

First Response Multi Agency Team

London Borough of Haringey

The Haringey Story

Haringey needs no introduction....

- Probably the most famous council in the world
- A borough of many challenges
- A tale of significant improvement
- A journey that continues.....

What has changed

The change in Haringey has been considerable

- “extensive and consistent evidence of good progress overall..... there have been significant improvements in the quality of practice and management, partnership working, capacity, quality assurance and performance management”, Ofsted February 2010
- “considerable progress (has been made) by the council and local partners to improve safeguarding services in Haringey”, Ed Balls, Secretary of State for Children, Schools and Families March 2010
- “we are satisfied that the (NHS) trusts have made a clear commitment to improving safeguarding in children’s services and they have made significant improvements in the area”, CQC May 2010

How we did it – Learning the Lessons

There were many, but they were all too familiar

- Think the unthinkable
- Take action – don't assume someone else is doing something
- Never simply believe what you are told
- Understand the story of the adults and the family history
- Never ignore or underestimate neglect
- Be confident in your role as a professional
- Remember, there is no such thing as a typical Haringey family

How did we do it – changing practice

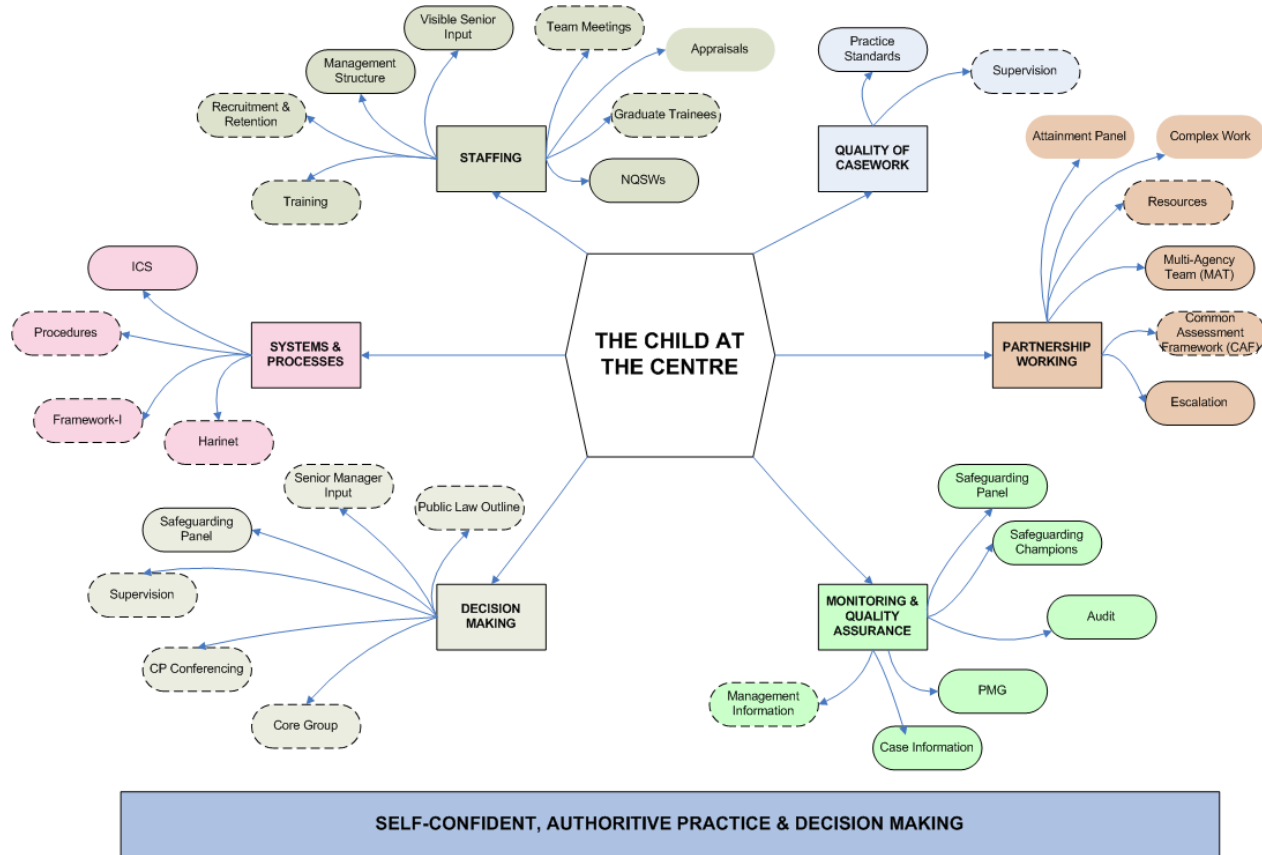
The question was simple: *How do we put the child at the centre of everything we do.*

