified and recruited (subject to Chair's approval) for a 6-month period to support identification of a work programme, further safeguarding training and analysis of detailed work actions. Sample data-sets are being reviewed with the new external support and Assistant Director for Safeguarding. Safeguarding training delivered ahead of schedule to 45 elected Members between February and March 2009; online safeguarding training went live 20th April, also ahead of schedule. <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Social Work Forum set up (Dec 08) and continues to meet. 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. The Director's 'Surgery' for social work staff now provides an additional opportunity for social workers to raise issues with the Director. A group of Youth Council members is being set up to meet regularly with the Director of C&YPS to discuss progress on the implementation of the JAR Action Plan and their views on the services they receive. The first meeting is planned for July 2009. <p>Areas of Concern: No immediate concerns</p>
	AFI-1.3: Improve the workings of the LSCB	Chair LSCB	A	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> LSCB Development Day held 29th May 2009, facilitated by the National expert on LSCBs. Board members considered the strengths and weaknesses of current arrangements, including consideration of membership, processes, and structures including the role of sub groups). <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Serious Case Review (SCR) guidance written and approved by LSCB to ensure best practice approach for investigating SCRs. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Full implementation of new approach to undertaking Serious Case Reviews, scheduled for May 2009, will now be completed by September 2009. This is due to the current pressures of completing 3 parallel SCRs and also because the new procedures will need to take account of revised government guidance due to be published in July 2009. The review of the LSCB sub-group structure of the board, also scheduled for May 2009, will now be completed by December 2009. This is again due to the pressure of existing work and also to take account of the revised <i>Working Together to Safeguard Children</i> guidance, due December 2009.

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status																								
	AFI-1.4: Creation of Children's Trust	Director Children and Young People's Service	G	<p>Progress against JAR Recommendations: The setup of a new Children's Trust is progressing in accordance with the timescales:</p> <table border="1"> <thead> <tr> <th>Update:</th> <th>Timeline</th> <th>Status</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> <td>Completed</td> </tr> <tr> <td>Report on development of Children's Trust to Cabinet</td> <td>21st April</td> <td>Completed</td> </tr> <tr> <td>Formal consultation with stakeholders on models for Children's Trust (CT)</td> <td>By end of April</td> <td>Completed</td> </tr> <tr> <td>Finalise details of new model</td> <td>May</td> <td>Completed</td> </tr> <tr> <td>Proposed members of CT to agree membership, roles and responsibilities</td> <td>31st May</td> <td>Completed</td> </tr> <tr> <td>Final report to Cabinet</td> <td>16th June</td> <td>On track</td> </tr> <tr> <td>HSP to approve Children Trust proposals and Terms of Reference</td> <td>23rd June</td> <td>On track</td> </tr> </tbody> </table> <p>The final model for the Children's Trust is line with the 2009 DCSF guidance and draws on good practice from other local authorities. It includes a governance protocol identifying key partners' responsibilities and accountabilities.</p> <p>Progress 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 now been completed, and the needs assessment that informs the plan has been completed subject to any final suggested comments or amendments from members of the Children's Trust Board. The plan is on track to go the July meeting of the Children's Trust Board for sign-off before circulation, amendment and final sign-off and submission to the DCSF, with publication planned for September 2009. <p>Areas of Concern: No immediate concerns</p>	Update:	Timeline	Status	Initial meeting with HSP PMG to set out the process for agreeing way forward.	9th April	Completed	Report on development of Children's Trust to Cabinet	21st April	Completed	Formal consultation with stakeholders on models for Children's Trust (CT)	By end of April	Completed	Finalise details of new model	May	Completed	Proposed members of CT to agree membership, roles and responsibilities	31st May	Completed	Final report to Cabinet	16 th June	On track	HSP to approve Children Trust proposals and Terms of Reference	23rd June	On track
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3.2 Theme 2 – Delivering Best Practice

Aims:

