

People – Year 2 Delivery Plan

Outcome 4: Best start in life: the first few years of every child’s life will give them the long-term foundations to thrive				
Objective a) All families will have a healthy start in life from a healthy pregnancy to healthy early years				
Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
<p>4.1 Increase the reach and impact of the health visiting service</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Public Health</p>	<p>The information flow between the two hospital maternity units and the health visiting service was improved to increase the reach to families.</p> <p>An infant feeding strategic partnership board established to contribute to tackling childhood obesity. The aim is to ensure that women who wish to breastfeed are supported and to improve infant feeding and nutrition from birth to 2 years.</p> <p>There has been a continued increase and consistent reach to families by the health visiting service. There has been improvement in 4 out of 5 mandated areas. For example; the number of 1 year old reviews completed has increased from 80% to 84% and the number of 2.5 year old reviews completed has increased from 72% to 78%.</p> <p>The Public Health England funded speech and language/communications training programme started. Trainers within the Health Visiting Service identified and provided with basic tools and resources to support families in developing their children’s speech and language (train the trainers programme)</p>	<p>To achieve UNICEF Baby Friendly Accreditation 2.</p> <p>Public Health Haringey will complete self-assessment on PH England key principles for infant feeding to inform service needs. Continue to improve the health visiting service performance against the 5 mandated contacts</p> <p>The trainers will ‘roll out’ the training to the whole Health Visiting Service and to other frontline practitioners and early years settings</p>	<p>Achieving UNICEF baby friendly 2 accreditation 2 is dependent on the commissioned provider achieving the requirements.</p> <p>Training roll out to non-clinical early years setting to commence January 2020</p>	<p>UNICEF Baby Friendly Accreditation 3 implemented.</p> <p>Embed the 0-19 year old integrated service provision across the Early Help offer.</p>
<p>4.2 Continue to embed the 0-5 year old Healthy Child Programme across the partnership (the council, local NHS providers, early years settings and the voluntary sector)</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Public Health</p>	<p>The council webpage refresh is nearly complete. It will help to raise awareness of the resources available to frontline practitioners</p> <p>‘Five to Thrive’ was launched in North Middlesex Hospital Midwifery Service</p>	<p>Improve awareness of the Healthy Child Programme with parents and carers to support their parenting</p>	<p>5-19 year old information on the website to be completed by January 2020</p>	

Objective b) Every child is able to attend a high-quality early years setting				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>4.3 Improve outcomes for young children by maximising the early years workforce skillset to identify needs early and work with parents to offer targeted support</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Commissioning & Assistant Director, Schools and Learning</p>	<p>74.6% of Haringey pupils reach a good level of development, which is above the London average for the fourth consecutive year. Most pupils did better than their comparators nationally and Haringey is ranked 28th nationally and 15th in London. The proportion of children achieving the Early Learning Goals is 1-3 percentage points higher than the national average and 0-1 percentage points higher than the London average.</p>	<p>As a minimum to maintain the current level of performance made in year 1 with the aim of making further improvements.</p>		<p>As a minimum to maintain the level of performance in year 1 with the aim of improving upon the good performance.</p>

Objectives 4c and 5e) Families will be support by a community based multi-agency early help offer helping them to get the right information and help at the right time				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>4.4 Produce a new early help strategy alongside partners to ensure that families receive effective support at the right time.</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Early Help.</p>	<p>A draft early help strategy has been circulated to partners for comment. A revised draft taking on board feedback is currently being worked on.</p> <p>The Early Help Service has been reviewed and changes to the way the service operates have been implemented including:</p> <ul style="list-style-type: none"> - a move to a strengths-based approach to assessing and working with families and a new signs of wellbeing assessment and plan have been implemented - the service is now based in children's centres in localities. Relevant staff are now spending more time working directly with families - the service is currently being consulted on a new structure which will realign resources to needs and ensure we have social worker oversight of cases through the team managers 	<p>The Early Help Strategy is agreed by the Start Well Board, implemented, has a full delivery plan that is being monitored and is starting to deliver for children and families.</p> <p>An Early Help Delivery group is operational with a full set of terms of reference and key partners are actively engaged.</p> <p>The new Family Support Service is fully operational and the changes to practice are fully embedded and showing improved outcomes for children and families.</p> <p>Partnership with schools is strengthened and schools are reporting that the council's new family support service is more responsive to the needs of children and families and is working well with schools.</p>		<p>The Early Help Strategy is fully implemented and showing impact through audits and reviews.</p> <p>An increase in the number of partner agencies being the lead professional and co-ordinating early help support for children and families.</p> <p>An increase in families being supported by the voluntary sector by a reduction in referrals to the Children and Young People Service.</p> <p>Key metrics identified through the Early Help Strategy are being regularly monitored by the partnership and showing improvements to the lives of children due to the implementation of the strategy.</p> <p>The Council's early intervention approach through connected communities, locality-based services is fully embedded and showing impact.</p>

<p>4.5 Develop a wider Haringey model of practice to support effective working alongside families who need support.</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Public Health, Assistant Director for Commissioning, Assistant Director for Early Help, Assistant Director for Schools and Learning & Assistant Director for Safeguarding and Social Care.</p>	<p>A range of practice methodologies is being developed, rolled out and implemented. This includes signs of safety, signs of wellbeing and the Anchor approach etc.</p> <p>The Anchor Approach has been adopted by the council's children's services as Haringey's approach to support resilience, wellbeing and mental health.</p> <p>We have embedded a whole school Anchor Approach in 15 additional schools in the east of the borough and contributed to the 'schools information for CAMHs staff bulletin' to strengthen joint working as part of the national Trailblazer Project.</p> <p>Continued to develop the work with schools in the west of the borough.</p> <p>Co-developed and tested a universal assessment tool to support assessment and delivery on resilience and wellbeing across agencies, with a specific element to support children of alcohol dependant parents as part of the Innovation Project.</p> <p>Recruited two teachers to work on the Trailblazer and Innovation Projects.</p> <p>Established Emotion Coaching leads across a range of roles in the borough, with a train the trainer approach. Delivered a local conference to a wider multi-agency audience on Emotion Coaching.</p> <p>Rolled out Five to Thrive with Midwives at North Middlesex Hospital.</p> <p>Began to work with the Family Support and the Young Adults Service in the council to embed the Anchor Approach in their practice and systems.</p> <p>The Innovation Fund programme (a programme to improve outcomes for children and families affected by alcohol abuse and ensure everyone knows how best to support families) delivered 3 local conferences and training to 633 local family workers and identified 40 practitioners to receive further training in line with the agreed service model. Service started in June 2019 and has helped 29 children. During the year we have seen a 65% increase in alcohol dependent parents accessing treatment</p>	<p>Further embed the Anchor Approach into the council's children's services to support family support workers, social workers and youth justice workers with their 'day to day' contact with families.</p> <p>Further roll out the programme and tools. Develop the evaluation framework. Continue to increase the number of schools adopting the Anchor Approach.</p> <p>Continue to embed Emotion Coaching across the borough and strengthen links with the Youth Justice Service and the Police.</p> <p>Develop a suite of tools for schools, including: Model School Policy and a School Guidance Document to support a move from a behaviourist approach to a relational one;</p> <p>Staff Wellbeing for Schools toolkit and a self-auditing tool for resilience and wellbeing.</p> <p>Work with North Central London Clinical Commissioning Group to support the wider roll-out of Team Talk (to support our work at the Whittington Hospital).</p> <p>Continue embedding the Anchor Approach with the Family Support Workers and the Young Adults Service, to support work with families and measure impact.</p> <p>Begin to scope work with community organisations to consider how the Anchor Approach could support this area.</p> <p>Identification and brief advice pilot with 40 frontline practitioners and then rolled out for use in all children's services.</p> <p>Develop a return on investment evaluation framework.</p>	<p>External funding for the teacher post working with the Trailblazer Project ends in March 2021. Funding will need to be identified to maintain capacity. A reduction in capacity will impact on the pace of delivery both in schools and in the local authority.</p> <p>The Innovation fund is funded by an external grant however it is reliant on the continuation of funding for the main Children, Young People and Families Substance Misuse contract.</p>	<p>Develop a whole system approach to early help ensuring that creating individual family and community resilience, and ensuring children thriving is everyone's business. This will be evidenced by more effective operational and tactical partnership working e.g: Team around the child and Family is well embedded.</p> <p>Continue to embed and evaluate the Anchor Approach in schools, council services and third sector organisations.</p> <p>Continue to commission the Children, Young People and Families Substance Misuse contract</p> <p>If the service is found to be cost effective, to identify investment to continue the project beyond the life of the Innovation Fund.</p>
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<p>4.6 Ensuring we have an effective strategic partnership board that will drive implementation of the Early Help Strategy</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Early Help</p>	<p>The first meeting of the new children’s strategic partnership took place on 14 November. The partners are currently agreeing the new strategic and operational arrangements.</p>	<p>Strategic partnership is in place and priorities and an agreed delivery plan is in place for the year.</p> <p>New strategic partnership agrees Early Help Strategy.</p>	<p>The partnership is maturing and there is effective monitoring of an outcome-based plan.</p> <p>Operational partnerships have been developed, are fully operational and delivering results.</p>
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Outcome 5: Happy childhood: all children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities

