


## Appendix 3. Safeguarding Plan Risk Report January 2010


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**Haringey Council**


Risk	Description	Last Review Date	Impact	Likelihood	Risk Score	Status	Countermeasures	Latest Note	Risk and Control Ownership
1. Failure to establish effective early intervention	Schools and Children Centres may fail to take appropriate action resulting in disproportionate level of referral to targeted and specialist services. Furthermore, schools and children centres may fail to identify children at risk and do not make referrals at all.	12 Jan 2010	3	2	6		To include: a) Regular meetings with headteachers and other staff with responsibility for vulnerable children which confirms their responsibilities and the Council's expectations of them. For example, briefing Heads and Governors of the SCR implications b) Setting up Safeguarding forum for schools where Children's Services work schools on issues and this is a two way process c) Involving schools and Children's Centres in reviewing CAF d) Written guidance to all schools and Children Centre's confirming arrangements	<b>11-01-2010 Jan Doust:</b> No change in status.	Owner: Jan Doust; Author: Jan Doust
2. Failure to recruit and retain experienced and qualified staff in the medium to	There is currently a gap between demand and supply for high quality social workers with Haringey competing with other London boroughs. Within the referral and assessment service, there are	12 Jan 2010	5	3	15		To include: a) Development of the Haringey offer (includes professional and clinical supervision, CPD, technology supply and support) b) Re-designing social work in Haringey through Barkers, a	<b>11-01-10 Rachel Oakley.</b> Although we are currently recruiting and have made a number of appointments, the risk status remains high. This is in part due to	Owner: Rachel Oakley; Author: Rachel Oakley



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long-term.	currently no substantive team managers who are permanent appointments.						<p>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>	the national issues surrounding recruitment of social workers and the limited number of appointments made from national advertising. USA Social Work recruitment campaign has recruited 18 social workers (to start Nov to Feb). UK recruitment 8 social worker made offers. 3 Team Manager appointments made. Agency staff are not making the decision to become permanent. Role and remuneration for Team Managers & Senior Team Managers reviewed and proposals made - awaiting funding confirmation. New campaign being prepared to reflect new conditions / offer.	
3. Failure to establish effective partnership working	Safeguarding children and young people across the borough is dependent on effective partnership working. One of the main findings of the JAR inspection report (Dec 08) identified insufficient partnership working as an area for improvement.	08 Jan 2010	3	2	6		<p>To include:</p> <p>a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. This includes a Children's Trust Performance Management Group made up of senior representatives from each partnership (e.g. Borough</p>	<p><b>11-01-2010 Peter Lewis:</b> Significant evidence of effective partnership working at virtually all levels. Frontline working through Multi disciplinary Teams, co-location of workers (latest example is of Social Workers at Highgate Police Station to</p>	<p>Owner: Peter Lewis; Author: Ian Bailey</p>



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							<p>Commander, Director of Children' Service and the Deputy Chief Executive, Haringey NHS)</p> <p>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</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>	joint work Merlin 78s prior to submission to First Response) middle and top level management (latest example is Director of Children Services attending NHS Haringey Board on a regular basis to update on, and review, safeguarding issues).	
4. Ineffective management of internal and external communications	The impact and subsequent media attention of the Baby P case has had significant reputational consequences on Haringey Council. In light of the pending court case and serious case reviews, the need to manage internal and external communications effectively will be critical.	04 Jan 2010	3	3	9		<p>To include</p> <p>a) Handling plan drawn up for whenever the Judicial Review result is announced, covering either result, i.e. for or against the council and have appropriate media lines to take. There is a Q&amp;A brief to go with this.</p> <p>b) Plan drawn up in preparation for Ofsted inspection result.</p> <p>c) Media handling plan being prepared for the end of the trial and the publication of the SCR in relation to the X&amp;U case.</p> <p>d) Media coverage is constantly monitored so that further countermeasures can be put in place where necessary.</p> <p>e) Protocol agreed with Legal and CYPS for timely comms. actions on any new cases.</p>	<b>04-12-2009 Charles Skinner:</b> New countermeasures added.	Owner: Charles Skinner; Author: Kuldip Kaur

