

## ISSUE/ACTION/MON

Ref no.	ISSUES	Area of Responsibility	Lead Manager	Lead Officer	Action	Milestone Date	Progress Against Action	Risk/ RAG	Completion date
A	Effective Front Line support to Social workers and those receiving and dealing with children's referrals (key Haringey finding and Laming Recommendation 11,15,16,18,24,26,29,31)								
A1	Data and Information	DCS	Director Children's Services (JW)	Head of Children and Families (BH)	Contribute to National debate regarding ICS and its use and effectiveness and the Laming recommendation for a National system	01/06/09	On Target		01/09/09
		ICT	Head of Children and Families (BH)	Manager Children's Social Care and Children's Centres (R.J)	Develop the functionality of the PARIS system to make it support the business needs of Children's services and ICS.	01/06/09	On Target		01/09/09
		ICT	Head of Children and Families (BH)	Manager Children's Social Care and Children's Centres (R.J)	Amend ICS exemplars that are causing the most difficulty in line with other authorities, sanctioned by DCSF/GO	01/06/09	On Target		01/09/09
A2	Professional development, training and staff retention	Workforce	Manager Children's Social Care and Children's Centres (R.J)	Senior Workforce Development Manager (AF)	Review and revise supervision policy to better reflect performance management and professional practice	01/07/09	On Target		01/09/09
4		Workforce	Manager Children's Social Care and Children's Centres (R.J)	Senior Workforce Development Manager (AF)	Establish action learning sets for social workers across team boundaries to improve communication and shared learning	01/09/09	On Target		01/12/09
		Workforce	Manager Children's Social Care and Children's Centres (R.J)	Senior Workforce Development Manager (AF)	Revise training programme for "Adult Services" in relation to child protection and children's needs	01/09/09	On Target		01/12/09
		Assessment and Care Management	Manager Children's Social Care and Children's Centres (R.J)	Principal Manager Assessment and Care Management (SL)	Review and revise caseload weighting system .	01/06/09	On Target		01/09/09
		Assessment and Care Management	Manager Children's Social Care and Children's Centres (R.J)	Principal Manager Assessment and Care Management (SL)	Put a training and development plan in place for each social worker in line with grade, linked to annual appraisal, task setting and supervision..	01/06/09	On Target		01/09/09

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		Assessment and Care Management	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Assessment and Care Management (SL)	Implement a system and approach which ensures that Induction and protected caseloads for newly qualified social workers are in place	01/06/09	On Target		01/07/09
5		Safeguarding	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Safeguarding (JB)	Undertake Quarterly practice meetings to focus on learning from cases (identified through audit)	01/09/09	On Target		01/12/09
A3	Audit	Assessment and Care Management	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Assessment and Care Management (SL)	Undertake Audit of those cases where a child is under 5 and subject to a multi agency child protection plan.	01/06/09			Action Completed
		Assessment and Care Management	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Assessment and Care Management (SL)	Undertake Audit of "front door" duty and assessment teams and workloads and thresholds	01/05/09			Action Completed
A4	Delivery Structures		Manager Children's Social Care and Children's Centres (RJ)	Transformation Manager (CH)	Structure Access services to ensure that sufficient trained childcare social workers are available.	01/06/09	On Target		01/09/09
		Assessment and Care Management	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Assessment and Care Management (SL)	Review children's field social work structure, resourcing and resource allocation so that sufficient focus is maintained in each of the areas of looked after children ,child protection and children in need.	01/06/09	On Target		01/12/09
B	<b>Leadership, Accountability and Performance Management (key Haringey finding and Laming recommendations 4,6,8,43,44,45,53)</b>								
B1	Business processes	Children's Trust	Chair of Children's Trust (JW)	Children's Services Development Manager (RH)	Undertake a robust needs analysis to inform the development of the Children and young people's plan.	Jan-10	On Target		01/04/10
		Children's Trust	Chair of Children's Trust (JW)	Children's Services Development Manager (RH)	Establish a system for reviewing needs analysis				