Objective a) All our schools will be outstanding or good and an increasing proportion will be rated as outstanding
Objective b) All children and young people, whatever their circumstance, will be achieve to the best of their abilities

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>5.1 Lead the BAME Attainment steering group to refocus concerted action with teachers and school improvement partners to drive up educational attainment and narrow/eradicate the attainment gap.</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Schools & Learning</p>	<p>We are working closely with Haringey Education Partnership (HEP) in their work with our secondary schools to drive up standards and outcomes at Key Stage 3 and at GCSE/A level. We also held a second Black Asian and Minority Ethnic (BAME) conference in July 2019 which follows a series of BAME steering group meetings looking at closing and eventually eradicating the attainment gap for our BAME pupils, as well as providing a pledge for our schools to sign up to which seeks to achieve this.</p> <p>The vulnerability of underachievement toolkit has been rolled out</p> <p>The annual educational attainment report has been present to Children’s Scrutiny Panel (7 November) and key areas for development continue to be the achievement of Turkish and Black Caribbean pupils.</p>	<p>The BAME attainment strategy lead by HEP will be implemented and monitored for impact.</p> <p>Schools are fully engaged in achieving the outcomes of the BAME attainment strategy and are implementing the strategy</p> <p>The effectiveness and impact of the Vulnerability Tool will be monitored and assessed</p>		<p>That the BAME attainment strategy continually shows impact, eradicates the attainment gap and is improving outcomes for BAME children and young people.</p>
<p>5.2 Work with partners to ensure we can meet the needs of children and young people especially those at risk of exclusion.</p> <p>Cabinet Lead: Cabinet Member for Children and Families (and Cabinet Member for Communities and Equalities)</p> <p>Officer Lead: Assistant Director for</p>	<p>Secondary school fixed term exclusion data is showing a reduction in the number of young people being excluded (0.17) and this is better than statistical neighbours (0.23), inner London (0.21) and England (0.20). This is second quartile performance and Haringey are ranked 56 out of all authorities.</p> <p>Following a review of exclusions in the borough, we have been working with partners to review our approach to Alternative Provision and have developed a whole systems Change Plan for implementation over the next</p>	<p>There are a number of milestones set out in the Change Plan for Alternative Provision which we will be delivering over the next three years. Most actions are for implementation in this and the next academic year.</p>	<p>This is a whole systems approach which focuses on prevention and early intervention, as well as seeking to redesign the arrangements for children and young people who have been excluded, permanently or on a fixed term basis.</p>	<p>The Change Plan for Alternative Provision is implemented and showing evidence of impact through reduced exclusion rates and better outcomes for children and young people.</p>

Schools & Learning	three years. We have deliberately adopted a whole systems approach recognising the complex and multi-faceted nature of the issues.			
5.3 Pilot and evaluate the provision of free school meals to children aged 5-11 Cabinet Lead: Cabinet Member for Cabinet Member for Children and Families Officer Lead: Assistant Director for Schools & Learning	Terms of reference for a member group has been agreed in order to take this work forward.	The Member led Task and Finish Group reports its findings regards the provision of free school meals for children aged 5-11 years old. Initial report expected end of March 2020.	The findings and recommendations of the Task and Finish Group are reported to Cabinet for consideration.	To implement the recommendations of Cabinet.
5.4 Work with partners and parents to develop an Improvement Plan for children and young people with special educational needs and disabilities Cabinet Lead: Cabinet Member for Children and Families Officer Lead: Assistant Director for Schools & Learning	A draft self-assessment has been completed and an improvement plan is to be agreed by the SEND strategic group.	Monitor delivery of the improvement plan. Develop and implement a model of Co-production with parents, carers, parent advocates and young people.		Co-production is embedded and is an effective approach to working with SEND children, young people and their families in Haringey.
5.5 Work across the Council and with schools to ensure there is a programme of schools' estate maintenance and priorities. Cabinet Lead: Cabinet Member for Children and Families (and Cabinet Member for Finance and Strategic Regeneration) Officer Lead: Assistant Director for Schools & Learning	A programme of maintenance reviews and compliance checks has been completed for all schools. This has informed the programme of schools' estate maintenance and priorities given to works which are underway.	Draft asset management plan produced and approved. Monitor delivery of the maintenance programme.		Implement the map of the agreed estate use to ensure the schools' estate can be more flexibly used as needs change. Monitor delivery of the maintenance programme.

