



Haringey Safeguarding Children Board

Annual Report on the Effectiveness of Safeguarding Children in Haringey 2013 -14 and
Business Plan 2014-15

Foreword from the Independent Chair

During the year under review, the Board was ably chaired by Graham Badman. I had the honour of taking over from him in May 2014. During **Graham's five years of service, Haringey's LSCB developed a powerful ethos of teamwork and challenge**, and forged strong relationships between the agencies working in Haringey. His wisdom, humour and tenacity are all much missed.

2013-14 was a year of change and challenge within Haringey. New organisational structures emerged, and many faces changed. The new commissioning arrangements in health were led by the Clinical Commissioning Group, which established its ways of working rapidly, at a time of budget pressure and constant change. The Health and Well-Being Board brought together agencies from across the Borough, and a **strategy was agreed which focussed strongly on children and young people. The council's children's services were restructured**, with many familiar faces moving on, and there was a period where several posts were held by interim managers. The probation service underwent preparation for fundamental change. Throughout these changes the Board remained a stable point where partnership working was strong.

Nationally, the new version of Government guidance on safeguarding, "Working Together", was issued. It set out new accountabilities for the LSCB independent chair, with the local authority chief executive assuming responsibility for ensuring that the Board is effectively managed. This change was smoothly negotiated; the relationship between Chair and Chief Executive has been positive. Any anxieties that this change might involve a reduction in the rightful independence of the LSCB and Chair have been dispelled, through the open and transparent way in which the relationship has been handled. **"Working Together" also made explicit a new responsibility for LSCB's to scrutinise the Early Help offer**, which is a relatively new area of focus for the Board.

Before I assumed the chair of the Board, I had been invited during the autumn of 2013 to review the work of the LSCB. I found an effective group of agencies, working well together, with a clear commitment to partnership working and to safeguarding children, and an openness to consider different ways of working. Together we identified some changes to the governance and operation of the Board, to the use of performance data, and to the degree of priority given to Early Help, which are now being incorporated into the running of the Board.

Shortly after the end of 2013-14, in May 2014, Ofsted visited, to inspect LB Haringey and to review the work of the LSCB. Although the review fell just outside the year in question, it was reflecting on work undertaken during that year, so perhaps the best way to reflect on our work last year is to highlight the conclusions of Ofsted. We were the ninth LSCB to be reviewed, so the inspectors and ourselves were learning from the **process as much as from the outcome. They judged our work to be "Requiring Improvement - RI" (as with the council). In their feedback, they noted that they had found just 4 areas for improvement, none urgent – a lower number than any other board who had received the RI rating. As they said to us, it was easy for any observer to see that we were just on the borders of a "good" judgement, though at present Ofsted do not have the licence to comment publicly beyond the headline rating. To enable comparison, RI is the most common rating so far delivered by Ofsted, with more than half of Boards so far reviewed gaining this rating.**

Ofsted confirmed that we were compliant with the new Working Together arrangements, our governance was effective, we had effective business planning, and we paid attention to the voice of the child. We demonstrated challenge to partners, and supported partners in holding each other to account. Our range of audit activity was noted, with support for our Learning and Improvement Framework and our approach to Serious Case Reviews. Our training programme, our policies, and our website, were all commended.

Ofsted did however identify four areas for improvement, all of which already had appeared within our priorities, and on which we have been working. Our work with schools required further strengthening, to ensure that schools are more fully involved at Board level. Our guidance on **Child Sexual Exploitation (CSE) required further review, to ensure that the issue of girls' involvement with gangs was properly** reflected. Our strategy on CSE, which was being developed on a London-wide basis, needed accelerating. And Ofsted wanted us to be more rigorous in our reviews of work with missing children, and those in private fostering.

Our Business Plan for 2014-16 is set out in section 6. It shows how we are responding to these comments, and responding to the priorities that the agencies within Haringey have jointly agreed upon. The years ahead promise as much challenge as the last ones; the budget reductions that almost all statutory agencies have faced so far are just a prelude to the reductions that most agencies face in the next two years. Achieving more with less is a constant theme, and it is one which challenges us all. Partnership working has never been more important than now.

A handwritten signature in black ink, appearing to read 'Paul Ennals', with a long horizontal line underneath it.

Sir Paul Ennals
Independent Chair,
Haringey LSCB

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Approved on: 4th December 2014

Haringey Local Safeguarding Children Board, River Park House, Wood Green, Haringey, N22 8HQ www.haringeylscb.org Tel: 020 8489 1470

1. Introduction

This is the Fourth Annual report of Haringey LSCB. It has been compiled by representatives of the LSCB and safeguarding lead officers. Its purpose is to:

- provide an overview of LSCB activities and achievements during 2013/14
- provide a summary of the effectiveness of safeguarding activity in Haringey,
- provide the public, practitioners and main stakeholders with an overview of how well children in Haringey are protected, and
- include proposals for action and lessons from reviews undertaken.

Haringey is an exceptionally diverse and fast-changing borough. We have a population of 263,386 according to the 2013 Office for National Statistics Mid Year Estimates. Almost two-thirds of our population, and over 70% of our young people, are from ethnic minority backgrounds, and over 100 languages are spoken in the borough. Our population is the fifth most ethnically diverse in the country.

The borough ranks as one of the most deprived in the country with pockets of extreme deprivation in the east. Haringey is the 13th most deprived borough in England and the 4th most deprived in London.

The population of Haringey is growing. The previous 2011 ONS census population estimate of 255,540 is projected to reach 286,700 by 2021. This would be a 12.2% increase compared to the actually observed increase of 17.7% (according to the comparison between 2001 and 2011 Census figures). The fastest growing population locally is in age groups 30-34 and 45-49. The number of people aged 65-69 and over 85 decreased since 2001.

Role and function of the LSCB

The LSCB is the statutory body for agreeing how the relevant organisations will co-operate to safeguard and promote the welfare of children in the London Borough of Haringey.

The objectives of the Board are:

- To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area
- To ensure the effectiveness of what is done by each such person or body for that purpose

Scope

The scope of the LSCB role falls into three categories:

1. To engage in activities that safeguard all children, aim to identify and prevent abuse, and ensure that children grow up in circumstances consistent with safe care.
2. To lead and co-ordinate pro-active work that aims to target particular groups.
3. To lead and co-ordinate responsive work to protect children who are suffering or likely to suffer significant harm.

Functions

Developing policies and procedures for safeguarding and promoting the welfare of children, including policies and procedures in relation to:

- *Training*
- *Safe workforce*: Safe recruitment, management and supervision of people who work with children:
- *Communication and raising awareness*: Communicating the need to safeguard and promote the welfare of children, raising their awareness of how this can be best done, and encouraging individuals and partners to do so. This should involve listening to and consulting children and young people and ensuring their views are taken into account in planning and delivering services.
- *Monitoring and evaluation*: Monitoring and evaluating the effectiveness of what is done by the Local Authority and Board partners (individually and collectively) to safeguard and promote the welfare of children and advise them on ways to improve.
- *Participating in planning and commissioning*: **Participating in local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account.**
- *Child Death Review Function* The LSCB holds responsibility for the compulsory functions regarding all child deaths. These include:
 - Collecting and analysing information about the deaths of all children normally resident in Haringey with a view to:
 - Identifying any matters of concern including any case that gives rise to the need for a Serious Case Review.
 - Identifying any general public health or safety concerns arising from the deaths of children

2. Summary of key areas of progress and achievements in 2013-14

In last year's annual report Haringey LSCB outlined 6 priorities. Progress was achieved against each of these priorities, as set out below.

- *Priority 1: Engaging children, young people and their families*

An on-line survey was undertaken of the views of children and young people, with limited responses. A set of standards was produced on how best to secure views, and all agencies now report on their engagement with children and young people in their annual reports. An audit of the current consultation methodologies used by member agencies threw up a very wide range of structures and systems; it was agreed that the key issue for the LSCB is how to ensure that this wide learning is appropriately fed into our work.

- *Priority 2: Strengthening governance and accountability arrangements between the LSCB and other partnership boards*

LSCG governance has been strengthened through a review of the membership of the Board and sub-groups, a review of the induction and development pack for members, successful recruitment of an effective and motivated lay member, **and an independent review of the Board's effectiveness**. LSCB's involvement with their partnerships has been strengthened through the involvement of the Chair on the Health and Well-Being board and the Children's Trust, and regular meetings between the Chair and key external officers

- *Priority 3: Monitoring the effectiveness of the MASH and Early Help intervention*

An external review of MASH effectiveness provided encouraging feedback. The Board has approved a threshold document, and confirmed the effective use of the Common Assessment Framework to support disabled children.

- *Priority 4: Ensuring the link between schools and safeguarding*

Board membership has been strengthened through the AD for Schools, through the effective engagement of two key head teachers, and work with schools has been increased.

- *Priority 5: The identification and response to children and young people at risk of child sexual exploitation including where there is gang and group violence*

The Board worked with the Gang Action Group to agree their strategy. The CSE task group evolved into **the Vulnerable Children's Group**, and worked intensively on developing guidance and a strategy, which approached completion at the year end.

- *Priority 6: Identification of missing, unknown or opted out young people*

Guidance was reviewed, and a performance indicator included in the Board's Performance dataset.

