



Safeguarding and Looked After Children Plan for Haringey

(Refreshed March 2011)

Together we ensure that every child matters



Our Commitment

Together.... we protect children

Messages

- **Together we build a living picture of a child's needs.** We are always watchful. We always listen to the child's voice. We never ignore a child who needs our help or protection.
- **Together we pool our resources, time and information.** We never assume it is someone else's responsibility. We never leave a gap through which a child can fall.
- **Together we work for the children of Haringey.** Children are at the centre of everything we do. Together we will make this the best place to work for the welfare of children.
- **Together we ensure that every child matters.**

Background

The development of the Safeguarding and Looked After Children Plan has been an iterative process with several refreshes having taken place. The first Improvement Plan was submitted in February 2009, and a follow up Action Plan was submitted to Ofsted and the Department for Children, Schools and Families (DCSF) in March 2009 and approved in April. This three year plan was designed to ensure that Haringey's services for children and young people are among the best by December 2011. Since then the plan has been regularly updated and refreshed as a result of recommendations and findings from inspections of progress in the provision of safeguarding (July 2009 and February 2010), unannounced inspection of contact, referral and assessment arrangements (September 2010) and recommendations from Serious Case Reviews and most recently the inspection of safeguarding and looked after children services held in January 2011.

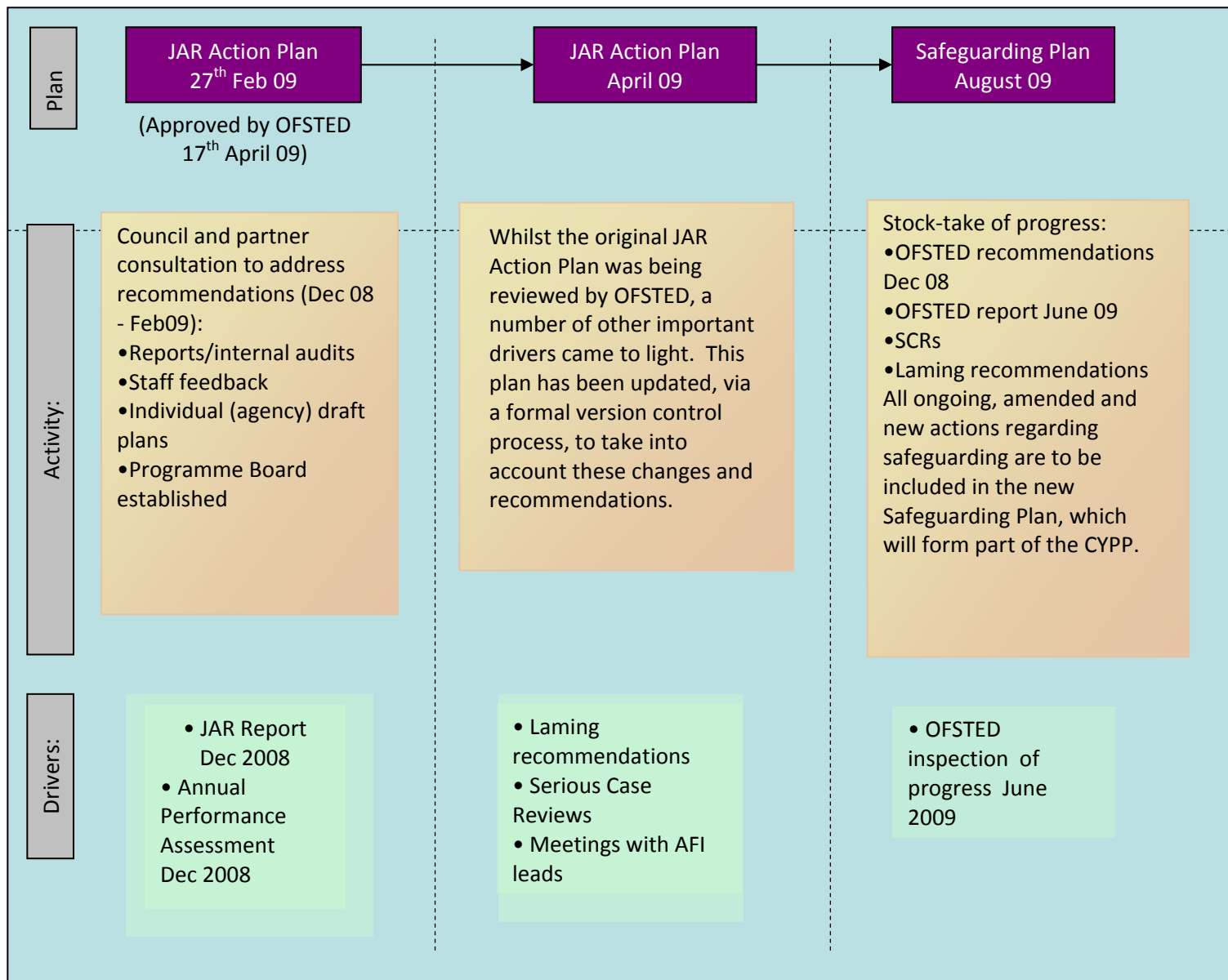
In March 2011 the Safeguarding Plan was renamed the Safeguarding and Looked After Children Action Plan, to reflect the wider remit of Ofsted and Care Quality Commission's inspection of safeguarding and looked after children services held in January 2011. The Safeguarding and Looked After Children Action Plan incorporates actions in response to the identified areas for improvement, as well as actions carried over from previous iterations of the plan.

