

Haringey Getting to Good Action Plan

This Improvement Plan has been developed in response to recommendations from the Ofsted Inspection of Services to Children in Need of Help and Protection, Children Looked After & Care Leavers

14th October 2014

1. Introduction

- 1.1 Haringey Council is committed to ensuring that our children, young people and their families are at the heart of everything we do. We are contributing to the delivery of the Council's commitments, outcomes, priorities and objectives, specifically:
- **Outstanding for All:** Children, young people and adults are healthy, thrive and achieve their potential
- 1.2 This Getting to Good Action Plan is the **Action Plan developed in response to the specific recommendations** following the Ofsted Inspection of Services to Children in Need of Help and Protection, Children Looked After & Care Leavers (22nd May – 11th June 2014).
- 1.3 This Getting to Good Action Plan also **incorporates our current improvement activities and has been set out in the context of our wider improvement work**, which is currently being delivered through our transformation programme (Haringey 54,000) and this will ensure more support is provided to families earlier, to ensure better outcomes are delivered and prevent the need for more costly services arising later in a child or young person's life.
- 1.4 This Getting to Good Action Plan has been based upon the direct recommendations from the Ofsted Inspection of Services to Children in Need of Help and Protection, Children Looked after & Care Leavers as well as the content of the full report. These recommendations will become our key milestones and **the service has worked together to develop and agree the activities which will underpin these milestones**, all of which are designed to achieve the 'good' or 'outstanding' grade of standards within the Ofsted Single Inspection Framework.

- 1.5 The Getting to Good Action Plan is managed robustly by a ‘Getting to Good’ Board made up of the most senior responsible delivery leads across all service areas. The Board reports directly to the Haringey 54,000 transformation programme in order to ensure that all other improvement programme activities are aligned to the delivery of the Ofsted recommendations. In addition, this plan also reports into the Director’s Management Team, is regularly reviewed at both Departmental Management Groups and it utilised by both the Quality Assurance Board and Performance Call Over meetings. The day-to-day project management of the plan is the responsibility of the Head of Projects who reports directly to the Director of Children’s Services.
- 1.6 The Getting to Good Action Plan is a *living* document and will therefore be reviewed, refreshed and continually developed each month by the Getting to Good Board to ensure that it remains fit for purpose and delivers the required improvements effectively and with the quality and pace required.
- 1.7 The Haringey Ofsted Report (published 18th July 2014) has also been thematically analysed and overleaf are the four key themes which will be used to support our strategic thinking as well as our operational practices.
- **Providing confident leadership and management across Children’s Services**
 - **Robustly managing performance**
 - **Strengthening the quality and effectiveness of practice and putting the best possible organisational arrangements in place**
 - **Commissioning the right services and working with partners**

The Haringey Getting to Good Action Plan has been framed within the context of the Haringey 54,000 transformation programme structure which enables a clear sense of accountability and responsibility across five key work strands:

1. Service Improvement

- a. Consolidating Improvements (ie Ofsted Action Plan, Performance Improvement Plan)

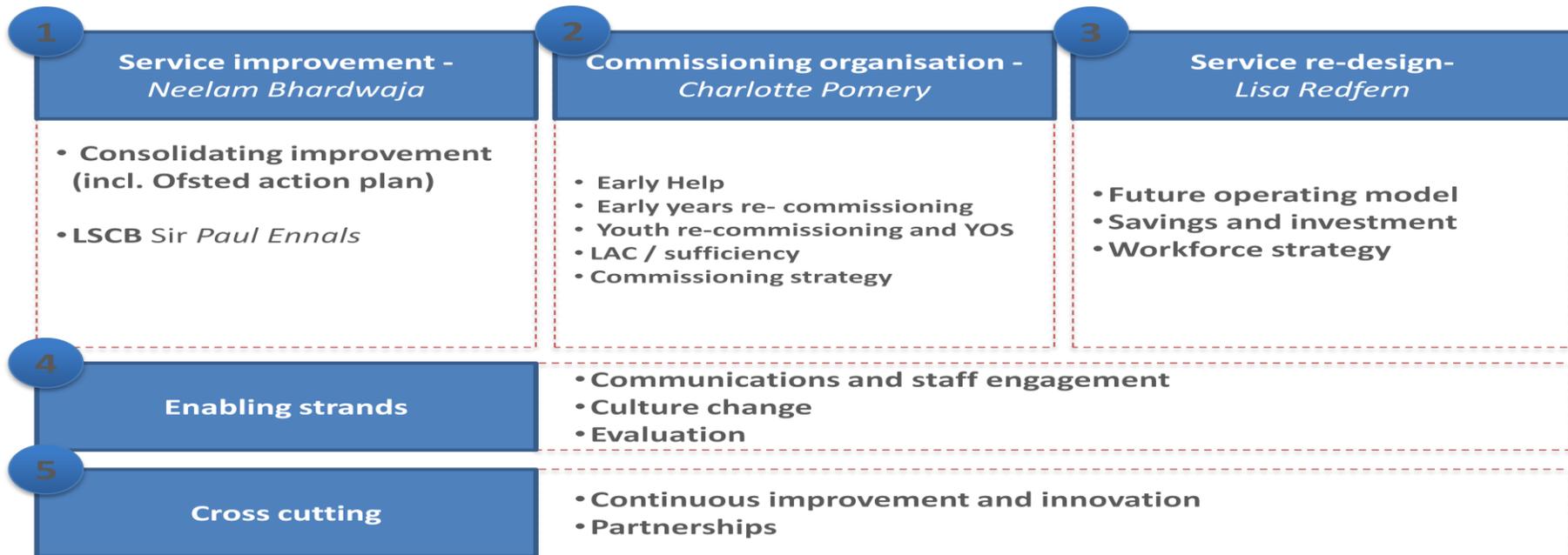
b. Local Safeguarding Children Board

2. Commissioning Organisation
a. Early Help



- b. Early Years Re-Commissioning
- c. Youth Re-Commissioning and Youth Offending Service
- d. Looked After Children Sufficiency
- e. Commissioning Strategy
- 3. Service Redesign
 - a. Future Operating Model
 - b. Savings & Investment

- c. Workforce Strategy
- 4. Enabling Strands
 - a. Communication & Staff Engagement
 - b. Culture Change
 - c. Evaluations
- 5. Cross-Cutting
 - a. Continuous Improvement & Innovation
 - b. Partnerships





RAG Status	
Closed	Completed & Evidenced
Open	Completed & Evidenced (and subject to review and being embedded)
Open	On Track for delivery
Open	Not on Track – Plan in Place
Open	Not on Track – Urgent attention required
Not yet commenced	

Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
Accelerate plans to provide a comprehensive and well coordinated multi-agency early help offer which builds on the principles of integrated working. This should include shared commissioning arrangements which maximise resources, so that the needs of children and young people across the borough are met.	Appoint Interim Head of Early Help and integrate family support services from across the council into the Early Help service	<ul style="list-style-type: none"> 15 cases per week stepping down into EH 		01/08/14	01/09/14	<p style="text-align: center;">CLOSED</p> <p>COMPLETED & EVIDENCED Early Help structure now under consultation and in evidence folder.</p>
	Appoint Early Help Commissioner	<ul style="list-style-type: none"> % Decrease in Contacts No. Of early help assessments completed by each quarter (by agency) 		01/04/14	30/06/14	<p style="text-align: center;">CLOSED</p> <p>COMPLETED & EVIDENCED Early Help structure now under consultation and in evidence folder.</p>
	Complete early help needs assessment to determine demand and inform the offer	<ul style="list-style-type: none"> No. of cases stepped down from social care into early help 		01/07/14	01/11/14	<p style="text-align: center;">CLOSED</p> <p>COMPLETED & EVIDENCED Early Help Needs Assessment completed and in evidence folder</p>
	Baseline and high level assessment of current early help services against agreed criteria, including Early Years	<ul style="list-style-type: none"> No. of cases stepping up from early help into 		01/07/14	01/11/14	<p style="text-align: center;">OPEN</p> <p style="text-align: center;">ON TRACK FOR COMPLETION Early Help workshop and</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
		social care				review outline Early Help offer in evidence folder
	Commence joint step up/down weekly service meetings to ensure robust coordination of early help offer (First Response, Safeguarding & Support and Early Help service)			01/09/14	22/09/14	OPEN COMPLETED Will be reviewed and embedded
	Undertake options appraisal for redesign of Children's Centres to be aligned with Early Help offer			01/08/14	15/09/14	CLOSED COMPLETED & EVIDENCED Children's Centres options appraisal completed and in evidence folder
	Produce, consult and launch Early Help strategy and action plan			01/07/14	01/04/15	OPEN ON TRACK FOR COMPLETION Draft strategy produced with partners through the Early Help Partnership Board. Engagement with children, young people and families is now underway and will be central to the next stages of strategy development. Outcomes and priorities discussed at Early Help Partnership Board (Early Help Partnership Board Agenda and SLIB presentation in evidence



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
						folder)
	Identify best practice examples regarding performance management in Early Help across LAs			05/08/14	01/10/14	CLOSED COMPLETED & EVIDENCED Performance Framework in evidenced folder
	Develop early help performance framework			4/08/14	29/08/14	CLOSED COMPLETED & EVIDENCED Performance Framework in evidenced folder
	Launched and implemented early help performance framework			15/09/14	30/11/14	OPEN ON TRACK FOR COMPLETION
	Work with FWi team to develop the early help workflow within the system to enable robust performance management across the early help service including: <ul style="list-style-type: none"> Analysis and design of EH business 			01/10/14	01/02/15	OPEN ON TRACK FOR COMPLETION Process mapping underway



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	processes <ul style="list-style-type: none"> Gathering reporting requirements User acceptance and testing Development of training materials 					
	Agree and implement the sharing of early help performance management information within the service and across the wider partnership, inc: <ul style="list-style-type: none"> Performance Call Over (DMT/ DMG) LSCB Health & Wellbeing Board SLIB Children's Trust 			30/09/14	01/01/15	OPEN ON TRACK FOR COMPLETION Performance Framework Discussed at Early Help Partnership Board (Early Help Partnership Board Agenda and SLIB presentation) in evidence folder.
	Produce and implement early help communications plan			24/09/14	17/10/14	OPEN ON TRACK FOR COMPLETION Dedicated communications resource developing communications plan
	Produce workforce plan aligned with EH offer			01/08/14	30/11/14	OPEN ON TRACK FOR COMPLETION
	Produce commissioning plan informed by all			15/08/14	30/11/14	OPEN



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	assessment and analysis work in line with early help development					ON TRACK FOR COMPLETION
	Implement Commissioning plan as part of wider early help strategy			01/04/15	31/05/15	OPEN ON TRACK TO BE COMMENCED
	Full implementation of early help pathway , including: <ul style="list-style-type: none"> All EH Forums in operation Early Help structure agreed and in place Processes and Procedures in place. 			01/02/14	30/10/14	OPEN ON TRACK FOR COMPLETION
	Produce and implement training and development plan for the early help pathway: <ul style="list-style-type: none"> Including development of tender Programme of training agreed Appointment of provider 			01/07/14	01/11/14	OPEN COMPLETED & EVIDENCED Will be monitored and rolled out Training plan for early help in evidence folder
	Establish Quality Assurance Function across Early Help services: <ul style="list-style-type: none"> Individualised performance frameworks for each Network Learning 			01/08/14/	15/11/14	OPEN ON TRACK FOR COMPLETION



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	Community. <ul style="list-style-type: none"> High level performance framework targeted at key drivers Qualitative review of EH case documentation 					
Ensure that strategy discussions include all relevant agencies	Engage with key agencies (Education and Health partners) and agree process change to ensure all strategy discussions include all relevant agencies	100% strategy discussions include relevant agencies		01/08/14	25/08/14	CLOSED COMPLETED & EVIDENCED Briefing circulated to LSCB in evidence folder
	Complete an evaluation of options for delivering multi-agency strategy discussions , aligned to future operating model.			01/09/14	15/09/14	CLOSED COMPLETED & EVIDENCED Options Appraisal completed and in evidence folder
	Design, launch and embed multi-agency operational process : <ul style="list-style-type: none"> Multi-Agency Operational Process Document Include agency rota Establish conference 			03/09/14	15/10/14	OPEN COMPLETED & EVIDENCED Will be monitored and embedded Multi-agency process document and rota in evidence folder