Objective c) Children and young people will be physically and mentally healthy and well				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
5.6 Work with partners to develop an integrated 0-19 model for the Healthy Child Programme Cabinet Lead: Cabinet Member for Adults and Health (and Cabinet	New service design completed with new service specification	0-19-year-old integrated service implemented	0-19-year-old integrated service will include a vulnerable family's pathway which will increase reach and support to more families.	0-19-year-old integrated service embedded and evaluated

Member for Children and Families) Officer Lead: Assistant Director for Public Health.				
5.7 Reduce reinfections of sexually transmitted infections in young people 15-19. Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Public Health	Awaiting decision on a national grant to introduce a new programme of work to reduce re-infections amongst vulnerable young people. Continue to promote local services, especially clinic sessions for older teenagers and the C card scheme with young people	Extend the current contract for the young people and female reproductive health service. Support the universal roll out of relationship and sexual education in schools. Increase targeted prevention work. If Public Health are successful with the external grant application the Public Health team will 'roll out' scoping of need for training and then train appropriate youth workers and schools.	Maintain the current levels of funding External funding secured; match funded by £15,000 re invested from within current budget.	Monitor effectiveness of the pilot and prepare specifications for new services
5.8 Continue to work with partners to implement the Obesity Alliance priorities including roll out of sugar smart and development of an obesity clinical pathway. Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Assistant Director for Public Health.	Sugar Smart launched and a 'roll out' programme is underway. The child obesity clinical pathway developed and training to frontline practitioners is underway	A local obesity conference to be held in April/May 2020. Develop Healthy Guidance Toolkit for businesses and workplaces Develop Whole School Food Guidance	The conference is dependent on identifying funding	Embedding obesity reduction into Haringey's Local Plan.

Objective 5d) Children will grow up free from violence and fear of violence in the community wherever they live in the borough Objective 6c) Reduce the number of young people entering the criminal justice system				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
5.9 Collaborate with partners to deliver the Young People at Risk Strategy <i>The Strategy sets out a long-term strategic approach to reducing and preventing youth violence, and sets out strategic priorities to achieve the outcomes of the strategy over the next four years.</i> Cabinet Lead: Cabinet Member for	The Director of Children's Services chairs a Joint Executive Group of senior officers. This group is responsible for strategic oversight of the delivery strategy. An Operational Partnership Group is established with terms of reference and is leading the implementation of the Young People at Risk Action Plan. This group has met twice and is so far proving to be effective	A RAG rated plan is developed, fully implemented, operational and being monitored.	The Young People at Risk Strategy is substantially supported by various income streams including support from the Young Londoners Fund for Haringey Community Gold.	Initial plans fully achieved and reviewed, and further plans developed. Key data demonstrates that the strategy is impacting on serious youth violence.

<p>Communities and Equalities</p> <p>Officer Lead: Assistant Director for Stronger Communities, Assistant Director for Early Help and Prevention & Assistant Director for Safeguarding & Social Care.</p>				
<p>5.10 Working collaboratively to improve emotional health and wellbeing support in schools – CAMHS Trailblazer – providing targeted mental health and emotional wellbeing support to pupils from years 6,7 and 8 in Tottenham schools.</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Public Health, Assistant Director for Commissioning.</p>	<p>The Trailblazer is a partnership approach working with a range of schools and other stakeholders which is now fully operational in its two key strands: improving mental health and wellbeing support in schools and reducing CAMHS waiting times. There are multi-agency mental health support teams active in designated Haringey schools to improve emotional and mental health wellbeing outcomes and there is focused attention on reducing waiting times for children and young people in need of CAMHS input.</p>	<p>The Trailblazer implementation has been reported to the Health and Wellbeing Board and to the Children and Young People’s Scrutiny Panel with several milestones for continued implementation and evaluation.</p>	<p>The Trailblazer represents a significant injection of funding to ensure earlier access to support for mental health and wellbeing, in non-stigmatising and accessible locations.</p>	

Outcome 6: Every young person, whatever their background, has a pathway to success for the future

Objective a) All young people will be able to access routes to achievement and success
Objective b) Young people will feel prepared for adulthood

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>6.1 Expand the range of supported housing for care leavers and vulnerable young people.</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal</p> <p>Officer Lead: Assistant Director for Commissioning, Assistant Director for Safeguarding & Social Care.</p>	<p>Three properties have been identified within the borough of Haringey as being suitable for providing accommodation. Where appropriate support for young people will be provided through our existing provider.</p>	<p>Develop and sustain this offer.</p> <p>Monitor effectiveness of this support.</p>		<p>A review to see if the offer was successful and to consider next steps.</p> <p>Continue to monitor effectiveness of the support offered in year 1.</p>
<p>6.2 Implement an ‘independence pathway’ to support transitions among 14-25 year olds, particularly those with LD and MH</p> <p>Cabinet Lead: Cabinet Member for</p>	<p>Staff have been recruited to undertake work around Preparing for Adulthood. These officers will work with a cohort of twenty-four young people. An outcomes tool has also been developed to evaluate progress and access to the Project Search resource portal has also been secured to help support this work.</p>	<p>Evaluation of the project will be undertaken in June 2020.</p>	<p>The potential reductions in social care costs by supporting people into employment, where appropriate, will be estimated.</p>	<p>Plans for years 3 and 4 will be developed in year 2 and will be based on the evaluation completed in year 2.</p>

Adults and Health (with Cabinet Member for Children and Families)				
Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding & Social Care.				
6.3 Supporting young people with special educational needs and disabilities on pathways into employment	A cohort of seventeen young people are currently taking part in the Haringey Employment Support Programme (HESP).			
Cabinet Lead: Cabinet Member for Children and Families (with Cabinet Member for Local Investment and Economic Growth)	The Haringey Supported Internship Forum has also been developed and is attended by multi-agency partners.	All the young people participating in HESP programme will meet the outcomes they were set.	As above.	Plans for years 3 and 4 will be developed in year 2 and will be based on the evaluation completed in year 2.
Officer Lead: Assistant Director for Schools & Learning & Assistant Director for Safeguarding & Social Care.	A Supported Internship Programme in Haringey is also being established.			

Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected in their communities

Objective a) Healthy life expectancy will increase across the borough, improving outcomes for all communities

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
7.1 Working with partners in the NHS and the voluntary and community sector to create a joined-up health and care system which achieves key outcomes including: a) Reduced health inequalities b) Increased prevention and early intervention c) Improved resident experience Cabinet Lead: Cabinet Member for Adults and Health Officer Lead: Director of Public Health.	Haringey Borough Partnership development group formed with significant contributions from our local hospital trusts, NHS commissioners and voluntary sector representatives. Leaders Forum with representation from across the partnership now meeting regularly Haringey Council and partners have contributed to design of the integrated health and care system for North Central London On the groundwork in North Tottenham being rolled out including Community First approach being delivered from North Middlesex Hospital and GP practices so people can get advice on the wider factors affecting their wellbeing including housing and debt advice	Borough partnership plan to be completed by mid-2020 Borough partnership boards to be in place by mid-2020 Further pilots of integrated working in North Tottenham in place during the year. Sign up to the Public Health England Mental Health Prevention Concordat.	We are making significant progress in working with partners across the Health and Care system to develop an integrated care partnership at borough level. In the next 12 months we will have an agreed action plan in place with partners and a way of working together in place	Implementation of the priorities that are to be agreed in the Borough Partnership Plan