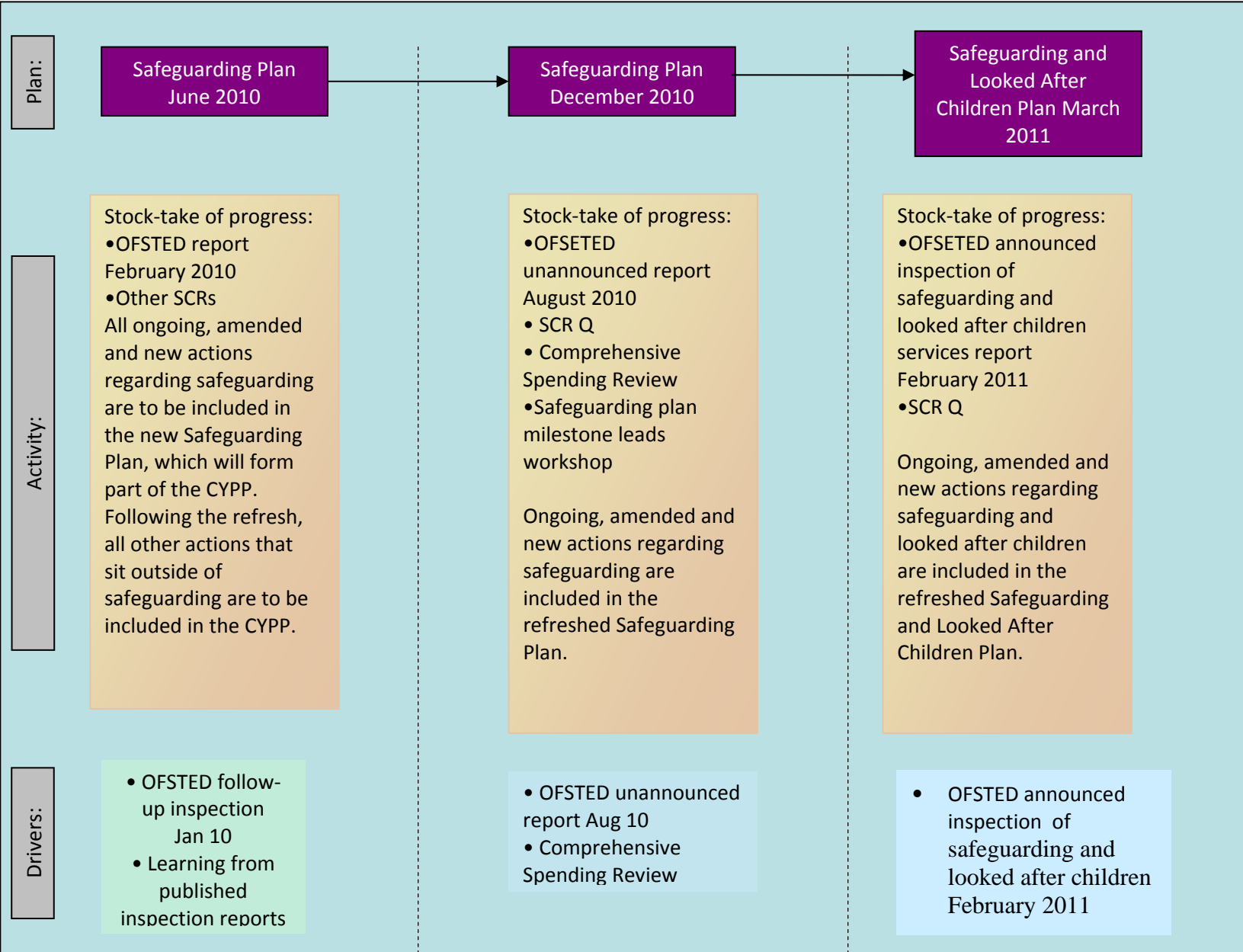
The most recent inspection of safeguarding and looked after children judged overall effectiveness for both safeguarding services and services for looked after children as adequate and the capacity for improvement as good. This was a considerable step forward from the 2008 JAR which 'identified a number of serious concerns in relation to safeguarding of children and young people in Haringey'¹. The 2011 report also highlighted that 'the partnership has achieved significant and sustained improvement in safeguarding in the borough since 2009'². These judgements demonstrate how far the partnership has progressed, however it is recognised that further work is needed in order to be among the best for safeguarding.