Key areas of progress and achievements in 2013-14

- Developed a Learning and improvement framework
- Conducted multi agency audits
 - Policy and procedures audit
 - Schools s175/157
 - Threshold review
- SCR published October 2013
- Continued to deliver and develop high quality and up to date multi-agency training
- Held a safeguarding conference – Child Sexual Exploitation September 2013
- Reviewed 5 years of child death in Haringey

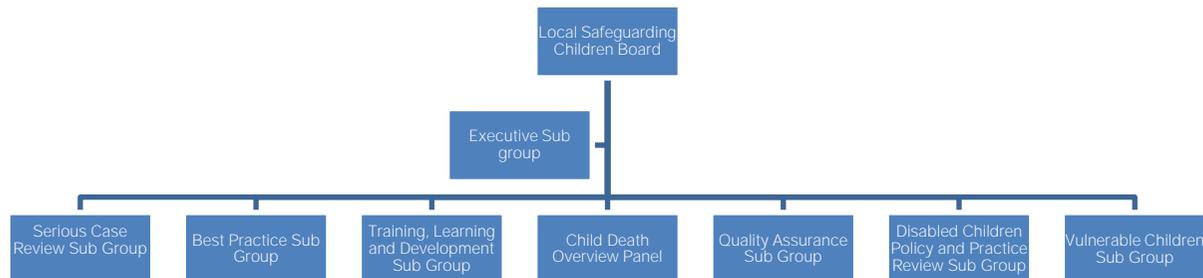
Section 4 includes more detail on the work of the LSCB and its partners.

3. Effectiveness of the LSCB - Governance and accountability arrangements

Chairing and membership arrangement

The LSCB has an independent chair and each subgroup is chaired by a senior member from across the partner agencies. The board is attended by representatives from the partner agencies with a high level of engagement - See appendices Two & Three

Structure chart



Relationship between the LSCB and other strategic boards

- From April 2013 the arrangements for planning and providing health and social care changed. Two new bodies - the Haringey Clinical Commissioning Group (CCG) and the Health and Wellbeing Board (HWB) - were established. **The Children's Trust was re-established.**

- The CCG is a new NHS organisation that is responsible for planning and commissioning some of the hospital, mental health and community care services for Haringey residents.
- The HWB includes officers from Haringey council and the CCG who work together to understand Haringey's health and social care needs, agree priorities and ensure that services are offered in a more joined up way.
- The Chair of the LSCB attends the HWB and **the Children's Trust**. He meets regularly with the Chief Executive and Deputy Chief Executive, the Director of Children's Services and the lead member for children. He meets annually with the Chief Executives of the key partner agencies. He meets annually with the Council's Scrutiny Committee. Several board members sit on the Community Safety Partnership.

Accountability

The LSCB chair is accountable to the Chief Executive of the borough for his role in chairing the LSCB and overseeing its work programme. However, he is accountable only to the Board for the decisions he takes in that role.

Financial arrangements

The work of the Board is financed by contributions from partner agencies, of which currently over 80% comes from the council. In addition to financial contributions, partner agencies contribute significant amounts of staff time to support the delivery of the board's work programme, and to support training delivery. Full budget information is contained within **Appendix One**.

Haringey LSCB communication

A key method of communication is the LSCB website. The analysis of usage shows an increase of 122% over the last 4 years, to a level for 2013-14 of over 85,000 page views. **Appendix Four** gives further details.

In May 2014, OFSTED commented *'the LSCB website is well constructed and provides up to date information on Board activities, policy and practice guidelines, threshold documents and Serious Case Review and case management review reports'*.

Haringey LSCB continues to communicate with local people via the telephone, in emails and by sign posting to services – directing local people who are looking for information and advice about services or who want to make complaints.

Voice of a LSCB partner

"I applied for the volunteer lay member position because I am committed to promoting children's welfare and safeguarding them. This position also relates to my studies and work experiences within the borough.

My experience with LSCB so far is very exciting and also very demanding. My personal aim for LSCB is to understand the needs of the children and young people within the borough and to remain focused on challenging the overall quality of safeguarding work by local agencies so that practice continues to improve.

I found the meetings extremely useful and effective. Only by being there even if I only observing and listening makes me understand how the organisation is working and its priorities. Since being part of LSCB, my perception about Haringey social agencies has radically changed.

*Now I honestly can argue that media and also local people are misjudging social services and most probably I would have fallen in the same category **if this chance to actually see LSCB's efforts on making sure that all the agencies is working efficient together to protect children and young people.***

My overall experience with LSCB, is a life changing for me not only because I have the chance to listen/meet the highest leaders and managers from local agencies but also to learn from their experience."

Anamaria, Lay Member 2014

Voice of a LSCB partner

"Safeguarding children is of paramount importance to Tottenham Hotspur and liaison with Haringey LSCB is part of our continued drive for better awareness and standards in this field." Angela Seymour, Head of Safeguarding, Tottenham Hotspur, 2014

4. LSCB subgroup activities

4.1 Child Death Overview Panel (CDOP) Chair - Assistant Director, Public Health

Remit: To review the circumstances surrounding all child deaths and make preventative recommendations where possible; to ensure a rapid response to any deaths that are unexpected. This is a statutory obligation and is intended to ascertain any lessons that may be learnt for the future.

During the year 2013/14, we published a report covering the experience of the first five years of Haringey CDOP from 2008 to 2013. It revealed that most deaths in children are the result of perinatal and congenital, including inherited, conditions. The Haringey CDOP has identified few modifiable factors except in cases of trauma, Sudden Infant Death Syndrome and intra-partum deaths. These modifiable factors have been highlighted to relevant healthcare professionals. Even though the report spans five years, the numbers are small, which makes **most comparisons with national data difficult. However Haringey's experience does reflect national experience that deaths are much more common in some groups of society, those who are socially disadvantaged and those from Black and Ethnic minority groups. As has been stated in a number of recent national reports, including "Why Children Died" (Why Children Die: death in infants, children and young people in the UK. May 2014. Wolfe I, MacFarlane A, Donkin A, Marmot M on behalf of the Royal College of Paediatrics and Child Health, the National Children's Bureau and the British Association for Child and Adolescent Public Health.), action by health services acting alone will have a limited effect.**

Experience in 2013/14 followed the same pattern. During this period, 46 cases were closed, mostly from previous years, and there were 21 deaths. Unusually, there were two young people who committed suicide and one died in a fire. One of the cases of suicide had a long psychiatric history and was referred to the SCR Panel and a SCR was instituted. The other case is still being investigated. A preschool child died in a house fire while in the care of her disabled grandmother. The fire was caused by clothing catching fire from a stand-alone gas heater. Escape from the home was hampered by the fact that the door, through which the occupants would escape, opened inwards and would be difficult to open as the grandmother was in a wheelchair. With the rise in numbers of people having difficulty in paying fuel bills, the risk of this sort of fire will be greater. These learning points are being shared with the relevant agencies.

4.2 Quality Assurance (QA) Sub Group Chair - Head of Safeguarding, quality assurance and development, CYPS

Remit: To monitor the effectiveness of multi-agency child protection work through data analysis and audit processes. To monitor and scrutinise the effectiveness of local arrangements to safeguard children and through this, to ensure a demonstrable impact on services.

The QA sub group adopted a new performance framework (Eastern region model), built around the LSCB's priorities and enables data and narrative to evidence safeguarding in Haringey, taking indicators from across the partnership. However further work has now been commissioned with a view to simplifying the data sets.

In September 2013, the Multi-agency Child Sexual Exploitation (CSE) protocol was launched at the LSCB annual safeguarding conference. Copies were circulated to agencies for dissemination and also uploaded on to the LSCB website.

A review of CSE prevalence was undertaken by the CSE task group. It was noted that there had been an increase in referrals on CSE and this data is captured in the LSCB performance framework. The CSE task group ceased and has now evolved into a Vulnerable Children and young people sub group.

A number of indicators were identified across the partnership and have been embedded into the performance framework

4.3 Serious Case Review Sub Group. Chair - LSCB independent chair

Remit: To consider when to undertake a review on the death of a child where abuse or neglect are factors, or where there are serious concerns regarding inter-agency working where a child suffers potentially life threatening concerns, serious impairment of health or development, and to monitor implementation of action plans.

Regulation 5 of the Local Safeguarding Children Board (LSCB) regulations 2006 requires LSCBs to undertake reviews of serious cases

All new SCRs commenced in 2013/14 have been actioned in line with the Working Together guidance. SCR processes have been revised to enable flexibility as recommended in WT 2013.

- *Child T*

Child T Serious Case Review was published on 10th October 2013. A LSCB response was also published and is being monitored by the SCR subgroup. **The review highlighted important learning for many agencies, including the health visitor service, GPs and children's social care.** Learning from the review has led to improvements in strategy meetings, strengthening of the Early Help offer, expectation of all New Birth visits being undertaken within national timescales, and improved information sharing between agencies. A pathway to guide GP's in their assessment and referral of minor injuries was developed. Haringey level 3 training 2011-12 focused on non-accidental injury, and child protection guidance for GP trainers was developed: this was adopted by the London Deanery and used at trainer workshops

- *Child CH*

Child CH Serious case report has now been completed, April 2014. A LSCB response is being put together and publication will take place when current court action is completed.

- *Child D*

Child D Serious Case report has now been completed, April 2014. A sign off meeting is due to take place in May 2014 and a LSCB response will be developed and publication should take place after court proceedings are concluded late 2014.

4.4 Best Practice Sub Group (BP). Chair - Designated Nurse for Child Protection, Haringey CCG

The remit of the Best Practice Sub-group is to improve safeguarding practice by translating national and local policy, procedures and guidance into effective practice arrangements. The group can propose operational changes to improve multi-agency training.

It was the multi-agency forum for agreeing process and practice changes that relate to the LSCB's core business.

