

Children and Young People's Service Employee Handbook

2020/2021



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Message from our Children's Service Director



Dear Colleague,

I am delighted to welcome you to Haringey's Children & Young People's Service (CYPS). You are joining a very skilled and dedicated workforce who support Children, Young People and their families across the Borough.

This handbook signposts you to the essential information on our Employment Policies, Procedures and Benefits together with what you can expect from us as your employer. To ensure that all employees are aware of their expectations and how you will contribute to the work of Haringey Council, please take a moment to familiarise yourself with the information contained within this Handbook.

In order to ensure your success and as part of our commitment to employee development, you will receive full training, supervision and support from your initial induction through to your individual Development Plan.

You are the people who will bring to life our Vision and enable us to achieve our Objectives.

Welcome to the Team!

Yours faithfully,







A handwritten signature in black ink, appearing to read 'Ann Graham'. The signature is written in a cursive, flowing style.

**Ann Graham
Director of Children's Services**

Welcome to Haringey

Working within Haringey you are joining a well-established team of professionals and you will have access to ongoing professional development and receive a generous benefits package. We all have different experience, different skills, come from different cultures and have our own insights to bring to the table. Although we are all different, the glue that holds us all together is the simple desire to collectively do and be the best for the children and young people we hold at the HEART of our practice.

Children are the of all we do

-  **H** - we are **HUMAN**, we bring our whole selves to work.
-  **E** - we act **EARLY** together with our partners to prevent needs becoming worse
-  **A** - we take **ACTION** based on evidence, using our knowledge and skill. We act with empathy and we do with not to!
-  **R - RELATIONSHIPS** are the intervention and they make change possible. We see the whole child in their lives. We are compassionate, respectful and honest in our relationships with families. It is **NOT** about being the expert in people's lives; **NOT** all about processes, forms, targets.
-  **T** – we learn **TOGETHER** and support each other. We are reflective and we recognise that there is no one lever, solution or tool. People are complex, issues are complex and systems are complex.
-  **S** - we believe in **STRENGTHS BASED** approaches – we see the strengths in all children, families and communities and we work with families to build on their strengths and tackle issues

As you may be aware Haringey Council like many other Local Authorities is facing a number of challenges, however we are confident that with our highly skilled and committed employees we will be able to ensure every child and young person has the best start in life.

The Directorate Leadership Team want everyone to know and share our vision for the way we work here in CYPS, which can be summed up in the following principles:

- Demonstrating through all our actions and behaviours that **outcomes for children and families come first**
- **Acting as leaders at all levels** by taking responsibility and modelling professional curiosity and challenge
- Striving to create opportunities for **everyday learning, reflection and improvement** so that we can build on our own and others' strengths and learn from our mistakes
- Expanding our application of Signs of Safety to make it consistent and comprehensive
- Respecting and trusting each other as professionals, remembering that whatever our discipline **we work together** for the sake of children and young people
- Recognising that to fulfil our duty to safeguard the welfare of Haringey's young people we must **value all voices**, most crucially the voices of the children and young people themselves, and reflect their voice in our records

We want staff to have all of the information they need in order to do their jobs well and contribute to our improvement as a service. If there is anything you want to be able to access but can't, then don't stay quiet – let us know.

While this handbook should answer any immediate questions, if there is anything you are unsure of please feel free to raise these with your colleagues or Line Manager.

Employee Information

Induction

Every employee must receive an Induction and it is the Line Managers responsibility for ensuring this takes place. Line Managers will initiate the Induction process with each of their new starters.

Employee Rewards, Benefits and Support

Haringey Council is committed to rewarding and supporting our employees. We are pleased to offer a highly competitive and generous staff benefits package that includes financial and lifestyle options. For a comprehensive list of all our Employee Benefits please refer to the intranet or click [here](#).

Annual Leave

Haringey provide staff with a generous leave entitlement which increases with your length of service. Your entitlement is detailed in your contract of employment.

While your contract outlines your annual leave entitlement, there may be occasions for 'other leave' to occur, examples of these include: Compassionate Leave, Jury Service and leave for special circumstances. Requests for these absences should be discussed with your Line Manager prior to being taken and more information can be found in the Leave and Time Off [policy](#). Please note that with the COVID-19 situation, this may have impacted on your annual leave. All guidance with regards COVID-19 can be found [here](#).

Learning and Development

We are committed to providing you with every opportunity to pursue your own personal development, raise your standards of performance and enhance your career prospects. It is equally vital that you recognise that your learning is a personal responsibility and therefore the expectation is that all employees take a proactive approach in their learning and development.

We offer a wide range of job learning and development opportunities including courses for generic skills and technical skills suited to your specific learning needs. We utilise a dedicated e-learning platform known as FUSE as well as providing bespoke in-house training sessions. For CYPS, there is also specific training modules which every new employee must undertake. Information can be found [here](#).

For Children's Services to become outstanding, important organisational and cultural changes are required which need to be achieved with consistency, pace and ambition to ensure that timely decisions are made for children and that good outcomes are achieved. This requires a whole system approach, which ensures that the workforce and culture is robust, competent, reflective and builds knowledge and practice wisdom.

In supporting this achievement, the Haringey Children's Academy (HCA) was launched in November 2019. The Haringey Children's Academy is a virtual Academy.

It draws together recruitment, professional development and retention within a “faculty” structure.