<p>7.2 Work across the Council and with partners to improve the mental health and wellbeing of all our residents</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Director of Public Health, Assistant Director for Commissioning & Assistant Director for Public Health.</p>	<p>Adults Mental Health JSNA chapter has been agreed by Haringey's Mental health executive.</p> <p>Children's Mental Health JSNA chapter complete.</p> <p>Significant activity underway to deliver the Trailblazer for children and young people including mental health support in schools and attainment of the 4 week wait for access to CAMHS.</p> <p>Refocusing of mental health floating support to better enable people to access the right support at the right time.</p> <p>After our successful systems bid for external funding, new mental health offer for people affected by homeless or sleeping rough.</p>	<p>Continue to work with users, residents and stakeholders to develop the integrated offer at Canning Crescent</p> <p>Ensure continued rollout of the Trailblazer to better support children and young people at an earlier stage</p> <p>Work across the system to reduce out of area placements for all users, across the age range.</p> <p>Work with communities to develop a stronger community response and engagement in initiatives to support good mental health and wellbeing across the life course.</p>	<p>Work is already underway planning these initiatives which are part of a wider approach to supporting people earlier and ensuring a holistic approach to mental health and wellbeing.</p>	<p>Continued implementation of Living Well Strategy</p>
<p>7.3 Working with a wide range of partners and stakeholders to enable residents to manage their own health and wellbeing and to age well</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Director of Public Health</p>	<p>Following a period of co-production and engagement, the Ageing Well Strategy has been finalised and agreed by partners as a whole systems approach.</p> <p>Approved by the Health and Wellbeing Board in recognition of its impact across the whole system of health and care</p>	<p>Continue to work with a range of stakeholders to co-produce and deliver action plan for Ageing Well Strategy which encompasses all strands identified from prevention through to end of life and crisis care.</p>	<p>This work will be supported through the Ageing Well Board under the Borough Partnership arrangements.</p>	<p>Deliver action plan for Ageing Well Strategy</p>
<p>7.4 To ensure that those most in need of prevention services access the right help as early as possible (e.g. stop smoking/physical activity/weight management)</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Public Health.</p>	<p>Services optimised – quit rates for smoking cessation services have shown improvement</p> <p>Physical Activity and Sports strategy developed and launched. Delivery plans agreed and implementation underway</p>	<p>Further refine existing services and develop new service model</p> <p>Continue to implement the delivery plans</p> <p>Develop impact monitoring plan for preventative activities</p>		<p>Implement new service model</p>
<p>7.5 Roll out pilot programme to reduce smoking in pregnant women and parents with children under 5 years</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for</p>	<p>Programme and training scoped</p>	<p>Opportunities will be taken to integrate the programme implementation across several initiatives including Connected Communities, Health Visiting and Early Help to optimise impact and to ensure all areas of the community can access the support they need.</p>	<p>A test and learn approach will be adopted to ensure the pilot can have optimal impact for all pregnant women and parents with children under 5.</p>	<p>Evaluate and improve programmes</p>

Public Health.				
<p>7.6 Connect residents with information and resources in their community which can help them to lead healthier lives</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Commissioning.</p>	<p>Reach and Connect service rolled out</p> <p>Expansion in local area co-ordinator coverage</p> <p>Mulberry Junction open with an integrated offer for people at risk of or affected by homelessness</p> <p>Connected Communities roll out to ensure reach into targeted communities</p> <p>A forum has been established to engage all co-ordinators and connectors working in the community to share information and promote better pathways for local residents</p>	<p>The network of connectors will continue to be developed to share information</p> <p>Review of information and advice services with aim to pilot a new approach delivering a more joined up model</p> <p>Ensure effective community links to the developing Primary Care Networks</p>	<p>Information is a core issue for local residents and communities, and we are keen to build stronger information resources for all residents and practitioners.</p>	<p>Evaluate the benefits of a joined-up approach</p> <p>Seek additional resources to consolidate approach</p>

Objective b) People will be supported to live independently at home for longer

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>7.7 Promote independent living options – enabling more people to live in less restrictive settings, including sheltered housing, accommodation with Housing Related Support, Shared Lives and Key-Ring Support.</p> <p>Cabinet Lead: Cabinet Member for Housing and Estate Renewal (and Cabinet Member for Adults and Health)</p> <p>Officer Lead: Assistant Director for Commissioning</p>	<p>Shared Lives – a review is currently underway to look at how this can be better utilised as a housing option. A set of recommendations will be made as part of the review setting out how to the service can be improved. People who are in supported living or residential care, who are currently placed out of borough, who would benefit from a family environment back in their community, will be identified.</p> <p>Move On – a project is underway to support people with a learning disability, who are able to step down from supported living, to other supported options with lower levels of support.</p> <p>At present ten individuals are being worked with and further people who would be suitable to look at lower levels of support will also be identified.</p> <p>Work is underway to ensure more general needs housing for people with mental health needs or a mild to moderate learning disability to ensure move-on options are in place.</p>	<p>Shared Lives - A review of shared lives service has identified areas where the scheme could be expanded. An action plan has to be implemented and improvements and growth improved. Carers recruited to match needs and people moved to family homes if they choose to do so.</p> <p>A particular focus on a cohort of 6 to 10 adults with a learning disability currently placed out of borough have been identified.</p> <p>Cross cutting work between ASC, Housing and Planning, is underway to ensure the growth in social housing units has benefit across the system and for those with additional care and support needs.</p>	<p>Significant possibility for savings from moving people into shared lives.</p> <p>This needs to be explored more fully and may require project management/ commissioning resource in social care to deliver.</p>	<p>To continue to grow the scheme, to expand the user groups that may benefit from shared lives. To replicate a model where people are moved from more restricted accommodation (maybe out of borough) to family homes in the shared lives schemes. This creates great outcomes and is better value for money for the council.</p>

<p>7.8 Give residents access to better technology options that can help them to stay safe, independent and connected.</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Adults.</p>	<p>Adult Social Service Assistive Technology Offer: Reviewed current in-house service offering and designed new Delivery Model that will see enhanced capability to assess, access and implement assistive technology more effectively and in accordance with industry best practice.</p> <p>Procured new call monitoring platform that will enable the use of wider technology options to meet greater and more varied level of needs.</p> <p>Pilot of activity monitoring technology that is designed to help inform the development of care packages to ensure the correct wrap around care is in place.</p> <p>Secured £20k funding for a pilot to explore use of AT in supported living environment with providers and service users.</p> <p>New supported living schemes, such as Linden House, will be equipped with assistive technology to maximise people's independence.</p>	<p>Implement the new and enhanced capacity in-house delivery model and associated restructure that will provider wider service offer.</p> <p>Implement the new call monitoring platform</p> <p>Development of a new DPS that will enable the access of new technologies in a timely and cost-effective way.</p> <p>Establishment of new innovation working group with key stakeholders to understand different needs and identify suitable technology to meet these. Across all service users' groups, Adults, LD and Mental Health</p> <p>Supported Living Project phase 2, to review and develop commissioning approach incorporating AT.</p> <p>Activity monitoring pilot phase 2 to be extended to larger cohort and to embed in the care assessment process.</p> <p>Review of the potential role of AT between the Care and Health pathways and the further benefits that could be achieved. Development of business case.</p> <p>New accommodation is opening, and assistive technology will be used throughout the service.</p>	<p>This will be monitored, and good practice will be rolled out.</p> <p>The new delivery model and use of Assistive Technology will provide greater independence for people and as a result will lead to some reduction in care packages.</p> <p>Can provide vital support for carers, alleviating pressure and anxiety and supporting their wellbeing.</p> <p>Assistive technology aim is to reduce the needs for some care hours to be commissioned and is expected to provide some reductions in care packages.</p>	<p>Continued growth for Assistive technology for LD, innovation and scope to broaden.</p> <p>Establishment of a programme of good practice to be rolled out across supported living or residential care schemes.</p> <p>Further development and deployment of the Health and Supported living opportunities.</p> <p>Explore other areas within the council i.e. Children's where there may be further opportunities for AT to deliver improved outcomes.</p>
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Objective c) Adults will feel physically and mentally healthy and well