The answer was harder. We had to:

- Rethink the way that we work
- Support our staff to challenge the way they view things
- Improve staff supervision to challenge behaviours
- Ensure our staff have the skills and training for their roles
- Provide good support from capable managers
- Check that we are doing things right through case file auditing
- Focus on the quality of work, whilst ensuring that children are safe

The child at the centre

It sounds so simple, but achieves so much



Haringey Key Statistics & Social Issues (April 2010)

Statistics

- 225,000 population
- 49% from BEM
- 20,000 Asylum seekers (approx)

- 55,020 aged 0-19
- 13,600 aged 10-14
- 14,700 aged 0-4

- 140 languages are spoken in schools
- 36,490 children & young people in school

- 596 in Care
- 278 with Child Protection Plans

Social Issues

- Majority of statutory services co terminus
- Mix of affluence (west) and poverty (east)
- 20th most deprived in England
- 9 wards in east 10% most deprived
- Large student and graduate pop, but high incident of basic skills needs
- High levels of mobility and transience
- High incidence of:
 - low weight babies
 - teenage pregnancies
 - substance misuse
 - domestic violence
 - mental health
 - infant mortality

The Front Door – Key Data

- 14,000 contacts each year of which 6,600 police notifications
- 2,500 referrals leading to 2,000 Initial Assessments and 672 child protection investigations
- Challenge 1: How to ensure all Haringey children and families get the right service whilst allowing key professionals to concentrate on their core business
- Challenge 2: How to ensure that decision making is made using all the information available

Partnership working

This is a story of partnerships

- We were in it together, and needed to get out of it together
- We needed to build trust and confidence
 - Within and between organisations
 - Between managers and members
 - Within the staff teams across the partnership
- We needed to create top level ownership from chief executives and directors
- We needed to support staff and be visible to them
- We needed to communicate clear messages and to listen to the feedback

The coming of the Multi-Agency Team: from strategic to operational

- Initial multi agency trial in February 2009 for limited period
- Social work screening team developed in March 2009
- Plans developed following this pilot
- Predicting the needs and the challenges
- Finding suitable accommodation
- Agreeing thresholds across the partnership
- Aligning working practices including defining thresholds
- Bringing different staff cultures, beliefs and working practices together

Focusing on safeguarding

Redefining the way we work to create capacity by bringing together the key partners

- The Public Protection Desk
- The social work screening team
- CAF
- Specialist health visitors

Pulling in additional expertise

- Domestic violence
- CAMHS
- Education welfare
- 3rd sector agencies
- Adult social work and mental health services.....