The HCA enables Haringey partner organisations to demonstrate their commitment to their employees in support of excellent outcomes for Children, Young People and Families. For further information on the Haringey Children’s Academy, please speak to your Line Manager in the first instance.

Career Development

We actively encourage employees to utilise the My Career [portal](#) to develop and progress within their careers. Please discuss your career development and aspirations with your Line Manager.

Secondments

A secondment is where an Employee experiences work in another team, department or organisation for a set period of time and then returns to their substantive position. We fully recognise that facilitating secondments can help to meet the wider needs of our organisation and allows our employees to acquire new skills. We therefore fully support employees considering secondments and for more information please click [here](#).

Performance Management

Our method of recognising and assessing employee performance and career development is completed via My Conversations. This allows open and constructive conversations with your line manager regarding individual performance, your application of Council Values as well as your own career aspirations. More information regarding My Conversation can be accessed via the following link [My Conversation](#).

Working Time Guide

We are committed to providing a healthy working environment and ensuring employees maintain a healthy balance between work and life. Employees are often informed of the need to ensure adequate breaks are taken and they do not work excessive hours.

Ongoing Communication and Keeping you Updated

We utilise a number of methods to ensure employees are informed of developments and initiatives across the Council. We also value your feedback and encourage you to contact your Line Manager in the first instance with regards to any comments you may have.

Code of Conduct/Policies and Procedures

As an employee of Haringey Council, you must familiarise yourself with our policies and procedures including the Code of Conduct. This will ensure you complete your role safely as well as understanding the standards expected of you. All our policies and procedures can be accessed via [here](#).

Haringey Children's Services Procedures Manual

The Children's Service Procedures reflects local policies and procedures within the national legislative and regulatory framework. We want you to get the best out of this Manual, to help you do so, please read **Using this Manual** (accessed via the red tool bar). The Manual also links directly to the **London Child Protection Procedures**.

Mandatory Training

All staff are required to undertake mandatory training via their FUSE account. Your line manager will assist in getting your account set up. Please note for all qualified Social Worker roles, all the mandatory training must be undertaken before access to Mosaic is granted.

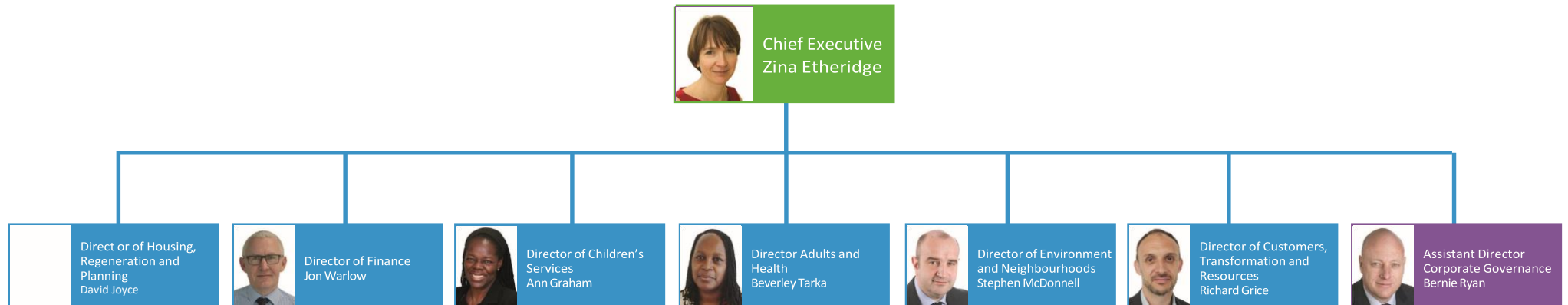
Shared Service Centre

The SSC | Service Offer; [Service Offer FAQs \(PDF, 154KB\)](#) which is also available in Excel: [\(SSC Service Offer - Excel version, 84KB\)](#) gives an overview of the services which the Shared Service Centre offers.

If you have any questions, please contact the SSC Central Team: SSCCentralTeam@haringey.gov.uk

Our Services and Leadership

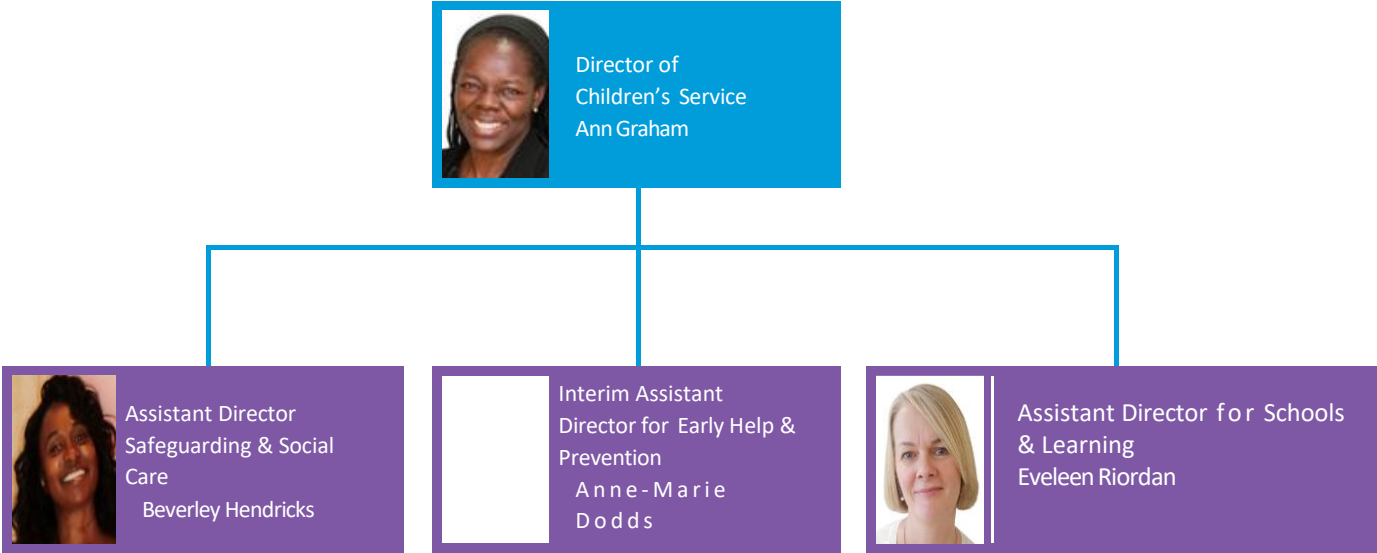
The Council is led by Zina Etheridge, Chief Executive who is supported by a Senior Management Team providing leadership in individual service departments:



The following is the list of the Senior Leadership Team and their Directorates:

- Director of Housing, Regeneration and Planning: David Joyce
- Director of Finance / Interim Chief Finance Officer (Section 151): Jon Warlow
- Director of Children's Service: Ann Graham
- Director Adults and Health: Beverley Tarka
- Director of Environment and Neighbourhoods: Stephen McDonnell
- Director for Customers, Transformation and Resources: Richard Grice

Children's Service Structure



Haringey's Borough Plan – Building a Stronger Haringey Together

The Borough Plan 2019 - 2023 sets out our priorities for Haringey. These priorities were developed following significant engagement with residents and partners, including a large residents' survey of 1,900 local people, two partner events, each bringing together over 100 local community organisations, businesses and public sector partners, a staff conference reaching 1,600 staff, and a wide range of smaller workshops and discussions.

The 5 priorities are relevant to every role and are outlined below:

- **Priority 1:** To achieve a safe, stable and affordable home for everyone, whatever their circumstances
- **Priority 2:** That Haringey is a place where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.
- **Priority 3:** That Haringey is a place with strong, resilient, and connected communities where people can lead active and healthy lives in an environment that is safe, clean and green.
- **Priority 4:** That there is a growing economy that provides opportunities for all our residents and supports our businesses to thrive
- **Priority 5:** That we are a Council that engages effectively with its residents and businesses

You may also wish to visit the Workforce Plan section of the intranet, which sets out how Haringey Council is creating a more skilled and agile workforce and details how employees are supported to take advantage of career development and future employment opportunities.

The Children's Services Workforce Strategy 2020 – 2023 is saved [here](#).

To view the **Borough Plan**, please click [here](#).

Our Values and Behaviours



Our Values are at the very core of what we do and how we deliver services. Our values are who we are when we are at our very best. They underpin the delivery of our Borough plan and help us to fulfil our vision of working with communities to make Haringey an even better place to live. We stand by them being the set of behaviours that we expect all employees to embrace to further our ambitions for our residents.

Alongside our values and embedded within our methods of operation and approach is the Haringey Council Behaviours. These clearly communicate the method in which we successfully deliver our objectives and ensures all staff share a common purpose.

We require all employees to fully embrace and demonstrate the following Values:

<p>Human</p> <ul style="list-style-type: none"> • We make it easy to deal with us • We ask our customers what they think and listen to what they say • We are aware of our impact on others • We build trusting relationships • We are honest and supportive • We are passionate about difference 	<p>Ambitious</p> <ul style="list-style-type: none"> • We compare our performance with the best • We continuously improve • We are curious and innovative • We look for different ways to do things • We are brave • We embrace change
<p>Accountable</p> <ul style="list-style-type: none"> • We deal with things without being told • We keep our promises • We give credit where credit is due • We spend taxpayer money as carefully we would our own • We solve problems • We all do our fair share 	<p>Professional</p> <ul style="list-style-type: none"> • We resolve matters the first time • We serve others as we wish to be served • We have the right skills • We take pride in what we do • We care about our reputation • We are business-focused

Our Practice Promises

- 1** We will see and listen to all children and young people in a timely way where there are concerns regarding their safety and/or vulnerability and make sure that their views are recorded and inform all our work.
- 2** We will complete assessments that reflect the child or young person's lived experiences and include all significant people and professionals in their lives.
- 3** We will work openly and in partnership with families to develop plans that meet their needs and keep children safe.
- 4** We will work with our partners to ensure all children are safe and well cared for.
- 5** We will ensure all children, young people and their families are clear why we are involved in their lives and we will work with families to protect and support their children by building on their strengths.
- 6** We will ensure all children, young people have a personal case file that will be up to date and reflective of their changing needs and circumstances.
- 7** When a child comes into our care, we will meet our Corporate Parenting responsibilities and make sure that their holistic needs are assessed and met.
- 8** We will ensure that every missing child known to us is communicated with on their return and is offered support and guidance.
- 9** We will encourage our care leavers to be aspirational and will develop robust and effective Pathway Plans to help them achieve their goals in all areas of their lives.
- 10** We will work in a transparent way ensuring all appropriate reports and plans are shared and copies given to children, young people and parents/cares in a timely manner.
- 11** We will work to create an aspirational environment for our staff to develop the skills of children and young people to ensure the best possible outcomes.
- 12** We will treat all children, young people, families and everyone with respect.