The evolution of the plan showing these stages of development can be summarised in the diagrams below.

¹ Joint area review: Review of services for children and young people, with particular reference to safeguarding, Ofsted, Healthcare Commission, HM Inspectorate of Constabulary, December 2008

² Inspection of safeguarding and looked after children services, Ofsted, Care Quality Commission, February 2011





Purpose

The overall objective of the Safeguarding and Looked After Children Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. The action plan below details the themes and outcomes for this iteration of the plan.

Programme Management

The programme management arrangements have been streamlined, recognising that the extra controls put in place in the Safeguarding Plan, which were essential at the time, are no longer required to the same degree given the progress made and the capacity in place to drive this improvement. There will be quarterly reporting to the Towards Excellence Board and the Local Safeguarding Children Board (LSCB), bi-monthly reporting to Safeguarding Executive Member Group and the Children's Trust will receive minutes of the Safeguarding Plan Steering Group quarterly. In addition the respective delivery organisations will also report their progress through their management structures.

The Safeguarding Plan Steering Group (which is a sub body of the Children's Trust) will continue to manage the delivery of the safeguarding plan and monitor risks. This group comprises: Chief Executive Haringey Council, Director of Children's Services Haringey Council, Deputy Director, Children & Families, Haringey Council, Designated Nurse NHS North Central London, Borough Commander Metropolitan Police and the Programme Manager Haringey Council. This smaller group is responsible for overseeing day to day delivery of the Plan, and meets every month.

Programme reporting continues to be against milestone delivery and overall assessment of progress in delivering the overall action. Each milestone has a named lead, responsible for ensuring that progress updates on their milestones feed into the reporting processes.

In order to keep the plan fresh, respond to changing local and political needs, and ensure that we meet our objective of being recognised as providing safeguarding services that are amongst the best, we must be prepared to refresh the plan on a regular basis. Through the established programme management arrangements, the steering group will approve a refresh of the plan regularly for consideration by the Towards Excellence Board. Any changes necessary between refreshes are recorded on a change log and are reviewed and approved by the Safeguarding Plan Steering Group.