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	calling facilities <ul style="list-style-type: none"> Launched via LSCB and Children's Trust 					
	Revise reporting framework within FWi to monitor strategy contributions modified			01/10/14	08/10/14	CLOSED COMPLETED & EVIDENCED FWI process document in evidence folder
Ensure that all children in need receive a timely assessment and the support that they need at an early stage to safely reduce risk	Continue to build on and embed the work to reduce timescales on assessments (-35 days) by: <ul style="list-style-type: none"> Daily performance dashboard distributed to all TMs and HoS and utilised as a dynamic tool to focus on specific areas of improvement within Monthly Performance Call Over (chaired by the DCS). Monthly distribution of performance scorecard to all team managers/HoS 	<ul style="list-style-type: none"> 100% assessment completed within statutory timescales (45 days) Step down for those families where capacity for change is identified and appropriate intervention is agreed. Step up for those families where safeguarding concerns remain despite intervention offered and timely decisions need to be made to ensure well being of children 		01/07/14	31/03/16	OPEN COMPLETED & EVIDENCED Will be monitored and embedded Monthly scorecard, Daily Dashboard and Performance Call Over minutes in evidence log
	Produce and embed a Child in Need practice				01/09/14	31/10/14



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	framework across the Safeguarding service to improve effectiveness of support offered to families.					ON TRACK FOR COMPLETION
	Commence parallel assessment/ services provision: Early Help forums in place across the borough so that partners are also able to contribute to providing support to families at the earliest stage (even prior to the conclusion of the assessment via agreed step down arrangements).			01/08/14	01/11/14	OPEN COMPLETED & EVIDENCED Will be monitored and embedded Early Help update report to confirm actions achieved for Sector Led Improvement Board in evidence folder.
	Complete an evaluation of options for reducing the timescales for assessment (incorporating consideration for MASH function) aligned to future operating model.			01/09/14	22/09/14	OPEN COMPLETED & EVIDENCED Preferred options to be reviewed and agreed Options Appraisal completed and in evidence folder
Improve the quality of assessments for children who are referred to children's social care where	Via the LSCB agree that chronologies are to be completed by agencies prior to ICPC to ensure family histories are taken from all agencies at the first	Increased volume and timelines of step down from CP Plan to early help and step up to proceedings		22/08/14	30/09/14	CLOSED COMPLETED & EVIDENCED LSCB minutes in evidence folder



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
<p>concerns relate to chronic neglect, so that they fully consider historical concerns, particularly where these include concerns relating to domestic violence, drug or alcohol abuse and adult mental ill health.</p>	point of contact	<p>% reduction in CP Plans for Neglect over 12months</p>				
	<p>Agree on model of assessment (Graded Care Profile) across the partnership so that all professionals understand and assess issues in the same way.</p>			11/08/14	30/09/14	<p>OPEN</p> <p>COMPLETED & EVIDENCED Will be monitored Briefing to CYPS Staff and briefing to LSCB in evidence folder</p>
	<p>Introduce Evidenced Based Decision tool in Safeguarding & Support service to support the identification of chronic neglect (and compounding factors). As part of a suite of intervention tools within the service to identify and work with chronic. neglect.</p>			05/09/14	26/09/14	<p>OPEN</p> <p>COMPLETED & EVIDENCED Will be monitored and embedded</p> <p>Briefing to CYPS Staff and briefing to LSCB in evidence folder</p>
	<p>Communicate Haringey's approach staff via communication channels:</p> <ul style="list-style-type: none"> • Briefing within Team meetings • CYPS Bulletin • Face to Face sessions with DCS 			15/09/14	12/10/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED DMG Agenda and Presentation in evidence folder</p>
	<p>Agree with NSPCC a training and core delivery</p>			29/09/14	01/12/14	<p>CLOSED</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	model for Evidence Based Decision					COMPLETED & EVIDENCED Confirmation of training delivery email from NSPCC in evidence folder.
	Evidence Based Decision tool Lead (NP) to undertake briefing sessions across early help networks so that Early Help Practitioners are able to implement tool to identify Neglect in line with the Safeguarding & Support service.			29/09/14	01/11/14	OPEN ON TRACK FOR COMPLETION Briefings scheduled for Oct/Nov 2014 to roll out tool
	Establish Task & Finish group to analyse the current CP Plan categorisation of 'neglect' and 'emotional abuse' and make recommendation to strengthen the categorisation of abuse to further inform practice relating to chronic neglect (and other forms of abuse) (T&F Group)			22/10/14	10/01//15	OPEN ON TRACK FOR COMMENCEMENT Members identified
	Refresh and launch supervision strategy and template in line with this recommendation.			01/09/14	2/10/14	OPEN COMPLETED & EVIDENCED Will be monitored and embedded Supervision policy and guidance



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
						in evidence folder.
	Develop tool to listen to voice of child and parents/carers in relation to our work and use to inform practice by reporting quarterly to DMG about themes			01/10/14	15/11/14	<p>OPEN ON TRACK FOR COMPLETION</p> <p>Proposal and draft feedback form developed. Due to go to DMG for launch in November</p>
	<p>Include Neglect (compounding factors) across themed audits in QA plan (Jan 2015) and also:</p> <p>Develop peer review function for CPA decision making to drive quality and learning</p>			15/08/14	22/09/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED Audit plan and Peer Review process document in evidence folder</p>
	Include as specific area for discussion in Social Worker Forum – chaired by AD			15/08/14	01/09/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED SWF schedule in evidence folder</p>
	Implement specific training & development opportunities using a targeted approach, including ROSIE 2 programme (in line with new tools) as a mandatory requirement.			01/09/14	01/12/14	<p>OPEN</p> <p>ON TRACK FOR COMPLETION</p> <p>ROSIE 2 Training has been rolled out (Evidence folder), targeted initially at Team Managers and</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
						plans to cascade to front line practitioners
<p>Ensure that adequate steps are taken to promote awareness of privately fostered children in the borough, and that children who are privately fostered receive a timely, high quality assessment and the support that they need.</p>	<p>Refresh and implement private fostering communication strategies. Inc: (inc policies, website, publication)</p> <ul style="list-style-type: none"> • Dedicated email address set up. • Website refreshed • Update 'Friends & Family' policy. • Deliver awareness raising presentations within the Screening and First Response • Produce and disseminated private fostering leaflet to over 100 agencies. 	<p>Increase in private fostering referrals</p>		15/08/14	5/09/14	<p style="text-align: center;">CLOSED</p> <p>COMPLETED & EVIDENCED Private Fostering checklist, training plan, update in Friends and Family policy, confirmation emails from dissemination of information to GPs, Schools newsletter and PF presentation all in evidence folder</p>
	<p>Raise awareness of the private fostering service across the partnership (inc. GPs, Community & faith organisations and specific communities– Roma, Irish)</p>			01/08/14	15/09/14	<p style="text-align: center;">OPEN</p> <p>COMPLETED & EVIDENCED Will be monitored and embedded Private Fostering checklist, training plan, update in Friends and Family policy, confirmation emails from dissemination of</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
						information to GPs, Schools newsletter and PF presentation all in evidence folder
	Work with Admissions Service to include PF information in guidance booklet and registration form and disseminate to all schools			15/08/14	15/09/14	CLOSED COMPLETED & EVIDENCED Private Fostering checklist, training plan, update in Friends and Family policy, confirmation emails from dissemination of information to GPs, Schools newsletter and PF presentation all in evidence folder
	Agree and establish training arrangements for Private Fosterers via LSCB			01/08/14	10/09/14	CLOSED COMPLETED & EVIDENCED Private Fostering checklist, training plan, update in Friends and Family policy, confirmation emails from dissemination of information to GPs, Schools newsletter and PF presentation all in evidence folder
	Design and implement FWi workflow systems to capture data more effectively by incorporating Reg 8 button.			01/08/14	10/09/14	CLOSED COMPLETED & EVIDENCED Private Fostering checklist, training plan, update in Friends and Family policy, confirmation emails from dissemination of information to GPs, Schools newsletter and PF presentation