The 2013/14 work plan had 4 priorities:

- a) *Review of cases which did not meet the Serious Case Review threshold* – one case was reviewed, a second was delayed due to single agency processes taking priority
- b) *Engaging children, young people and their families* – a scoping exercise was undertaken to review national best practice and research. Localised practice guidance will be developed in 2014/15
- c) *Review of guidance on missing children* – this work was not completed as the group was awaiting the publication of the Pan London Procedures to ensure alignment.
- d) *Monitoring of the effectiveness of the Multi-Agency Safeguarding Hub (MASH) and Early Help Intervention* – This was achieved: see below

A report of the work of the Multiagency Safeguarding Hub (MASH) was received. In light of the finding that large numbers of cases involved risk from domestic abuse, consideration was given by Whittington Health to a Domestic Violence lead to be a source of expertise.

Following discussions regarding domestic and gender based violence across the borough and the strategic drive to improve the response to it, the mental health Trust adapted their electronic patient record to include a field for Domestic Abuse as part of their risk assessment.

A case review was undertaken which identified current effective practice and made recommendations for improvement in some areas. One of the areas identified as a concern was the capacity of the health visiting service, particularly in the east of the Borough, to work in a proactive, preventative way. This was due to the high level of need in the area and the difficulty in recruiting to vacant posts. It should be noted the challenge in HV recruitment was a national issue not only specific to Haringey. The challenge was further debated at the main board with Whittington Health leading on a response.

The action plan developed in response to the recommendations from the case review will be taken forward through 2014/15 and implementation monitored via the LSCB.

The LSCB professional disagreement protocol was reviewed and refreshed in response to the Child T serious case review. The protocol was re-launched and all agencies were encouraged to use it as required.

One of the challenges for the sub group was the limited capacity of members to carry out the work required between the meetings, which sometimes delayed progress on specific items.

The other main challenge was developing a proportionate case review model which allowed for maximum learning relevant to current **practice. It was agreed to use the 'principles for learning and improvement' in Working Together 2013.** It was acknowledged the group was likely to need to limit the number of cases reviewed.

There were also challenges in terms of membership and regular attendance as all agencies went through significant internal re-organisation.

The sub group provides opportunities for agencies to be held to account for practice which requires improvement and for agencies to share best practice.

4.5 Disabled children's policy and review sub group. Chair – Interim Head of Disabled Children's Services

Remit: This working group was established in response to the DCSF Practice Guidance for Disabled Children, which recommended that the LSCB consider the specific safeguarding needs of Disabled children in a Multi-agency group. In November 2012 the working group was accepted as a sub group.

The group considers the Board's priorities in relation to how Disabled children are safeguarded and considers the specific vulnerabilities of this group of children in different circumstances.

There is a developing Disabled children's data set that will increase the understanding of the experience of disabled children within the borough. The group is building data from comparative neighbours and across agency and shall be used to identify trends, gaps and impact on safeguarding Disabled children. The group has considered the issue of the masking of abuse for disabled children by the use of authorised / non authorised absences, and has looked at attendance figures for all Special Schools in Haringey, patterns and trends and explanations. Learning was disseminated through the group.

Multi-agency audits have been undertaken to consider threshold criteria and this information will feed into the development of the service. This included disabled children in child protection conferences.

There has been a focus on increasing participation of disabled children in the borough, including inclusion in the young inspectors programme. In addition work commenced on reporting arrangements for **Disabled children into the Disabled children's policy and practice** review group and to the Youth Council. The group hopes to continue to develop accessible ways for Disabled children to input their views into these forums and to be able to feedback the difference their views have made to the outcomes/decisions.

4.6 Training and Development Sub Group. Chair - Head of Safeguarding, Quality Assurance and Practice Development (CYPS)

Remit: To oversee the delivery and evaluation of a multi-agency training programme and monitor the degree to which partner organisations are ensuring a 'safeguarding-aware' workforce

The training sub group have completed a training needs analysis considering the needs from different services, local and national reviews and evaluations of courses. New courses have been identified for the new year including bespoke courses for managers.

As well as one day training, the LSCB is delivering training on line and in bite sized seminars. The LSCB jointly with Haringey council have bought an interactive package of training that can be disseminated through agencies and used by managers with their teams to support and build confidence when responding to child protection and safeguarding matters.

An impact report was completed in the beginning of 2013. Due to the absence of a training manager for much of the year, this has not as of yet been updated. 3 months post evaluation of training began in 2013/14; this information will need to be collated and compiled in an impact report.

The sub group undertook a range of tasks aimed at ensuring that there is an up to date multi-agency training program in place.

5. Learning and Improvement Framework

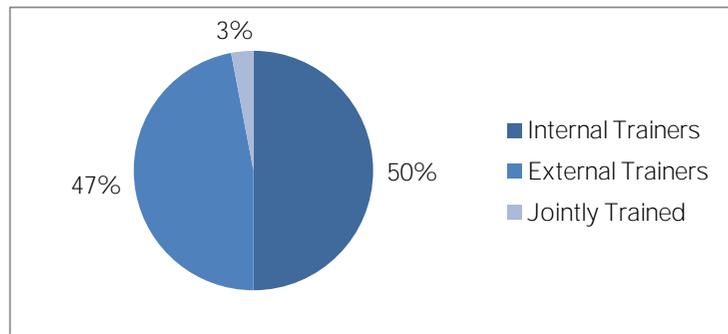
A key role for the LSCB is to ensure that there is a positive learning and improvement framework, some of which is detailed in this section.

5.1 Multi –agency training 2013/14

The LSCB scheduled **20 multi-agency training courses** over **48 sessions**. In comparison to some of Haringey’s geographically neighbouring boroughs, the LSCB scheduled the second highest number of courses, suggesting there is a high demand for multi-agency training across the borough.

In 2013-14 **70%** of the total trainers were internal. Internal trainers trained **50%** of the total trained (**388**).

Proportion of total trained, 2013-14



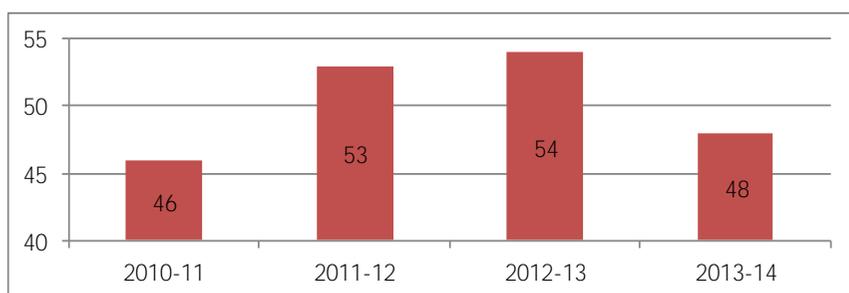
The use of internal trainers gives training a feel for local issues and services, encourages networking across the services and maximises the opportunity for trainers to develop their skills.

Home Grown Trainers - Haringey LSCB tenders the 'Training for Trainers' course where single agencies are offered the opportunity to up-skill agencies' senior workers with child protection responsibilities to deliver basic Child Protection awareness training within their own setting (and where appropriate for the LSCB). All candidates for the course are required to deliver a minimum of two basic awareness Child Protection sessions per financial year and to complete an annual training return.

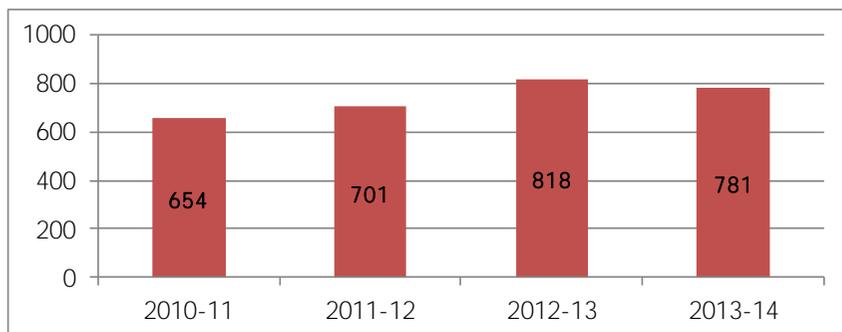
Haringey LSCB trained **17** new single agency trainers in 2013-14 (decrease of **43%** since 2011-12); **23** places were offered (decrease of **36%** since 2011-12). In terms of value for money, **8.5** people were trained per two-day course session.

Training Uptake - The number of course sessions scheduled in 2013-14 has decreased by 11% since 2012-13. However the overall numbers trained has only decreased by 5% suggesting there is a continuous demand for training.