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5. Failure to establish positive motivation and morale particularly among social care	Staff morale and motivation has been affected as a result of the Baby P case with subsequent changes to senior management, dismissal of staff where deemed appropriate and the instigation of disciplinary procedures where deemed appropriate. In addition, there are concerns that heavy workloads, media spotlight and general concerns resulting from this tragic case could result in stress and / or burn out.	08 Jan 2010	3	3	9		To include: 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 c) Developed the staff quality and change network and 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)	<b>11-01-2010 Peter Lewis:</b> Further work with small and large groups of staff indicates reducing risk of morale and motivation being other than positive. There may be some fallout from the impending trial in the X&U case which means the risk rating does not change.	Owner: Peter Lewis; Author: Ian Bailey
6. Data protection and confidentiality constraints will limit / prevent vital information sharing between the various agencies.	There is a risk that data protection and confidentiality constraints will limit / prevent vital information sharing between the different agencies in relation to children and young people within Haringey.	12 Jan 2010	4	2	8		To include: a) Regular meetings with headteachers and other staff with responsibility for vulnerable children which confirms their responsibilities and the Council's expectations of them. For example, briefing Heads and Governors of the SCR implications b) Setting up Safeguarding forum for schools where	<b>11-01-2010 Jan Doust:</b> No change in status.	Owner: Jan Doust; Author: Ian Bailey




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							Children's Services work schools on issues and this is a two way process c) Involving schools and Children's Centres in reviewing CAF d) Written guidance to all schools and Children Centre's confirming arrangements		
7. 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 (linked to performance indicators NI 59 & 60)	Moving from two separate teams dealing with Initial and Core Assessments to a single, integrated process is designed to make sure that there is no breakdown in the processing of assessments. It will also improve the quality of experience for service users to deal with progress through the systems.	01 Dec 2009	4	2	8		To include a) Regular and careful monitoring of workflow (i.e. Intensive prioritisation and scrutiny of work) b) Quality assurance of the process by managers c) Monitoring by DDC&F and Director d) Ongoing recruitment activities (in UK and abroad) e) Introduction of new team of newly qualified Social Workers in R&A	<b>18-01-10 Mark Gwynne:</b> Whilst improvements have been made, there remains a (reducing) risk. The new Social Workers have started to deal with more outstanding work as well as new work coming in to the service. This is reducing the number of unallocated cases and helping to ensure that new work is dealt with in time. The First Response Multi-Agency Team (MAT) is in place and is helping to prioritise cases, deal with some complex cases and improve the quality of work.	Owner: Eleanor Brazil; Author: Peter Lewis
8. There is a risk that the R&A telephony system and supporting infrastructure is not stable	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	01 Dec 2009	CLOSED				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.	<b>01-12-2009 Eleanor Brazil:</b> Risk closed. Telephony system in place.	Owner: Eleanor Brazil; Author: Rachel Oakley




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enough to support R&A	recently, which if problems arise will add further problems to the backlog of Referral & Assessment cases.								
9. There is a risk that the second trial and X&U trial will have a negative impact on C&YPS services and the reputation of the service as a whole.	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.	08 Jan 2010	4	3	12		<p>To include:</p> <p>a) Interim governance arrangements around the programme are to be set up whilst the Children's Trust arrangements are being progressed. This includes a Children's Trust Performance Management Group made up of senior representatives from each partnership (e.g. Borough Commander, Director of Children' Service and the Deputy Chief Executive, Haringey NHS)</p> <p>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</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><b>11-01-2010 Peter Lewis:</b></p> <p>The risk associated with the second trial of Connelly and Barker has now passed. However, the impending trial of X&amp;U means that a risk persists. Media handling strategy developed with Communications Team. This risk has therefore been updated to include X&amp;U.</p>	<p>Owner: Peter Lewis; Author: Kuldip Kaur</p>