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
						all in evidence folder
	Work with performance team to include PF data into performance scorecard			15/08/14	15/09/14	CLOSED COMPLETED & EVIDENCED Private Fostering checklist, training plan, update in Friends and Family policy, confirmation emails from dissemination of information to GPs, Schools newsletter and PF presentation all in evidence folder
	Include PF cases within QA framework to ensure evidence of casework with consideration of PF (Audit scheduled for March 2015)			01/10/14	01/11/14	CLOSED COMPLETED & EVIDENCED Private Fostering checklist, training plan, update in Friends and Family policy, confirmation emails from dissemination of information to GPs, Schools newsletter and PF presentation all in evidence folder
	PF screening tool (checklist) developed, implemented and embedded across the service			01/07/14	31/08/14	CLOSED COMPLETED & EVIDENCED Private Fostering checklist, training plan, update in Friends and Family policy, confirmation emails from dissemination of information to GPs, Schools newsletter and PF presentation all in evidence folder



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
Consolidate recent improvements made in the number of timely completions of initial child protection conferences held within 15 working days, so that children do not experience delay in receiving co-ordinated support to address risk and needs through the use of a child protection plan.	Review current systems and design a new business process to ensure review strategy episodes are utilised appropriately and that the timescales are met so that C&YP do not experience a delay in receiving support	100 % ICPC's are held within 15 working day timescale		01/09/14	19/09/14	COMPLETED & EVIDENCED FWI Process change document in evidence folder
Ensure that all agencies know and understand the role of the Local Authority Designated Officer, and know what to do if they have any concerns	Briefing about role of the LADO to all Designated CP leads in Haringey Schools to raise awareness of safer recruitment and LADO process.	Increase in LADO referrals (specifically from Police and Health professionals)		10/07/14	10/07/14	COMPLETED & EVIDENCED Confirmation of briefing and Presentation slides in evidence folder
	Deliver education event for all Head Teachers			10/07/14	31/07/14	COMPLETED & EVIDENCED Confirmation of briefing and Presentation slides in evidence folder
	Update the LADO component of the website			15/08/14	01/09/14	COMPLETED & EVIDENCED Website screenshot in evidence folder
	Briefing about role of LADO to health and police			01/09/14	10/11/14	ON TRACK FOR COMPLETION



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	partners					
	Revise and launch LADO procedures			15/09/14	30/11/14	ON TRACK FOR COMPLETION
Ensure that sufficient in-house and local foster carers are recruited, so that more looked after children and young people can live nearer to their communities, if appropriate	Introduce weekly Resource panel to ensure robust review of all care arrangements	% Reduction in C&YP placed out of borough Reducing total number of days between a C&YP becoming looked after and a permanent foster placement being confirmed) % reduction in placement disruption rates		15/08/14	01/09/14	CLOSED COMPLETED & EVIDENCED Minutes of weekly panel in evidence folder.
	Introduce specific permanency tracking group for 5-13yr olds in care for over 6months to ensure we are able to identify drift and delay early on			01/09/14	15/10/14	CLOSED COMPLETED
	Formally approve and launch Fostering Pledge via the Foster Carers Association.			15/08/14	01/09/14	CLOSED COMPLETED & EVIDENCED Fostering Pledge & CPAC minutes in Evidence folder.
	Foster Carers satisfaction survey produced and disseminated to provide a 2014 benchmark against which we can assess progress.			15/09/14	26/09/14	CLOSED COMPLETED & EVIDENCED Survey in evidence folder and will be completed with findings reported at the Foster Carer Conference (12 th Nov)
	Strengthen marketing and communications			01/08/14	30/08/14	CLOSED



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	approach to inc: <ul style="list-style-type: none"> • School banners • Leaflets to parents of primary school children • Recruitment events at children centres • Newspaper advertising • Information sessions across borough sites 					COMPLETED & EVIDENCED Marketing & Comms literature in evidence folder
	Involve foster carers in the design and delivery of the sufficient agenda and specific improvements to raise quality of care, enhance foster carer retention and attract new carers			01/08/14	30/08/14	CLOSED COMPLETED & EVIDENCED Sufficiency strategy and plan in evidence folder
	Refresh and relaunch internal minimum standards for fostering to include: <ul style="list-style-type: none"> • Allocated supervising social worker to all foster cares • Regularity of visits (inc unannounced) 			15/09/14	02/10/14	CLOSED COMPLETED & EVIDENCED Minimum standards paper in evidence folder



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	Organise Annual Foster Carers conference to celebrate achievements and quality of care, enhance foster carer retention and attract new carers			15/08/14	12/11/14	CLOSED COMPLETED & EVIDENCED Feedback from this will be gathered and reviewed
	Increase support to existing foster carers and new foster carers to inc: <ul style="list-style-type: none"> • Training package • Support groups • Newsletter 			15/08/14	15/09/14	CLOSED COMPLETED & EVIDENCE CPAC report to update on progress to members and newsletter in evidence folder
Ensure that all looked after young people have a pathway plan which is produced jointly with them, so that they know and understand their plan and recognise its relevance in supporting their progression into independence and adulthood	Undertake assurance review on pathway plans to ensure all are up to date and identify an immediate action plan to complete outstanding work if required	100% of Looked After Children & Young People have an up to date pathway plan 100% pathway plans are developed jointly with Children & Young People and evidenced via QA audits		01/08/14	10/10/14	CLOSED COMPLETED & EVIDENCED Assurance review completed and a weekly assurance report to HoS and AD to monitor and review in evidence folder
	Produce specific report on a monthly basis relating to any outstanding pathway plans and discuss formally at Performance Call Over (chaired by DCS) to develop immediate remedial actions wherever necessary, reporting back to the PCO meeting the	100% of children & young people advise they understand their pathway plan Increase in EETs			15/08/14	30/09/14