Number of course sessions scheduled by financial years

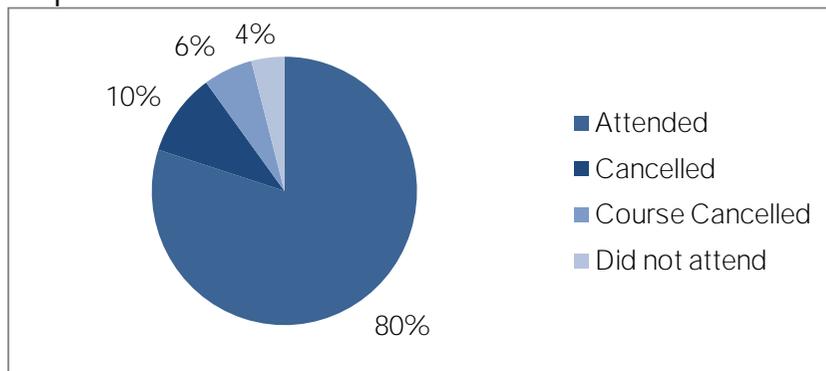


Overall numbers trained via LSCB multi-agency courses

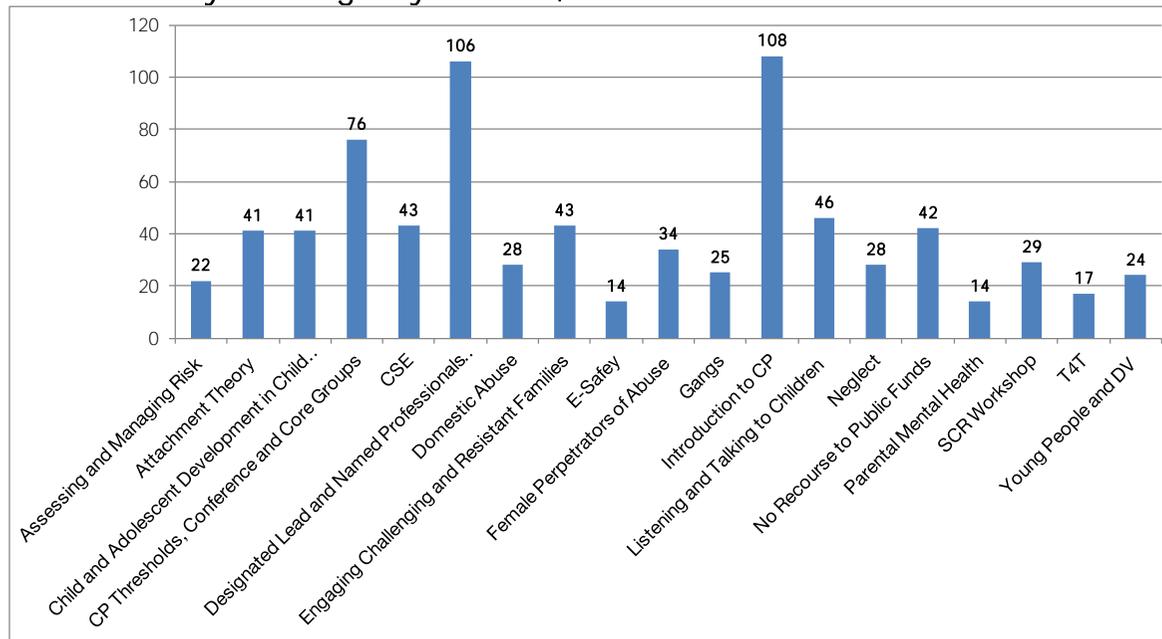


Attendance Statistics - In 2013-14 **978** applications were received of whom **781** people (**80%**) attended (compared to **77%** in 2012-13). Attendance was over 44 training sessions from 17 agencies. **10%** cancelled their place leaving opportunities for the LSCB to offer these to others. **6%** were affected by the 4 sessions which were cancelled and **4%** of applicants did not attend overall.

Proportion of attendance and non-attendance rates



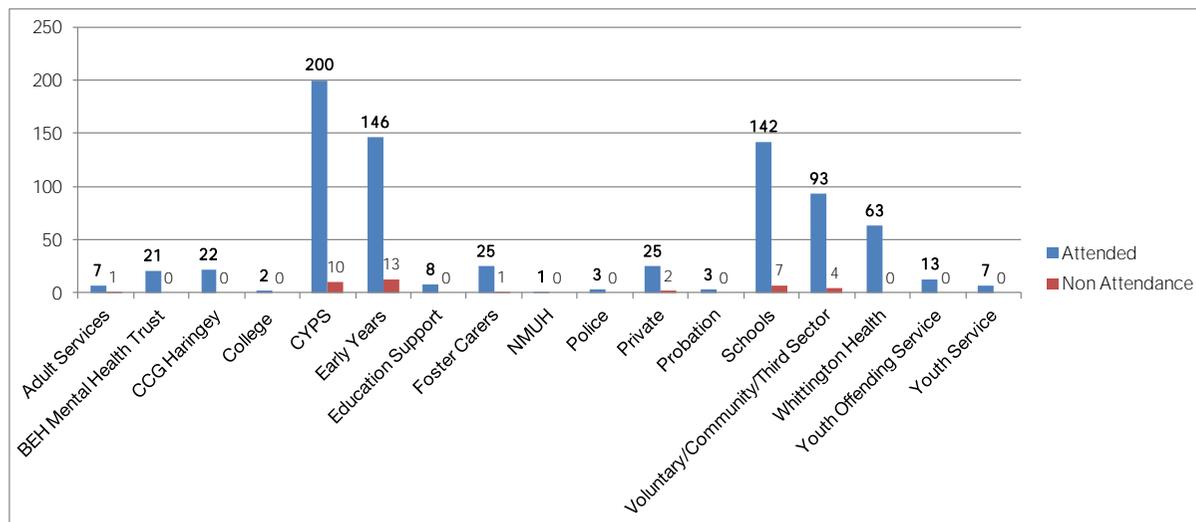
Attendance by multi-agency courses, 2013-14



The highest attendance to multi-agency courses was for Introduction to Child Protection (13.8%) and Designated Lead and Named Professionals (13.6%).

Attendance by Individual Agency - Attendance to courses was across 17 multi-agencies. The highest attendance by an individual agency was by CYPS (26% of total attendees), followed by early years (19%) and schools (18%).

Attendance by Individual Agency (2013-14)



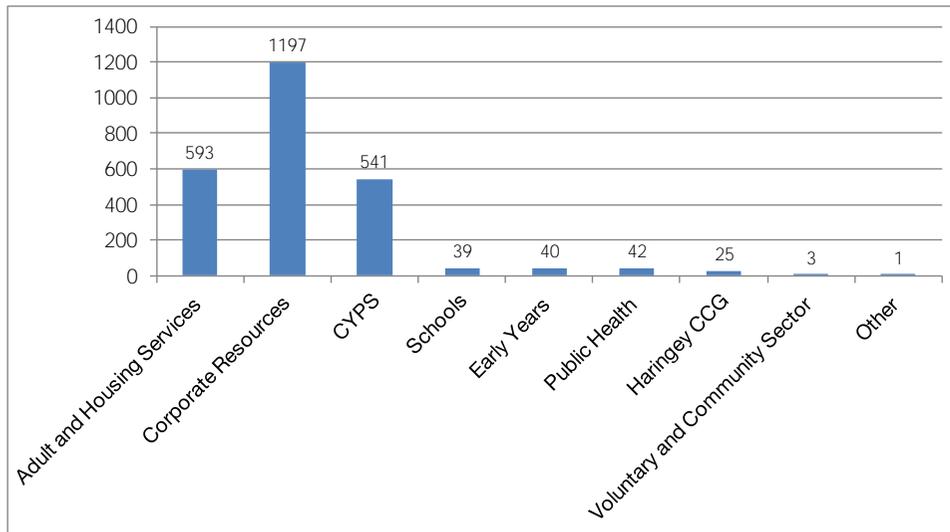
CYPS and Early years showed the highest rates of non attendance, followed by schools and the voluntary and community sector.

Since 2011-12 there has been an increase of **78%** in school attendance on courses.

E-Learning - In November 2013, the Introduction to Child Protection e-learning was changed to **'Safeguarding Children and Adults: Basic Awareness'** e-learning. This was to support the Safeguarding theme of the *Improving Haringey Campaign*. For the first time, this e-learning resource covered both children and vulnerable adults safeguarding issues.

Between April 2013 and March 2014 **2398** online courses were completed, an increase of **1021%** since 2012-13 where **214** candidates completed Introduction to Child Protection.

Uptake e-learning by agency, 2013-14



Evaluation to Training Courses - Evaluating the effectiveness of training on practice is a core part of the Training, Learning & Development Subgroup. LSCB courses are evaluated using evaluation forms as well as verbal feedback to trainers on the day.

- Courses met the expectations of **98%** of candidates
- The content of the course was about right for **90%** of candidates
- **98%** felt the training provided a safe forum for discussion
- Following the training sessions, **99%** felt confident to undertake multi-agency child protection work
- **99%** were likely to recommend courses to colleagues

5.2 Allegations against professionals – LADO

A report is produced annually which provides an overview and analysis of the work of the Local Authority Designated Officer (LADO). The LADO is responsible for the management and oversight of individual cases where allegations of abuse and maltreatment of children have been made against individuals working with children in an employed or voluntary capacity. The report outlines key developments, provides an overview of allegations which have been investigated, and provides a summary of consultation and advice offered by the LADO.

During the twelve month period from April 2013 there are records that the LADO was consulted on a total of 33 occasions. There may have been further instances of consultation where advice and guidance was given on safeguarding and welfare issues but these are not recorded. Thirty three referrals resulted in convening a strategy meeting or discussion.

This makes for an average of less than two contacts a week, which is lower than the overall referral rate in the last 6 months of 2012-13.

In the 12 months between April 2013 and March 2014, 45% (15) of the allegations taken to strategy meeting were substantiated, six led to disciplinary action, five to investigation by the police - one of which is waiting on a decision regarding prosecution. One foster carer was referred to the Fostering Panel to determine whether they should continue fostering. The number of substantiated referrals is slightly lower than in the previous reporting period where 56% of allegations were substantiated. 39% (6) were not substantiated, 2 were deemed not to have met the threshold at the strategy meeting and 2 remain open. The numbers involved are small and slight changes are not seen as particularly significant, what is important is the quality of investigation and decision making on each individual case.

The number of referrals to the LADO for 2013-2014 as recorded appears quite low. These are in fact those that led to strategy meetings being convened. The records of advice and consultation are not available and this might indicate a much higher number of enquiries that were deemed not to have met the threshold for LADO intervention. This has been rectified since April 2014 where all referrals are recorded on the database and the Framework-i system regardless of outcome.

