Haringey Council

Agenda item:

[No.]

Report Title: Safeguarding Plan for Haringey

Report of **Peter Lewis, Director of Children's Services**

Signed :

Contact Officer : Mark Gwynne, Programme Manager

Wards(s) affected: **ALL**	Report for: **Non Key Decision**

1. **Purpose of the report (That is, the decision required)**
    1.1. This report provides the Scrutiny with an update on development of the Safeguarding Plan (formerly the JAR Action Plan), following publication of the Ofsted inspection report in July 2009.

2. **Introduction by Cabinet Member (if necessary)**
    2.1. N/A

3. **State link(s) with Council Plan Priorities and actions and / or other Strategies:**
    3.1. The Haringey Community Strategy 2007-2016 in particular the 'Safer for all' key outcome. In response to the JAR Action Plan we have strengthened our commitment to provide support and protection to the most vulnerable people in our community through the following priority: We will *'Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur'* – *Community Strategy Update, March 2009*

    3.2. The Council Plan 2007-2010 priority of 'Encouraging lifetime well-being at home, work, play and learning'

    3.3. The Children and Young People's Plan 2006-09 (currently being finalised for

2009-12) in particular the 'Stay Safe' element which, in part, replicates the key actions developed through the JAR Action Plan refresh.

3.4. Haringey Strategic Plan (NHS) 2008-2013

3.5. Safer for all, Haringey's Community Safety Partnership Strategy 2008-2011

4. Recommendations

4.1. To note progress in development of the Safeguarding Plan and the steps taken to establish the key performance indicators, programme level risks and issues.

5. Reason for recommendation(s)

5.1. This report provides Scrutiny with a report on the refreshed JAR Action Plan which forms a Safeguarding Plan for Haringey. This plan is circulated in draft and is subject to approval by the Children's Trust.

5.2. Quarterly performance reports on the refreshed plan will continue to focus on achievement of programme milestones and management of performance indicators, providing an indication of the direction of travel as well as identify areas where further support is required.

6. Summary

6.1. This refreshed JAR Action Plan will provide the Safeguarding Plan for Haringey. Development of the refreshed plan is underway and progress against delivery of this refreshed plan will be reported to the next meeting. The refreshed plan will comprise a smaller more focused set of actions for completion by December 2009, which will lead to a positive assessment in the January inspection, whilst setting the way for safeguarding services to become amongst the best by 2012.

6.2. The Safeguarding Plan, whilst being smaller and more focused, also provides greater linkage to the serious case reviews (SCRs) and incorporates key finding s from these reviews. The plan has been focused on delivering the key actions that are required before the end of the year in order to ensure that the basic foundations are in place to enable effective safeguarding of children in Haringey.

6.3. There are several challenges to achieve this outcome, which are highlighted in the separate JAR Action Plan Progress Report.

6.4. The later stages of the plan will enable more of the discretionary work that builds on these strong foundations and will be required to make safeguarding services amongst the best in the country.

7. Chief Financial Officer Comments

7.1. N/A

8. Head of Legal Services Comments

8.1. N/A

9. Head of Procurement Comments

9.1. N/A

10. Equalities &Community Cohesion Comments

10.1. N/A

11. Consultation

11.1. N/A

12. Service Financial Comments

12.1. Meetings have been held between all Area for Improvement Lead officers and the Head of Finance. Based on these meetings an update of the allocations necessary across the seven themes has been undertaken.

12.2. The revised analysis reflects the fact that as additional support has been engaged this has been deployed across various themes.

12.3. Once the Safeguarding Plan has been approved, a further exercise will be conducted by the Head of Finance to ensure that all safeguarding elements of the plan are sufficiently budgeted for. It is hoped to secure further funding in order to meet some of the short term capacity needs that will support the change programme in the immediate future and lead to longer term improvements once permanent capacity is in place.

13. Use of appendices /Tables and photographs

13.1. Appendix 1: Glossary of Terms

13.2. Appendix 2: Safeguarding Plan for Haringey

14. Local Government (Access to Information) Act 1985

14.1. JAR Report (December 2008)

14.2. Annual Performance Assessment (December 2008)

14.3. Inspection of Progress in the Provision of Safeguarding Report (July 2009)

1. Background

1.1.1 In developing the JAR Action Plan back in January 2009, partners across the borough were keen that the Plan was ambitious and represented more than just addressing the JAR (Dec 2008) and APA (Dec 2008) inspection reports. The intention was to unite all partners in the borough to implement more fundamental changes in the quality of safeguarding work.

1.1.2 The ambition was to achieve a 'positive direction of travel' by June 2009 and this was to be validated by the inspection. Whilst the inspection report recognised progress in some areas, their overall assessment fell short of the desired outcome.

1.1.3 In addition, May's performance report showed that slippage had occurred in a number of areas and performance measures. Ofsted's 'priorities for further improvement' also identified a number of actions in the current plan that needed to be expanded or amended.

2. Next Steps

2.1.1 Senior officers across the partnership have embraced the inspection findings and agreed that it provides an opportune moment to review the plan. The inspection team also endorsed the need for this at their feedback session and suggested that the timelines for delivering the plan be revisited.

2.1.2 It has therefore been decided that all the actions in the plan are reviewed against the main findings and recommendations in the JAR report, the Annual Performance Assessment and the recent Ofsted report. This is to ensure there is a stronger linkage between the actions in the plan and the recommendations and key findings of the aforementioned inspection reports.

2.1.3 Furthermore, in light of three serious case reviews (SCRs), and subsequent action plans and the publication of two more SCRs by the end of September 2009, it has been agreed that the plan should be revisited to ensure that all key activity aimed at improving safeguarding is consolidated into one plan and that the timelines in the plan are realistic.

2.1.4 The focus of the refreshed plan is narrower and the plan is being renamed as the 'Safeguarding Plan for Haringey'. The timeline of the plan is still 3 year's, to 2012 but the aim is to achieve a better balance of actions to be delivered over each of the years, with a focus between now and December 2009 on developing the necessary building blocks to improve safeguarding at service delivery.