Action Plan

Action	Milestone (Dec 2010 ref)	Start date	Due date	Milestone Lead	Outcome
Theme: Best Practice					
1. Ensure that the quality of all case recording, staff supervision, assessments and care planning consistently matches best practice (Ofsted Feb 2011 – Rec 8)	1.1 All areas where non qualified social workers operate reviewed to ensure they are appropriately allocated cases and supervised (in line with Working Together to Safeguard Children) (Ofsted Feb 2011 - Rec 1)	Mar-11	May-11	Debbie Haith	Safeguarding services of a high quality are being delivered across the Borough
	1.2 System for attendance at child protection review medicals reviewed and attendance monitored (Ofsted Feb 2011 - Rec 2)	Mar-11	May-11	Karen Baggaley	
	1.3 Best Practice standards for attendance at strategy meetings [and child protection conferences] developed and attendance monitored by LSCB (Ofsted Feb 2011 – Rec 3)	Mar-11	May-11	Marion Wheeler	
	1.4 (9.06) Involvement of health representatives (such as named or designated nurse) at complex care meetings trialled and effectiveness assessed	Aug-10	Nov-11	Karen Baggaley	
	1.5 Review systems in place to ensure timely allocation of all children in need cases and regular review of service plans (Ofsted Feb 2011 - Rec 6)	Mar-11	Aug-11	Marion Wheeler	
	1.6 System developed to give children and young people who go missing from care the opportunity to have an independent interview as part of strategy arrangements (Ofsted Feb 2011 - Rec 7)	Mar-11	Aug-11	Chris Chalmers	

	1.7 LSCB completed an investigation and report on why comparatively low numbers of children with disabilities are the subject of child protection plans (Ofsted Feb 2011)	Mar-11	Aug-11	Phil Di Leo	Partnership assured that any safeguarding concerns for children with disabilities are being identified and investigated properly
2. Review arrangements for short term breaks in line with best practice	2.1 Arrangements reviewed for the provision of short-term breaks for disabled children and young people and joint guidance developed for this area (Ofsted Feb 2011 – Rec 14)	Mar-11	Aug-11	Phil Di Leo	Clear and improved arrangements for the provision of short-term breaks
3. Establish mechanisms to ensure that midwives, adult services and voluntary agencies are engaged with CAF	3.1 Communications plan developed to engage midwives, adult services and voluntary agencies in use of CAF (Ofsted Feb 2011)	Mar-11	Aug-11	Alison Botham	Enhanced partnership working delivering joined up services in local areas
4. Develop system to increase the use of personal education plans and set up mechanisms to review and report	4.1 System in place to increase the use of personal education plans and framework established for regular review and reporting (Ofsted Feb 2011 – Rec13)	Mar-11	Aug-11	Chris Chalmers	Increased attainment for looked after children
5. Develop improved corporate parenting mechanisms	5.1 Membership and remit of Corporate Parenting Advisory Committee and operational group redefined and methods for disseminating their work to managers and practitioners developed (Ofsted Feb 2011 – Rec 12)	Mar-11	Aug-11	Debbie Haith	Increased ownership of and responsibility for Children and Young People by senior managers, Councillors and across the partnership
	5.2 Comms plan developed to raise awareness of Children in Care Council and London Pledge (Ofsted Feb 2011)	Mar-11	Aug-11	Chris Chalmers	
	5.3 (11.01) Review and re-launch Safeguarding Champion scheme across the Children's Trust	Sep-10	Jul-11	Marion Wheeler	
6. Develop and embed an understanding of child protection procedures within schools	6.1 (10.12) Actions put in place to assist schools to understand and embed child protection procedures	Mar-11	Aug-11	Marion Wheeler	Schools making an effective contribution to safeguarding