- 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.
- All practice will comply with WT and LCPPS and agencies' standard operating procedures and guidance with a shared approach to intervention thresholds.
- 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.
- 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>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> Single data entry point in place for all contacts/referrals to children's social care as reported last month. A plan is being developed with police to rationalise their referrals into R&A. Full implementation of the new referral pathway will now link into work being undertaken on thresholds and standards, and will be completed by September 2009, with joint training/workshops to be held in June/July 2009. The new pathway will also draw on the evaluation report from the R&A multi-disciplinary team pilot – this will now be presented in June 2009, rather than end of April 2009 as scheduled. An initial review of the new caseload weighting system was completed at the end of May. The findings of this review will be considered in June 2009 following which any changes resulting from this will be implemented. A good practice guidance note has been issued to all staff working directly with children, young people and families summarising requirements for appropriate recording of information. <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Social care case transfer protocols agreed and in place, with quarterly reviews scheduled Social care practice protocols developed 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 – to be approved at Children & Families management team on 18th June 2009. Work is ongoing within Great Ormond Street Hospital (GOSH) to review arrangements for this. An audit of record management within GOSH has been undertaken, and the results will be used to develop new protocols and folders for recording to ensure case files are accessible and contain the relevant information. Within health services, work has begun on improving the links between adult and children's services - service level agreements have been reviewed to ensure providers specifically address child protection, and the Deputy Chief Executive has asked the Directors of Primary Care and Provider Services and Lead Commissioner for Mental Health to address recommendations & develop actions. Within the council, work on links between adult's and children's service is now being addressed by the AD for Safeguarding. Initial discussions have taken place with mental health and learning disability services, and a substantial piece of work has begun to improve service provision for children affected by domestic violence. Framework-I expert 'floor-walkers' have been appointed and are currently working in R&A to give advice and guidance to social workers and managers on use of the system and recording information. Experienced independent social workers have been recruited to support staff in the Referral and Assessment and Children in Need and Safeguarding teams on the quality of interventions, analysing options in relation to complex cases and improving preparation for and presentation at court and conferences. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Insufficient capacity within the R&A team due to high volume of referrals, and difficulties in recruiting staff – though measures are in place to tackle this (see items 04 and 09 in the risk log). No formalised procedure is in place by which social workers can raise concerns if they feel their workload is too high. However, a number of routes are available for them to raise concerns supervision, team meetings, the social work forum and via the open door management policy Some actions within this AFI have taken longer than anticipated to complete, and timescales have slipped. In part, this has been due to the focus on clearing the backlog within Referral & Assessment. For example,