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	following month.					
	All social workers, team managers and personal advisors to access mandatory Transition Planning and effective Pathway Planning training			01/09/14	30/07/15	OPEN COMPLETED & EVIDENCED Will monitor compliance Course flyer and registration form in evidence folder
	Produce specific audit report on a fortnightly basis relating to any outstanding Personal Education plans and discuss formally at Performance Call Over (chaired by DCS) to develop immediate remedial actions wherever necessary. In addition, monitor weekly performance around PEPs					OPEN COMPLETED & EVIDENCED Subject to regular review Fortnightly report in evidence folder
	Implement weekly monitoring of PEPs and address compliance via tracking sheet			01/07/14	15/07/14	OPEN COMPLETED & EVIDENCED Subject to regular review Weekly monitoring report in evidence folder
Ensure that life story work is completed at the first opportunity, so that looked after	Identify the extent of required life story work across the service at present and going forward.	Decrease in placement breakdown 100% CiC have		01/09/14	30/09/14	CLOSED COMPLETED & EVIDENCED



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
children understand their life journey in the care system		appropriate life story work.				Tender drafted for this piece of work
	Develop and agree Life Story Work requirements across the service areas	Increase in EETs		22/09/14	10/10/14	CLOSED COMPLETED & EVIDENCED Tender drafted for this piece of work
	Commission life story work to specialist organisation			22/09/14	31/12/14	OPEN ON TRACK FOR COMPLETION Tender due out in November to procure a provider
	Develop capacity and capability across the service to deliver life story work in line with practice expectations			01/12/14	31/03/15	OPEN ON TRACK FOR COMPLETION As part of the tender – the provider will support the service (via tools & training) to be able to undertake this work going forward
	Produce and implement C&YP workbook in Safeguarding and Support service so that children that move from the service to the CiC team have a tool that can help them understand their journey into care.				15/014	30/09/14
Ensure that risks posed	Produce LAC screening tool (Risk Assessment	Increased Multi-Agency Sexual Exploitation		01/09/14	15/10/14	



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
<p>to looked after children and young people are comprehensively assessed, documented and reviewed, taking into account the changing age and stage of their lives, and that managers and social workers consider the life histories of children and relevant research when making medium- and long-term plans for children.</p>	<p>Protocol) in relation to all risk areas and ensure screening tool is accessible to YPiC team via FWi</p>	<p>(MASE) referrals</p> <p>Increased timeliness of pre-Proceedings work</p>				<p>CLOSED COMPLETED & EVIDENCED Risk Assessment Protocol in evidence folder</p>
	<p>Ensure all workers and team managers use the screening tools are able to recognise and act upon the areas of risk:</p> <ul style="list-style-type: none"> • CSE • CP • Substance misuse • Gang related activity • Offending behaviour • Missing from Care 					<p>OPEN COMPLETED & EVIDENCED Will be monitored and embedded Risk Assessment Protocol roll out communication in evidence folder</p>
	<p>Process change to Strengthen IRO function by including question around risky behaviour explicitly in review forms and inc:</p> <ul style="list-style-type: none"> • Specific reference to indicators of risk taking • Expectations around managing and planning for risky behaviour 					<p>CLOSED COMPLETED & EVIDENCED FWI screenshot and email to staff in evidence folder</p>
	<p>Undertake review of all training & development offers in the context of</p>					<p>OPEN ON TRACK FOR COMPLETION</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	'risk'					
	Task & Finish group to produce and implement action plan to specifically address 'risk' across all service areas			18/10/14	30/12/14	ON TRACK TO COMMENCE
	As part of supervision refresh , ensure the following is included: <ul style="list-style-type: none"> Review case information is up to date and on the system Due consideration of life histories Identifying and managing risk Utilising research 			10/08/14	02/10/14	OPEN COMPLETED & EVIDENCED Will be monitored and embedded Supervision policy and guidance in evidence folder
Ensure that the role of the Independent Reviewing Officer (IRO) is enhanced so that they properly challenge drift and delay in plans and escalate concerns about the quality of service provision, so that risks posed to specific groups of children and young people are known and	Embed Quality Assurance element (for IRO functions) into the performance scorecard to ensure robust monitoring.	Increased escalation of issues as part of care planning process.		15/08/14	08/09/14	CLOSED COMPLETED & EVIDENCED Monthly scorecard and PCO minutes in evidence folder
	Revise and launch the Dispute Resolution system			01/09/14	02/10/14	CLOSED COMPLETED & EVIDENCED DRP and Quality Board minutes of ratification and launch in evidence folder
	Assistant Director to			01/09/14	26/09/14	OPEN



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
understood and action is taken.	attend a review meeting every other month to ensure quality and consistency of IRO practice					<p>COMPLETED & EVIDENCED</p> <p>Will be monitored and embedded</p> <p>Letter template and excel rota in evidence folder</p>
<p>Review the way services to 'hard to engage' young people are delivered, including to those involved in the criminal justice system, so that risk can be better assessed and well-targeted services provided to support them to improve their life chances</p>	<p>Identified HoS (First Response, Young Adults service, Youth Offending Service, Youth, Placements, EWS and Adolescent mental health) to review current arrangements for working with 'hard to engage young people' and identify a way to strengthen our approach (so that risks can be better assessed and support well-targeted) and embedded across the future operating model. This should include:</p> <ul style="list-style-type: none"> • A comprehensive understanding of what we mean by 'hard to engage' • A multi-agency response to working with HtE YP • Strengthened process, systems and tools 	<p>Reduction in re-offending</p> <p>Increase in EETs</p>		15/09/14	30/10/14	<p>ON TRACK FOR COMPLETION</p> <p>Further activities will be developed following this in-depth review</p>
Consolidate	Assurance review of			15/09/14	26/09/14	



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update	
performance in areas that were previously good, such as employment, education and training, suitable accommodation for care leavers and dental health checks for all looked after children so that the recent dip in performance is quickly rectified	performance areas previously strong which may have dropped to establish areas of focus and inform action planning	100% of children in care receive timely dental and health checks				OPEN COMPLETED & EVIDENCED Will be undertaken quarterly Report saved in evidence folder	
	Introduce Jobcentre + worker attendance to YAS twice per week to deliver advice and assistance to access employment	Increase in care leavers in EET		01/09/14	15/11/14	OPEN ON TRACK FOR COMPLETION	
	Virtual School team to attend Young Adults Transition panel to ensure educational aspirations are supported	Increase in care leavers in 'sustained tenancy' in suitable accommodation		01/09/14	30/09/14	CLOSED COMPLETED & EVIDENCED Confirmation of arrangements in evidence folder	
	Strengthen YAS focus on accommodation, including: <ul style="list-style-type: none"> Establish quarterly network meeting with Housing services Launch twice yearly workshop for foster carers regarding housing options for care leavers 			22/09/14	15/10/14	OPEN COMPLETED & EVIDENCED Will be monitored and embedded Confirmation of arrangements in evidence folder	
	Submit NEET tracking spreadsheet on a monthly basis to team managers				15/09/14		OPEN COMPLETED & EVIDENCED