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10. Insufficient resources and budget to successfully manage JAR Programme	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	30 Nov 2009	4	2	8		To include: 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 and resourced e) Sizing and scoping of work managed on a regular basis f) Meetings with C&YPS Head of Finance and Action Leads to determine any additional resource requirements	<b>11-01-2010 Peter Lewis:</b> Budget proposals for 2010-2011 are based on analysis of likely need and have been increased. 'Resources' such as high quality staff are in short supply regionally and locally - so risk persists pending further recruitment.	Owner: Peter Lewis; Author: Peter Lewis
11. Increasing workload for R&A when communication campaign is launched	There is a risk that the comms activity will increase the number of referrals made, impacting on the work and resources within R&A and resulting in an increased backlog in the short term	01 Dec 2009	CLOSED				To include: a) Careful consideration given to desired behaviours and communication messages needed to cause the behaviour change b) Messages tested with staff to get their views first c) Messages timed not to happen before staff are able to cope with issues d) Consideration to be given to individual contact details rather than First Response contact number being used	<b>01-12-2009 Eleanor Brazil:</b> Communications campaign has been completed. The number of referrals has increased however it is unclear as to whether this was as a result of communications. Risk closed and will form part of business as usual.	Owner: Eleanor Brazil; Author: Mark Gwynne

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12. New inspection arrangements for schools increases emphasis on safeguarding	There is a risk that the new inspection methodology for schools, which places greater emphasis on safeguarding, could identify issues which have not yet been addressed, impacting on the school's assessment and feeding directly into the JAR / CAA	07 Jan 2010	5	1	5		<ul style="list-style-type: none"> <li>a) Information sent to all schools on the new Ofsted framework and in particular the focus on safeguarding</li> <li>b) Training and briefings offered to all governing bodies and headteachers on the new Ofsted framework</li> <li>c) Ofsted preparation sessions for schools thought to be due an Ofsted inspection</li> <li>d) Checklist for schools on evidence requirements and support offered</li> <li>e) Sharing of the lessons learnt from those who are inspected over the next few weeks</li> </ul>	<b>05-01-2010 Janette Karklins:</b> Since September 2009 there have been 12 inspections and safeguarding has been satisfactory or better in 11, 1 inadequate. Inspectors have commented favourably on the guidance provided and other LAs have requested copies as part of sharing good practice.	Owner: Janette Karklins; Author: Janette Karklins
13. Failure to satisfy Ofsted's requirements at the inspection scheduled for January 2010	An Ofsted inspection is scheduled for January 2010 in order to assess improvement activity towards 'safeguarding children and young people' in the borough. The improvement activity is being managed through the delivery of the Safeguarding Plan for Haringey, which provides the borough with a final chance to make the required improvements in safeguarding.	08 Jan 2010	5	3	15		<ul style="list-style-type: none"> <li>To include:</li> <li>a) More focused Safeguarding Plan developed in place of JAR Action Plan now incorporating improvements from Serious Case Reviews</li> <li>b) Clear programme and milestones with spot checking and evidence of completed actions developed</li> <li>c) Streamlined programme management arrangements allow time to be spent on delivery</li> <li>d) Small Safeguarding Steering Group established in place of AFI Leads group to drive change programme forward</li> <li>e) Theme leads at most senior</li> </ul>	<b>11-01-2010 Peter Lewis:</b> Preparations for the inspection show that delivery of the Safeguarding Plan is on track (107 milestones achieved, 35 on track and only 1 off-track). Continued risks around IAs and CAs that, whilst improving, are still not as timely as we need them to be.	Owner: Peter Lewis; Author: Mark Gwynne