6 Effectiveness of Safeguarding in Haringey

6.1 Council data

The Council reports on a range of performance targets for 2013-14, of which several are relevant to the work of the LSCB.

The following areas are performing well:

- The number of schools rated good or outstanding by Ofsted (all 11 secondary schools, and 49 out of 60 inspected primaries, are judged good or outstanding)
- The number of eligible families receiving services from Haringey Families First (on target to achieve targeted numbers of families)
- Number of successful adoptions and special guardianship orders. (64, against a target of 45).
- Number of cases dealt with by the offender management unit (255 against a target of 150)
- Number of gang members supported in the Gang Exit Programme (74 against a target of 70)

The Council reports the following areas as requiring further focus:

- Number of children's centres judged good or outstanding (of 14 centres, 9 were judged good, and 5 were judged requiring improvement)
- Early access to maternity services
- Rate of children subject to a child protection plan
- Timeliness of adoption placements (reducing from 778 days to 540, but still above the national targets)
- Timeliness of Child and Family assessments (83% of referrals seen within 10 days, against a target of 95%).

6.2 Children's Social Care Data.

- There has been a downward trend in the number of **children subject to a child protection plan**. Children on a plan have reduced by 30% since the end of March 2013, 80 fewer children. At the end of March there were 201 children on child protection plans, a **rate** of 35 per 10,000 population, below the 2012/13 rate for our statistical neighbours (40), the 2012/13 rate of 47 and the target rate of 43. The main issue to be concerned with here is ensuring the threshold is set at the right level.

- A **children and families single assessment** went live from 1 July and initial and core assessments were replaced with simple and complex assessments. 1091 of these assessments have been **completed** in the year so far, **77% in 45 working days** against a target of 85%. New assessments are being undertaken in a timely manner due to tighter management and systems changes.
- 83% of **children assessed were seen within 10 days** in the year below the 95% target but more children have been seen in 10 days in recent months (87% in February).
- 9.9% of **child protection plans** that ceased this year **lasted 2 years or more**, close to statistical neighbour position of 9%. The target is 7%.
- 10% of children have become the **subject of a Child Protection Plan for a second or subsequent time**, in line with 10% target.
- There have been 5181 **Child contacts** recorded in the year, around 1,000 fewer contacts in 2013/14 compared with 2012/13
- **Referrals** are also reducing, 20% reduction forecast in addition to a 14% reduction on numbers in 2011/12. This is equivalent to a referral rate of 300 per 10,000 population.
- The rate of **re-referrals within 12 months of the previous referral** at 14% is in line with target (16%) and statistical neighbours.
- 90% of **child protection cases have been reviewed within timescale** for the current cohort, below the 100% target and below levels achieved by statistical neighbours.
- There has been a 3% reduction in the number of **children in care** since the end of March 2013. 523 children were in care on the last day of February or 91 per 10,000 population, which remains higher than the level in similar boroughs although a significant reduction on this point last year (rate 93).

6.3 Police Data

The Metropolitan Police issues quarterly summaries of performance across London, segregated into each local authority area, covering violent offences, sexual offences robberies, and common assault, **and the rate of “sanction detection” (crime clear-up)**. Throughout 2013-14 the data showed that the numbers of crimes recorded as committed against children under the age of 18 was broadly consistent with rates in comparable London authorities, and detection rates were broadly higher than in comparable authorities. The LSCB is exploring ways of improving the ways of analysing this regular police data.

6.4 Health Reports

Haringey Clinical Commissioning Group published their annual safeguarding report in November 2014, covering 2013-14. It provides an overview of safeguarding arrangements across the health services in Haringey, including a summary of the performance of health providers against their training targets.

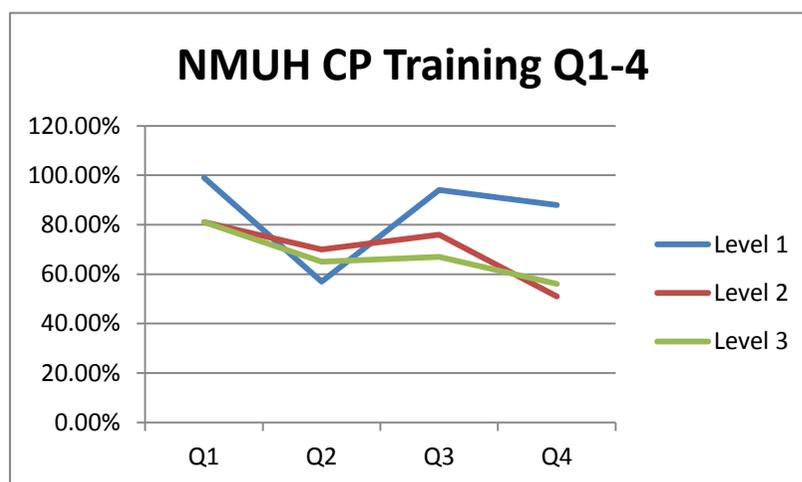
All Named safeguarding professionals in the Provider Trusts were up-to-date with safeguarding children training during 2013/14. Training compliance for all employers was set at 80% or above with the exception of BEH-MHT who set theirs at 85%. In addition to each Trust

having specifically tailored training there are several sources of more general and subject specific child protection (CP) training available for Haringey health professionals:

- E-learning via HSCB
- E-learning via NHS Skills for Health Core Learning Unit
- Multi-agency day courses via HSCB
- Lunch time learning sessions via HSCB
- E-learning produced by the Royal College of Paediatrics and Child Health

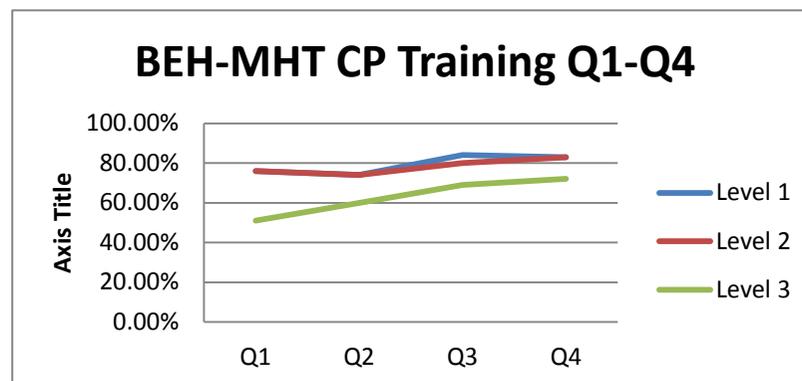
The tables below show the performance of each provider against their child protection training targets in 2013-14.

North Middlesex University Hospital NHS Trust



The Trust undertook a number of actions to try to address the low compliance with safeguarding training. These included commissioning additional capacity for level 2 & level 3 training, ensuring staff were aware of all training dates, sending email alerts to individual staff members and their manager when non-attendance occurred and proactively booking staff onto future sessions. The issue of low training compliance rates was discussed at the Contract and Quality Review Meetings (CQRG).

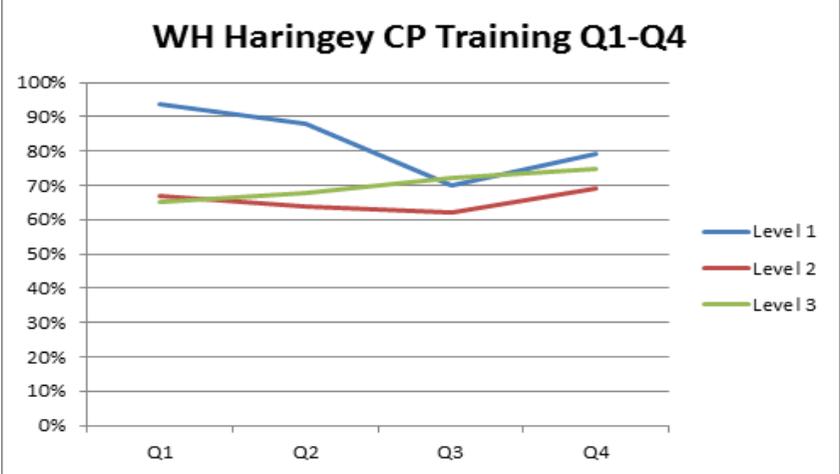
Barnet, Enfield and Haringey Mental Health Trust (BEH-MHT)



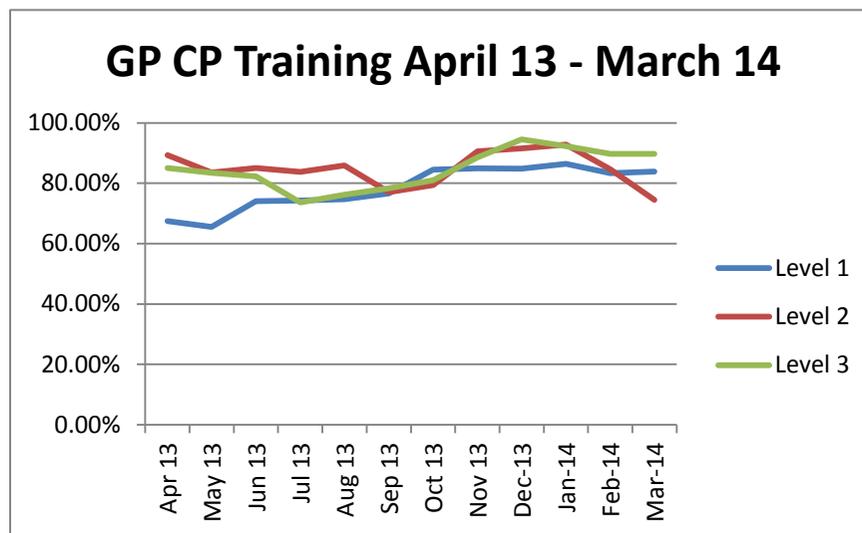
BEH-MHT reported that Level 1&2 compliance was lower than expected despite considerable training having taken place. Large numbers of staff became non-compliant at the end of the three yearly training cycle. To increase compliance additional sessions were commissioned and individuals given a date to attend.