2.1.5 In appraising the plan and managing the first stage of the process, the Area for Improvement (AFI) leads have been asked to consider each action under their respective AFI against the following criteria:

- Has the action been completed, can it be evidenced and therefore removed?
- Does the action contribute directly to the 'critical path' in other words, the key recommendations and main findings of the above named reports and SCRs? If it does, are the timelines realistic and if not, what are the revised timelines?
- Where necessary, can actions be re-grouped or broken down further so there is a clearer understanding of what it is aiming to achieve? What clear milestones can be set to ensure delivery of the improvement within the required timescale?
- With the developing Children and Young People's Plan, does that action sit better under another Every Child Matters (ECM) outcome?
- Is that action relevant and if not, why?

2.1.6 Managing the refresh in this way ensures that there is a clear audit trail between the refreshed Safeguarding Plan and the previous JAR Action Plan.

2.1.7 In addition, Overview & Scrutiny are asked to note that the refresh means a review of the current Programme Management arrangements which to date have been driven by the current plan. This will lead to more streamlined programme reporting and greater integration of actions with the SCRs. Furthermore, delivery of the refreshed plan will be accompanied by an agreed set of key messages and a communications plan, ensuring that the refreshed plan delivers real change to the ways of working and behaviours rather than merely improving systems and processes.

2.1.8 Overview & Scrutiny are also asked to note that a further Ofsted inspection is planned for January 2010. Therefore it is imperative that the focus of work between now and January 2010 is towards an improved judgement rating.

Overview & Scrutiny: 17th September 2009

Safeguarding Plan – Glossary of Terms and Acronyms

AFI	Area for Improvement
APA	Annual Performance Assessment
C&YPS	Children & Young People's Service
CAF	Common Assessment Framework
CAIT	Child Abuse Investigation Team
CAMHS	Child and Adolescent Mental Health Service
CiC	Children in Care – children in care to the local authority
CiN	Children in Need – children in receipt of a service from Children & Families after assessment identified a particular need
CLU	Children With Disabilities (looked after under a series of short-term placements)
CP	Child Protection
CPP	Child Protection Plan – the agreed plan by which the statutory (and other) agencies will protect a child from significant harm, agreed at a multi-agency child protection conference
CT	Children's Trust
CTEMPG	Children's Trust Executive Performance Management Group
CYPP	Children & Young People's Plan
DCSF	Department for Children, Schools & Families
ECM	Every Child Matters – government initiative with 5 themes of activity to focus activity in support of children and young people
FWi	Framework-I – computer system used for children & families casework
GOSH	Great Ormond Street Hospital in Haringey
HCT	Haringey Children's Trust
HSP	Haringey Strategic Partnership
JAR	Joint Area Review
LAA	Local Area Agreement
LAC	Looked After Child(ren) – children in care
LC	Leaving Care – usually referring to that group of children in care, over the age of 16 and still in receipt of services or support
LCT	Leaving Care Team – the specialist team that take responsibility for (most) children in care from age 16 and see them through to the end of their care episode. The team helps to find accommodation and either work or continued study.
LSCB	Local Safeguarding Children's Board
MACIE	Multi-Agency Child Investigation Excercise
MPS	Metropolitan Police Service
NMUH	North Middlesex University Hospital Trust
NQSW	Newly Qualified Social Worker
Ofsted	Office for Standards in Education – undertake inspections on children's services including safeguarding
PCT	Primary Care Trust

PEP	Personal Education Plan – required for every looked after child in education
R&A	Referral & Assessment
SCR	Serious Case Review
SPE	Single Point of Entry
SPPP	Safeguarding Policy & Practice Panel
SW	Social Worker(s)
UNM	Unaccompanied Minor(s) – children under 18 who have come to this country from abroad without a parent or other attached adult

Safeguarding Plan for Haringey

The JAR Action Plan

together...
...we protect children

Together we ensure that every child matters

METROPOLITAN POLICE
Working together for a safer London

NHS Haringey

Haringey Council

Our Commitment

Together.... we protect children

Messages

- **Together we build a living picture of a child's needs.** We are always watchful. We always listen to the child's voice. We never ignore a child who needs our help or protection.

- **Together we pool our resources, time and information.** We never assume it is someone else's responsibility. We never leave a gap through which a child can fall.

- **Together we work for the children of Haringey.** Children are at the centre of everything we do. Together we will make this the best place to work for the welfare of children.

- **Together we ensure that every child matters.**

Background

Work has been underway to deliver improvements in the safeguarding of children for some months. An Improvement Plan was submitted in February 2009, and a follow up Action Plan was submitted to Ofsted and the Department for Children, Schools and Families (DCSF) in March 2009 and approved in April. This three year plan was designed to ensure that Haringey's services for children and young people are among the best by March 2012.

The subsequent inspection of progress was carried out by Ofsted in June 2009, demonstrating that whilst some improvements have been made, there is limited progress overall in addressing the weaknesses identified in the November 2008 joint area review. The July 2009 report from Ofsted identified 11 recommendations for improvement, all of which have been built into the refreshed Plan for addressing before the end of the year. In the meantime, there have been other findings from Serious Case Reviews (SCRs) and reports from other inspectorates following up the events that led to the death of Baby Peter.

The refresh of the JAR Action Plan is designed to pull these findings together into a set of prioritised improvements to be delivered over the next three years. This action plan therefore forms a Safeguarding Plan for Haringey. Several of the actions within the original plan have been completed, whilst others now appear within the Children & Young People's Plan (CYPP), which has been developed

alongside the Safeguarding Plan, and is the single statutory overarching plan for all services which directly affect children and young people in Haringey. The CYPP is based on the five Every Child Matters outcomes. The key actions from this Safeguarding Plan form a large part of the "Stay Safe" element of the CYPP.