Our Practice Standards

Timescales and Standards Document

These timescales and standards are the *minimum* expected for good practice. They are designed to ensure that records held place enough focus on the needs of the child and contain supporting evidence.

All workers need to ensure that they are always aware of and comply fully with the requirements of GDPR (see intranet for details).

This document is a checklist of key timescales & standards and is not exhaustive. Reference should also be made to more detailed policies via the online procedures manual Tri-X.

In developing these practice standards there are 7 principles which all Haringey Children's Services staff should be asking themselves are we meeting when delivering services to children, young people and their families.

- **Children or young people are seen alone and spoken to, so they are given an opportunity to share their wishes and feelings and freely tell us what it is like to be a child or young person in their family.**
- **All children or young people require an assessment of their needs completed so we are able to understand their lived experience and the capacity of parents to fulfil their responsibilities in meeting their needs.**
- **Social Workers and partner agencies should truly understand what it is like to be a child or young person in this family if we are to provide joined up interventions that will make a difference and sustain improved outcomes.**
- **All children or young people have a plan that they easily understand what needs to happen, who is involved in delivering their plan, what we are trying to achieve with such a plan and by when.**
- **All documents, reports, plans are analytical, use plain understood language and are timely, so children or young people and their parents can fully understand the reasons for our involvement and when will it end.**
- **Every child or young person should expect their allocated worker to be highly skilled, and receive management oversight and reflective supervision so we are able to be professionally accountable for the work we do, it is timely, our interventions and care planning is smart and we are able to support families to sustain the necessary changes.**
- **The use restorative approaches to resolving issues and improving children or young people lives in their communities.**

General Records		
All letters, emails, external reports, Merlin etc.	24 hours	<ul style="list-style-type: none"> On file within 24 hours
Case recordings Applies to all Children's Service areas including Early Help.	48 hours (2 working days)	<ul style="list-style-type: none"> Children's records are kept up to date, with significant events recorded. In emergency and significant risk situations, recording is completed on the same day. All visits should be referred to in case records, but the details of the visit should be completed using the Mosaic visit template. Assessments, plans, records of visits and of direct work with the child include the child's voice.
Case Summaries Applies to all Children's Service areas including Early Help.	3 monthly	<ul style="list-style-type: none"> Using Mosaic Signs of Safety format To be clearly identifiable within the Child's Case Record section under a sub heading 3 Monthly Updated Case Summary.
Chronologies (to cover child's life span, not just the point of referral onwards)	First 45 working days Minimum 3 monthly	<ul style="list-style-type: none"> Chronology at the conclusion of any Child and Family assessment. The Chronology should detail the history of events for the family. Not just from when we became first involved. The chronology is used as an analytical tool to help understand the impact, both immediate and cumulative, of key events and changes in a child or young person's developmental progress. Chronology should be integrated with any other information on family household members or are relevant adults. To be kept fully up to date and presented to every CP conference and each panel where decisions are made.

Supervision Casework (please refer to supervision policy for more detail and arrangements for 1:1)		
Social Care Casework (1:1)	4 weekly	<ul style="list-style-type: none"> To include all cases. Casework shows evidence of reflection, impact of intervention and management oversight. It includes clear case direction from the point of allocation, through to any transfers or closure. Any activity or decisions requires actions must also be accompanied by realistic timescales.
Early Help.	4 weekly	<ul style="list-style-type: none"> Newly allocated cases should be taken to the first supervision after allocation. All cases of concern need to be discussed each month. Casework shows evidence of reflection, impact of intervention and management oversight. It includes clear case direction from the point of allocation, through to any transfer or closure. Any activity or decisions requiring actions must also be accompanied by realistic timescales.
Referrals and Assessments		
Managers Decision	24 hours	<ul style="list-style-type: none"> On receiving referral.
Early Help All Well Being Assessments:	Max 20 working days	<ul style="list-style-type: none"> Manager should complete an allocation note, brief summary of issue of concern, clear SMART directions. Children and Young people are visited and spoken to alone to capture the voice of the child and their views about the referral. Authorised by Senior Family Support Worker or Team Manager. All Well Being Assessments must have a plan attached upon completion. Assessments must include fathers/male partners and any other related or important persons in the child's life i.e. non-resident male or female partners or Grandparents. Diversity is clearly considered, with the assessment noting if any specific needs arise from the child or family's ethnicity, culture, heritage, age, disability, gender, faith and sexuality. The assessment must include a contingency plan should the recommended plan be at risk of failing to achieve the intended outcomes to keep the child safe, in the event of an emergency or where a parent may place the child at risk. The assessment is clearly informed by assessment of risk, considering protective factors, and a detailed analysis.