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	and ensure this group is prioritised in supervision sessions within the YAS service					Will be monitored and embedded Tracking sheet in evidence folder
	‘Fostering Dental Care’ task & finish group to develop immediate action plan to address those with outstanding dental checks and complete			15/08/14	01/12/14	CLOSED COMPLETED & EVIDENCED Increased performance evidenced in folder
	Continue to deliver the Tenancy workshops to support care leavers to sustain suitable accommodation and add component around rights and entitlements			01/08/14	15/10/14	OPEN COMPLETED & EVIDENCED Will be monitored and reviewed Presentation in evidence folder
	Renegotiate the E18TEEN offer with Tottenham Hotspur Football club to increase places offered by 30% and also: <ul style="list-style-type: none"> Shift the emphasis of the programme upon employability. 			01/08/14	01/09/14	CLOSED COMPLETED & EVIDENCED Confirmation of arrangements in evidence folder
	As part of the ‘To Care is to Do’ project , recruit a full time worker to focus on early intervention with 5-11yr old, with one key focus area:			01/08/14	01/09/14	CLOSED COMPLETED & EVIDENCED Confirmation of arrangements in evidence folder



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	<ul style="list-style-type: none"> Educational and Career Aspirations 					
	<p>Refresh and launch training strategy in line with:</p> <ul style="list-style-type: none"> All Ofsted inspection findings Service developments CPD approach across the service, Domains of PCF Practice standards 			01/09/14	07/11/14	<p>OPEN</p> <p>ON TRACK FOR COMPLETION</p>
	<p>Introduce Independent quarterly Quality Health Checks across children's service to ensure sufficient progress and pace on improvements and also to ensure improvements made are sustained</p>			01/11/14	31/11/15	<p>OPEN</p> <p>ON TRACK FOR COMPLETION</p> <p>Appointment of independent evaluator</p>
<p>Ensure that all looked after children and care leavers know and understand their rights and entitlements and know how to make a complaint, to ensure that their needs are fully understood and acted on</p>	<p>Young Adults service, in partnership with the Children in Care Council, to produce and disseminate 'Rights and Entitlements'/ Complaints/ Accessing information (ie health information) Handbook to all LAC, Care Leavers and all practitioners and also include on website.</p>	<p>Increase in complaints & resolutions</p> <p>Increase in EETs</p> <p>NI147 NI14 (measures around housing and education)</p> <p>Increased uptake in entitlements</p>		1/09/14	1/10/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED Handbook in evidence folder</p>
	<p>Produce a DVD in partnership and for LAC</p>			01/08/14	01/11/14	<p>OPEN</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	to provide essential information (this must be distributed to LAC and foster carers)					ON TRACK FOR COMPLETION
	Revise Transition Panel document to include: Ensuring care leavers understand their rights, entitlements and how to make a complaint			15/09/14	30/09/14	CLOSED COMPLETED & EVIDENCED Transition Panel document in evidence folder
	Include information regarding Rights & Entitlements at all tenancy workshops			15/08/14	30/08/14	CLOSED COMPLETED & EVIDENCED Information sheet in evidence folder
	Produce and disseminated user feedback form for all LAC YP regarding awareness of rights and entitlements and systematically reviewing feedback as part of pathway planning process			22/09/14	20/10/14	OPEN COMPLETED & EVIDENCED Will monitor and review Feedback form included in handbook
	Organise a Children in Care Conference in partnership with our Looked After Children and ensure it is utilised to: <ul style="list-style-type: none"> Provide information to LAC about entitlements, rights and complaints Listen and engage with LAC about issues 			25/09/14	28/02/15	OPEN ON TRACK FOR DELIVERY



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	<p>important to them</p> <ul style="list-style-type: none"> Update LAC about the progress the service has made against the issues raised via Aspire and CPAC meetings 					
<p>Ensure that care leavers are informed about their health histories and that they know and understand the arrangements to access their health records should they need to in later life.</p>	<p>Obtain agreement that LAC nurse takes responsibility for uploading ALL health reports for LAC onto FWi and that the responsible social workers provide them to young people at the next review.</p>	<p>Decrease in complaints from care leavers (regarding access to information)</p>		15/09/14	01/10/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED</p> <p>Email directive in evidence folder</p>
	<p>Issue formal communication to all social workers about their responsibility in the provision of health records.</p>			01/10/14	10/10/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED</p> <p>Email directive in evidence folder</p>
	<p>Include health record access into the Young Adults service Transition Panel document to ensure the issue of health histories and access to records is embedded into the YAS process</p>			15/09/14	22/09/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED</p> <p>Transition panel document in evidence folder</p>
	<p>Ensure LAC/ Care Leavers Handbook contains information about accessing health records</p>			01/09/14	01/10/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED</p> <p>Handbook in evidence folder</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
<p>Ensure performance management and data collection and retrieval systems are robust, and that quantitative data and qualitative data are used to better inform management decisions and drive improvement.</p>	<p>Establish and embed the Daily Dashboard with a focus on:</p> <ul style="list-style-type: none"> • Assessments • Section 47s (opened, completed, timeliness) • Audits completed 	<p>Daily Dashboard disseminated every day.</p> <p>Improved performance across DD KPIs</p>				<p>OPEN</p> <p>COMPLETED & EVIDENCED</p> <p>Will be regularly reviewed</p> <p>Daily Dashboard in evidence folder</p>
	<p>Completion of a refresh of the performance scorecard, with a focus on:</p> <ul style="list-style-type: none"> • QA and adoption/ fostering • Elective Home Education/ Missing Education • PEPs • Step Up & Step Down • Placement change school moves 	<p>Performance scorecard agreed as fit for purpose by all service leads and implemented across CYPS as part of wider performance arrangements.</p>		15/08/14	01/11/14	<p>OPEN</p> <p>COMPLETED & EVIDENCED</p> <p>Will be regularly refreshed</p> <p>Monthly Scorecard and Daily Dashboard in evidence folder.</p> <p>*Please note this is an agile performance mechanism that will evolve with service developments and associated performance monitoring requirements.</p>
	<p>Ensure that refreshed performance data is analysed within Performance Call Over (chaired by DCS) and Quality Board (chaired by AD) and all HoS and team managers are included within information forums to ensure it directly informs</p>	<p>Suite of KPIs in the performance scorecard</p>		01/09/14	15/09/14	<p>OPEN</p> <p>COMPLETED & EVIDENCED</p> <p>Will be monitored and embedded</p> <p>Performance Call Over notes and Analysis/Actions in evidence folder</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	management decisions and drives improvement across all service areas.					
	Refresh the audit programme to reflect recent Ofsted recommendations. This includes the quality of audits, as well as including these standards in the quality assurance framework	Audit programme aligned with Ofsted action plan and service requirements to ensure progress across all areas is managed effectively.		01/11/14	01/12/14	CLOSED COMPLETED & EVIDENCED Audit programme and Quality Board minutes ratifying launch from 2.10.14 in evidence folder
	Incorporate of the quality of audits within performance management arrangements (as part of audit programme and quality assurance framework). In addition: <ul style="list-style-type: none"> Introduce audit formula for lead auditor to assess quality of audits in line with agreed standards 	Improvement in quality of audits undertaken across services. 100% of secondary audit grades concur with initial audit grading.		15/09/14	02/10/14	CLOSED COMPLETED & EVIDENCE Audit formula and Quality Board minutes ratifying launch from 2.10.14 in evidence folder
	Improvement in the quality of information data by utilising the findings of the corporate quality audit report due to commence 22.9.14	% improvement in baseline data quality		22/09/14	01/10/14	OPEN ON TRACK FOR COMPLETION Initial findings from corporate audit have been positive. Feedback & recommendation to follow in final report.
	Strengthen data integrity					06/10/14