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
				<ul style="list-style-type: none"> The new referral pathway, scheduled for end of May 2009, will now be in place from September 2009. Practice protocols for where there is more than child in a family group, also scheduled for May 2009, will be in place from June 2009 within the Children & Young People's Service and within NHS Haringey by December 2009. Work on improving links between children's and adults services, scheduled for completion by end of May 2009 will now take place over a much longer timescale. Revised timescales are still under discussion, however it is now anticipated that to bring about significant improvement a substantial amount of staff training and partnership development will be required, and this will take (approximately) an additional year.
	AFI-2.2: Effective and timely Information Sharing	Borough Commander (Haringey Police)	A	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> A report on Haringey's Information Sharing Protocols (ISPs) has been sent to the June 2009 meeting of the HSP which includes recommendations to agree the overarching position statement on information sharing across the HSP, the 'HSP - strategic information sharing principles' and to agree the process for revising Haringey's 3 'key' ISPs in line with the Information Commissioner's Office model protocol template. The review of the 3 'key' ISPs will include ensuring that they reflect national standards & arrangements set for all partner agencies. The work on reviewing the 3 'key' protocols will take place from June-September 2009, and a report will go to November's HSP outlining what has been agreed by the relevant Theme Boards that 'own' the protocols. The ISP report sent to the HSP meeting in June 2009 includes recommendations to produce simple guidance on each ISP for front-line practitioners based upon the template produced, for the Theme Boards to support the planning and delivery of practical training for front line practitioners on the operation of the ISPs and to agree to re-launch these ISPs once they have been reviewed. These recommendations are supported by an action plan (also included in the HSP report). Much of the work will be undertaken from June – October 2009, and a report will go to November's HSP outlining what has been agreed by the relevant Theme Boards that 'own' the protocols. <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Joint protocols for disclosure of C&YPS files to police and courts drafted and due for implementation w/c 15th June 09 (note that this is slightly later than anticipated – originally scheduled for end May 09) Protocols on Elected Members' access to information developed and agreed by Legal Services and Member Services. Plans are being made to review and then publicise the protocol to Members and relevant officers. Children who are the subject of a Child Protection plan are now flagged in housing databases for all teams apart from Private Sector Housing. All housing staff have been briefed on their responsibilities in relation to safeguarding children, including a particular emphasis on property condition and the impact of this on children's well being. All Housing Service staff to complete e-learning 'Safeguarding Children' course by end of June (most had completed by the end of May). Housing Health and Safety Risk Rating System is being revised to ensure that all properties containing children which trigger a category 1 hazard are referred automatically to Children's Social Care. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Revised information-sharing protocols will now be in place by November 2009, not May 2009 as scheduled. The re-profiling of the timescale reflects the development of a multi-agency group to embed ownership and accountability. Agreement still to be reached on best process for checking and flagging children who are the subject of a Child Protection plan against the Private Sector Housing database as system is property not people based. This was scheduled for end May 2009, and will now be in place from July. Work to ensure housing staff share information with and refer appropriately to children's social care, scheduled to be complete by end of March 2009, will now be completed by end of July 2009. The scope of work undertaken as part of this action is larger than originally anticipated.
	AFI-2.3: Thresholds/ Decision-Making/Assessment	Deputy Director Children & Families (Haringey Council)	A	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> Draft partnership thresholds produced and circulated for discussion. The thresholds mirror the 'London continuum of Need (CAF Thresholds)' set out in the Pan London CAF Protocol. The final agreed thresholds will take into account the lessons learned from the R&A multi-disciplinary team pilot. New audit framework includes decision-making as a key element. Experienced independent social workers have been recruited to support staff in the Referral and Assessment and Children in Need and Safeguarding teams, and this includes work on ensuring the rationale for key decisions is clearly recorded. A good practice guidance note has been issued to all staff working directly with children, young people and families summarising requirements for appropriate recording of information. The quality of minutes from child protection meetings and child protection plans are being routinely audited with the findings reported to Head of Service Quality Assurance and Review. <p>Progress 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:</p> <ul style="list-style-type: none"> No formalised escalation procedures to resolve disagreements where practitioners are unable to arrive at a consensus are in place (scheduled for end May 2009). However, there is routine monitoring during and following Child Protection conferences to ensure issues are resolved and escalated to senior managers where necessary. <p><i>Note: Thresholds for social care have not been implemented by end May 2009 as originally scheduled. This is because it has been agreed that completing separate thresholds for social care is not a helpful first step for agreeing thresholds for accessing services across the partnership. Thresholds across the partnership will be implemented by September 2009, which is ahead of schedule.</i></p>
	AFI-2.4: Using IT systems and databases to support safeguarding practice and information-sharing	Head of Service Transformation	G	This AFI falls outside of the scope of this report as none of the actions were scheduled for completion by the end of May 09.
	AFI-2.5: Ensuring that child protection meetings facilitate good inter-agency communication and decision-making	Deputy Director Children & Families (Haringey Council)	A	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> Recommendations from social care review of Child Protection (CP) system will go to the LSCB in June 2009 to agree actions across all agencies – this will include consideration of a formal commitment to ensure attendance at child protection meetings. Additional administrative support recruited to ensure invitations to child protection meetings are sent out and followed up, to ensure attendance by necessary agencies. This has resulted in improvement but there is still a lack of consistency in meeting attendance in some instances. A tracking sheet is being used to follow progress with distribution of CP minutes and ensure minutes are distributed within 15 days.

