

### **Stocktake of safeguarding practice - interim assessment framework:**

#### **Main Findings of the Joint Area Review of services for children and young people in Haringey: 2008**

The Joint Area Review 'identified a number of serious concerns in relation to safeguarding of children and young people in Haringey. The contribution of local services to improving outcomes for children and young people at risk or requiring safeguarding is inadequate and needs urgent and sustained attention'.

The letter from the Secretary of State for Children, Schools and Families (December 1<sup>st</sup> 2008) stated: 'The Ofsted report on Haringey now provides a clear and immediate challenge against which I would like (these) assessments carried out'

1. There is insufficient strategic leadership and management oversight of safeguarding of children and young people in Haringey by elected members, senior officers and others within the strategic partnership.
2. There is a managerial failure to ensure full compliance with some of the requirements of the inquiry into the death of Victoria Climbié, such as the lack of written feedback to those making referrals to social care services.
3. The local safeguarding children board (LSCB) fails to provide sufficient challenge to its member agencies. This is further compounded by the lack of an independent chairperson.
4. Social care, health and police authorities do not communicate and collaborate routinely and consistently to ensure effective assessment, planning and review of cases of vulnerable children and young people.
5. Too often assessments of children and young people, in all agencies, fail to identify those who are at immediate risk of harm and to address their needs.
6. The quality of front line practice across all agencies is inconsistent and not effectively monitored by line managers.
7. Child Protection plans are generally poor.
8. Arrangements for scrutinising performance across the council and the partnership are insufficiently developed and fail to provide systematic support and appropriate challenge to both managers and practitioners
9. The standard of record keeping on case files across all agencies is inconsistent and often poor
10. There is too much reliance on quantitative data to measure social care, health, and police performance, without sufficiently robust analysis of the underlying quality of service provision and practice
11. A failure to consult with children in some cases; and in others where a child has not been seen alone, there is limited evidence of addressing the reasons for this and enabling the child's voice to be heard. (Not a JAR finding, but included in DCSF summary of findings)

**Preliminary issues identified by the Healthcare Commission:**

The framework and process for this review is emerging, including collection of quantitative data. Letters from the Secretary of State for Health, NHS Chief Executive and the Head of Children's Strategy at the Healthcare Commission have identified the following headline issues:

- Governance
- Communication
- Partnership working
- Record keeping
- Information sharing
- Sharing expertise
- Training and staffing

The Nurse Consultant/Designated Nurse for Safeguarding will lead the local Safeguarding Children Review for the local health economy.

**GOSE - Children's Social Care: Performance Management Framework**

This and the following framework have been developed by the GOSE following events in Harringey:

- User feedback mechanisms – minimum of quarterly and from advocacy service for LAC, CP, CIN.
- Staff feedback mechanisms – quarterly (if developed)
- Audit programmes:
  - Case file audit programme – this should include a sample of case files being audited by ATM; TM; Service Manager, AD & DCS.
  - Supervision file audit programme – undertaken by TM; SM & AD
  - Audits undertaken by Independent Chairs – IRO & CP conferences + LAC reviews quarterly
- Complaints / compliments – quarterly update and Annual Complaints Report.
- Private fostering – at least annual update (report to LSCB).
- Inspections of all regulated services (i.e. adoptions & fostering, children's homes which are the responsibility of the LA) – at least 6 monthly.
- SCR action plans as they relate to CSCare.
- HR – allegations as they relate to CSCare.
- Levels of recruitment & retention and staff sickness – quarterly.
- Social Care expenditure – monthly.
- Performance against NIS Performance Indicators – quarterly across all the PIs and including analysis of CP / LAC numbers.
- Annual IRO report.
- Feedback from other agencies via liaison meetings.

### **GOSE: LSCB Quality Assurance checklist**

- Organisation and operation of the LSCB
- Strategic arrangements and business planning
- LSCB Functions
- Quality Assurance
  - Case file audit
  - The use of data
  - Serious case reviews
  - Observation and self assessment
  - Self assessment or compliance monitoring
  - Listening to the views of service users

### **Social Care Governance Exercise completed by CYPT Area Managers:**

A reflective exercise with front-line managers reviewed the effectiveness of safeguarding practice using a model of social care governance i.e.

- Roles & responsibilities - divided between the organisation and the individual
- Communication flow - divided between the directorate and the team

The exercise was set in the context of the debate following the Haringey case including:

- Evidence presented by the Chief Inspector of Ofsted to the Parliamentary Select committee.
- Key national research examining the type of families that social workers and health visitors are dealing with on a daily basis and the process and quality of professional assessment of risk in complex child care cases.