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>7.9 Further develop our healthy place approach – including strengthening approach to licensing, healthy planning, healthy homes and workplaces etc.</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Public Health.</p>	<p>Licencing: Public health has strengthened their representations to the Licensing Committee</p> <p>Agreement reached to incorporate the Health Impact Assessment methodology into the next Local Plan due in 2020</p> <p>Haringey’s School Superzones Pilot implemented.</p> <p>Haringey was the first local authority to ban the advertising of products with high fat, sugar or salt as part of its corporate advertising and sponsorship policy. Sugar -smart launched a conference in April 2019 which involved:</p> <p>Organisations committed to taking action to reduce sugar and promote healthier diets.</p> <p>Sugar smart sign up by 10 primary schools, 1 nursery and 3 organisations.</p> <p>Work with Islington to develop a Business Food Standards Policy</p> <p>Annual Public Health Report on inequalities published.</p> <p>Haringey has the biggest network of healthy living pharmacies (31) in London providing a broad range of free sexual health services including chlamydia and gonorrhoea testing, chlamydia treatment, free condoms for young people and adults, HIV point of care testing (in selected pharmacies).</p>	<p>Embed health impact assessment methodology and public health input into significant planning and policy decisions.</p> <p>Develop a one council and partnership approach to improving Health and Wellbeing and reducing health inequalities</p>	<p>Continue to link with place priorities</p>	<p>Develop a Health & Wellbeing Policy within Haringey’s new Local Plan</p> <p>Healthy Place: ongoing work :-</p> <p>Improving air quality through developed air quality action plan</p> <p>Healthy place shaping to promote walking, cycling and social interaction.</p> <p>Use of licensing and planning powers to tackle gambling, alcohol misuse and promote healthy eating</p> <p>Economic development and the link to health and wellbeing</p>
<p>7.10 To tackle high levels of alcohol related harm to individuals and communities – with partners start the process of developing an alcohol strategy.</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Public Health.</p>	<p>Alcohol strategy development delayed due to a change in priorities and the need for a drugs strategy</p> <p>The Innovation Fund programme (a programme to improve outcomes for children and families affected by alcohol abuse and ensure everyone knows how best to support families) delivered 3 local conferences and identified the practitioners to receive further training in line with the agreed service model.</p> <p>During the year we have seen a 65% increase in alcohol dependent parents accessing treatment.</p> <p>In September we saw another successful Recovery Pride Event where local residents celebrated and shared their stories of completing successful treatment in either the drug or alcohol services.</p>	<p>Start the process to gain senior leadership commitment (across the partnership) to develop an alcohol strategy</p> <p>Roll out the programme and tools.</p> <p>Develop the evaluation framework</p>	<p>Continue to link with place priorities</p>	<p>Will be developed after the outcomes of the alcohol strategy.</p>

<p>7.11 Support employment initiatives to delivery of the Economy Outcome 14a) to ensure people with extra support needs can access and maintain employment</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding & Social Care.</p>	<p>There are several initiatives being worked on across the Council and on a pan-London basis and with partners.</p> <p>An overarching strategy is being developed, which will draw together the existing work described and set out a vision and priorities for Haringey.</p> <p>Supported employment initiatives in place for young people and for adults with learning disabilities</p> <p>The development of the Haringey Economic Development Strategy has opened up a number of opportunities for social care and for people who would benefit from supported employment options.</p>	<p>The new overarching strategy will set out the vision and overall approach to supporting people with support needs into employment. This will include opportunities in emerging council developments, such as the Autism Hub in year 2 and Canning Crescent’s Mental Health Support offer in years 3 & 4.</p> <p>The Proud to Care portal supports the promotion of rewarding and flexible work or training in the North London care sector. We will further develop this across North Central London to ensure that people in need of supported employment can also access social care roles: www.proudtocarenorthlondon.org.uk</p>	<p>This priority provides economic benefits to the individual and creates greater independence.</p> <p>In the longer term there may be a cohort of people who attain greater financial independence through appropriate employment.</p>	<p>To be developed.</p>
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Objective d) Adults with multiple and complex needs will be supported to achieve improved outcomes through a coordinated partnership approach

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>7.12 Improve ways of working across social care, acute and community partners to deliver integrated care to people</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Adults, Director of Public Health & Assistant Director for Commissioning.</p>	<p>The Council has been working with partners across the NHS and the voluntary and community sector, to develop an approach to Integrated Care Systems locally, at a borough level and across North Central London.</p> <p>A model is being trialled in North Tottenham, which brings together an integrated, multi-disciplinary team of practitioners from across the public sector, in one location.</p> <p>The integrated team works on the same geographical area, enabling them to tackle issues in a holistic way and provide a simpler and more joined up local system.</p> <p>This approach also supports the coordination of local activity, networks and opportunities and makes best use of the strengths and assets of our communities.</p> <p>We are developing a Haringey Borough Partnership, whose main focus will be to improve the health and wellbeing of local residents, taking a determinedly whole systems and early intervention approach, as well as contributing to the development of the Integrated Care System across North Central London.</p> <p>The work is all informed by the great success of integrated</p>	<p>The integrated, multi-agency team is developing working arrangements during November/December 2019.</p> <p>Shadow arrangements to be in place by January 2020.</p> <p>Full arrangements to be operational by April 2020</p>	<p>This is an exciting development which brings whole systems working for improving health and wellbeing outcomes in their widest sense, fully into focus for work between the NHS and a wide range of partners.</p>	<p>To be developed.</p>