		<ul style="list-style-type: none"> All Well Being Assessments should include consideration of Family Network Meetings and show evidence of effective Family finding.
Children’s Statutory Services Child and Family Assessments:	Max 45 Working days 24/48 hours for sect 47 or Within 10 working days	<ul style="list-style-type: none"> Manager should complete an allocation note, brief summary of issue of concern, clear SMART directions. Children and Young people are visited and spoken to alone to capture the voice of the child and their views about the referral. Section 47 Investigation dependent on managers decision and consideration of Police involvement. Assessments must include fathers/male partners and any other related or important persons in the child’s life i.e. non-resident male or female partners or Grandparents. The Social Worker needs to consider What is it like to be a child in this family?
Initial Child and Family Assessment following referral (including Pre-birth assessment)	By 20 working days into the assessment.	<ul style="list-style-type: none"> Up to 45 working days of receipt of referral. The assessment should ask What is the child lived experience. A chronology is started as part of any new assessment. Assessments must include fathers/male partners and any other related or important persons in the child life. Diversity is clearly considered, with the assessment noting if any specific needs arise from the child or family’s ethnicity, culture, heritage, age, disability, gender, faith and sexuality. The assessment must include a contingency plan should the recommended plan be at risk of failing to achieve the intended outcomes to keep the child Safe, in the event of an emergency or where a parent may place the child at risk.

		<ul style="list-style-type: none"> • The assessment is clearly informed by assessment of risk, considering protective factors, and a detailed analysis. • If the referral is complex or has large professional network, a professional meeting should be arranged to capture the views of the professional partners. This will also assist with formulating any SMART plan if required. • A draft assessment is shared with families to ensure details are correct and to capture the views of the family regarding the outcome of the assessment and if necessary, any plan. • A draft copy of the assessment to supervising manager by 40 working days for sign off by 45 working days. • All Children and Family assessment are reviewed by a manager, with detailed overview and analysis before signing off.
Genogram	All Open Cases	<ul style="list-style-type: none"> • To shows immediate family but also the wider family network not just child, mum and dad
Children in Need (Early Help or CiN)		
Team Around Family (TAF's)	<p>15 days after allocation</p> <p>10 days after completion of Well Being Assessment</p> <p>Every 6-8 weeks thereafter</p>	<ul style="list-style-type: none"> • All relevant family members need to be included in the TAF, (including Young People where appropriate). • All professionals currently involved with the family need to attend in person or send a written report. • All TAFS need to be clear on what the outcomes are for the family and the actions need to be reviewed at each meeting and the plan updated accordingly. • TAF's need to have clear actions for all i.e. professionals and parents

<p>Early Help:</p> <p>Outcome based plans</p>	<p>Reviewed in line with TAF frequency. 10 days post Well Being Assessment, then every 6-8 weeks thereafter.</p>	<ul style="list-style-type: none"> • All outcome based plans need SMART: • Specific (simple, sensible significant) • Measurable (meaningful, motivating) • Achievable (agreed, attainable) • Relevant (reasonable, realistic, resourced, result based) • Timely (time-based, time limited, time cost limited, time sensitive) • All Outcomes base plans need to take place in a timely manner and include the child’s voice and respond and evolve as need changes.
<p>Review of CIN Care Plan.</p>	<p>3 months 6 monthly</p>	<ul style="list-style-type: none"> • 1st review • include an updated assessment and plan if required. • The plan should follow the SMART principles: Specific (simple, sensible significant) Measurable (meaningful, motivating) Achievable (agreed, attainable) Relevant (reasonable, realistic, resourced, result based) • Timely (time-based, time limited, time cost limited, time sensitive)
<p>Early Help Visits:</p>	<p>3 weekly</p>	<ul style="list-style-type: none"> • Visits need to be recorded clearly and succinctly • All visits need to evidence a Family Support Workers “working out” – what they did / why they did it and what the outcome should be • All visits need to evidence clear direct work with the child that reflects their lived experience. • Direct Work will need to be planned and thoughtful using evidenced based direct work tools.
<p>CIN Visits</p>	<p>Calendar months</p>	<ul style="list-style-type: none"> • CIN visits to be carried out minimum. • Child and family views should be reflected in the visit record. The visit should ask What is it like to be a child in this family
<p>CIN visits – write up and on file</p>	<p>5 working days</p>	<ul style="list-style-type: none"> • Visit record episode with notification in case recording.
<p>CIN transfer to other LAs</p>	<p>10 working days prior</p>	<ul style="list-style-type: none"> • Where a CIN plan is transferring to another LA it should be referred and discussed with CPA to quality assure threshold has not been met for CP case transfer.

Case Transfer		
Step ups to Children’s Social Care	24 hours after management agreement	<ul style="list-style-type: none"> • A child protection concern being activated during the course of the work • A family recently stepped down from Social care where unmet need remains actively acute. • Families who refuse to engage and the child’s developmental needs would be impaired if a Social Worker does not intervene.
Case Transfer Panel (held weekly on Tuesdays)	2 days (by Thursday of same week)	<ul style="list-style-type: none"> • Case transferring between services areas must have work completed and records up to date. • A transfer notification must have been sent to the relative manager requesting transfer. • The incoming manager will ensure they have completed a review of the case file. • The allocated Social worker must have completed a Case transfer summary to include any actions and care planning. • All cases for transfer are discussed at the weekly Case Transfer Panel, which is chaired by the Safeguarding Service Manager.
Child Protection		
S47 Enquiries Written up and on file	24 hours 15 working days	<ul style="list-style-type: none"> • Start within 24 hours • Robust multi agency strategy discussion or meeting to consider and identify • relevant concerns and risks for all children living in the household • family vulnerabilities • Contextual safeguarding risk including adult exploitation. • Children seen (where appropriate being seen alone) within 24 hours of a child protection referral as directed by a manager. We should be asking What is the child lived experience. • Section 47 assessment (including pre-birth assessments includes information from other agencies and follows the Signs of Safety model. • The section 47 investigation and assessment must include fathers/male partners as part of any assessment.