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		Children's Trust	Chair of Children's Trust (JW)	Children's Services Development Manager (RH)	Pending further guidance from government , establish a written protocol outlining the relationships between the LSCB, the Children's Trust and the LSP	01/05/09	On Target		Action Completed
		LSCB	Head of Children and Families (BH)	Principal Manager Sa	Commission the development of an audit tool and process for scrutinising the point of referral for children in need and child protection cases...	01/07/09	On Target		01/09/09
		LSCB	Head of Children and Families (BH)	Principal Manager Safeguarding (JB)	Within the context of the relationships between the Trust/LSCB/LSP , Establish an agreement as to the role of Lead Member within the LSCB (await further guidance from government)		On Target		01/12/09
		LSCB	Head of Children and Families (BH)	LSCB Business Manager (BJ)	Revise procedures and practice on Serious Case Reviews to include information on the skill, knowledge and independence required in the system and that an executive summary is published on the LSCB website	01/05/09	On Target		01/06/09
B2	Member and Senior officer training	Workforce	Manager Children's Social Care and Children's Centres (RJ)	Senior Workforce Development Manager (AF)	Deliver training sessions on safeguarding issues for (i) all councillors, (ii) councillors in children's committees and scrutiny and (iii) lead members in line with role.	01/09/09	On Target		01/09/10
		DCS	Chair of Children's Trust (JW)	Senior Workforce Development Manager (AF)	Ensure that there is sufficient knowledge and skill regarding safeguarding and child protection within the senior manager workforce through accessing training as appropriate through national initiative.		On Target		01/09/10
B3	Information and Performance Management	ICT	Manager Children's Social Care and Children's Centres (RJ)	Performance Improvement Manager (JF)	Develop an information reporting suite to deliver on government and local requirements. Ensure effective ICT system to support delivery.	01/09/09	On Target		01/04/10
		Assessment and Care Management	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Assessment and Care Management (SL)	Maintain monitoring performance clinics within the Assessment and Care Management service on a team basis	01/06/09			Action completed
		Looked After Children	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Establish a Corporate Parenting Board to ensure the delivery of the Children Pledge	01/05/09	On Target		01/09/09
		Safeguarding	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Safeguarding (JB)	Establish quarterly audits of files using a "diagonal slice" of staff to undertake audits (linked to quarterly review seminars focusing on lessons from audits)	01/09/09	On Target		01/12/09

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		Safeguarding	Head of Children and Families (BH)	Principal Manager Safeguarding (JB)	Develop and gain approval for a reporting framework (timing and content) to lead Member/Scrutiny/Children's committee	01/06/09	On Target		01/09/09
		Safeguarding	Head of Children and Families (BH)	Principal Manager Safeguarding (JB)	Develop a system with the PCT (A&E) about how information is gained out of hours about children who are subject to a child protection plan.	01/09/09	On Target		01/12/09
C	Effective Partnership Working (key Haringey finding and Laming Recommendation 12,13,19,20,21,23, 25,29, 30)								
C1	Multi agency Training	LSCB	Head of Children and Families (BH)	LSCB Training Manager (MJ)	Multi agency training programme to be revised to ensure that adult issues such as drug and alcohol mis use, and mental health issues receive sufficient attention given to child development and the impact of such behaviours on normal child development	01/09/09	On Target		01/04/10
		LSCB	Head of Children and Families (BH)	LSCB Training Manager (MJ)	Organise a training event/workshop on the use and applicability of Strategy meetings for multiagency staff	01/06/09	On Target		01/09/09
		LSCB	Head of Children and Families (BH)	LSCB Training Manager (MJ)	Obtain agreement for the LSCB conference for 2010 to be concerned with adult issues that impact on parenting.	01/06/09	On target		01/04/10
C2	Business relationships	LSCB	Head of Children and Families (BH)	LSCB Business Manager (BJ)	Revised the membership of the LSCB to insure the inclusion of schools, adult mental health and drug and alcohol services	01/05/09	On Target		01/06/09
		Children's Trust	Chair of Children's Trust (JW)	Principal Manager Safeguarding (JB)	Update information sharing protocol in line with government guidance and re issue it through the Children's Trust and the LSCB.	01/07/09	On Target		01/09/09
		Children's Trust	Chair of Children's Trust (JW)	Manager Children's Socioal Care and Children's Centre (RJ)	Formalise arrangements so that named health and police personnel link with particular social work teams to ensure more effective joint working and information sharing and a positive understanding of role and responsibilities.	01/07/09	On Target		01/12/09

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		People	Director Children's Services (JW)	Head of Children and Families (BH)	Establish formal links at strategic and practitioner level between children and adult workers.	01/07/09	On Target		01/09/09
D	Early intervention and Assessment (key Haringey finding, Laming recommendations 13,14,25, and APA area for improvement)								
D1	Referrals and Re referrals to children's social care.	Children's Trust	Chair of Children's Trust (JW)	Manager Children's Social Care and Children's Centre (RJ)	Ensure that the Children's Trust commissions and leads the development and coordination of tier 2/3 through the establishment of multi agency teams to (i) reduce demand for tier 3/4 services, (ii) increase the number of appropriate referrals which lead to initial assessments and (iii) increases the likelihood of effectively targeted services and reduces the likelihood of re referrals.	01/06/09	On Target		01/09/09
D2	Common Assessment Framework	Children's Trust	Chair of Children's Trust (JW)	Principal Manager integrated services (JT)	Ensure that compliance with CAF is written into all commissioning arrangements and Service Level Agreements	01/09/09	On Target		
		Integrated Services	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager integrated services (JT)	Review that arrangements to deliver common assessment framework (CAF) training to ensure all appropriate staff within the children's workforce are trained to undertake CAF and then supported and monitored by their managers to put their training in to practice.	01/06/09	On Target		01/09/09
		Integrated Services	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager integrated services (JT)	Audit the current non statutory assessment procedures across Trust partners to ensure that they are either replaced or fully aligned with CAF so that CAF is embedded within all Trust partners procedures, working practices and are used consistently.	01/07/09	On Target		31/03/10
		Integrated Services	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager integrated services (JT)	Review arrangements to support the children's workforces to implement CAF through a CAF Implementation and support strategy to include e.g. CAF surgeries.	01/07/09	On Target		01/09/09