	working to support people to be safely discharged from hospital following an admission.			
<p>7.13 Preparing for adulthood – develop model of support that prepares young people for adulthood when transitioning from children’s services to adulthood, encompassing:</p> <p>a) Employment support b) Housing support c) Good health, wellbeing and independence d) Community relationships</p> <p>Cabinet Lead: Cabinet Member for Children and Families (with Cabinet Member for Adults and Health and Cabinet Member for Communities and Equalities)</p> <p>Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding and Social Care.</p>	<p>Preparing for Adulthood Pathway Guide has been co-produced and is available online and in hard copy, for professionals and families. www.haringey.gov.uk/sites/haringeygovuk/files/preparing_for_adult_pathway_guide.pdf</p> <p>A Transition protocol has been developed with health to agree internal procedures and a draft Transition Policy has been compiled.</p> <p>The Council, in partnership with College of North East London, North Middlesex Hospital and Tottenham Hotspurs Foundation, has launched Project Search Supported Internship for 12 young people with a learning disability.</p> <p>Two Transition Events were held were families to find out more about preparing for adult life, post 16 choices, including employment, education and housing choices</p>	<p>We are ambitious to support as many young people into positive employment options as possible. The following outline the current capacity and support that we will seek to increase:</p> <p>Twelve young people are currently participating in the North Middlesex Hospital Supported Internship programme and will be in employment by September 2020. Twenty-seven young people will be supported, via My AFK Haringey Employment Support Programme, to meet employment outcomes by September 2020.</p> <p>Preparing for Adulthood Pathway Guide will be published in January 2020 for families and professionals.</p> <p>Young people will know their transition outcome six months before their 18th birthday.</p> <p>A Transition Policy and protocol will be launched Feb 2020. These are guidance documents for professionals, to help them improve the process of moving people on from children’s services to adult life.</p>	<p>Two young people from Haringey are participating in Project Search Supported Internships.</p> <p>As part of the My AFK HESP project, six young people have applied for jobs and we expect four to be in paid employment by Jan 2020.</p> <p>The Pathway Guide 2020 will empower families to find information and advice to reduce dependency on social care services by making better use of other networks and facilities in the community. It will also reduce family’s anxiety that there will be a ‘cliff edge’ when young people transition to adults’ packages of care by making it clearer what the adult offer is, eligibility and alternatives if they are not eligible.</p> <p>The development of the Transition Policy, Transition protocol and Timeline will act as guidance for staff across the partnership to be clear about their role, responsibilities and timeframe for transition planning early which, can assist to reduce dependency on care and support by exploring options such as employment and support in the community.</p> <p>Work is being undertaken with Children’s services to ensure Adult services are aware of all young people who may transition to adults’ services from 14 years on wards.</p>	To be developed.
<p>7.14 Working with partners and stakeholders to redevelop our built assets to deliver higher quality, more connected care</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p>	<p>We are carrying out a Community Assets Review looking at how we make best use as a Council, with statutory and community partners, of our community assets which include a range of buildings across the borough. This work encompasses several strands including moving towards a more locality focused approach, greater integration and more involvement of local communities.</p>	<p>The aim is to report on the Community Assets work within the next nine months, with a view to completing the review element of the work.</p>	<p>This is a wide-ranging piece of work engaging widely with stakeholders both within and out with the Council.</p>	

Officer Lead: Assistant Director for Commissioning.

Outcome 8: Strong communities where people look out and care for one another

Objective a) Carers are supported and valued, including young carers

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>8.1 Work with partners, carers and young people to develop a Carers' Strategy</p> <p>Cabinet Lead: Cabinet Member for Adults.</p> <p>Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding & Social Care.</p>	<p>The Council and CCG are working jointly with carers and other stakeholders to develop a whole system Carers' Strategy.</p> <p>Carers' Working Group (CWG) was established in September 2019 in order to oversee the development of the strategy and ensure co-production with Carers is a significant driver for the approach</p> <p>Initial engagement with Carers, to identify themes has already taken place and will continue to inform next steps</p>	<p>Work with carers to design and hold a boroughwide engagement event in Spring 2020 to develop the principles and priorities for the Strategy.</p> <p>Finalise and approve the Carers' Strategy to encompass all areas affecting the health and wellbeing of carers in the borough.</p> <p>Long-term road map and action plan to accompany the Carers' Strategy to be developed by CWG by June 2020.</p> <p>Development of improved network of multi-agency support for Carers.</p>	<p>It is recognised that improving signposting and information and guidance around financial support is an important and practical way of supporting Carers.</p> <p>This will be reflected in the strategy and action plan as they are developed.</p>	<p>To be developed following establishment of Carer's Strategy.</p>

Objective b) A strong and diverse voluntary and community sector, supporting local residents to thrive

Objective c) Caring and cohesive communities which can offer support

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>8.2 Embed a locality-based model in Haringey, with a focus on early intervention and prevention for all of our community, in order to provide better support to residents at an earlier stage, preventing them slipping into crisis.</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Commissioning.</p>	<p>Engagement was undertaken with residents Autumn 2018 on the development of a locality-based model.</p> <p>A trial service, Community First, was launched in Wood Green Library in November 2018. This focused on targeted groups and residents were able access support from a multi-disciplinary team, based in one location.</p> <p>In parallel, Connected Communities was trialled in North Tottenham in Spring 2019. Point 36 sets out how this work is being developed.</p>	<p>Bed in the newly recruited operational staff and build on the culture and training programmes in place to enable a borough wide rollout.</p> <p>Rollout of the full model is subject to an Outline Business Case to be developed and signed off by March 2020.</p>	<p>Cost avoidance and social value impact modelling is challenging and needs to be built through an evidence based, iterative process.</p> <p>Robust data is required to underpin cost avoidance modelling, and this will be gathered as the locality-based approach develops.</p>	<p>Further roll out and development of Locality model based on trials and modelling.</p>

<p>8.3 As part of delivering the above, combine and expand Community First and Connected Communities approaches into one co-produced locality model and roll out across the borough.</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Commissioning.</p>	<p>As part of the ongoing test and learn approach being adopted for implementing Connected Communities, we have integrated Community First, Connected Communities and Local Area Co-ordination into a single approach which meets a diverse range of needs.</p> <p>A co-location of the model is also being piloted in community health and primary care settings to develop an integrated early intervention offer for residents.</p> <p>From November 2019 a multi-agency version of the model will be tested at three GP practices in North Tottenham. A version of the model will also be trialled at the North Middlesex Hospital.</p> <p>Development of a co-produced Welcome strategy which sets out our strategic commitment to make Haringey a welcoming borough for everyone who wants to live and work here. The strategy outlines a collaborative approach, drawing on the skills, assets and passions of partner agencies and communities from across the borough.</p>	<p>Based on the trial described, an outline business case will be compiled in April, setting out plans to roll out a locality-based model across the borough.</p> <p>Develop greater use of multi-agency data and insight to provide targeted communication with specific cohorts of residents.</p> <p>Launch of Connected Communities in Hospital and Primary Care Settings</p> <p>Development of Social Value Impact Tool for testing across the system by March 2020 in order to evaluate impact.</p> <p>Considering social value allows us to consider what is important to people not just for people. Adopting a borough-wide measure for individual values allows the Council and partners to compare interventions and activities and plan where we may need to improve provision. It attempts to measure the impact of preventative work with communities and then to help us communicate the value of that work.</p>	<p>Social Value Impact Tool is being developed by performance colleagues as a way to assess both social return on investment (starting with Connected Communities) and social value (currently being piloted on the Community Buildings review, measuring the impact on discounted rents) The aim is to try and allocate a monetary value to the social benefits of achieving certain outcomes drawn from a broad basket including health and wellbeing, local employment, sustainability, education, accommodation etc.</p>	<p>Further roll out and development of Locality model based on trials and modelling.</p>
<p>8.4 Strengthen community based early help offer in-line with the strategy.</p> <p>Cabinet Lead: Cabinet Member for Adults and Health (with Cabinet Member for Children and Families)</p> <p>Officer Lead: Assistant Director for Commissioning & Assistant Director for Early Help & Prevention.</p>	<p>We have successfully attracted additional resources into the combined Connected Communities function in order to strengthen our early intervention offer in local communities. We have increased coverage across the borough, ensuring we have a presence particularly in areas of greatest need.</p> <p>A program of support for Young Carers is already active via the Bruce Grove Youth offer. Additional evidenced based supports such as Caring dads, Anchor Approach and the Reducing Parental Conflict Program is now on offer, which Caring Dads becoming fully operational in March 2020.</p>	<p>As above.</p>	<p>As above.</p>	<p>As above.</p>