Level 3 showed some improvement and increasing accuracy although attendance at courses was still thought likely to be under-reported due to historical issues of limited LSCB and staff feedback systems. Individual staff who were non-compliant were identified and names circulated to managers to chase submission of evidence or attendance at training.

Whittington Hospital NHS Trust (Whittington Health) (WH)



General Practice Staff



Haringey Looked After Children (LAC)

In 2013/14 there were 208 Haringey children new into care. 67% of children received their initial health assessments within the statutory 4 **weeks' timeframe**. The Children in Care (CiC) Team had not been receiving timely referrals from the Local Authority which then prevented the children being seen within timescales.

Work was done between the CiC team and local authority colleagues supported by the CCG - for example regular meetings and the creation of a care pathway flow chart - and the system demonstrated improvement by quarter 4.

6.5 Missing Children Missing from Care

During the course of 2013-14, 24 children in care were reported as missing from their placement, in a total of 32 episodes. The cases of any missing children in care, or absent without authority, are reviewed on a weekly basis by the lead member. Work has commenced to review the ways in which these cases are recorded, in order to synchronise records with the case management systems, and a more reliable process should be in place during the coming year.

Children Missing Education

A key indicator for safeguarding is school attendance and the LSCB seeks to have oversight of the degree of absenteeism

- **Average attendance at Haringey's primary schools is 95.2%, compared with the national average of 95.3%. Average attendance at Haringey's secondary schools is 94.7%, compared with the national average of 94.1% (academic year 2012-2013). Persistent absence in Haringey's primary schools is 3.2%, compared with the national average of 2.7%. Persistent absence at Haringey's secondary schools is 5.2% compared with the national average of 6.5% (academic year 2012-2013).**
- The cohort whose attendance raises the most concern is the Gypsy, Roma and Traveller (GRT) population. Attendance of GRT pupils is poor throughout their time at school but seriously deteriorates in secondary school. Parents will often state that their child has left home/is travelling with family/has returned to their country of origin etc. School staff and Educational Welfare Officers will work with all GRT families as they would the parents of any pupil whose attendance is a concern, and will undertake to locate any children claimed to have moved away. Unfortunately some children are involved in criminal activities and school will become aware of this through the work of the Youth Offending Service and the Police.
- In March 2014 16 children in care were reported to have been missing from school. The Virtual School has effective mechanisms for monitoring the attendance, and performance, of children in care in school settings.

A further concern is children who are not registered at a school and therefore may be missing education.

- The data for this cohort of children and young people is taken from cases referred between 1 September 2013 and 18 July 2014. During this period there were 590 referrals recorded; 452 have been located, 12 unable to trace and 124 of those remain open for casework.

- Of those children and young people to have been located 74% were supported to enrol at school, 17% were tracked and their whereabouts confirmed by the new local authority, 3.5% elected to home educate, 0.5% were above statutory school age and referred to Youth Community and Participation Service, 2.5% were given advice. The 2.5% that could not be located were closed following extensive investigations.
- The main source of all referrals are from out of borough education departments (30%) and Haringey School Admissions (28%). Health Services comprising of General Practitioners, Health Visitors/Clinics, Hospitals, Speech and Language Therapy, and School Nursing Service take up 11% of all the referrals received. Social Care liaises closely referring 11% of all cases. Schools from within Haringey and outside Haringey refer children and young people these account for 7.5% and 3.5% respectively. The remaining referrals are from the Benefits Agency, Housing, members of the public, other agencies such as those working with domestic violence, Police and Probation Services, self referrals, UK Border/Home Office/Immigration Agency, in borough and out of borough Youth Offending Services.

The largest group within the referral set is year one children at 14% with year eights and tens at 10% each. Nursery 2%, reception 7%, year two 9%, year three 7%, year four 4%, year five 5%, year six, seven and eight at 8% each, year eleven 6% and year twelve 2%.

Children Missing from Home

During 2013-14, police data reports 319 children as having been reported missing from home. Children are tracked in relation to risk of engagement with gangs, and potential risk of CSE. Data recording systems are currently being reviewed, in the light of Ofsted recommendations.

6.6 Reviews

The partnership undertakes audits, reviews and evaluations throughout the year, both multi-agency and single agency, to provide assurance of the safeguarding practices and arrangements in Haringey and to improve single and multi-agency practices.

In the past year these included:

6.6.1 Policy and Procedures Audit 2013/14

A key role of the LSCB as outlined in Working Together to Safeguard Children 2013 is to develop local policy and guidance and ensure that this is accessible to the multi-agency network.

The audit involved a tick box survey whereby respondents were asked whether they were aware of a document, had used it and if so, how useful it was. This was confined to local guidance rather than London or national guidance. Returns were largely from health professionals. The results provided some reassurance concerning the degree to which current policies were known and understood, but also identified some policies which required greater emphasis. The audit also highlighted some areas of overlap or duplication, which have been addressed.

6.6.2 Schools audit 2013/14

During the year an audit was undertaken of how all Haringey schools are undertaking their safeguarding duties, as described under Sections 157 and 175 of the Education Act 2002. We used a self-audit tool which has been developed to allow schools to review their own practice.

Although not all schools completed the audit, the results were broadly consistent and encouraging.

- All returns identified clear arrangements in relation to the Designated Safeguarding Lead and Deputy and training for this role
- There was compliance with staff training and all had been trained at least every 3 years and in many cases more frequently. Various methods of delivery were used including on line training, cascade by the Designated Lead and externally commissioned training.
- All returns evidenced compliance with Child Protection policies and procedures which are clearly communicated to staff
- One school identified the need to review the policy on staff conduct to ensure it included behaviour outside of the school
- Schools are using varied and creative means of promoting communication with children and young people and providing support. These include initiatives such as Circle Time and workshops on topics such as bullying
- All respondents identified arrangements for counselling and pastoral support where needed and pupil voice was reflected via surveys and questionnaires
- E safety policy and awareness was universally mentioned
- All schools are using the CAF and report that staff have received appropriate training
- All schools gave examples of how they maintain contact with parents and provided information and advice on issues such as e safety
- There were many examples given of how the school has used the curriculum to promote safeguarding, for example, through PHSE and initiatives such as anti bullying week, assemblies and visits from organisations such as Stonewall
- The Designated Child Protection lead is evidenced as playing an active role in attending relevant meetings, CP conferences, core groups etc or in some cases delegating where they are unable to attend
- Recruitment and Selection demonstrated compliance

Areas for Development

- Role of Governing Body : Several schools in the sample identified that this was an area for review or further development, for example, in relation to training and monitoring CP arrangements
- Many schools had used this to identify a need for updating some of their policies and procedures

Conclusions

This is the first time that schools have been involved in a safeguarding audit, and feedback suggests that this has been a useful experience in highlighting areas for development and review. Some schools have undertaken this in partnership with a representative of the Governing Body which has enabled a coherent review of safeguarding practice and compliance.

The findings indicate a strong safeguarding ethos in those schools that responded, with many examples of how the curriculum can be used to promote protection. There is evidence of robust arrangements for Designated Leads, the delivery of training and dissemination of guidance. However, currently it is not possible to determine whether the responding schools are a representative sample of schools, or whether those schools most committed to safeguarding were more likely to respond. The board agreed a set of actions for 2014-15 to further strengthen the engagement of schools in the work of the Board.

6.6.3 Private Fostering Data:

As at 31/03/14 there are 15 children and young people open to the private fostering team, and one sibling who is not considered as privately fostered due to his age.

There have been 10 enquiries/notifications since November 2013 (no data available from the period April – November 2013) – 5 led to referrals and are now open cases.

12 cases have closed since April 2013

Child and Family Assessments are currently being carried out on 9 of the 14 open cases to assess thresholds for Child in Need and whether CIN plans are required in addition to support/monitoring under privately fostering regulations

6.6.4 Voice of the Child

It was agreed that a survey would be developed using the Viewpoint system to directly communicate with children and young people about a range of safeguarding issues. Viewpoint is an on line resource that enables direct survey work with participants. It is already in use in Haringey to gauge the views of particular cohorts of young people, for example, young people who are looked after. Schools were invited to participate in this work, asking questions about their safety and welfare at school, at home and travelling out and about in Haringey. The survey produced a limited amount of useful information to inform the work of the LSCB.

Work has been under way to disseminate guidance to all partners on effective ways of ensuring that the views of children and young people inform the work of each agency. Each agency has their own methods of capturing the views of children and young people, and the Board commissioned an audit of the range of methodologies currently employed. Given the wide-ranging consultation systems in place, it was decided that establishing a further mechanism specifically for the LSCB would be disproportionate. All agencies now include summaries of the views of children and young people within their annual safeguarding reports that the Board considers.

6.7 Agency Inspections

Thematic Neglect inspection

LB Haringey was one of the authorities involved in Ofsted's thematic inspection of the work of Children's Social Care Departments in the area of neglect. The inspection resulted in a wide-ranging set of recommendations for authorities and for LSCBs. Children's Social Care drafted a comprehensive action plan, which the Board agreed in May 2014, which has been incorporated into the LSCB's priorities for 2014-16.