The evolution of the plan showing these stages of development can be summarised in the figure 1.
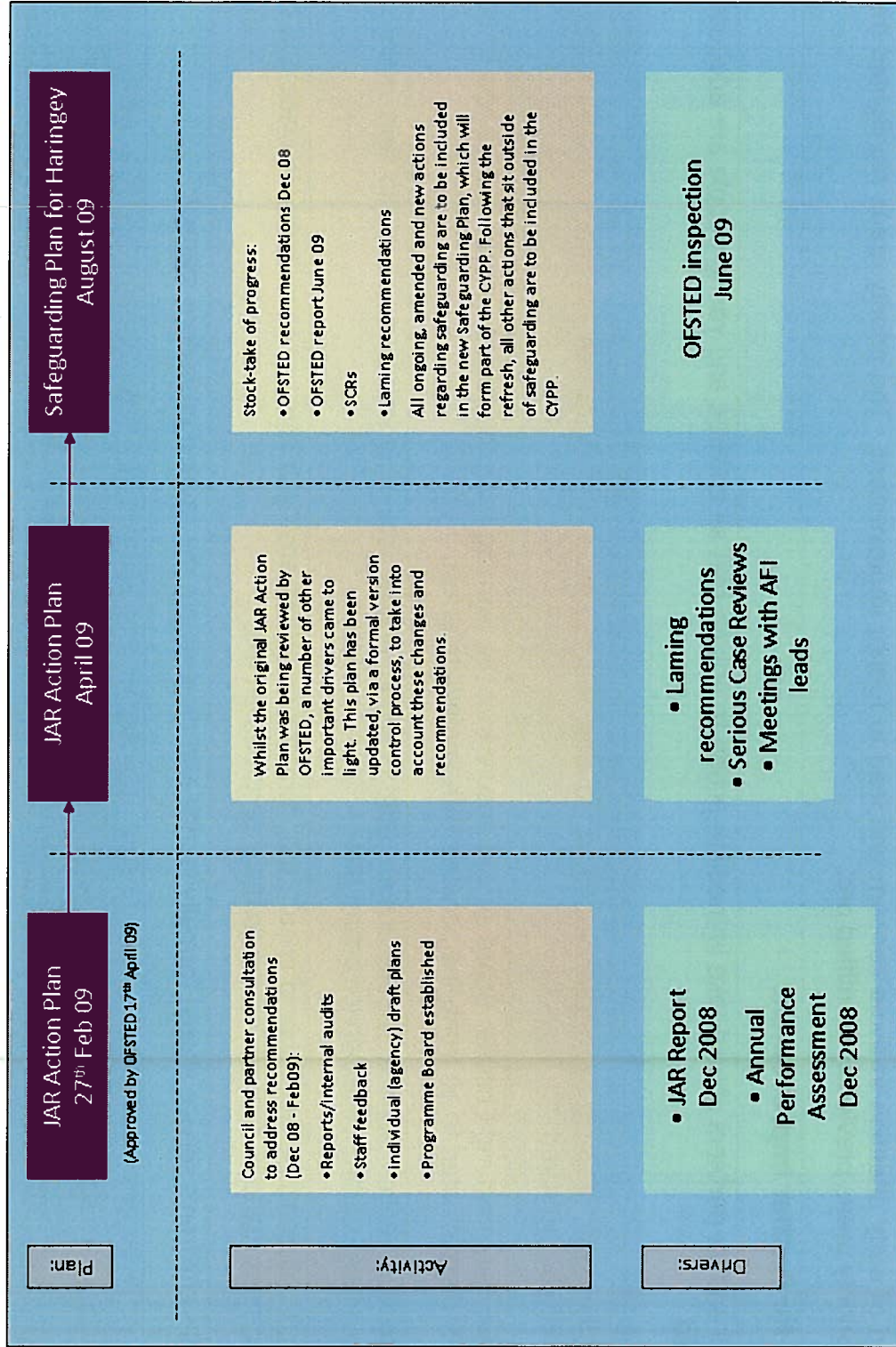
Plan:	JAR Action Plan 27th Feb 09 (Approved by OFSTED 17th April 09)	JAR Action Plan April 09	Safeguarding Plan for Haringey August 09
Activity:	Council and partner consultation to address recommendations (Dec 08 - Feb09): • Reports/internal audits • Staff feedback • individual (agency) draft plans • Programme Board established	Whilst the original JAR Action Plan was being reviewed by OFSTED, a number of other important drivers came to light. This plan has been updated, via a formal version control process, to take into account these changes and recommendations.	Stock-take of progress: • OFSTED recommendations Dec 08 • OFSTED report June 09 • SCRs • Laming recommendations All ongoing, amended and new actions regarding safeguarding are to be included in the new safeguarding Plan, which will form part of the CYPP. Following the refresh, all other actions that sit outside of safeguarding are to be included in the CYPP.
Drivers:	• JAR Report Dec 2008 • Annual Performance Assessment Dec 2008	• Laming recommendations • Serious Case Reviews • Meetings with AFI leads	OFSTED inspection June 09

Figure 1 – Plan Development Stages

Following the June 2009 visit, feedback demonstrated that further improvement was needed as a priority in eleven areas. These are all being addressed as a matter of priority throughout section 1 of the plan (July – December 2009). In addition, some further areas of work are in need of early attention to avoid concern and lead to further improvement. The priority areas highlighted through inspection and other key priority areas previously identified are:

Priorities for further improvement	Actions
The council and its partners should take immediate action to ensure that all children and young people are adequately safeguarded	Throughout
The council and its partners should take immediate steps to accurately establish the volume of demand for services and strengthen the ability to prioritise responses so that the quality of the work can be improved and statutory timescales can be achieved	1.23
The Haringey Safeguarding Children Board should ensure that the learning from the recent serious case review of Baby Peter is fully disseminated to all front-line services with immediate effect	1.02
The Metropolitan Police Service should ensure that borough police activity is incorporated within and monitored through the Metropolitan Police Service action plan	1.25
The council's children's services should ensure that formal supervision arrangements are consistently in place and that all case decisions made in supervision are formally recorded on files	1.14, 1.16, 1.17 & 1.18
The council's children's service should formally launch and disseminate the revised procedure manual	1.11
The council's children's service should ensure that supervision and performance management are fully integrated in front-line social care services	1.16
The council's children's service should improve its use of the Framework-I computer system and investigate and take opportunities to improve its effectiveness and ability to support good practice	1.10, 1.16 & 2.06
The Children's Trust should take immediate steps to develop a local preventative strategy in accordance with the requirements of the joint area review action plan, and strengthen the role of the voluntary sector and wider	2.04