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	via weekly assurance checks, with focus on CP & LAC children					COMPLETED & EVIDENCED Will be monitored and embedded Weekly data integrity sheet saved in evidence folder.
	Produce and launch revised supervision procedures to ensure supervision is clearly linked to performance management and decision making.	100% supervision records (quality measure in line with new procedure)		01/09/14	10/10/14	COMPLETED COMPLETED & EVIDENCE Supervision policy and guidance ratified at Quality Board (mins included) on 2.10.14 folder in evidence,
Ofsted also noted the following areas for improvement which we have included in our action plan below						
Data and information about the patterns of offending of children looked after are not systematically collated or analysed. As a result, there is little consideration of the impact of this behaviour on the future life chances of this group of children and young people	Process changed to ensure notification from SWs to YOS for all young offenders out of borough (information is already robust for those LAC in borough)	% reduction in re-offending across the LAC population, and specifically those living out of borough		18/08/14	05/09/14	CLOSED COMPLETED & EVIDENCED Agreement via AD C&F and HoS YOS and directive to all staff email and notes of the Quality Board saved in evidence folder.
	Produce proforma for more effective information sharing regarding offending for out of borough LAC and embed in FWi workflow (With Head of Service for YOS to attend DMG and Children's Services Team Meetings to launch			18/08/14	19/09/14	CLOSED COMPLETED & EVIDENCED Proforma and guidance saved in evidence folder.



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	formally).					
	YOS to refine data system to separate LAC offenders out of borough and those in borough. YOS to be responsible for quarterly analysis and report to AD.			15/08/14	11/09/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED Email confirmation of action completed in evidence folder</p>
	IRO service to routinely examine offending behaviour at LAC reviews, reconfigure LAC review record to ensure risk is routinely examined and YOS worker invited to LAC review consistently where applicable.			18/08/14	12/09/14	<p>CLOSED</p> <p>COMPLETED & EVIDENCED Update version of document (email screenshot) saved in evidence folder.</p>
Although timescales for placing children for adoption have improved, the authority currently takes an average of 39 weeks to match a child to an adoptive family, following the making of a Placement Order. This is outside the 26 week statutory timescale.	Establish fortnightly report to Service Manager on progress of family finding for all children with an adoption plan on placement orders	<p>Meet the 26 week statutory timescale</p> <p>Increase in concurrent placements</p>		03/09/14	17/09/14	<p>OPEN</p> <p>COMPLETED & EVIDENCED Will be monitored and embedded</p>
	Establish monthly review of family finding for children with challenging needs, chaired by Head of Service			15/08/14	10/09/14	<p>OPEN</p> <p>COMPLETED & EVIDENCED Will be monitored and embedded</p>
	Revise scope of permanency tracking meeting (for children with adoption plans), specifically to include a review of			01/07/14	15/08/14	<p>OPEN</p> <p>COMPLETED & EVIDENCED Will be monitored and embedded</p>



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	length of care					
	Commission concurrent placements from identified provider			29/08/14	01/12/14	OPEN ON TRACK FOR DELIVERY
	Permanency Policy and Procedures to be revised and re-launched to ensure all practitioners understand permanency processes and expectations in Haringey			15/09/14	17/10/14	OPEN ON TRACK FOR DELIVERY
	Baseline established for all children around permanency planning in the context of permanency options (adoptions, SGOs etc)			15/09/14	01/11/14	OPEN ON TRACK FOR DELIVERY
Information (on Missing Children) is not analysed regularly or in sufficient depth for trends or outcomes for children, and this makes it difficult to assess impact or identify possible service improvements	Establish Task & Finish Group to Review, refresh and launch Missing from Care (MFC) policy and procedures which clearly outlines: <ul style="list-style-type: none"> • Expectation of RTC interviews • Feedback processes re: RTC forms to inform practice • Escalation process • Working together (Youth service etc) • Monitoring systems/ compliance 	Reduction in Children Missing from Care		15/09/14	10/11/14	OPEN ON TRACK FOR DELIVERY Email to confirm T&F group established
	Include the missing from				01/09/14	23/09/14



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	care data to every weekly resource panel to ensure that there is renewed consideration given to the appropriateness of placement					COMPLETED & EVIDENCED Will be monitored and embedded Minutes in evidence folder
The quality of letters sent to parents or carers before proceedings are too variable. Some letters miss important details, for example the date of the letter, and others lack clarity in the detail of what is required from parents to address the concerns of the local authority.	Review letters issued prior to proceedings and revise to ensure the detail and clarity necessary. To include: <ul style="list-style-type: none"> Revised template Good practice guidance All staff communication about expectation and purpose 	Improved compliance with 26 week court timetable		15/08/14	19/09/14	CLOSED COMPLETED & EVIDENCED Revised letter template, guidance and best practice example and communication in evidence folder
	PLO training sessions within team meetings/individually				15/09/14	30/09/14
Some children are visited within school settings and, in arranging these visits, there is insufficient thought about whether this is in the interests of the child or young person.	Produce a standards document and disseminate to workforce which includes: <ul style="list-style-type: none"> Expectations around where visits occur Clarity about which meetings are considered as statutory visits Quality standards 			22/09/14	15/10/14	CLOSED COMPLETED & EVIDENCE Standards around visits in evidence folder and disseminated to all staff