Probation

London Probation Trust was inspected in January 2014 by HMI Probation. This Inspection of Adult Offending Work (IAOW) also had a thematic component focused on safeguarding children.

The report was published in May 2014 and in relation to safeguarding children Inspectors acknowledged that statutory relationships with partners were strong and effective; most staff had appropriate training in relation to child protection in the last 2 years and Multi-Agency Safeguarding Hub (MASH) arrangements worked really well. However, more was needed to be done in terms of ensuring MAPPA and child protection outcomes are fully reflected in sentence planning, follow through with home visits and repeat where appropriate, carry out periodic checks with CSC and Police during the Order or Licence, record decisions from child protection conferences and follow through on any actions and, effective management oversight in all cases involving safeguarding children issues.

Despite the identified areas for improvement the Inspectors were 'impressed by the commitment of staff and managers to improvement, which augurs well for the future'. These Areas for Improvement will be taken forward into the two new probation organisations in 2014/15; the National Probation Service and the Community Rehabilitation Company and monitored through continued internal case auditing.

Children's Social Care Ofsted inspection

In May 2014 Ofsted inspected the local authority's safeguarding arrangements, and judged the authority as Requiring Improvement. Ofsted noted evidence of real progress within children's social care, noting that the referral rates were reducing safely. Eleven areas for improvement were identified, including the need to accelerate the roll-out of a comprehensive early help offer, further improve performance around the timeliness and rigour of assessments, and ensure that strategy meetings appropriately engage all relevant agencies. The LSCB reviewed the authority's Action Plan for addressing the issues raised, and is supporting its delivery. Fourteen strengths were noted and commented on. The full Ofsted report is available on Ofsted's website.

6.8 Summary and Conclusions

This report aims to reflect the current state of safeguarding activity across Haringey and some of the work that has gone on in the last year. Many areas of the work the LSCB and its partners conduct are concerned with activity or output. It is not always easy to identify the outcome, or the result of the actions we take, but our aim is to try and maintain a focus on what is happening on the frontline for practitioners and the actions that make a difference to a child or young person. The board will continue to ask the questions on how well are children and young people helped, cared for and protected. This will sometimes involve making informed judgements about likely impact, for example, the effectiveness of training in helping professionals take action if they are concerned about a child. The Board has knowledge of many of the services that the partners offer around early help and child protection, both individually and collectively. In many areas the board can say that partnership working is good, for example: the MASH.

The board has collectively challenged and assured itself around the effectiveness of safeguarding in a number of areas during the year including:

- Information sharing
- Support to children experiencing neglect
- School safeguarding practice
- Missing children checks
- Support to children in care
- Role of child protection advisers
- Role of MASH
- Thresholds
- Structure changes within CYPS

- Early help pathways
- Gangs strategy

External inspections have suggested that the quality of safeguarding provision in all partner agencies meets statutory requirements, and the key lessons are summarised above. However, a number of common factors can present challenges to the quality of practice on the ground.

The financial pressures faced by all agencies have had an impact on the services that children and families receive. Some partners faced enormous challenges in recruiting sufficient staff to fill available posts, particularly in the east of the borough where many social problems are at their most severe. Haringey continues to target the offer of healthy child programme to those children most in need.

Many services have introduced changes in management structures, as part of their response to financial pressures, with consequent lack of continuity in approach. Good quality safeguarding practice depends upon continuities at all levels of the system, and frequent changes in personnel can impact on the quality of care that children and families receive, and on the quality of multi-agency partnership.

The high levels of children within the child protection system within Haringey continue to make it challenging for the authority to afford the desired range of Early Help services. Partners are clear about the importance of seeking to transfer resources towards early help and away from supporting children on child protection plans or in care; but the process of managing such a change is challenging for all services.

7. Priorities for 2014- 2015

These priorities include priorities chosen as a result of local issues and demands and will be addressed over 2014-16 by the Board. They will be incorporated into work plans aimed at improving outcomes progressed through the Board's agenda, or addressed more specifically by sub groups or task groups.

- **PRIORITY ONE Gangs**

Strengthening the connections between work around a) missing children, CSE and gangs, b) supporting and monitoring the development of a multi-agency response, and c) assessing the effectiveness of early intervention in reducing gang membership

- **PRIORITY TWO - Early Help**

Scrutinise the move towards strengthening early help offer across Haringey, seeking assurance on the common understanding of definitions, on the impact on child protection services, and on appropriate multi-agency engagement.

- **PRIORITY THREE – Neglect**

Improving effectiveness of all agencies in recognising and responding to neglect

- **PRIORITY FOUR - Promoting good practice**

Shift the overall balance of our activities more towards identifying and promoting elements of good practice.

- **PRIORITY FIVE - Engaging the voices of children and young people**

Identify an effective and proportionate way of tapping into the already available views of children and young people, to inform the work of the LSCB

Section 8 Business Plan 2014 – 2016

This business plan outlines the agreed priorities and actions to be undertaken by the Board and its partners to deliver this year's safeguarding priorities.

This business plan outlines the agreed priorities and actions to be undertaken by the Board and its partners to deliver this year's safeguarding priorities. The actions also take into account areas of improvement as identified in the May 2014 Ofsted review of the LSCB.

P1	Action	Lead group/person	By When	Evidence required
1	Review the current range of multi-agency groups working with highly vulnerable groups of young people (gangs, CSE, missing children, violence against women & girls, etc) & recommend (if appropriate) more functional & proportionate systems	Vulnerable Children's Group	March 2015	Work plans of existing groups Statistical information from multi-agency partners Risk assessments
	OFSTED 2 - Review Haringey's CSE multi-agency guidance and consider whether the involvement or association with gangs by young women should be included as a risk factor to strengthen arrangements to provide a coordinated response to this vulnerable group of young people.		Sep 14	

2	<p>Complete Missing Children strategy, emphasising the links to gangs</p> <p>OFSTED 4 - Ensure that the Board receives an annual report on children missing from home, missing from care and missing from education to assure itself that appropriate processes and practice are in place to safeguard this vulnerable group of children and young people. Strengthen the existing Board's annual report arrangements to include an evaluation of service responses for missing children, to support multi-agency actions and reduce risks posed to children</p>	Vulnerable Children's Group	<p>March 2015</p> <p>Nov 2014</p>	All agency local strategies to inform the multi-agency oversight by the LSCB
3	<p>Complete and implement CSE strategy</p> <p>OFSTED 3 - Accelerate plans to formally agree the draft CSE strategy and ensure it is clearly linked to the gang action plan. Make clear how the strategy will link to front-line practice, and what success criteria will be used to measure and evaluate progress.</p>	Vulnerable Children's group	December 2014	Clear evidence of multi-agency systems
4	Review engagement of disabled children with gangs	Disabled children policy and review group	March 2015	The LSCB will have the findings of the review presented to the LSCB board and the Chair or representative will discuss findings

				with appropriate strategic leads to assure that the needs of disabled children affected by gangs is appropriate responded to.
5	Review relevant performance data and information-sharing systems	Quality Assurance Sub group	March 2015	The LSCB performance management report. This will incorporate the findings of this review.
6	Review the impact of the Early Help offer on future gangs engagement	Vulnerable Children's group / Best practice group	March 2015	The findings will be presented to the LSCB and included in the annual report 14/15.
7	Make this a feature of our Section 11 review	Quality Assurance group	December 2014	The S11 audit will have gangs as a themed area to assess agency's safeguarding arrangements.
P2	Action	Lead group/person	By When	Evidence required
1	Agree process of LSCB regular engagement in early help strategy	Best Practice Group/Chair	March 2015	A completed detailed plan on how the LSCB will engage with the early help strategy will be included in the Annual report 2014/15.
2	Review the definitions used by partners in relation to early help	Best Practice Group	March 2015	The LSCB will ensure the partnership have a clear understanding of the definition of early help, plus list of current definitions
3	Seek assurance that proposals to expand the early help offer do not impact negatively on child	Chair	March 2015	Tbd - agree key performance indicators with Early Help

	protection services			Partnership Board, & agree regular reporting to Board
4	Review suitability of LSCB's current training offer	Training and learning group	September 2015	All LSCB commissioned and delivered training will be reviewed to ensure early help is appropriately included. Courses will be quality assured.
5	Make this a feature of our Section 11 review	Quality Assurance Group	December 2014	The S11 audit will have early help as a themed area to assess agencies safeguarding arrangements.
P3	Action	Lead group/person	By When	Evidence
1	Sign off Neglect Strategy	Best Practice Group	September 2014	The development and monitoring of the neglect strategy will be included in the work plan of the Best Practice group.
2	Oversee delivery of Neglect Strategy	Best Practice	March 2016	
3	Make this a feature of our Section 11 review	Quality Assurance Group	December 2014	The S11 audit will have neglect as a themed area to assess agencies safeguarding arrangements.
P4	Action	Lead group/person	By When	Evidence
1	Create an annual Good practice in Safeguarding Award – perhaps as part of a wider	Chair/Board Manager	October 2015	The LSCB will include the details of the award winners in their 2015/16 annual report.