Priorities for further improvement	Actions
partnership	
The council's children's service should strengthen its use of the common assessment framework and formally implement its policy relating to eligibility for access to services	1.05
The NHS provider trusts should improve their collection and management of data to improve the effectiveness of their performance management capability	1.24
Other known issues explicit in reports but not the focus of recommendations	
Recruitment, retention training and development of social workers and health workers	1.14 & 1.15
Improve the quality and timeliness of initial and core assessments	1.06
Improve the quality of child protection plans and the making / recording of decisions	1.06, 1.07 & 1.08

Purpose

The overall objective of the Safeguarding Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. The key objectives of the Plan and response to Ofsted's December 2008 and July 2009 reports are summarised under 5 key themes and they set out changes for safeguarding services in governance, systems and procedures, capacity & staffing and performance management. This plan is designed to set out the route for Haringey Children's services to be recognised as "among the best" when assessed by Ofsted in 2012.

Themes

The refreshed plan is divided into 5 themes, summarised diagrammatically in Figure 1, around which the improvement actions will be delivered:

- Good Practice

- Early Intervention
- Leadership & Governance
- Capacity & Staffing
- Performance Management

WORKING IN PARTNERSHIP

DELIVERING HIGH QUALITY SERVICES

Good Practice
Referrals
Case recording
CP Plans & Procedures
Quality of Assessment

Early Intervention
Family Support
Universal Services
Assessment Framework (CAF)
Local Preventative Strategy

Leadership & Governance
Structures
Decisions
Communications

Capacity & Staffing
Recruitment
Supervision
Training
Workload
Involvement

Performance Management
Data Quality
Case File Audits
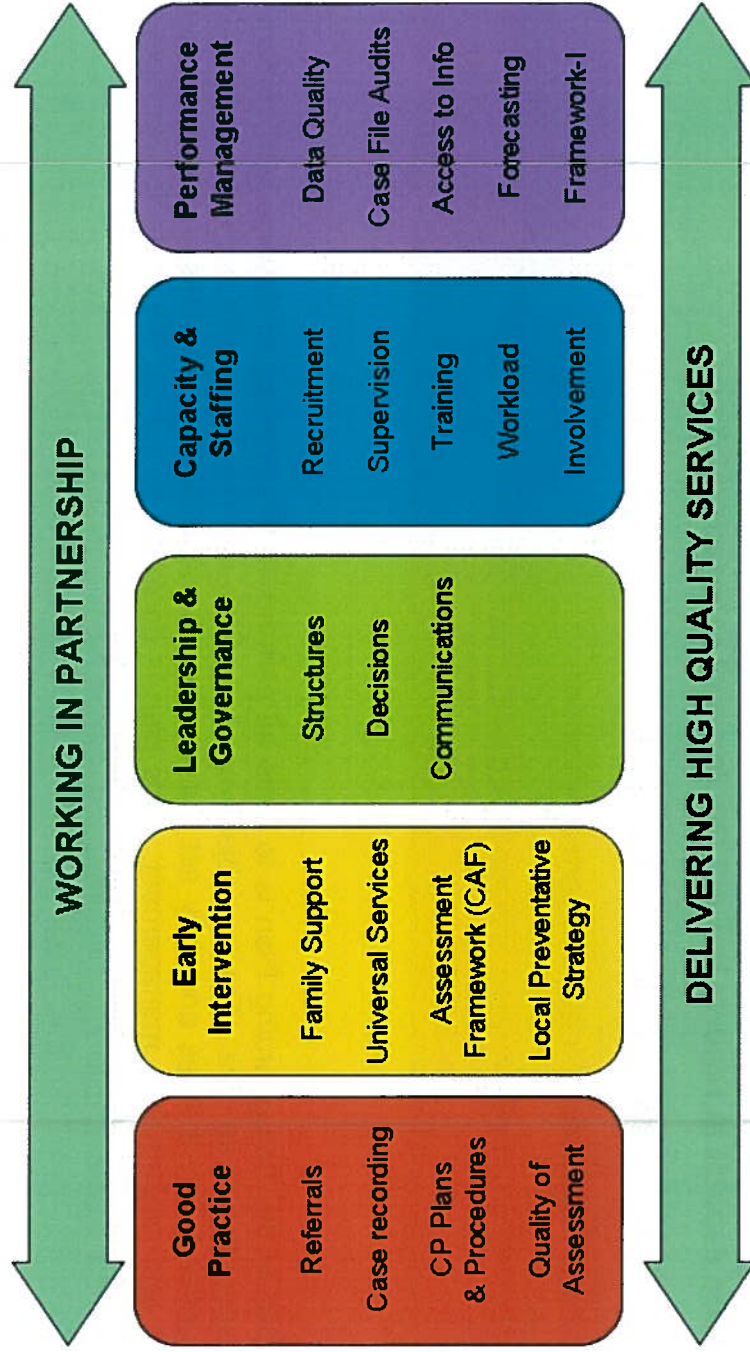Access to Info
Forecasting
Framework-I

Figure 1 – Programme Structure

Explicit within each of these improvement themes is the need for quality and sustainability. The Action Plan must develop solid foundations by the end of 2009, on which future improvements and service developments can be built. For this reason the plan is split into three timescales:

- Short term – 5 months: by December 2009
- Medium term – 1 year: by June 2010
- Longer term – by March 2012

Throughout these periods of activity, emphasis is placed equally on the harder aspects of workflow, systems and procedures and the softer elements of change management and leadership to make implementation of the systems happen, now and in the future. The emphasis throughout is **working in partnership** to deliver improved services to the people of Haringey. As such, partnership has not been identified as a separate theme, but instead is a means of achieving each of the improvement areas. This in itself adds an extra layer of complexity, but it is viewed as essential in delivering the improvements. For this reason governance and service delivery improvements will be considered in the partnership dimension and built into the relevant actions, rather than being identified separately for each partner organisation.