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
				<p>Progress 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 in June 09. Further work will also be done on risks and thresholds. 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. It is recognised that the role of Legal needs to evolve as social workers and managers become more confident in case planning and decision-making. Process and timescale to achieve this to be agreed. <p>Areas of Concern:</p> <ul style="list-style-type: none"> There has been some slippage against a number of actions within this AFI. The formal commitment to attend CP meetings was scheduled for end of March and will not now be considered until June. The action to communicate key messages to social care staff on child protection processes will now be complete by end of June 2009 (scheduled for end of April). The action to revise protocols for joint work between legal services and C&YPS will also be complete by the end of June (originally scheduled for end of April 2009).
	AFI-2.6: Ensuring the implementation of clear and achievable child protection plans	Deputy Director Children & Families (Haringey Council)	A	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> An independent consultant has been appointed to review and make improvements to the Child Protection (CP) system, including improving the effectiveness of conferences and strategy meetings, and ensuring Child Protection Plans are comprehensive and that core groups work together to implement them. There have been signs of improvement in practitioners' understanding of their roles and responsibilities as members of core groups but there is still a need for consistency. Once protocols have been established multi-agency workshops will be set up in July to further improve understanding. (Note: core group is the term for the key practitioners working with a child or young person who is the subject of a child protection plan) Work has been undertaken with chairs in regard to the quality of Child Protection Plans in line with Child Protection procedures. A review has been undertaken on a 10% sample of Plans and there have been signs of improvement in standards but there is still a need for consistency. <p>Progress against remainder of JAR Action Plan: N/A</p> <p>Areas of Concern:</p> <ul style="list-style-type: none"> Standards for Child Protection plans and Core Groups are still to be developed, agreed and implemented. This was scheduled for completion by end April 2009 but will now be completed by end July 2009.
	AFI-2.7: Support for Children in Care	Deputy Director Children & Families (Haringey Council)	G	<p>Progress against JAR Recommendations: N/A</p> <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Multi-agency working group to support improvement in the quality and accuracy of health assessments for children in care established. Other authorities have been contacted to enable benchmarking and comparison of service models 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: no immediate concerns</p>
	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 and Disabilities	G	<p>Progress against JAR Recommendations: N/A</p> <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Haringey's Aiming High Forum agreed and established. The Steering group has since overseen commissioning of summer playscheme programme and all providers will be informed of outcomes by mid June. Consultation of Parents, Carers and Young People on the short break transformation programme completed. Needs assessment completed and information used to identify gaps in provision and areas for further development. Information shared with Provider's Forum to ensure that tendering process is targeted at identified needs and priority groups identified by DCSF. Data system established incorporating information from all services about current provision and category of need, using Special Education Needs (SEN), health and social care data. Monthly data collection in place for all specialist providers to enable tracking of range of provision and number of children, young people and families receiving a service. Work is now underway to support universal services to collect data on children with disabilities accessing their services. There are currently 230 children and young people accessing regular short break services (compared to 181 in 08-09) and 60 in receipt of direct payments (54 families in 08-09). <p>Areas of Concern: No immediate concerns</p>

3.3 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	G	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> Single point of entry (SPE) to specialist CAMHS has commenced and initial feedback is positive. This ensures timely and equitable access to the appropriate service.