		<ul style="list-style-type: none"> • Ensure any historical/ background information is included in any section 47 strategy discussion with the Police. This includes any information on adult siblings' files. • Any immediate safety plan is identified even prior to the completion of any investigation or risk assessment and includes other agencies and family members. • Minimum 15 working days from the strategy discussion to any ICPC date.
<p>Child Protection Statutory Visits</p> <p><i>(See CP procedures for more info regarding CP visits)</i></p>	10 working days	<ul style="list-style-type: none"> • Visits must be announced and unannounced, so we are able to maximise the safety and wellbeing of the child/young person. • Each visit the child and siblings should be seen alone and their wishes and feeling sought. We should continue to ask What is it like to be a child in this family. • Elements of the child protection plan should be discussed with the parents and child during the visit and recorded in the visit record • Where a child was not seen within 10 working days the Social Worker must inform the team manager.
CP Statutory visits – Write up and on file	72 hours	<ul style="list-style-type: none"> • Write up must be completed in Mosaic
Core Group Meeting	<p>10 working days, then every 6 weeks.</p> <p>On the day</p> <p>3 working days</p>	<ul style="list-style-type: none"> • Core Group Meeting from ICPC • Paper minutes of decisions available to take away from the meeting. • The plan should follow the SMART principles: <ul style="list-style-type: none"> ➤ Specific (simple, sensible significant) ➤ Measurable (meaningful, motivating) ➤ Achievable (agreed, attainable) ➤ Relevant (reasonable, realistic, resourced, result based) ➤ Timely (time-based, time limited, time cost limited, time sensitive) • Social Worker to ensure write up of meeting and sent to Core Group members and parents. These are also shared with CPA. • Core Group Members notes from meeting should also go to Child/Young Person where this is appropriate.

<p>Child Protection Conference assessment/ reports</p>	<p>48 hours prior to an ICPC.</p> <p>5 working days prior to the RCPC</p> <p>5 working days</p> <p>35 working days of the assessment process (45 working days).</p> <p>Day of the conference.</p>	<ul style="list-style-type: none"> • Social Worker should complete a holistic assessment of child for both ICPC and Review Child Protection Conference to provide up to date baseline of the child and their specific needs, to detail each child’s needs according to their development etc. • CPA should have had a pre-conference meeting with the Social Worker • Any assessment has collated updated information from partner agencies. • An updated Chronology should be provided to the conference. • The updated assessment must include a contingency plan should the recommended plan be at risk of failing to achieve the intended outcomes to keep the child Safe, in the event of an emergency or where a parent may at a future date place the child at risk. • Any assessment/ conference report should have been shared with the parent prior to the conference. • CPA to meet with the parents prior to the conference. If available to meet with any Young person attending. • CPA create an overarching plan at conference, SW and Core Group are tasked to develop this further, to chart its progress against each objective at each meeting and factor this in so that when they bring the case back to conference, they are able to evidence progress at each stage, or not as the case may be • Within conferences the Signs and Safety Model must evidence: <ul style="list-style-type: none"> ➤ Danger Statement ➤ Summary of the concerns and what is it like to be a child in this family? ➤ Parental views (including service user feedback form outcome) ➤ Agencies Scales of risk ➤ Identified agencies and their roles and responsibilities for the plan • The CPA during any conference must ensure the parents and professionals know, <ul style="list-style-type: none"> ➤ First Core Group date ➤ Role of each agency ➤ Date of the next conference date
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Child Protection Plan	24 hours 24 hours 5 working days	<ul style="list-style-type: none"> • Decisions and Plan. • Mosaic Child Protection badge added • Write up of minutes on file
Child Protection Plan Review	3 months 6 months	<ul style="list-style-type: none"> • 1st CP Conference review • Further Review conferences. CPA's can bring cases back sooner for review where circumstances merit it.
Child Protection Core Group	10 working days. 6 weeks 2 monthly min	<ul style="list-style-type: none"> • Initial Core Group following ICPC • Following Initial Core Group meeting • Following first review child Protection conference review meeting • Core Group are tasked to develop this further, to chart its progress against each objective at each meeting and factor this in so that when they bring the case back to conference, • Young people view, wishes and feeling as part of their contribution to their plan must be evidenced at each Core Group.
Parental Consent/start of LAC	24 hours	<ul style="list-style-type: none"> • To be recorded on a template specified and agreed by LB Haringey Children's services and uploaded to the child's file within 24 hours.
Looked After Children		
Looked After Children Visits	7 calendar days for the first 4 week. 6 weekly 3 monthly	<ul style="list-style-type: none"> • 1st Looked After Children visit following initial placement. • In 1st year of placement or until placement is confirmed as a permanent placement. • Thereafter once a placement is confirmed as a permanent placement. • The Looked After Child visiting episode must be used for all statutory (6 weekly and 3 monthly) visits. • Any additional visits can be recorded using case notes.
Written up and on file	5 working days	
Visits - Care leavers 18+	2 monthly	<ul style="list-style-type: none"> • Visiting frequency minimum.