Many actions have been removed in this streamlined and refreshed version. In accordance with the agreed programme management arrangements, the status for each of these actions has been recorded.

The Outcomes

The Safeguarding Plan aims to deliver visible outcomes for children and young people across the borough over a three year period through creating improved ways of working and service delivery, enabling Haringey to be recognised as providing outstanding safeguarding services.

Good Practice – Joint working is essential to maximise expertise and resources. We will deliver high quality social work and professional practice across the partnership. We will commission services with greater market intelligence to make the most of resources and maximise value for money. Through the provision of all our services, we will put children at the centre of all we do. There will be new protocols for information sharing, agreed thresholds for action, improvements in communications and decision-making and better outcomes for families.

Outcome: *Good staff, working across organisational boundaries, that are supported in their duties by effective systems and procedures, helping them improve working practices and making sure we improve timeliness, effectiveness and quality of decision making and interventions.*

Early Intervention – We will ensure the safety and wellbeing of children through early intervention, ensuring that families receive the appropriate support at an early stage to meet their lower level needs. With a seamless transition between the tiers of need, we will ensure that those children whose needs do escalate can access a range of services that can respond to their changing needs. Through working within the partnership we will put the child's needs at the centre of all we do, supporting families in their role.

Outcome: *An improved balance between universal and specialist services, which ensures that families are supported in order to reduce demand on specialist services. Families have, or are supported to develop, the appropriate skills and support networks and are engagement by all appropriate universal services.*

Leadership & Governance – The Local Safeguarding Children Board (LSCB) has specific responsibilities for proactively monitoring and challenging the performance of services who deliver safeguarding. The new Haringey Children's Trust reflects the renewed closer working between agencies in the borough and fulfils statutory obligations. More significantly it signals a renewed commitment to the children and young people of the borough, regardless of agency or individual. The Children's Trust is one element of the Haringey Strategic Partnership (HSP).

Within the Council, members play a key role in the Corporate Parenting Member Group, monitoring the quality of our work for the most vulnerable children and young people. The 'Safeguarding Policy & Practice Panel' reviews the Council's practice in safeguarding children and young people.

Outcome: Leadership that is visible across the partnership; owning, demonstrating and effectively communicating the clarity of purpose and the framework for accountability that delivers high performing safeguarding services.

Capacity & Staffing – We will continue to develop our staff across the partnership to build a confident and competent workforce providing excellent safeguarding services. This will require investment in the skills, capacity, training and development of our workforce, and attracting the very best in the sector to the challenges and benefits of working in Haringey. Professionals, including social workers, health workers and the police, will work closely together understanding the needs and demands placed on each agency to ensure that the child is protected by our skilled and knowledgeable staff.

Outcome: A motivated and successful workforce comprising the right people, doing the right thing at the right time within clear systems of information sharing, communication and decision-making across the partnership.

Performance Management – We need systems to recognise and measure achievements to improve poor practice. High quality supervision and management across the agencies, working to shared values and standards, will raise the performance and quality of all our interventions. We will make the best use of the systems we have in place to ensure that those to whom we report are able to ensure greater scrutiny than ever before and confirm the quality of what we do. We will establish more consistent monitoring of how children and young people feel about the services and support we provide. The Children's Trust Executive Performance Monitoring Group will make sure that targets are set and met across the partnership by the safeguarding services.

Outcome: Performance on safeguarding children is clearly known and seen to be improving, with performance information used to drive quality of service performance and delivery of outcomes vigilantly, transparently and consistently across the partnership.

Programme Management

The programme management arrangements build on those adopted in the original JAR Action Plan. There will be monthly reports to the DCSF. There will also be reporting to the Quality Outcomes Board, the Children's Trust and the Local Safeguarding Children Board (LSCB). The respective delivery organisations will also report their progress through their management structures. From September 2009, the Council's Overview & Scrutiny Panel will receive quarterly reports.

A small group of chief officers from key partners has been re-established (in place of the previous AFI Lead Group) in order to drive delivery of the programme on a day-to-day basis. This group comprises: Chief Executive Haringey Council, Director of Children's Services Haringey Council, Deputy Director, Schools Standards & Inclusion, Haringey Council, Chief Executive NHS Haringey, Borough Commander Metropolitan Police and the Programme Manager Haringey Council. This smaller group will be responsible for overseeing day to day delivery of the immediate first phase of the Plan, after which stage arrangements will be reviewed. This core group will take on the role of theme leads, providing individual responsibility for each element of the plan and collective responsibility for delivery of the plan as a whole.

The reports to this group, the Children's Trust and Scrutiny are being streamlined in order that sufficient information is reported without the reporting detracting from delivery. Programme reporting will be against milestone delivery and overall assessment of progress in delivering the overall action. Each milestone will have a named lead, responsible for ensuring that the action lead is updated on progress with their milestone in order to feed the reporting processes. A small set of performance indicators will be monitored to ensure that the required process improvements are being made in the short term, leading to improved outcomes in the longer term.

Performance Indicators

As well as monitoring progress of the milestones within this plan, a manageable set of performance indicators will continue to be used to ensure that the required process / system improvements are being implemented and the targeted outcomes delivered. Most of these key indicators are taken from, or contribute to, delivery of the Local Area Agreement (LAA). The other indicators used are drawn from:

- Safeguarding National Indicators
- Staffing / Corporate Health Performance Indicators

At this stage, it is not proposed to change the performance indicators from those originally selected to monitor delivery of the plan. The performance indicators to be used are contained within Appendix A.

These performance indicators will be collected, reported and managed on a monthly basis. At the same time, we will ensure that the quality and reliability of data is continuing to improve and actions are in place to drive genuine improvements in service delivery.

Action Plan

The following Action Plan comprises 3 sections demonstrating the timescales within which actions will be completed. Each action is aligned to one of the five themes and will help achieve the outcomes set for the respective time period as well as laying effective foundations for our continued improvement.