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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
		Families (Haringey Council)		<ul style="list-style-type: none"> Links to the CAF Panel have been agreed. The CAMHS Joint Commissioning Group will monitor waiting times to assessment and treatment. An evaluation will be carried out later in the year. <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Referral & Assessment restructure completed and under new structure, the same social worker can complete both initial and core assessments, reducing the number of case handovers required. Safeguarding support arrangements within NHS Haringey have been reviewed and a revised structure agreed. The additional funding required to fund the structure has been approved. The roles of Designated Nurse for child protection and an additional named nurse to support child protection work in primary care have been transferred to NHS Haringey, and job descriptions revised. Preparation for permanent recruitment is underway, and interim support now recruited. <p>Areas of Concern:</p> <ul style="list-style-type: none"> Implementation of new management arrangements for Independent Reviewing Officers has been delayed and will now be considered in July 2009 (scheduled for implementation end May 2009). The new arrangements are intended to secure sufficient independence and improve advocacy for children in line with statutory requirements.
	AFI-3.2: Ensuring the most efficient and effective mix of professional and support skills	Deputy Director Children & Families (Haringey Council)	A	<p>Progress against JAR Recommendations: N/A</p> <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Screening team in place within R&A to be first point of contact for all new referrals. A review of the screening process within the CIN & Safeguarding service has been completed and amendments made to the way they work. A manager has been seconded to review and improve arrangements for supervised contact of children in care with their families. <p>Areas of Concern:</p> <ul style="list-style-type: none"> There has been difficulty in recruiting and retaining suitably experienced and trained administrative staff within Referral & Assessment, Children in Need (CIN) & Safeguarding. A review of all administrative support within Children & Families has since started and will be completed by September 2009. Work to review and improve arrangements for supervised contact of children in care with their families has been challenged by a huge increase in demand. This has led to a wider review of services for children in care, which will have implications for how supervised contact is delivered.
	AFI-3.3: Ensure sufficient capacity for manageable and safe workloads across all agencies	Head of Service Transformation	G	<p>Progress – against JAR Recommendations: N/A</p> <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> An initial discussion document has been completed that draws together existing research and Haringey, London-wide and national data on workloads for social care staff and time spent on specific areas of work. This work is linked to decisions on the long term structure for children's social care. Decisions on next steps expected mid June, with final conclusions on current and future resource gap and costing produced by end July 09. Mapping of existing permanent and agency workforce within children's social care completed. Great Ormond Street Hospital (GOSH) in Haringey workload and staffing assessment progressing well: <ul style="list-style-type: none"> Literature review completed on staffing ratios Professional bodies & Royal Colleges for key professional groups contacted for best practice in staffing ratios Statistical neighbours using DCSF definitions identified & contacted Executive Summary paper completed and filed with Ofsted documentation On-going discussions on resourcing Meeting arranged to discuss outcomes with providers. SCD 5 has 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>). The Legal service has appointed 4 highly experience specialist child care lawyers (2 full-time and 2 part-time) 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. <p>Areas of Concern:</p> <ul style="list-style-type: none"> None identified
	AFI-3.4: Aligning services to facilitate integrated working	Deputy Chief Executive (NHS Haringey)	G	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> Strategic & Operational multi-agency working groups for integrated working established & led by Director of Operations Great Ormond Street Hospital. A framework for integrating APR (assessment planning & review) delivery across the council, police and health has been developed. This will be worked up and discussed in June and July, with an aim to have proposals for implementation from October. A pilot MDT has worked alongside the R&A Team for 6 weeks with a positive response. Outcomes are being reviewed & learning will be incorporated into future planning of the 'front end' service, with other opportunities for integrated working being explored. A further Team is in development and will be based on 10 newly-qualified social workers joining R&A w/c 15/06/09. Steering group for Zonal working established and meets bi-monthly to review progress. Scoping paper and project plan being submitted to the July meeting. The Pilot Area (South Zone) has now gone live, with Monthly Zonal meetings (to progress outcomes) started. Each meeting considers a monthly intelligence report and reviews progress on the Area Based working project. <p>Progress 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>Progress against JAR Recommendations: N/A</p> <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> 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. Project Plan drawn up for Out-of-Hours Social Work service and Manager now in post. Workshops held to review current practice, with standards and future service requirements being drawn up.

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				<ul style="list-style-type: none"> Best practice reviews of other Local Authorities have been undertaken. <p>Areas of Concern: No immediate concerns</p>
	AFI-3.6: Accommodation and infrastructure – improving the working environment for staff and clients	Head of Service Transformation	A	<p>Progress against JAR Recommendations: N/A</p> <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Reconfiguration of the referral and assessment telephony system completed. However, there remain 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 not being met. Whilst the R&A telephony system have been reconfigured, the long term viability of this system continues to be 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.

3.4 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>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> Plans for the implementation of the extended services strategy have been revised following discussion with the Lead Member. Further work is being undertaken with the broad range of wider services in order to produce an extended service strategy that goes beyond schools. A consultation event was held on 18th May 2009. This was well attended by the range of partners and will contribute to the development of the revised strategy. The planned date for the completion of the revised strategy is September 2009 (originally scheduled for April 2009). <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> First programme of Vulnerable Children Conversation (VCC) 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 – key findings relate to support for children with SEN, provision maps, how family support workers are used, and CAF. A series of dissemination events have been planned for the last 2 weeks of June and first week of July for schools and staff from across the partnership including social care, police, health and the Children's Network-based Multi-Disciplinary Teams. This will ensure that the learning is shared across the networks and priorities identified for next programme of visits in Autumn 09. <p><i>Note: Discussions with headteachers indicated that a full programme of visits in the summer term would not be most conducive to achieving full impact of the VCC – the next full programme of visits is scheduled for Autumn 2009.</i></p> <p>Areas of Concern:</p> <ul style="list-style-type: none"> No immediate concerns, though note that the extended services strategy will now be delivered significantly later than originally anticipated (originally scheduled for April 2009).
	AFI-4.2: Establish the Common Assessment Framework (CAF) as the	Head of Children's	G	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> Proposals for improving the CAF decision making process implemented ahead of schedule. This involves the Children's Network-based Multi-Disciplinary Team co-ordinators and CAF