Objective d) Levels of Violence against women and girls will be significantly reduced				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>Note, although this is also a discrete priority, the work to deliver change happens across multiple organisations and parts of the council. It is also an intrinsic part of multiple objectives within the People and wider Borough Plan.</p> <p>The full strategy can be found here: https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-and-abuse-and-violence-against-women-and-girls/violence-against-women-and-girls/haringeys-approach-violence-against-women-and-girls</p> <p>8.5 Drive borough-wide change in the culture, behaviours and attitudes that lead to violence against women and girls through a coordinated community response (CCR)</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Director of Public Health.</p>	<p>Over 800 professionals trained on VAWG 150 people engaged during '16 days of Action' campaign</p> <p>VAWG Coordinator delivered mandatory domestic violence training for new Barnet, Enfield and Haringey Mental Health Trust staff, reaching approximately 160 staff members. VAWG Coordinator worked with Barnet, Enfield and Haringey Mental Health Trust to improve the training materials to include key topics of power and control, disproportionality of VAWG and routine enquiry</p>	<p>Expansion of the VAWG team in the council</p> <p>To further support VAWG training across the workforce and raising awareness amongst partners</p> <p>The VAWG team will continue to work in partnership with a wide range of partners across the statutory and voluntary sectors to improve responses to victim/survivors of VAWG and build capacity within their workforce to support particularly those who are most vulnerable.</p> <p>There is also a new Domestic Violence Policy that is being introduced to support staff who work for the LA, to be supported if they are also victims.</p> <p>Expansion of the Council's VAWG team to lead on improving pathways for support and preventative approaches</p>		<p>Further development of approach in line with 10-year VAWG strategy https://www.haringey.gov.uk/social-care-and-health/health/public-health/domestic-violence-and-abuse-and-violence-against-women-and-girls/violence-against-women-and-girls/haringeys-approach-violence-against-women-and-girls</p>
<p>8.6 Develop intensive, recovery-focused support programmes for women from culturally and linguistically diverse backgrounds who have experienced violence</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Director of Public Health.</p>	<p>Over 1000 women supported through specialist services</p>	<p>To recommission services to increase existing service provision for women.</p> <p>Planning for new refuge provision in the borough. Purchase of site at an advanced stage.</p>		<p>Further development of approach in line with 10-year VAWG strategy</p>
<p>8.7 Improve the long-term support</p>	<p>WISER has been continuing to work with excluded women</p>	<p>The project has expanded to include</p>	<p>The funding is due to end in March</p>	<p>Further development of approach in line</p>

<p>available locally to help survivors to develop their resources and support networks to recover from abuse through ensuring sustainability of the WiSER project</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Director of Public Health.</p>	<p>with severe and multiple disadvantage to enable them to access safe housing & benefits, stay safe and improve health, engage in other support services build self-esteem and confidence, access work, education and training and become financially independent</p>	<p>additional LAs and voluntary sector partners to work on delivering this project. Which has proved to be successful in engaging women who have never engaged in services before.</p>	<p>2020, as they were not successful in the MOPAC commissioning bids (results announced October 2019). Further opportunities are currently being explored to obtain further funding.</p>	<p>with 10-year VAWG strategy</p>
<p>8.8 Include age-appropriate and evidence-based education to schoolchildren covering sexual violence, gender equality and other relationship issues</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Director of Public Health.</p>	<p>Continued to fund a prevention programme in schools. The Protect Our Women (POW) project, run by Solace Women's Aid, is in its 5th year and continues to grow from strength to strength. 369 young people engaged in POW.</p>	<p>To increase training in primary and secondary schools</p>		<p>Further development of approach in line with 10-year VAWG strategy</p>
<p>8.9 Expanded programme of perpetrator support for men</p> <p>Cabinet Lead: Cabinet Member for Adults and Health (with Cabinet Member for Communities and Equalities)</p> <p>Officer Lead: Director of Public Health.</p>	<p>Perpetrator programme contract has been extended for 12 months with effect from 1st September 2019. All female partners or ex partners are offered parallel support when the men are on group programmes.</p>	<p>To identify community groups to develop and train community elders to support men from the Turkish and Polish communities to act as interpreters and mentors for male perpetrators</p>		<p>Further development of approach in line with 10-year VAWG strategy</p>

Outcome X: All residents will be able to live free from fear of harm

Objective a) Children, young people and adults experiencing or at risk of harm, neglect or exploitation will be protected and safeguarded

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>X.1 Improve services for children who need help and protection by a persistent approach to drive good outcome-focussed practice with a focus on our key priority</p>	<p>New MASA arrangements formally launched on the 4th November with representation from all Safeguarding partners.</p> <p>Consistent application of evidence-based tools to inform good quality interventions for</p>	<p>Priority Action plan agreed and monitored through the new Haringey Children's Safeguarding Partnership.</p> <p>The partnership is strengthened and the new</p>	<p>No additional cost indicated.</p>	<p>Priority Action plan in progress and monitored through the new Haringey Children's Safeguarding Partnership.</p> <p>Partners agree the priorities for the multi-agency practice</p>

<p>areas such as neglect, violence against women and girls, disabled children.</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Safeguarding & Social Care.</p>	<p>children and families.</p>	<p>ways of working in relation to shared responsibility and accountability in for safeguarding across Haringey are embedded and working well.</p> <p>The new board is developing collaborative working arrangements with the Adult Safeguarding Board and moving towards a 'People' approach to mitigate risks.</p> <p>Details set out in the update Ofsted improvement plan- including the evidence-based tools.</p> <p>New Early Help strategy to be launched in 2020.</p>		<p>week.</p> <p>Continued service and practice improvement</p>
<p>X.2 Supporting a consistent and high-quality workforce</p> <p>Cabinet Lead: Cabinet Member for Children and Families and Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Adults & Assistant Director for Safeguarding & Social Care.</p>	<p>Adult Social Care – Recognition that quality of social care provision is linked to recruitment and retention, appropriate remuneration, working terms and conditions.</p> <p>We have successfully agreed payment of London Living Wage (LLW) to all commissioned home care and Extra Care provision. This will come into effect in Year 2. Internally within the council there are concerted efforts to support a Modern Reward strategy that will support recruitment and retention of social care staff. There is also work to reduce agency staff that is monitored through monthly team meetings.</p> <p>Children's Services - The national picture for recruiting and retaining social workers remains challenging. The service has seen the proportion of agency social workers rise from 34% to 36%. The level of agency staff in the service has increased since March 2019 from 61 to 67. The London Boroughs' agency average is 24%. The service continues to drive practice improvement and some of the reduction in permanent staff has been in relation to effective performance management. The service continues to focus on recruiting permanent staff through networks and newly qualified social workers</p>	<p>Implementation of the Modern Rewards Strategy to support recruitment and retention of staff.</p> <p>Paying London Living Wage to Care Staff to support recruitment and retention of high-quality staff and improve outcome for residents.</p> <p>Adult Social Care - Moving of agency staff onto fix term contracts wherever possible.</p> <p>Implement plans to deliver an Academy to support recruitment and retention.</p> <p>Children's Services - Deliver our recruitment and retention improvement plans which includes:</p> <ul style="list-style-type: none"> - Review the recruitment offer; - Conversion of agency workers; - Develop our 'grow our own' strategy through supporting student placements by 	<p>Adult Social Care - The financial impact of holding high levels of agency staff within teams is recognised and will continue to be minimised wherever possible.</p> <p>£196K saving - On target and delivered through the recruitment of newly qualified social workers.</p>	<p>Review recruitment and retention improvement plans and adjust actions where needed.</p> <p>Monitor performance monthly.</p>