Section 1: Priority Actions – By December 2009

Outcome – to achieve an adequate rating and recognition of good improvement being made in the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Clear partnership structures developed with ownership from key partners and effective communication plan in place	1.01	Create a culture of shared responsibility for all Haringey's children & young people	• Key partners play a full role in Children's Trust, LSCB and HSP through appropriate attendance, participation and feedback into governance mechanisms	Jul 09	Sep 09	Peter Lewis	Leadership & Governance
			• Develop and launch a consistent cross-partnership communication campaign to promote safe and effective safeguarding practice focused on key messages	Jul 09	Sep 09		
			• Joint communications strategy and approach produced for the Children's Trust	Aug 09	Oct 09		
			• Partners engaged in development of draft partnership agreement	Oct 09	Nov 09		
	1.02	Local Safeguarding Children Board communicate the findings of Serious Case Reviews	• Composite action plan pulling together findings of all available SCRs developed	Jul 09	Aug 09	Graham Badman	Leadership & Governance
			• Safeguarding children communications programme implemented	Aug 09	Dec 09		
			• Events held to communicate findings of SCRs	Oct 09	Oct 09		
			• SCR Materials and framework developed for dissemination through staff meetings	Oct 09	Oct 09		
			• Communication materials and messages developed for dissemination through team meetings	Oct 09	Oct 09		
	1.03	Improve working of the LSCB (also see action 2.02)	• LSCB priorities agreed	Aug 09	Sep 09	Graham Badman	Leadership & Governance
			• Governance arrangements and sub-group structure agreed	Sep 09	Oct 09		
			• Review of membership and Terms of Reference of subgroups completed	Sep 09	Oct 09		
			• Work programme and business planning processes developed	Oct 09	Nov 09		
Reduced number of referrals due to improved	1.04	Partnership Family Support Strategy developed and	• Family Support Strategy development and consultation completed	Jul 09	Nov 09	Jan Doust	Early Intervention

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
preventative work		published	• Strategy published • Reporting cycle and mechanism determined	Dec 09 Dec 09	Dec 09 Dec 09		
	1.05	Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	• CAF quality assurance framework agreed • Implementation timescales and programme agreed • Framework communicated to relevant people and training organised	Aug 09 Sep 09 Nov 09	Sep 09 Oct 09 Dec 09	Alison Botham	Early Intervention
Improved processes and procedures in place and working effectively across the partnership	1.06	Ensure quality of service by improving child protection referral and assessment processes	• Referral pathways integrated with CAF • Capacity identified to ensure that timescales taken for assessment improve • Quality of information and analysis in initial and core assessments is improved to ensure minimum standards are consistently met • Dedicated specialist mental health input for R&A established whilst proposal is developed for multi-agency assessment team	Jul 09 Jul 09 Jul 09 Jul 09	Sep 09 Sep 09 Oct 09 Nov 09	Eleanor Brazil	Good Practice
	1.07	Deliver improvements in thresholds and decision making	• Clear thresholds developed to operate across specialist, targeted and universal services and communicated to staff • Safeguarding resources panel established with clear terms of reference established for all panels • Independent social workers engaged to support social workers / team managers in decision making	Jul 09 Jul 09 Jul 09	Oct 09 Sep 09 Oct 09	Eleanor Brazil	Good Practice
	1.08	Effective working at Child Protection Conference	• Data on attendance at conferences collected by LSCB • Mechanisms established to challenge appropriateness of invites to, and judge quality of input at, conferences • Improvements demonstrated through quality of care plans / conference minutes	Aug 09 Sep 09 Oct 09	Oct 09 Oct 09 Oct 09	Eleanor Brazil	Good Practice
Improved processes and procedures in place and working effectively across the partnership	1.09	Identify opportunities for further integrated working across the strategic partnership	• Implementation Group set up to monitor delivery of actions within the Integrated Working Report and support development of an Integrated First Response Service • Health Visitors Child Protection & Children	Aug 09 Sep 09	Sep 09 Sep 09	Jane Elias	Good Practice

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
			in Need folders audited and revised standards developed	Sep 09	Oct 09		
			• NHS and Police input into integrated working reflected within proposals				
Better picture of individual need established leading to improved quality of plans with all participants fully involved	1.10	Achieve an acceptable standard for the quality of care planning	• Review current practice across all Trusts and develop action plan for improvements	Jul 09	Sep 09	Penny Thompson	Good Practice
			• Audit programme for plans developed to demonstrate improvement	Sep 09	Oct 09		
			• GPs trained in monitoring treatment of children subject to a child protection plan	Sep 09	Sep 09		
			• Standard agreed for inclusion of sibling information	Sep 09	Oct 09		
	1.11	Revise, update and launch the revised children's social care procedure manual	• Revisions to manual completed and online version updated	Jul 09	Sep 09	Rachel Oakley	Good Practice
			• Updated manual launched to staff	Oct 09	Oct 09		
			• Staff engaged to establish a rolling programme of quarterly updates to the manual	Oct 09	Oct 09		
	1.12	Implement procedures to ensure the allocation of a lead professional for children moving from social care or other specialist service back into targeted / universal services	• Procedures agreed by relevant agencies	Jun 09	Sep 09	Alison Botham	Good Practice
			• Procedures implemented across all agencies	Oct 09	Dec 09		
Staff have access to a directory of services available to commission for each target group	1.13	Commissioning directory developed to describe services, criteria and outcomes available	• Existing directories updated with summary provided by services	Aug 09	Sep 09	Ian Bailey	Good Practice
			• Domestic violence commissioning intentions completed following reviews of evidence base; current provision and a gap analysis	Sep 09	Dec 09		
			• Parenting support commissioning intentions completed following development of list of effective parenting support programmes and interventions; current parenting support provision detailed by all services; and gap analysis completed	Sep 09	Dec 09		
Capacity is available to improve service and day	1.14	Introduce additional short term social work professional and	• Short term capacity needs and resource requirements identified	Jul 09	Aug 09	Eleanor Brazil	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
to day management whilst permanent posts are filled		management capacity	• Longer term capacity needs and staffing levels identified and resources identified	Aug 09	Oct 09		
			• Capacity increased to take on complex cases and provide supervision to social workers	Sep 09	Mar 10		
An established workforce in post reducing reliance on temporary and agency staff	1.15	Recruit and retain good staff across the partnership to reduce the number of vacancies and reliance on agency staff	• Haringey offer Identified and recruitment campaign launched	Jul 09	Sep 09	Stuart Young	Capacity & Staffing
			• Social work graduate trainee scheme expanded	Jul 09	Sep 09		
			• Resource plan developed to meet health related staffing needs within GOSH	Jul 09	Aug 09		
			• Benchmarking of Health Visitors, School Nurses and Paediatricians completed	Aug 09	Oct 09		
			• Resource plan developed and approved by NHS Haringey	Aug 09	Sep 09		
			• Health workers and health safeguarding vacancies filled and staff in post	Aug 09	Aug 09		
			• Monitoring mechanism established to enable review of workloads of Health Visitors, School Nurses and Paediatricians	Aug 09	Aug 09		
			• New social workers and social work managers in post	Sep 09	Dec 09		
Staff are effectively managed, supervised and supported in carrying out their duties	1.16	Ensure effective supervision arrangements for social care staff	• Guidelines amended to clarify the supervision guarantee and electronic supervision manual updated	Aug 09	Sep 09	Eleanor Brazil	Capacity & Staffing
			• Assessment centres held to establish managers' ability to deliver quality supervision	Aug 09	Sep 09		
			• Individual tailored development programmes for front line managers implemented	Sep 09	Nov 09		
			• Reporting of supervision integrated into existing FWi and other reports	Sep 09	Nov 09		
			• Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	Sep 09	Dec 09		
			• Hubs of Change (Tavistock / Haringey) project implemented	Sep 09	Sep 10		