7. Improve the standard of refuges	7.1 Actions put in place to raise the standard of refuges where mothers and their children are being placed (Ofsted Feb 2011)	Mar-11	Aug-11	Denise Gandy	Mothers placed in suitable refuges
8 Develop ICS so that it is in line with best practice	8.1 (9.08) Roll out ICS improvement phases	Dec-10	Jun-12	Rachel Oakley	ICS improved leading to increased knowledge of families and more effective case management
	8.2 (9.08) Work with Core Logic to develop Family Based recording	Dec-10	Jun-12	Rachel Oakley	
	8.3 ICS updated in response to Munro review	Mar-11	Aug-11	Rachel Oakley	
<i>Sub Theme: Managing Risk</i>					
9. Implementing "best practice" in identifying, assessing and managing risk	9.1 (9.01) Risk management strategy developed and recognised across multiple agencies	Jun-10	Feb-11	Marion Wheeler	Safeguarding services of a high quality are provided across the Borough
<i>Sub Theme: Think Family</i>					
10. Review current service provision for people with personality disorder	10.1 (10.01) Current service provision for people with personality disorder reviewed to recognise the point at which a parent with this diagnosis needs support and services so as to enhance the support provided to the children & families (SCR Q Rec 5)	Jan-11	Apr-11	Carole Bruce-Gordon	Children and families of people with personality disorders more effectively supported
11. Develop mechanisms to ensure that staff from all agencies give equal importance to the role of males involved with a family	11.1 (9.01) Mechanisms in place to ensure that staff from all agencies give equal importance to the role of males involved with a family, resident or non resident, during their assessment processes and audit toolkit amended to include this (SCR Q Rec 8)	Jan-11	Jul-11	Marion Wheeler	Role of males assessed more regularly and effectively

Theme: Domestic Violence					
12. Develop and communicate the roles, responsibilities and relationships of the LSCB, SAB and Children's Trust	12.1 (11.03) Responsibilities for cross-cutting issues such as domestic violence determined and communicated	May-10	Jul-11	Kevin Crompton	Clear governance arrangements that are understood across the partnership
	12.2 (11.03) Joint protocol which underpins approach to Safeguarding of both children and adults specifically in relation to domestic violence and mental health developed (SCR Q Rec 1)	Jan-11	May-11	Marion Wheeler	
13. Review Multi Agency Risk Assessment Conference (MARAC)	13.1 (11.01) A framework for a 'Think Family' approach that explicitly considers the needs of children developed (SCR Q Rec 3)	Jan-11	Jul-11	Marion Wheeler	MARAC working more effectively to safeguard vulnerable children and young people
	13.2 (11.01) A clear, recorded meeting process that identifies actions, leads and timescales developed (SCR Q Rec 3)	Jan-11	Jul-11	Marion Wheeler	
	13.3 (11.01) A system for monitoring and scrutiny that can evidence an understanding of process and function and require action to be taken to address any areas of weakness developed (SCR Q Rec 3)	Jan-11	Jul-11	Marion Wheeler	
Theme: Participation					
14. Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	14.1 (9.04) Mechanisms for more effectively hearing and recording children and young people's views during the safeguarding assessment process determined and implemented	Jun-10	Mar-11	Marion Wheeler	Children and young people's voice is heard and responded to in Safeguarding Services
	14.2 (9.04) Child's champion scheme for representing the child at case conferences developed and implemented	Jul-10	Jun-11	Marion Wheeler	
	14.4 NHS Haringey have ensured that all views of young people in care in regard to their health needs are captured, reported and considered in regard to planning and development of healthcare	May-11	Oct-11	Sarah Parker	

	services (CQC Rec 4)				
15. Review of information sharing across the partnership	15.1 (9.01) Information sharing issues highlighted in SCR Q addressed by all agencies in their action planning (SCR Q Rec 4)	Jul-10	Jul-11	Marion Wheeler	Information shared effectively by the partnership
	15.2 (9.03) Information sharing issues regarding health visitors and school nurses highlighted in SCR Q addressed (SCR Q Rec 4)	Jul-10	Jul-11	Jane Elias	
Theme: Quality Assurance and Performance Management					
16. Review and amend quality assurance framework	16.1 Quality assurance framework developed to include: <ul style="list-style-type: none"> • evaluation of services (including the analyses of trends in the number of representations and complaints, the impact of the work of the Local Authority Designated Officer (LADO), strategies for family support and early intervention and multi-agency work with children with disabilities who are subject to a child protection plan) (Ofsted Feb 2011 – Rec 5) • a system for collating, evaluating and reporting on audits (Ofsted Feb 2011). • system for evaluating the impact of services on outcomes for Looked After Children (Ofsted Feb 2011) 	Mar-11	Aug-11	Debbie Haith (Chair QA Sub Group)	Partnership utilising performance information and audits to improve services
17. Develop looked after children core data set	17.1 Looked After Children core data set developed, analysed and used to inform service development across the partnership	Mar-11	Aug-11	Chris Chalmers	Looked after children core data set being used to improve services