		<p>recruiting step up students and recruiting two cohorts of newly qualified social workers each year;</p> <ul style="list-style-type: none"> - International recruitment; - Launch our Children's Learning Academy and provide additional support to students and practitioners through our new advanced practitioner. <p>Monitor performance monthly.</p>		
<p>X.3 Increase the recruitment of in-house foster carers and reduce the use of independent foster agencies</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Safeguarding & Social Care.</p>	<p>Six new in-house foster carers have been recruited to date with a further six foster carers expected by end of December. However, with resignations to date of four carers the net gain to the end of September is two carers.</p>	<p>Implement plans to recruit and retain in-house foster carers through:</p> <ul style="list-style-type: none"> - An effective marketing strategy - Implementing the Mockingbird programme which centres on an extended family model where one foster home is paid to act as a hub, offering planned and emergency respite, advice, training and support, to six to 10 satellite fostering or kinship care families - Providing foster carers with the skills to manage complex behaviours through the Children's Learning Academy <p>Increase fostering placement capacity through the funding of housing adaptations for existing in-house foster carers who have homes with Homes for Haringey</p> <p>Monitor performance monthly.</p>	<p>£90K saving Invest to save On target - over the next 2 years foster care households to increase – 20</p>	<p>Review the recruitment and retention of in-house foster carer plans and adjust actions where needed.</p> <p>Consider extending the Mockingbird programme.</p> <p>Review the success of the funding of housing adaptations and implement lessons learned.</p>
<p>X.4 Develop an effective edge of care service so that young people can remain safely at home with their families instead of coming into care.</p> <p>Cabinet Lead: Cabinet</p>	<p>Whilst recruitment for the new HART team remains in progress to be completed, much preparatory work has been completed in terms of confirming service specifications, target cohort and communications.</p> <p>Additionally, the new Positive Families Partnership has been launched and we will be referring a minimum 12 young people for Family Functional Therapy and Multi-systemic therapy. Currently this service is working with one young person and three more are in the process of being referred.</p>	<p>Further develop our edge of care approach and this will include:</p> <ul style="list-style-type: none"> - Finalising opportunities with the CCG through support from the Brandon Centre, and 	<p>£150K Invest to save. On target</p>	<p>Review our developing edge of care approach.</p> <p>Make changes within the MASH and Early Help for more robust and earlier identification of the children at risk of coming into care. This will include using the Adverse CE factors in line with</p>

<p>Member for Children and Families</p> <p>Officer Lead: Assistant Director for Safeguarding & Social Care.</p>		<ul style="list-style-type: none"> - the Positive Families Partnership - Realign the brokerage services to ensure better short-term care and support to adolescent children - Review the options for local provision for children who require multi-agency assessments to determine long term care plans - Embed and develop the work of the new HART team. <p>Monitor performance monthly.</p>		<p>Public Health Strategies.</p> <p>Increase the numbers of adolescent and their families accessing support safely at home.</p>
<p>X.5 Develop a Family Centre to support bringing specialist family assessments in house and doing them in the community</p> <p>Cabinet Lead: Cabinet Member for Children and Families (and Leader of the Council)</p> <p>Officer Lead: Assistant Director for Safeguarding & Social Care.</p>	<p>The Team Manager for this new service has been recruited and the refurbishment of the Maya Angelou Family Assessment centre and parenting support outreach service is in progress. The service will launch by the end of November.</p>	<p>Embed and develop the work of this new service.</p> <p>Monitor performance monthly.</p>		<p>Continued service development.</p> <p>Evaluate the success of the service and ensure during these two years that the skills of these teams are transferred to social workers in the Court and Safeguarding Teams.</p>
<p>X.6 Development of partnership wide transitional safeguarding response</p> <p>Cabinet Lead: Cabinet Member for Children and Families</p> <p>Officer Lead: Assistant Director for Safeguarding & Social Care & Assistant Director for Adults</p>	<p>Adult and Children’s Services are developing this work jointly at present.</p> <p>Safeguarding is built into the learning disabilities referral process for young people. Work is under way to explore how this can be built into the Transition Panel.</p>	<p>The approach, milestones and success factors will be developed and presented to the Safeguarding Adults Board in April 2020</p> <p>Year 1 – take a ‘test and learn’ approach to new ways of supporting young people</p> <p>Transitional Policy in consultation stage Exploitation Prevention Panel reconfigured to include Early Help and young adults.</p>	<p>None.</p>	<p>To be developed.</p> <p>Continued service development</p>
<p>X.7 Delivery of Haringey Adults Safeguarding Board strategic priorities noting newly identified</p>	<p>The Haringey Adults Safeguarding Board’s (HASB) strategic plan is updated on a rolling, quarterly basis, and reviewed at the HASB meetings. Priorities and actions within the strategic plan are based around these areas:</p> <ul style="list-style-type: none"> • Assurance that safeguarding practice is person centred and outcomes focussed 	<p>At present a set of supporting performance indicators are being developed by the</p>	<p>None.</p>	<p>As described, the HASB’s strategic plan is updated on a rolling quarterly basis and reviewed at quarterly HASB</p>

<p>areas for focus.</p> <p>Cabinet Lead: Cabinet Member for Adults and Health</p> <p>Officer Lead: Assistant Director for Adults.</p>	<ul style="list-style-type: none"> • Prevention of abuse and neglect • Ensuring responses are provided in a timely and proportionate way • Learning and improvement <p>It also has dedicated subgroups for the following areas, which review specific delivery plans for these areas:</p> <ul style="list-style-type: none"> • Safeguarding Adult Review • Quality Assurance • Prevention and Learning <p>Delivery plans held by each sub-group are aligned to the Strategic Plan and priorities.</p> <p>Plan can be found here: https://www.haringey.gov.uk/sites/haringeygovuk/files/hsab_strategic_priorities_final_0.pdf</p>	<p>Council’s Performance team.</p> <p>These will underpin the existing Adult Safeguarding indicator, part of Outcome 7, Healthy and Fulfilling Lives, which measures performance against the proportion of adult safeguarding cases with risks removed if reduced at the end of the case.</p> <p>The council will co-ordinate a multi-agency response to modern slavery in Haringey</p>		<p>meetings.</p>
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