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Staff are effectively managed, supervised and supported in carrying out their duties	1.17	Ensure effective supervision arrangements for health staff	• NHS Trust standard for supervision agreed and audit programme developed	Aug 09	Sep 09	Penny Thompson	Capacity & Staffing
			• Discussion with Clinical Excellence Group about GPs supervision	Sep 09	Sep 09		
			• Reporting of supervision integrated into existing FWi and other reports	Sep 09	Nov 09		
			• Health Managers trained in role & responsibilities regarding supervision	Sep 09	Nov 09		
			• Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	Sep 09	Dec 09		
Staff are effectively managed, supervised and supported in carrying out their duties	1.18	Ensure effective supervision arrangements for police staff	• Reporting of supervision integrated into existing FWi and other reports	Sep 09	Nov 09	Dave Grant	Capacity & Staffing
			• Programme developed to ensure compliance with Standard Operating Procedures for supervision	Sep 09	Nov 09		
			• Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	Sep 09	Dec 09		
Staff have the skills required to effectively perform their roles	1.19	Implement programme of multi-agency training	• Practitioners across the partnership trained in thresholds and use of common language	Jul 09	Jan 10	Eleanor Brazil	Capacity & Staffing
			• Social work staff trained on risk assessment, information sharing and the recording of decisions	Jul 09	Dec 09		
			• Staff trained and provided with guidance in child centred practice, authoritative practice and social history researched and commissioned	Jul 09	Jan 10		
			• Multi-agency exercise using MACIE implemented	Sep 09	Dec 09		
			• Agree, implement and train staff on a Critical Incident De-briefing model within organisations and across multi-disciplinary teams	Sep 09	Dec 09		
	1.20	Develop a multi-agency core safeguarding programme	• Multi-agency core safeguarding training programme developed	Mar 09	Oct 09	Rachel Oakley	Capacity & Staffing
			• All appropriate staff attend programme	Oct 09	Dec 09		
All case files meet the required standard for	1.21	Assure the quality of practice	• Standards for case files developed and communicated to staff	Jul 09	Oct 09	Eleanor Brazil	Performance Management

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
content, accuracy and timeliness of information			• Programme of sampling and qualitative assessment of case files implemented across the partnership	Jul 09	Dec 09		
			• Measures developed for assessing quality and performance of safeguarding practice across the partnership	Jul 09	Dec 09		
			• Annual framework for case file audit agreed within each organisation	Aug 09	Sep 09		
			• Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard	Sep 09	Sep 09		
Effective collection use and analysis of data leading to improved interpretation of available management information	1.22	Ensuring the quality and reliability of data	• Data quality audit programme developed	Aug 09	Sep 09	Eleanor Brazil	Performance Management
			• Review accuracy of framework I reports in conjunction with Core Logic	Aug 09	Oct 09		
			• Internal audit programme agreed with Corporate Services to audit the work of the performance team	Sep 09	Sep 09		
			• Review actions from external audit of performance indicators	Sep 09	Oct 09		
	1.23	Establishing the volume of demand for services and forecasting future demand	• Establish demand from January to June 09	Aug 09	Oct 09	Eleanor Brazil	Performance Management
			• Historical and other data used to provide a basis for prediction	Aug 09	Oct 09		
			• Workloads and caseloads identified and analysed against national recommendations and good practice	Sep 09	Dec 09		
			• Undertake a Gap analysis in relation to staffing and budget	Sep 09	Dec 09		
Fit for purpose business planning & performance management approaches in place and co-ordinated across the partnership	1.24	NHS provider trusts performance management capability improved	• Improvement to data collection mechanisms completed	Jul 09	Dec 09	Penny Thompson	Performance Management
			• NHS membership of LSCB Quality Assurance Group reviewed to include representative from performance and commissioning teams	Jul 09	Aug 09		
			• Safeguarding performance dashboard developed and trialled	Jul 09	Sep 09		
			• Implement procedures to enable the demonstration of effective performance management of NHS through the established Health JAR Action Plan Group	Jul 09	Sep 09		