	Haringey Awards scheme; invite nominations for examples of effective multi-agency practice, create positive publicity around the awards			
2	Develop a programme for disseminating examples of good practice in safeguarding through existing agency newsletters. Have regular slots in agency e-bulletins (for example, HAVCO's e-bulletin, CCG newsletter etc).	Chair/Training Officer	November 2014	Local and national safeguarding news will be available to all partners via the LSCB and their internal communications.
3	Design and deliver at least one specific campaign, in partnership with local agencies. These will include SCR learning, FGM in schools and the community, promoting positive parenting and involving children and young people.	Chair/Board Manager/Training Officer	July 2015	The LSCB will have agreed a one year campaign programme – first to run Jan/April 15 on learning from SCRs.
4	Review and update branding of LSCB.	Chair/Board Manager	March 2015	The LSCB will re-launch its vision for safeguarding children in Haringey.
5	Develop a new vision for LSCB and 3-5 year strategy	Chair/Board	July 2015	Partners and the public will be clear of the LSCB's ambitions for

				ensuring safeguarding arrangements in the borough
6	Explore potential for “Community Champions” – a proposal from the voluntary sector to actively engage local people in specific safeguarding activities.	Chair/Board Manager	September 2015	The children and adults safeguarding boards with the third sector will discuss the viability of this proposal.
7	OFSTED 1- Ensure that schools are fully involved at Board level so that their representations are known, understood and considered and their contribution fully harnessed to influence the shape of services.	Chair/Board Manager	March 2015	The board will be able to evidence clear dialogue and influence from schools on the safeguarding agenda which will be outlined in the annual report.
P5	Action	Lead group/person	By When	Evidence
1	Explore potential for focus groups of young people to discuss particular issues based around our priorities	Chair/Board Manager	March 2015	Engagement of young people and participation team
2	Explore possible ways of engaging with “Takeover Day” in November.	Chair/Board Manager	November 2014	The LSCB will have engaged young people in new creative ways.

Appendix 1

Income 2013/14

Agency Contribution	Amount £
METROPOLITAN POLICE	5,000.00
LOCAL AUTHORITY <i>(including staffing costs and council employer contribution NI & Pension)</i>	180,064.00
BEH Mental Health services	5,000.00
CAFCASS	550.00
Whittington Health	5,000.00
North Middlesex Hospital Health	5,000.00
Probation	2,000.00
Tottenham Hotspur	2,000.00
Haringey CCG – Health	5,000.00
DCS funding	15,000.00
Budget carried over from	47,000.00
	271,614.00

Expenditure 2013/14

Expenditure - 1st April to 31st March 2014		
		Amount £
Administration/staffing	Staff wages (<i>2.5 including staffing costs and council employer contribution NI & Pension</i>), <i>phone, stationary, equipment excluding HE</i>	108,055.69
Catering	Refreshments: training and extended meetings	523.10
Independent consultants	Chairs, 3 x overview writers, auditors including HE	115,810.95
Trainers	External trainers	14,569.00
Venue	Meetings and training	4,645.00
	Overall Total	243,603.74

Budget 2013-14	£ 271,614.00	1st April 2013 to 31st March 2014
Expenditure 2013-14	£ 243,603.74	1st April 2013 to 31st March 2014
Income 2013-14		1st April 2013 to 31st March 2014
Balance remaining	£ 28,010.26	1st April 2014

APPENDIX 2

LSCB current Membership 14/15	
Chair	Sir Paul Ennals (Independent)
Local Authority	Lisa Redfern (Director CYPS) Myra O'Farrell (Interim AD of Quality Assurance and Safeguarding, CYPS) Susan Otiti (Assistant Director, Public Health)
Police	DCI John Foulkes (CAIT- North Sector) DCI Victor Olissa (Borough Commander) DI Simon Webb (CAIT – Haringey)
Probation	Andrew Blight (ACO Haringey) Douglas Charlton
Health Services	Jennie Williams (Executive Nurse and Director of Quality and Governance, NHS Haringey CCG) David Elliman (Designated Doctor for Child Protection and Child Death, NHS Haringey CCG) Karen Baggaley (Assistant Director for Safeguarding and Designated nurse for Child Protection, NHS Haringey CCG) Mary Sexton Director of Nursing and Executive Lead for Safeguarding Children BEH-MHT Geoff Isaac (Named Doctor for Child Protection BEH-MHT) Julie Thomas (Named GP for Child Protection , Haringey) Alison Kett (Deputy Director of Nursing Whittington Health) Julie Firth (Deputy Director of Nursing North Middlesex Hospital)
Lead Member	Cllr Ann Waters, Lead Member for Children
Cafcass	Phyllis Dyer (Service Manager)
Voluntary Sector	(Chief Executive, HAVCO)
Housing	Denise Gandy (Head of Housing Support & Options)
Schools	Joan McVittie, Head Teacher - Woodside High Angela Ryan, Primary Head Teacher – Campsbourne
Adults Safeguarding	Helen Constantin (Head of Joint Governance and Business Improvement Services)
Legal Services	Stephen Lawrence (Assistant Head of Legal Services: Social Care)

Appendix 3

Haringey LSCB Members attendance 2013-14

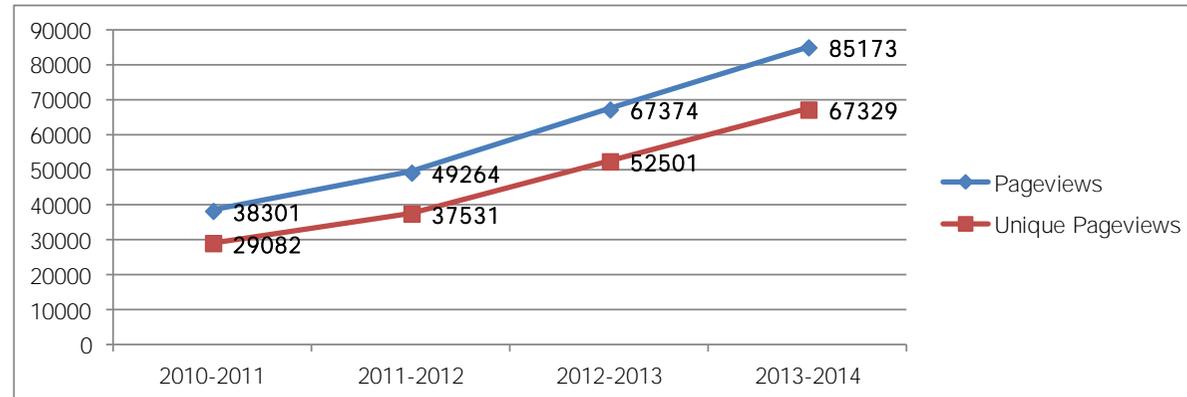
- Denotes representative attended on behalf of the member

Organisation	Job Title	Date of Meetings						No: of meetings member attended/was represented
		29/5/2013	31/7/2013	2/10/2013	27/11/2013	29/1/2014	26/3/14	
Independent	Chair	√	√	√	√	√	√	6 / 6
Independent	Lay Member		-	√	√	√	-	3 / 4
CAFCASS	Senior Service Manager	√	-	√	√	-	-	3 / 6
Local Authority	Director of Children's Services, Safeguarding	-	√	-	-	√	√	3 / 6
	Assistant Director, Safeguarding	-	√*	-	√			2 / 4
	Head of Service, OA and Safeguarding	-	√	√	√		√	4 / 5
	Head of Service, Additional Needs and Disabilities	-	√*	√*	√*	√*	-	4 / 6
Health	Director of Quality and integrated governance (CCG)	-	-	√*	√	-	√	3 / 6
	Designated Nurse for CP (CCG)	√	√	√	√	√	√	6 / 6
	Consultant Paediatrician, Designated Doctor (CCG)	√	√	√	√	√	√	6 / 6
	Named GP NHS England London	√	√	√	√	√	√	6 / 6
	Director of Nursing (NMUH)	√*	√*	-	-	-	-	2 / 6
	Assistant Director, Universal and Safeguarding Children's Services (Whittington)	√	√	√	√	√	√	6 / 6
	Assistant Director (CAMHS- BEH-MHS))	-	-	-	-	-	-	0 / 6
	Consultant Psychiatrist (BEH-MHS)	-	√	√	-	√	√	4 / 6
	Director of Nursing Quality and Safety (BEH-MHS)	√	√*	√*	√*	-	-	4 / 6
	Director of Nursing NHS England London)					√	√	2 / 2
Local Authority	Drug and Alcohol Partnership Manager	-	-	√	-	√	√	3 / 6
Public Health	Assistant Director	√	√	√	√	√	√	6 / 6
Housing	Head of Housing Support and Options	-	√	√	√	-	-	3 / 6

Legal Services	Assistant Head of Legal	√	√	√	√	√	√	6 / 6
Police	Borough Commander	√	√*	-	√*	√*	√*	5 / 6
	DI, CAIT	√	-	√	√*	√	√	5 / 6
	DCI, CAIT	√	√	-	-		-	2 / 6
Probation	Senior Probation Officer	√	-	√	√	√	-	4 / 6
Voluntary	HAVCO	-	√	-	-			1 / 4
Lead Member	Councillor	√	-	√	√	√	√	5 / 6
Primary School	Head Teacher	-	-	√	-	-	-	1 / 6
Secondary School	Head Teacher	-	√	√	-	√	-	3 / 6
London Ambulance Service	Ambulance Operations Manager	√	√*	√*	√*	√	√	6 / 6
Adult and Housing Services	Deputy Director	√*	√	√*	-	-	√*	4 / 6
YOS	YOS Head of Service	-	√	-	-	-	√	2 / 6
LSCB	LSCB Business Manager	√	√	√	√	√	√	6 / 6

Appendix 4

Website Traffic Yearly Breakdown



Contacts

For more information about the work of Haringey Local Safeguarding Children Board, please contact the LSCB Team: 020 8489 1470 or email lscb@haringey.gov.uk