Making the change

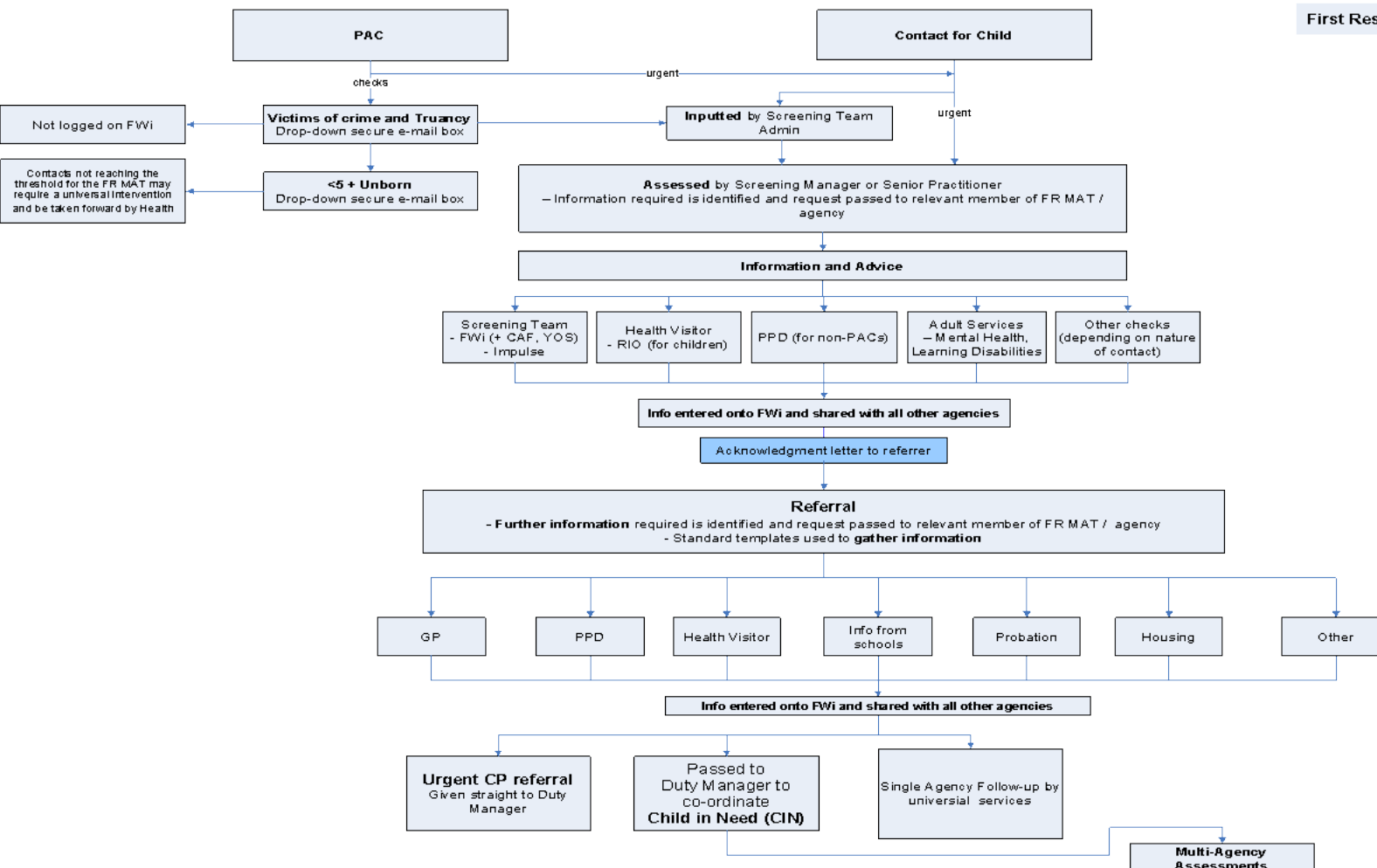
From working in partnership to multi-agency working to co-location