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	basis within universal and targeted services for identification and assessment of additional needs and decision making about appropriate intervention	Networks		referral manager reviewing all CAFs prior to meetings of the CAF panel and agreeing appropriate support for children with lower level needs. This ensures that panel time is used appropriately to consider the needs of the children with more complex needs. The system has been operating since April 2009 and feedback to date suggests that it is working well. Progress against remainder of JAR Action Plan: <ul style="list-style-type: none"> The Integrated Working Steering Group is currently developing plans for local implementation of the Pan London CAF Quality Assurance Framework, including identification of nominated auditors, and setting up of an evaluation team to consider findings. The framework was published in April 09 and comes into effect in September 09. It will be implemented locally by end of November 09 - note that the original date in action plan was provisional and dependent on when framework was signed off. Areas of Concern: No immediate concerns
	AFI-4.3: Establishing the role of the Lead Professional (LP)	Head of Children's Networks	G	This AFI falls outside of the scope of this report as none of the actions were scheduled for completion by the end of May 09.

3.5 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 resources	AFI-5.1: Planning and commissioning of services to be based on needs assessment and understanding of effective practice	Deputy Director Business Support & Development (DD BSD)	G	There are very few actions under this AFI due for completion by end May 09. Therefore, there is little to report (as expected) for this month. Progress against JAR Recommendations: N/A Progress against remainder of JAR Action Plan: <ul style="list-style-type: none"> An initial meeting with the DCSF Commissioning Support Team took place on 27th April 2009. A follow-up workshop, facilitated by a consultant from this team, is scheduled for 25th June 2009. Prior to this, meetings have been taking place involving the council and NHS Haringey to identify joint commissioning priorities which will be further developed at the workshop. Areas of Concern: No immediate concerns
	AFI-5.2: Establish robust joint commissioning arrangements	Deputy Director Business Support & Development (DD BSD)	G	This AFI falls outside of the scope of this report as none of the actions were scheduled for completion by the end of May 09.

3.6 Theme 6 – Delivering success through people

Aims:

- 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

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	Progress against JAR Recommendations: N/A Progress against remainder of JAR Action Plan: <ul style="list-style-type: none"> A recruitment drive for social care staff has been launched, with new branding and a dedicated website to attract staff to the borough. The campaign has been informed by work undertaken by