Recommendation	Action	Measure	RAG	Start Date	End Date	Progress Update
	<ul style="list-style-type: none"> Specifications for each service area 					
<p>The priorities of the HWB are not sufficiently linked to children's social care priorities. In particular, early help is not identified as a priority, and more work is required to ensure that the HWB is sufficiently focused on the effectiveness and commissioning of services for children and young people.</p>	<p>Undertake review of all partnership arrangements relating to Children's priorities</p>	<p>Alignment of children's priorities and improvement across partnership KPIs as set out in corporate plan</p>				<p>CLOSED</p> <p>COMPLETED & EVIDENCED Partnership review paper to Children's Trust in evidence folder</p>
	<p>Refresh the Health & Wellbeing strategy and ensure priorities are refocused in the context of children's social care priorities and Ofsted recommendations</p>				15/01/15	01/04/15

Ofsted Plan Management

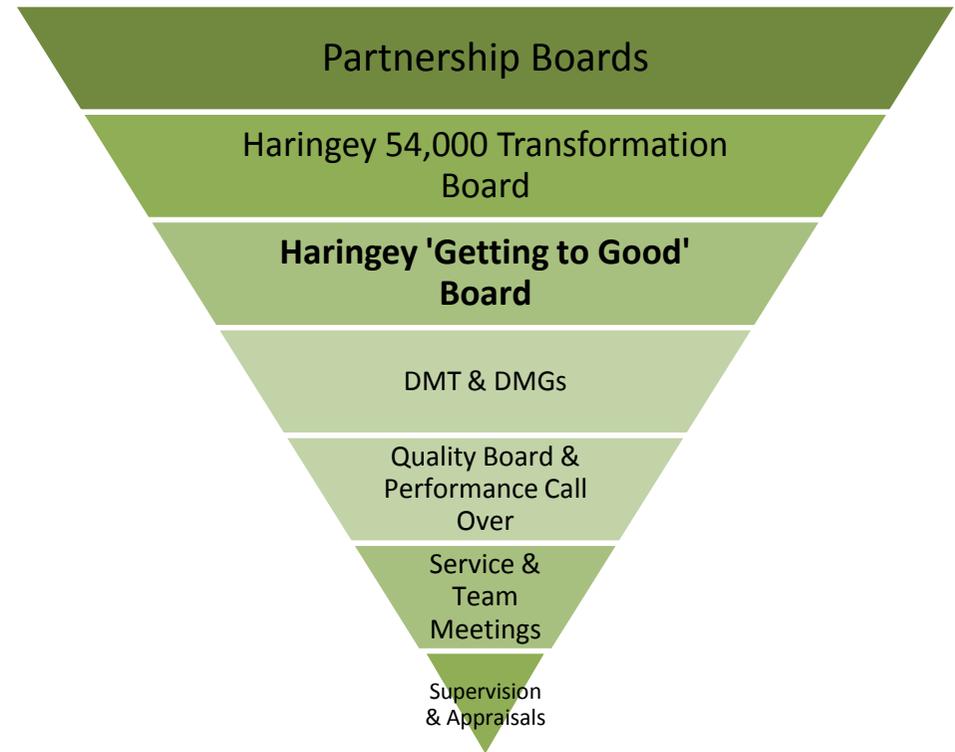
Governance

In order to ensure sufficient **leadership, management and oversight**, the Getting to Good Action Plan is **progressed, monitored and reviewed via the Getting to Good Board**, which reports directly to the **Haringey 54,000 transformation board**. It also reports to the **Director’s Management Team** and both **Directorate Management Groups** and is utilised within the **Quality Board and Performance Call Over**. It should also be regularly reviewed within **service and team meetings** and also within **supervision and appraisal sessions**.

The Action plan is also regularly reviewed by our partnership boards and receives a good level of support and appropriate challenge from these arrangements. These include the **Sector Led Improvement Board**, the **Children’s Trust** and the **Local Safeguarding Children Board**.

The Action Plan has also been reviewed and discussed at:

- **Corporate Parenting Advisory Committee** (31/7/14 & 22/09/14)
- **CYPS Overview & Scrutiny Panel** (29/09/14)
- Scheduled for **Cabinet** in December



Delivery & Implementation

All delivery leads are responsible for completing an identified action, to specification and within timescales. This includes raising and managing risks and issues and dependencies relating to their action (or any other action within the plan) to the project manager as well as regularly reporting on progress of activities either directly with the project manager or via the mechanisms within the Getting to Good Board.

All Heads of Service are responsible for ensuring recommendations and actions relating to their service areas are **embedded strategically and operationally within their Service Improvement Plans (SIPs)**. These 'service specific' SIPs should be reviewed and progressed as part of the business planning and performance management process within each service area, as well as being regularly discussed at service and team meetings and utilised as part of supervision and appraisals. This will enable the actions to be progressed strategically and operationally and that every member of the children's workforce understands their role and responsibility as part of the improvement plan.

Task & Finish groups will be utilised to progress the larger pieces of work within the Action Plan, drawing on Subject Matter Experts (SMEs) to really analyse the problem/ area of challenge and make recommendations and identify actions to be incorporated and progressed as part of the development of the action plan.

Communication

A range of communication methods will be utilised to ensure all professionals are **aware and involved** in the progress of the Getting to Good Action Plan.

- Partnership forums (Children's Trust, Sector Led Improvement Board, Local Safeguarding Children's Board and Health & Wellbeing Board) will all be advised of progress of the action plan. The Haringey 54,000 Transformation Board will also receive highlight reports as part of the formal governance arrangements.
- Dissemination through the Getting to Good Board; representatives will take responsibility for ensuring their respective services are aware of progress and any required actions

- Directors Management Team and both Directorate Management Groups will regularly review the plan and agree on specific communications required at different points across the life of the plan.
- The CYPS Bulletin and Face to Face briefing sessions will include a standard item about progress regarding improvements across children's services.
- Formal launch event scheduled to disseminate all service improvements in policy, process and practice