


Appendix 4. Safeguarding Plan Risk Report



Generated on: 17 February 2010






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	11-01-2010 Jan Doust: No change in status.	Owner: Jan Doust (CYPS); Author: Jan Doust (CYPS)
2. Failure to recruit and retain experienced	There is currently a gap between demand and supply for high quality social workers with Haringey competing with	12 Jan 2010	5	3	15		To include: a) Development of the Haringey offer (includes professional and clinical supervision, CPD,	17-02-1200 Eleanor Brazil. A number of appointments have been made and a	Owner: Rachel Oakley (CYPS); Author: Rachel



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and qualified staff in the medium to long-term.	other London boroughs. Within the referral and assessment service, there are currently no substantive team managers who are permanent appointments.						<p>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>	further push will happen in the next few weeks. This is linked to encouraging agency staff to become permanent, followed by national recruitment on the back of publication of the inspection report. The second cohort of starters from the USA Social Work recruitment campaign will be in post by mid March. Advert for Deputy Director will go out next week which will see the completion of permanent appointments to the senior management team.	Oakley (CYPS)
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 Commander, Director of Children' Service and the Deputy Chief Executive, Haringey NHS)</p> <p>b) A JAR Action Plan Steering</p>	<p>11-01-2010 Peter Lewis:</p> <p>Significant evidence of effective partnership working at virtually all levels. Frontline working through Multi disciplinary Teams, collocation of workers (latest example is of Social Workers at Highgate Police Station to joint work Merlin 78s prior to submission to First Response) middle and top level management (latest example is Director of</p>	<p>Owner: Peter Lewis (CYPS);</p> <p>Author: Ian Bailey (CYPS)</p>



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							Group will be established to manage the delivery of the plan and its composition will again reflect each partnership c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified (AFI 3.4.1)	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		To include 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&A brief to go with this. b) Plan drawn up in preparation for Ofsted inspection result. c) Media handling plan being prepared for the end of the trial and the publication of the SCR in relation to the X&U case. d) Media coverage is constantly monitored so that further countermeasures can be put in place where necessary. e) Protocol agreed with Legal and CYPS for timely comms. actions on any new cases.	04-12-2009 Charles Skinner: New countermeasures added.	Owner: Charles Skinner (Haringey Council); Author: Lea Fountain (Haringey Council)
5. Failure to establish positive motivation and morale	Staff morale and motivation has been affected as a result of the Baby P case with subsequent changes to senior management, dismissal of	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	11-01-2010 Peter Lewis: Further work with small and large groups of staff indicates reducing risk of	Owner: Peter Lewis (CYPS); Author: Ian Bailey (CYPS)




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particularly among social care	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.						confidence 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 c) Developed the staff quality and change network and d) weekly e-bulletins for all CYPS staff to keep them informed of all developments d) Provide staff with access to a stress survey, in order to gauge how members of staff are feeling, in order to then decide if further action is needed to support people e) Support from occupational health to be provided for staff (if required)	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.	
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 Children's Services work schools on issues and this is a two way process c) Involving schools and	11-01-2010 Jan Doust: No change in status.	Owner: Jan Doust (CYPS); Author: Ian Bailey (CYPS)




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							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	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 fewer social workers as they 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	18-01-10 Mark Gwynne: 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 (CYPS); Author: Peter Lewis (CYPS)
8. There is a risk that the R&A telephony system and supporting infrastructure is not stable enough to support R&A	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.	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.	01-12-2009 Eleanor Brazil: Risk closed. Telephony system in place.	Owner: Eleanor Brazil (CYPS); Author: Rachel Oakley (CYPS)

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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	CLOSED				To include: 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) b) A JAR Action Plan Steering Group will be established to manage the delivery of the plan and its composition will again reflect each partnership c) One Area for Improvement in the JAR action plan is to align services to facilitate integrated working and for further opportunities to be identified.	17-02-2010 SPSG: Risk closed. Sentencing following X & U scheduled for today.	Owner: Peter Lewis (CYPS); Author: Kuldip Kaur (Haringey Council)
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	11-01-2010 Peter Lewis: 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	Owner: Peter Lewis (CYPS); Author: Peter Lewis (CYPS)