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							level established to co-ordinate themes and provide extra leadership / drive to the actions f) More hands on roll from Programme Management Team and strengthened linkage with NHS Haringey performance management		
14. There is a risk that the judicial review will have a negative impact on C&YPS services and the reputation of the service as a whole.	There is a risk that the judicial review will have a negative impact on C&YPS services and the reputation of the service as a whole.	08 Jan 2010	3	3	9		To include: a) A partnership approach to communication has been developed regarding the case and Serious Case Reviews b) Communications programme being developed with key messages to support Executive Summary, to be rolled-out across partners c) Communications messages designed to look forward at improvements being made and to support changes in ways of working	<b>11-01-2010 Peter Lewis:</b> This risk is not reduced. The Judicial Review is still not complete and unlikely to be so before March 2010.	Owner: Peter Lewis (CYPS); Author: Mark Gwynne (CYPS)
15. Supervision is not made effective, or does not happen consistently to a high standard for Social Workers.	There is a risk that due to staffing changes or gaps that supervision does not happen, or is not made to happen effectively and consistently for all social workers.	01 Dec 2009	5	3	15		To include: a) Supervisors trained in supervision b) All supervision sessions diarised and monitored c) Audits check records of supervision	<b>18-01-10 Mark Gwynne:</b> Supervision training workshops have been held and supervision sessions have been programmed several months ahead. Reporting mechanisms have been put in place to ensure that supervision happens and that it is of suitable quality.	Owner: Eleanor Brazil; Author: Ita O'Donovan
16. Records are	There is a risk that records	01 Dec	4	4	16		To include:	<b>01-12-2009 Eleanor</b>	Owner:

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not sufficiently well maintained, updated and recorded within any organisation.	and case files are not maintained consistently to a high enough standard within any organisation or school, demonstrating weaknesses in the quality of work or recording of evidence.	2009					a) Creation of audit tools and training of managers b) Auditing of case files within CYPS and NHS Haringey c) Multi-agency audit of 10 cases	<b>Brazil:</b> Comprehensive auditing of files has taken place on over 100 files during October and November. Results evidenced that there has been improvements in records.	Eleanor Brazil; Author: Ita O'Donovan
17. New social workers do not arrive in time to provide the required capacity to deliver improvements in the service and safeguard our children.	There is a risk that new social workers being recruited do not arrive in time to sufficiently increase capacity and lead to demonstrable improvements in performance ahead of the inspection.	01 Dec 2009	5	4	20		To include: a) Use of agency cover until staff are in post b) Plan for arrival and induction programme c) Regular monitoring of staffing position	<b>01-12-2009 Eleanor Brazil:</b> We have kept agency staff in place. Nine American Social Workers have begun working in Children & Families with a further eight starting in January/February. Three Team Managers have been appointed as a result of the national recruitment campaign.	Owner: Eleanor Brazil; Author: Ita O'Donovan
18. There is a risk that GOSH in Haringey fail to recruit appropriate staff to the health visiting service will impact long-term service delivery	There is a risk that GOSH in Haringey fail to recruit appropriate staff to the health visiting service will impact long-term service delivery	12 Jan 2010	3	3	9		Work on staffing skill mix and prioritisation to ensure appropriate cover is in place	<b>12-01-2010 Tina Raphael:</b> No change since last update.	Owner: Jane Collins; Author: Jane Elias
19. NHS Haringey Resource Plan	The Resource Plan for 2010/11 is inadequate to ensure NHS Haringey can	12 Jan 2010	3	3	9		Arrangements are already in place, both in staff prioritisation and skill mix to ensure	<b>12-01-2010 Tina Raphael:</b> No change since last	Risk Owner: Tracey Baldwin; Risk Author:

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	continue to increase investment in children's health staff						appropriate cover is in place	update.	Penny Thompson
20. Failure to meet safeguarding responsibilities as commissioner for Health in Haringey	Safeguarding children: Failure to meet the safeguarding children standards in view of Haringey's accountability and responsibility as commissioner for health in Haringey. This impacts on a range of statutory and inspection requirements, quality and reputation.	12 Jan 2010	5	4	20		To include: a) Assurance Framework For Safeguarding Children b) Safeguarding policies, procedures and training c) Safeguarding Plan (JAR action plan) d) Training figures	<b>12-01-10 Tina Raphael:</b> No change since last update.	Owner: Tracey Baldwin; Author: Julie Quinn