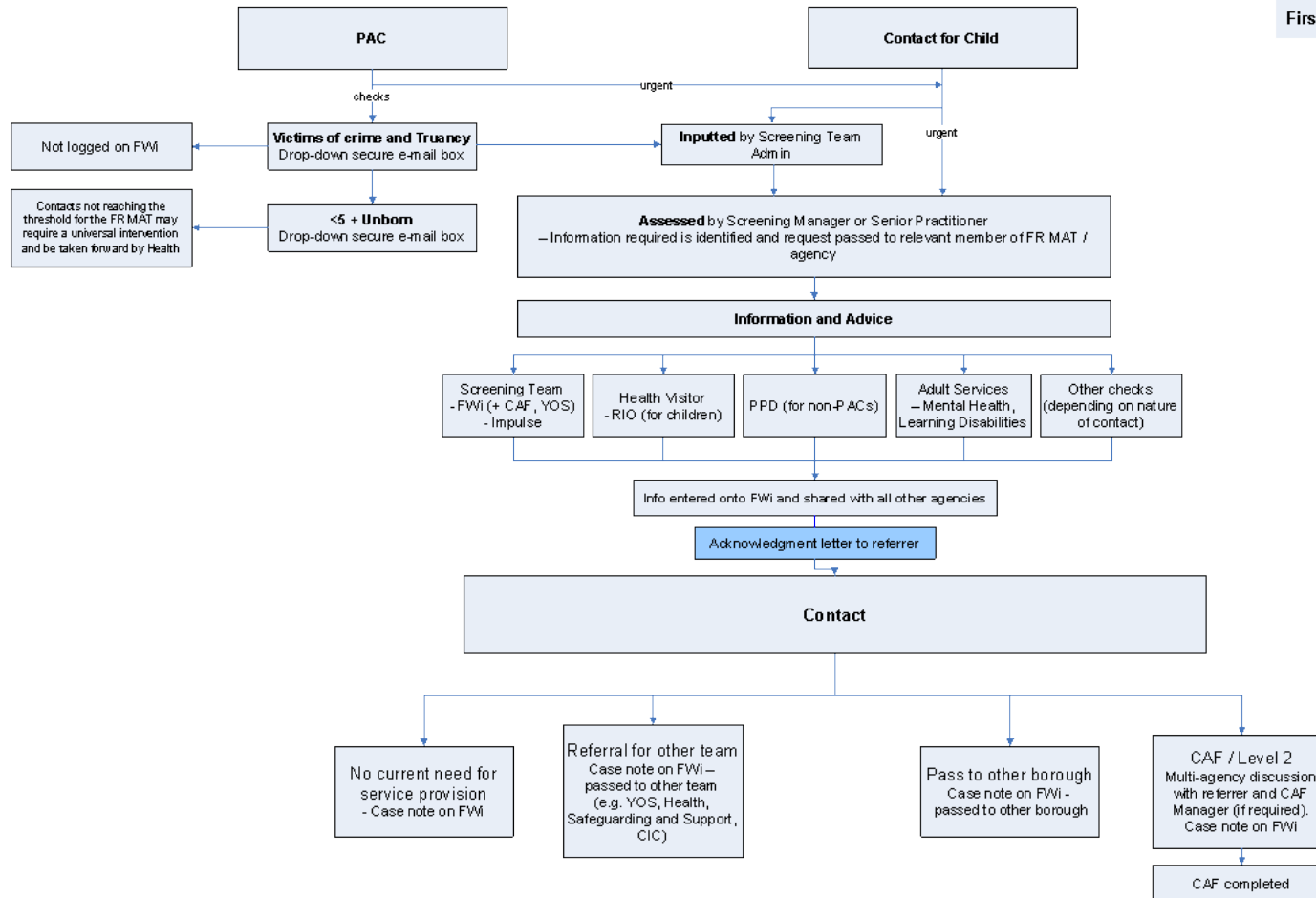
- The natural next step: co-location of the core team and a welcome to the satellite team
- Finding the space and redefining it was multi agency
- Networking
- Protocols
- Information sharing
- Operational management meetings

Changing performance – changing our service to the public

Key Performance Indicators

- Referral Conversion – 84%
- NI 59: initial assessment timeliness – 63%
- NI 60: core assessment timeliness – 50% (needs to change)
- Quality of assessment – ongoing quality of practice audit





Added benefits

- Feedback shows that the team is responsive and helpful and the number of complaints from other professionals has significantly reduced.
- Work is being undertaken with the public protection desk around the number and nature of Merlin's received, linked to work with uniform police around the quality of information provided.
- Increased joint working between health and social work. The health visitors are now attached to the 4 duty teams and we anticipate that more joint visits will result from this.
- Introduction of a part time CAMHS worker has allowed for consultation for all professionals in the service including the CAF manager enhancing our response to children with mental health needs.
- A domestic violence Senior Practitioner has been appointed and will work between the specialist DV service and the screening team.
- Relationships developed with housing around issues such as intentional homelessness.

More Added benefits

- The team links directly with the specialist No recourse To Public Funds Team.
- Urgent referrals that come to the notice of the Public Protection Desk are passed in a timely manner to the duty teams, thus enabling a quicker response.
- Screening social workers are able to work with colleagues from health and police to gather information and determine if social work intervention is required, allowing them to focus on the team's core business rather than processing contacts.
- Screening social workers / health visitors / CAMHS worker are able to engage with colleagues to ensure that children are appropriately safeguarded and supported via single agency intervention or via the CAF.

What next....

Continuing to innovate and deliver sustainable change

- Developing the QA role of the team
- Demonstrating improvements in outcomes
 - MAT Partnership performance scorecard
 - The views of the child
- Greater linkage with adults services
- Considering radically the impact of NHS reforms
- Working with metropolitan police officers around the quality of reporting when children come to their notice
- Working to improve the quality of joint working in Strategy meetings and assessments

The journey continues....