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							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	recruitment.	
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	01-12-2009 Eleanor Brazil: 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 (CYPS); Author: Mark Gwynne (CYPS)
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	4	20		a) Information sent to all schools on the new Ofsted framework and in particular the focus on safeguarding b) Training and briefings offered to all governing bodies and headteachers on the new Ofsted framework c) Ofsted preparation sessions for schools thought to be due an Ofsted inspection d) Checklist for schools on	05-01-2010Janette Karklins: 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	Owner: Janette Karklins (CYPS); Author: Janette Karklins (CYPS)

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							evidence requirements and support offered e) Sharing of the lessons learnt from those who are inspected over the next few weeks	part of sharing good practice.	
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				CLOSED	 <p>To include: a) More focused Safeguarding Plan developed in place of JAR Action Plan now incorporating improvements from Serious Case Reviews b) Clear programme and milestones with spot checking and evidence of completed actions developed c) Streamlined programme management arrangements allow time to be spent on delivery d) Small Safeguarding Steering Group established in place of AFI Leads group to drive change programme forward e) Theme leads at most senior 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</p>	10-02-2010 Mark Gwynne: Risk Closed. Inspection preparation and on-site arrangements went well and desired outcome achieved.	Owner: Peter Lewis (CYPS); Author: Mark Gwynne (CYPS)
14. There is a risk that the judicial review will have a	There is a risk that the judicial review will have a negative impact on C&YPS services and the reputation of	08 Jan 2010	3	3	9		To include: a) A partnership approach to communication has been developed regarding the case	11-01-2010 Peter Lewis: This risk is not reduced. The Judicial Review is still	Owner: Peter Lewis (CYPS); Author:

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negative impact on C&YPS services and the reputation of the service as a whole.	the service as a whole.						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	not complete and unlikely to be so before March 2010.	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	18-01-10 Mark Gwynne: 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 (CYPS); Author: Ita O'Donovan (Haringey Council)
16. Records are not sufficiently well maintained, updated and recorded within any organisation.	There is a risk that records and casefiles 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.	01 Dec 2009	4	4	16		To include: 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	01-12-2009 Eleanor Brazil: Comprehensive auditing of files has taken place on over 100 files during October and November. Results evidenced that there has been improvements in records.	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan (Haringey Council)
17. New social workers do not arrive in time to provide the required	There is a risk that new social workers being recruited do not arrive in time to sufficiently increase capacity and lead to demonstrable	01 Dec 2009	CLOSED				To include: a) Use of agency cover until staff are in post b) Plan for arrival and induction programme	17-02-2010 SPSG: Risk closed Inspection now passed and agency staff were retained to ensure sufficient	Owner: Eleanor Brazil (CYPS); Author: Ita O'Donovan

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capacity to deliver improvements in the service and safeguard our children.	improvements in performance ahead of the inspection.						c) Regular monitoring of staffing position	capacity on run-up to inspection. Ongoing risks surrounding recruitment not linked to the inspection still exist and these are managed as risk 2.	(Haringey Council)
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	12-01-2010 Tina Raphael: No change since last update.	Owner: Jane Collins (Health); Author: Jane Elias (Health)
19. NHS Haringey Resource Plan	The Resource Plan for 2010/11 is inadequate to ensure NHS Haringey can continue to increase investment in children's health staff	12 Jan 2010	3	3	9		Arrangements are already in place, both in staff prioritisation and skill mix to ensure appropriate cover is in place	12-01-2010 Tina Raphael: No change since last update.	Risk Owner: Tracey Baldwin (NHS Haringey); Risk Author: Julie Quinn (Health)
20. Failure to meet safeguarding responsibilities as commissioner for Health in Haringey	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) JAR action plan d) Training figures	12-01-2010 Tina Raphael: No change since last update.	Owner: Tracey Baldwin (NHS Haringey); Author: Julie Quinn (NHS Haringey)