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				<p>Barkers Advertising Consultancy. They interviewed social work managers and staff to gather their views on recruitment, retention, and staff support and development, and conducted an external survey to find out the views of social workers about potentially working in Haringey.</p> <ul style="list-style-type: none"> International recruitment is also underway, with job offers being made to 22 people from across New York & Toronto. A system of fast-track referencing and CRB checks has been implemented for the recruitment of new staff in safeguarding. <p>Areas of Concern: No immediate concerns</p>
	AFI-6.2: Supervision and Management	Assistant Chief Executive People Organisation & Development (Haringey Council)	G	<p>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> Senior managers within the C&YPS now regularly check case files to stay informed of the quality of practice across the service and also in response to concerns raised by partners. The support and mentoring scheme for children and families team managers has been agreed and advertised to staff. The impact of the scheme will be measured in the ensuing months. <p>Progress against remainder of JAR Action Plan: N/A</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>Progress against JAR Recommendations:</p> <ul style="list-style-type: none"> A contract has been let to review safeguarding training and will be completed in October 2009. <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Newly qualified social work pilot scheme established and continues to work well to support Haringey's newly qualified social workers during their first year in practice. Induction booklet produced for social care staff. 20 copies have been made available across teams, with document soon to be made available to all social care staff. Induction pack updated for social care lawyers to embed Haringey's specific working practices. New starters can now only undertake legal planning meetings after being employed by the council for 3 months. Legal Planning meeting memos 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 have informed a year-long 'Hubs of Change' programme facilitated by the Tavistock clinic. This will be attended by 10 social work managers and 30+ social workers. Issues addressed will include risk assessment, clinical supervision (for supervisors and supervisees), relationship-based practice, co-operation and compliance, and addressing poor professional relationships and practice. Impact of Solution-Focused Brief Therapy has been suspended pending review, with alternative models being explored as part of the 'Hubs of Change' programme. A review of the composition of the Children's Workforce Development Steering Group has been completed however this was after the original deadline of the 31st March 2009. Team based assessment has been successfully piloted in the Children in Care Education Team and will be rolled out across Children & Families and linked to Team Plans. <p>Areas of Concern: N/A</p>
	AFI-6.4: Engage and empower all staff in the Children's Trust with the change programme	Deputy Director Business Support & Development (DD BSD)	G	<p>Progress – against JAR Recommendations: N/A</p> <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> Social Work Staff Forum established (see AFI 1.2) and JAR Change Programme Consultation with staff completed. "Family information service directory Practitioner Zone" went live 1st June (one month behind schedule). The Practitioner Zone allows shared access to internal communications across the partnership and includes information on: <ul style="list-style-type: none"> Key local and national guidance, policy and planning documents A-Z of practitioner terms Useful contacts <p>Areas of Concern: Whilst the weekly staff C&YPS eNewsletter is in circulation for C&YPS staff it has not been expanded across the partnership. Work is currently on hold until the Communications Plan has been agreed.</p>

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

Aims:

- Robust arrangements for monitoring the quality of safeguarding practice
- Ensure compliance with Working Together to Safeguard Children, London Child Protection Procedures, and all agencies' standard operating procedures and guidance
- 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 of safeguarding practice	AFI-7.1: Assuring the quality of practice	Deputy Director Children & Families (Haringey Council)	G	<p>Progress against JAR Recommendations</p> <ul style="list-style-type: none"> A draft audit tool for qualitative assessment of case files has now been developed. The tool focuses on the effectiveness of multi-agency child protection practice. Pilot audit sampling of 30 case files has been completed. The framework now needs to be finalised and a rolling programme of audits set up. This will be taken to the LSCB Quality Assurance (QA) sub-group for discussion in July. Baselines to be established July 09. The LSCB QA draft dataset of measures for monitoring the quality and performance of safeguarding practice has been agreed. The LSCB QA sub-group meeting in July will agree on priority

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:	May 2009
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Theme	AFI	AFI Lead	RAG Status	Explanation for RAG Status
				<p>areas to focus on.</p> <ul style="list-style-type: none"> A multi-agency piece of work on multiple admissions to hospital was agreed at May meeting of the LSCB QA sub-group. New Terms of reference for the LSCB QA Sub-Group agreed and in place Council data quality strategy agreed and programme of data quality audits in place to ensure that data used is fit for purpose and represents an accurate and consistent picture of the Council's and joint partnership activities <p>Progress 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 and no alternative resource has been identified.
	AFI-7.2: External challenge and scrutiny	Director Children and Young People's Service	G	<p>Progress against JAR Recommendations: N/A</p> <p>Progress against remainder of JAR Action Plan:</p> <ul style="list-style-type: none"> First meeting of Safeguarding Policy and Practice Panel held 8th April 2009, with second meeting scheduled for w/c 22nd June 09. External independent support has been identified and recruited (subject to Chair's approval) for a 6-month period to support identification of a work programme, further safeguarding training and analysis of detailed work actions. Sample data-sets are being reviewed with the new external support and Assistant Director for Safeguarding. Monthly reports issued to the Secretary of State for Children, Schools and Families by Director C&YPS National Indicators (NI) 59 and 60 on timescales for initial and core assessments 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	G	This AFI falls outside of the scope of this report as none of the actions were scheduled for completion by the end of May 2009.