Written up and on file	5 working days	<ul style="list-style-type: none"> • Episode to be written up and on file.
Visits - Regulation 24 Written up and on file	Weekly	<ul style="list-style-type: none"> • Until the first Looked After Child review. • Minimum Looked After Child standards above then apply.
P W P visits		<ul style="list-style-type: none"> • Prior to placement
Child and Family Review Assessment updates.	1st review within 20 days of child becoming looked after, 2nd review within 3 months and then 6 monthly?	<ul style="list-style-type: none"> • Update Child and family assessment to be completed for Looked After Child reviews (instead of Looked After Child report). • A chronology must be updated as part of any updated assessment. • Diversity is clearly considered, with the assessment noting if any specific needs arise from the child or family's ethnicity, culture, heritage, age, disability, gender, faith and sexuality. • The recommended Looked After Child plan should follow the SMART principles: <ul style="list-style-type: none"> ➤ Specific (simple, sensible significant) ➤ Measurable (meaningful, motivating) ➤ Achievable (agreed, attainable) ➤ Relevant (reasonable, realistic, resourced, result based) ➤ Timely (time-based, time limited, time cost limited, time sensitive)
Section 20 cases & Legal Gateway Meeting	Next available panel	<ul style="list-style-type: none"> • All Section 20 cases must be presented to the Legal Gateway meeting except where the young person is 16/17yrs old. • all cases where legal advice has been obtained to determine the threshold for Public Law Outline (PLO) should come to the Legal Gateway meeting • A genogram should also be provided to show wider extended family not just child, mum and dad • An up to date chronology should be submitted with any referral to both the legal Gateway meeting and/or Resource Panel. A genogram should also be provided which shows wider family not just child, mum and dad. • If legal advice is required prior to the Legal Gateway meeting this should not delay referral to the Legal Gateway Meeting

Resource Panel	First available panel	<ul style="list-style-type: none"> All 16/17 yr. old get presented with a detailed referral and update chronology on any new referral to the Resource Panel.
Minutes of Legal Gateway meetings or Resource Panel	Within 72 hrs	<ul style="list-style-type: none"> Written up and on file
PEP New / updated at the start of a new school	<p>Before Looked After Child or min 10 working days.</p> <p>20 working days</p> <p>20 working days/Annual</p>	<ul style="list-style-type: none"> The PEP should be initiated as part of the Care Plan before the child becomes Looked After and be available for the first Looked After Child review meeting. Relevant agencies associated with the child /young person are consulted with. A new or updated PEP should be in place of the child joining a new school. Subsequent PEP's should correspond with the Looked After Review cycle. Children without a school place should still have an up-to-date PEP. It should address the child's immediate educational needs and the longer-term planning.
First/Health Assessments have been completed	<p>Within 20 days</p> <p>6 monthly</p> <p>Annual</p>	<ul style="list-style-type: none"> All new Looked After Child for under 5's for over 5's
Write up of completed PEP and Health Plan and on file	5 working days	<ul style="list-style-type: none"> Copies to relevant agencies associated with the child /young person are consulted with.
Looked After Child care plan Written up and on file	<p>Prior to placement</p> <p>10 working days</p>	<ul style="list-style-type: none"> 1st Looked After Child care plan prior to placement where possible. (To be updated after each Looked After Child review) Minimum 10 working days of placement.

<p>Looked After Child Review</p> <p>Midway Review</p>	<p>1st review within 20 days of child becoming looked after, 2nd review within 3 months and then 6 monthly</p> <p>6 monthly</p> <p>Midway between reviews</p>	<ul style="list-style-type: none"> ● 1st review minimum 20 working days of child becoming Looked After Child . ● Updated holistic assessment of each child is needed. Second Looked After Child Review to factor in permanency planning. ● Independent Reviewing Officer must keep in touch with children and young people. ● Personal Advisor’s keep in touch with young adults in care. ● Independent Reviewing Officer and Social Worker to ensure they have met with the child/young person to ensure the following are covered: <ul style="list-style-type: none"> ➢ they understand the reason for being Looked After Child ➢ They have some personal possessions from home. ➢ Information on advocacy and independent person ➢ They have received CIC information pack. ➢ contact arrangement with parents, siblings, friends and any relevant person ➢ timescale of placement with carer ➢ an awareness of the complaint’s procedures ● Independent Reviewing Officer to use escalation processes through Service Manager to challenge any systems or barriers. ● 2nd review minimum after 1st review supported by an update assessment ● From the second review onwards, midway between the last and the next review
<p>Life Story Work</p>		<ul style="list-style-type: none"> ● Promoting life story work including the child and family’s racial identity and culture using materials, photo and family related information
<p>Placement Agreement</p>	<p>72 hours</p> <p>On the day of planned placement takes place</p>	<ul style="list-style-type: none"> ● Unplanned placement if unplanned. ● If placement was planned move.