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E	low rate of initial and core assessments and low rate of those completed within government required timescales (2007/8 APA area for improvement, links with performance management and support to front line services above))								
		Assessment and Care Management	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Assessment and Care Management (SL)	Ensure the continuation of monthly performance clinics which have contributed to recent improvement in performance	01/06/09	On Target		
		Assessment and Care Management	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Assessment and Care Management (SL)	Revise supervision policy to include a more explicit focus on performance, and that compliance with timescales is monitored through supervision.	01/07/09	On Target		01/09/09
		Workforce	Manager Children's Social Care and Children's Centres (RJ)	Senior Workforce Development Manager (AF)	Develop a costed proposal for the creation of the role of Deputy Team Manager to increase capacity for monitoring compliance and sign off of work.	01/07/09	On Target		01/09/09
F	Private Fostering Arrangements (2007/8 APA area for improvement )								
		Private Fostering	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Revise current procedures to ensure that they reflect current best practise and government requirements, including promotion of service.	01/05/09	On Target		01/09/09
		Private Fostering	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Assessment and Care Management (SL)	Identify two social workers to be responsible for the Children's assessments in private fostering arrangements within the authority	01/06/09	On Target		01/07/09
		Safeguarding	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager Safeguarding (JB)	Bring the review of the child's plan in private fostering into the remit of the independent reviewing service within Safeguarding, to bring increased scrutiny to the arrangements and compliance with procedures.	01/05/09	On Target		01/09/09

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G	Low Adoption rates ( 2007/8 APA area for improvement)								
		Adoption	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Finalise procedure on payments and processes for Special guardianship and ensure that it is issued through E Mail and direct delivery at Team meetings	01/05/09			Action completed
		Adoption	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Review permanency policy to better reflect government guidance and changing practice. Ensure a robust application of the permanency policy considering adoption and special guardianship as first choices when rehabilitation home is not an option	01/07/09	On Target		01/09/09
H	Residential Children's Care Service (Redsands and Priors Hill judged inadequate in recent Ofsted inspection)								
		Residential Care	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Review current residential strategy to ensure it takes account of changing and predicted demand, and the need to deliver integrated care within provision which is safe and fit for purpose.	01/09/09	On Target		01/12/09
		Residential Care	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Review safe recruitment and employment practice in the residential network to bring it into line with LSCB standards.	01/07/09	On Target		01/09/09
		Residential Care, Redsands and Priors Hill	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Review and amend complaints processes including recording and monitoring	01/06/09	On Target		01/07/09
H1	Processes and Recording	Residential Care, Redsands	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Review Anti bullying policy in line with standards in Anti Bullying Strategy, and new government guidance on anti bullying in Children's homes.	01/06/09	On Target		01/07/09
		Residential Care, Redsands	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	All children's placement plans to be updated covering all aspects of National Minimum standard 2.1	01/05/09	On Target		01/07/09
		Residential Care, Priors Hill	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Individual to be appointed as the registered manager	01/05/09	on Target		01/07/09

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H2	Staff Training	Residential Care	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Review and update staff training and development plans to ensure that all essential training is identified and delivered within agreed timescales. Including Training on the administration of medication and restraint	01/05/09	On Target		01/07/09
		Residential Care, Priors Hill	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Measures and Training in place to ensure Staff follow legislation and government guidance in relation to restricting childrens' liberty.	01/05/09	On Target		01/09/09
H3	Risk Management	Residential Care, Redsands	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	All children to have new individual risk assessments and behaviour management plans. Staffs adherence to plans to be rigorously monitored by registered manager.	01/05/09	On Target		01/08/09
H4	Repair of Buildings	Residential Care, Priors Hill	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Redecoraion and refurbishment of current presmises whilst awaiting outcome of Residential review	01/07/09	On Target		01/09/09
H5	Health and Safety	Residential Care, Priors Hill	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Health and Safety Assessment on each child's file	01/04/09			Action completed
		Residential Care, Priors Hill	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Fire Safety procedures reviewed to ensure compliance with legal and procedural requirements	01/04/09			Action completed
		Residential Care, Priors Hill	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Safety Certificates to be localted in accessible central file	01/04/09			Action completed
		Residential Care, Priors Hill	Manager Children's Social Care and Children's Centres (RJ)	Principal Manager, Fostering and Adoption (PM)	Staff files to contain Regualtion 24 information	01/04/09			Action completed