18. Improve systems for Child Protection Advisers and Independent Reviewing Officers to carry out their roles	18.1 Systems developed to improve the way in which Child Protection Advisers and Independent Reviewing Officers carry out their quality control and assurance function and system developed to enable data they collect to inform service planning (Ofsted Feb 2011 – Rec 9 and 10)	Mar-11	May-11	Rachel Oakley	Child Protection Advisers and Independent Reviewing Officers quality control and assurance functions improved
	18.2 System put in place to enable independent reviewing officer team to examine all children and young people's views from reviews in order to inform practice and strategic planning (Ofsted Feb 2011)	Mar-11	Aug-11	Rachel Oakley	
19. Develop systems to better enable use of CAF data	19.1 CAF data analysed and used to inform future planning and capacity building (Ofsted Feb 2011)	Mar-11	Aug-11	Alison Botham	Partnership has a greater understanding of effectiveness of CAF
	19.2 (13.01) Outcomes for children and young people who have been subject to CAF measured	Oct-10	Mar-11	Alison Botham	
20. Develop systems to monitor quality of healthcare provided to all looked after children and care leavers in all settings	20.1 System developed to monitor the quality of healthcare provided to all looked after children and care leavers in all settings (Ofsted Feb 2011)	Mar-11	May-11	Sarah Parker	Health of looked after children improved
	20.2 Care pathway reviewed with compliance audits against it (CQC Rec 3)	May-11	Jul-11	Sarah Parker	
21. Ensure performance management functions are realigned following partnership re-organisations	21.1 (13.02) Realign NHS Haringey's contribution following re-organisation and review performance management make up to ensure there is the capacity	Jan-11	Jun-11	Andrew Williams	Performance management information effectively collected and analysed during a time of reduced resources
	21.2 (13.02) Realign Haringey Council's contribution following re-organisation and review performance management make up to ensure there is the capacity	Jan-11	Jun-11	Peter Lewis	

	21.3 (13.02) Realign Metropolitan Police Service's contribution following re-organisation and review performance management make up to ensure there is the capacity	Jan-11	Sep-11	Chris Barclay	
22. Develop interagency performance management model	22.1 (13.03) Partnership safeguarding scorecard developed and agreed by LSCB Quality Assurance Subgroup	Dec-10	Jun-11	Debbie Haith	Robust approach to managing performance across the partnership supports attainment of our goals
	22.2 (13.03) Partnership safeguarding scorecard launched	Apr-11	Apr-11	Debbie Haith	
	22.3 (13.04) Mechanisms put in place to monitor the effectiveness of the First Response Multi-Agency team (FR MAT) and lessons learnt from SCR Q used to inform the strategy for development of First Response team (SCR Q Rec 7)	Jan-11	Mar-11	Marion Wheeler	
Theme: Workforce Development					
23 Ensure that the quality of all staff supervision, consistently matches best practice (Ofsted Feb 2011 – Rec 8)	23.1 Supervision policy embedded and culture committed to supervision created (Ofsted Feb 2011 Rec - 4)	Mar-11	May-11	Rachel Oakley	Quality of supervision improved
	23.2 Supervision tools reviewed	Mar-11	May-11	Rachel Oakley	
24 Ensure the implementation of annual performance appraisal arrangements for all social work and health staff	24.1 (12.01) Guidance and support provided to increase the number and quality of performance appraisals taking place and reminders on upward appraisal of managers communicated	Dec-10	Mar-11	Philippa Morris	
	24.2 (12.01) Incorporate reporting on appraisal completion within performance management framework	May-10	Mar-11	Debbie Haith	
25 Amend workforce strategy to take into account current climate and Munro review	25.1 (12.04) Workforce strategy reviewed to take into account the current context and Munro review	Mar-11	Aug-11	Rachel Oakley	Staff receiving training and development which is in line with government changes