Care Leavers Pathway Planning	8 weeks	<ul style="list-style-type: none"> All eligible, relevant & former relevant young people should have a pathway plan. This replaces part two of the care plan and is completed in two sections. Young people aged 18-25 should be seen at least every by their personal advisor. In addition to keeping in touch by phone, text or email based on the Young Person preference. A Frequency and type of contact agreed with the Young person and set out in their Pathway Plan <ul style="list-style-type: none"> Part 1(needs assessment) completed prior to transfer to LCT or case allocation in the LCT Part 2(the plan) to be completed within 16th birthday or at the first LAC review since 16th birthday. Review of part 1 and 2 of the pathway plan should take place and/or after every LAC review.
Keeping in Touch	2 months	
Review	12 weeks	
	6 monthly	
Fostering and Adoption		
Prospective Adopters & foster carers report	6 months max Time scale? Time scale?	<ul style="list-style-type: none"> This is a 2-stage process which is adopter lead – Report minimum. SW's need to produce later life letter. SW to present to matching panel,
Foster carer reviews	Yearly	<ul style="list-style-type: none"> Annual reviews for all carers. 1st annual review to ensure panel within 1st year of approval. ➤ The following reviews are taken to panel: <ul style="list-style-type: none"> ➤ Newly approved carer first review ➤ Allegations against carer ➤ Standard of care
1st review	9 months	
Annual Review	3 yearly	
Supervising Social Worker Visits	3 weekly 6 weekly	<ul style="list-style-type: none"> visits for short term carers. visits for long term carers

Connected Person/Kinship Placements		
Completion of Permanence Assessments	3 months	<ul style="list-style-type: none"> In accordance to expected professional requirements.
Emergency Placements and Planning of a Connected Person	Last 16 weeks with additional approval for	<ul style="list-style-type: none"> Close relative or family friend is available the local authority should place the child with them within Regulation 24 arrangement. A home visit must also be conducted by the child's social worker in order for the arrangements to be assessed. The child's wishes and feelings also need to be obtained as do those of the child's parents. Temporary approval is done on the basis that such placements are made in exceptional circumstances and designed to cover emergency situations only. Close relative or friends who are connected persons (are not approved foster carer) must sign a written agreement as part of the viability assessment. The child/young person cannot be placed until a viability assessment has been completed and signed by the relevant stakeholder.
Connected Person/Kinship Assessments	Before 16 weeks	<ul style="list-style-type: none"> Full assessment is completed, this will be presented to the panel by the child's social worker and the assessing supervising social worker jointly.
Connected Persons/Kinship placements visiting frequency	Monthly up to 16 weeks.	(by kinship team shared with area team) where carers are temporarily approved – up to the first Looked After Child review
Prior to approval	Monthly	Until the carers are approved as kinship carers.
Following approval	6 weekly	Once approved minimum.
Where approved as long-term foster carers	3 monthly	Where carers are approved as long-term foster carers minimum

Social Worker Career Progression Framework



Newly Qualified Social Worker – SWC Pt 32	Social Worker – SWC Pt 41	Experienced Level Social Worker – SWC Pt 44	Senior Practitioner PO5 Plus 2 increments	Team Manager PO7 Plus 2 increments	Service Manager PO8
<p>Social Work degree or Post Graduate Diploma in Social Work</p> <p>Planning or completion of Employer Endorsement to support application for NAAS</p> <p>Undertake mandatory Assessed and Supported Year in employment scheme</p> <p>Support social work students shadowing experience</p> <p>Completed all core mandatory training requirements in force at the time of applying</p> <p>A min of two Direct Observation of Practice Report in an appropriate setting</p>	<p>Successful completion of ASYE</p> <p>Planning or completion of Employer Endorsement to support application for NAAS</p> <p>NQSW's undertake a Post Qualifying module for social work consolidation</p> <p>Or post 2 years in social work is undertaking the Practice Educator Award Stage 1</p> <p>CPD evidence of written assessment using analysis and linking theory to practice</p> <p>Evidence use of relevant research in practice</p>	<p>Min 3-4 years post qualification/post ASYE experience</p> <p>Planning or completion of Employer Endorsement to support application for NAAS</p> <p>CPD evidence in one or more of the following relevant specialist areas e.g a Post Qualification module</p> <p>Evidence use of relevant research in practice and sharing findings</p> <p>Complex caseload and risk assessment undertaken</p> <p>Complex court work undertaken</p>	<p>Experience in statutory setting in relation to expert practice area</p> <p>Planning or completion of Employer Endorsement to support application for NAAS</p> <p>Already holds the PQ Practice Educators Stage 2</p> <p>Enhance research skill and expert knowledge of case law legislation</p> <p>CPD specialist knowledge in one or more of the following: mental health, court work, disability, domestic violence</p> <p>Experience of the following: advising or leading on developing</p>	<p>Min 5 years plus post qualification experience</p> <p>Planning or completion of Employer Endorsement to support application for NAAS</p> <p>Desirable to already hold a Practice Educators Stage 2</p> <p>Competent in supervising staff and implementing best practice initiatives</p> <p>Core Management training in: recruitment, health and safety, supervision, managing performance</p> <p>Basic understanding of managing budgets</p>	<p>Min 6 year's post qualification experience</p> <p>Approved Practice Supervisor</p> <p>Level 4 or above Management qualification or equivalent by experience</p> <p>Ability to represent LA at local and national events</p> <p>Ability to deputise for Head of Service</p> <p>Advanced or Higher Specialist Award or equivalent by experience</p> <p>Experience of managing and leading staff in a statutory safeguarding setting and managing budgets</p>

			<p>practice improvements</p> <p>Supervising Students and ASYEs</p> <p>Leading on CPD workshops</p>	<p>Comprehensive knowledge of the Children's Acts 1989/2004 and other relevant legislation/guidance</p>	<p>Experience of management experience</p> <p>Comprehensive knowledge of the Children's Acts 1989/2004 and other relevant legislation/guidance</p> <p>Support the delivery of social work employer programmes</p>
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