26 Undertake self assessments against Social Work Taskforce "Health Check"	26.1 (12.03) Programme of self assessments against SW Task Force "Health Check" developed at departmental, service and team level	Jun-10	Mar-11	Rachel Oakley	Social work staff feel valued through the provision of support, suitable workloads, systems and tools enabling them to perform to a high standard
	26.2 (12.03) Actions to address any issues arising developed and integrated within Safeguarding Plan through change control processes	Nov-10	Mar-11	Rachel Oakley	
27 Identify alternative methods for service delivery for a time of reduced resources	27.1 (12.05) Options for alternative service delivery developed (i.e. multi-agency working; customer journey mapping; shared services; place based budgets)	Jan-11	Dec-12	Peter Lewis	Service users receive effective services in a time of reduced resources
Theme: Early Intervention					
28 All Haringey Children's Centres, children's community health services and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	28.1 (10.03) Deliver support mechanisms for CAF in private, voluntary and independent (PVI) settings	Jul-10	May-11	Alison Botham	Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need
29 Continue to develop the role, understanding and performance management of the CAF	29.1 (10.05) CAF assessors training rolled-out	Jan-10	Feb-11	Alison Botham	Enhanced partnership working delivering joined up services in local areas
30 Multi-agency Early Years Strategy developed	30.1 (10.07) Delivery of Early Years Strategy on track	Jun-10	Dec-11	Jan Doust	Early Years Strategy delivered
31 As a partnership identify resources to deliver the Preventative Strategy	31.1 (10.08) Strategy action plans revised and actions re-prioritised as a result of needs and resource analysis, in line with aspiration to be amongst the best by December 2011	Nov-10	Sep-11	Jan Doust	Value for money and best practice delivered effectively in early intervention services
	31.2 (10.08) Delivery of Parenting and Family Support Strategy on track	Jun-10	Dec-11	Jan Doust	

	31.3 (10.08) Delivery of Preventative Strategy on track	Jun-10	Dec-11	Jan Doust	
32 Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs.	32.1 (10.09) Review management structures	Jun-10	Dec-11	Jan Doust	Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions
	32.2 (10.09) Review composition of teams	Sep-10	Dec-11	Jan Doust	
	32.3 (10.09) Ensure that teams are moving towards delivering multi-agency interventions and joined up approach	Jan-11	Jul-11	Jan Doust	
	32.3 (10.09) Determine further training needs and costs of continuing to fully fund safeguarding training requirements	Jun-10	Dec-11	Ros Cooke	
33 Develop an accreditation scheme for non-school settings	33.1 (10.11) All non-schools settings completed self-assessment for accreditation	Nov-10	Mar-11	Ros Cooke	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
	33.2 (10.11) Accreditation visits to all settings	Jan-11	Jul-11	Ros Cooke	
	33.3 (10.11) Accredited levels for all settings agreed and published	Feb-11	Sep 2011	Ros Cooke	
34 Develop and embed an understanding of child protection procedures within schools	34.1 (10.12) A clear set of expectations on the role of schools in early intervention and prevention developed	Jan-11	Mar-12	Jan Doust	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
35 Develop and monitor outcomes for children who have experienced Early Years services but are not subject to a child protection plan	35.1 (13.06) Success measures for children who have experienced targeted early years services developed	Jan-11	Mar-12	Ros Cooke	Improved outcomes for children and young people receiving Early Years services
	35.2 All Children's Centre have evaluated user satisfaction as part of the Children's Centre Programme	Jan-11	Mar-12	Ros Cooke	