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
	1.25	Developing, partnership, business performance processes across the integrated planning and management	• Review and re-publish information sharing protocols and guidance ensuring barriers to sharing performance information are identified and mechanisms established to enable information to be collected and shared across partners	Jul 09	Nov 09	Eleanor Brazil	Performance Management
			• Electronic access to information showing if a child has a child protection plan or not established for A&E staff at Whittington and NMUH and for PCT, GOSH in Haringey and CAMHS staff	Aug 09	Nov 09		
			• Multi-agency record audit - random sample of audits undertaken	Sep 09	Sep 09		
			• All Action Plan milestones incorporated within delivery organisations business / service plan	Sep 09	Oct 09		
The responsibility for data and effective performance management is owned by all staff	1.26	Improving Local Interpretation and Ownership of Information within Children and Families	• Programme of Monthly Performance Review meetings organised with Heads of Service	Sep 09	Sep 09	Eleanor Brazil	Performance Management
			• Team Evidence Files developed	Sep 09	Dec 09		
			• Team Performance Plans developed	Sep 09	Dec 09		

Section 2: Priority Actions – By June 2010

Outcome – to retain an adequate rating and gain recognition of sustained improvement being made in the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Improved processes and procedures in place and working effectively across the partnership	2.01	Develop fit for purpose governance arrangements across the partnership	• A senior lead is identified in each agency who will assess and monitor the organisations governance arrangements in relation to safeguarding • Partnership protocols developed and approved	Aug 09 Jul 09	Sep 09 Mar 10	ACE PPPC	Leadership & Governance
	2.02	Improve working of the LSCB	• New LSCB working arrangements implemented in line with action 1.03	Nov 09	Jun 10	Graham Badman	Leadership & Governance
	2.03	Increase involvement of young people and the voluntary sector	• Establish mechanisms for young people to be involved in development of policies, plans and strategies • Determine how groups should be involved in delivery of JAR action plan • Engage with representative groups interested in being involved in delivery of the Safeguarding Plan	Aug 09 Sep 09 Mar 10	Mar 10 Mar 10 -	Peter Lewis	Leadership & Governance
Reduced the number of referrals by improving preventative work	2.04	Develop local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes	• Strategy developed • Partner contribution incorporated, from NHS feedback, into the draft strategy • Strategy approved by Children's trust	Aug 09 Oct 09 Feb 10	Feb 10 Jan 10 Mar 10	Jan Doust	Early Intervention
	2.05	All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	• Roll-out across all schools and settings	Feb 09	Jul 10	Alison Botham	Early Intervention
High quality technology used effectively to support staff in their day-to-day work	2.06	Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work.	• Revised time table and project plan for Child protection related exemplars and work flow developed • Project plan implemented • Non child protection parts of the system	Jul 09 Oct 09 Jan 10	Oct 09 Apr 10 Jul 10	Rachel Oakley	Good Practice

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
			reviewed in conjunction with other Local Authorities				
	2.07	Establish ICS / FWi support teams to stabilise current system use and support implementation of future configuration.	• Project plan developed for review of ICS processes on FW-I to enable best practice implementation	Jul 09	Oct 09	Rachel Oakley	Good Practice
			• Data quality improvements on Framework-I system (e.g. data cleansing) implemented	Aug 09	Dec 09		
			• Practical initiatives held with social workers to build their confidence in using FW-I	Sep 09	Apr 10		
			• Use of FW-I extended to Children in Care Health Team	Oct 09	Apr 10		
	2.08	Use new technology including mobile technology to improve and support staff in delivering the service	• External study on use of technology to maximise effectiveness and efficiency completed	Apr 09	Sep 09	Rachel Oakley	Good Practice
			• New plan devised (with corporate IT, C&YP service IT, FWI support and Haringey Forward)	Sep 09	Mar 10		
			• Plan agreed for implementation	Mar 10	Mar 10		
Support and approach for commissioning is in place across the partnership	2.09	Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	• Joint Strategic Needs Assessment of safeguarding and vulnerable children and young people completed	Jul 09	Sep 10	Ian Bailey	Good Practice
			• Integrated working and commissioning approach (with adult services and partners) developed	Oct 09	Feb 10		
			• Commissioning approach agreed	Mar10	Mar 10		
			• Resourcing and support needs identified and mechanism for demonstrating improved value for money established	Apr 10	Jun 10		
An improved universal service leading to a reduction in demand for targeted and specialist services	2.10	Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services.	• Standards developed and agreed	Feb 09	Sep 09	Jan Doust	Good Practice
			• Standards launched	Sep 09	Sep 09		
			• Agreement signed off with each Headteacher and governing body	Sep 09	Apr 10		
Well trained and highly competent staff	2.11	Further develop the child protection core training	• Domestic violence training programme implemented	Oct 09	Mar 10	Rachel Oakley	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
		curriculum for staff of all agencies	Risk assessment training programme implemented	Oct 09	Mar 10		Capacity & Staffing
	2.12	Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	Managerial competency programme developed including a specific programme for social care managers	Jan 10	Mar 10	Stuart Young	Capacity & Staffing
			Support and mentoring scheme introduced for children and families team managers	Jan 10	Mar 10		
			Review additional training needs in safeguarding across the partnership	Feb 10	Apr 10		
			Develop cross-partnership training plan	Apr 10	Jun 10		
Effective information sharing established with Children's Centres	2.13	Improve information sharing with Children's Centres	Protocol for information sharing with children's centres developed	Sep 09	Jan 10	Jan Doust	Performance Management
			Mechanism established to enable information sharing	Jan 10	Apr 10		
Approach to managing performance and target setting supports the attainment of our goals	2.14	Analyse key performance indicators to support top quartile attainment (also see 3.09)	Analysis of key performance indicators completed to determine the degree of improvement required	Nov 09	Feb 10	Eleanor Brazil	Performance Management
			Appropriate targets established for each indicator	Jan 10	Mar 10		
			Performance improvement plan developed in conjunction with managers	Jan 10	Mar 10		
	2.15	Enhance performance management capacity across the partnership	Analysis of performance management capacity undertaken	Feb 09	Oct 09	Eleanor Brazil	Performance Management
			Network of performance managers established	Sep 09	Nov 09		
			Opportunities to work together identified and work programme developed	Sep 09	Nov 09		
			Work programme to support performance managers in joint working implemented	Nov 09	Jun 10		

Section 3: Other Headline Actions – By March 2012

Outcome – to achieve safeguarding services for children that are among the best and gain recognition of the significant sustained improvements made over the past 3 years in both the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
High quality safeguarding services provided across the Borough	3.01	Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	• LSCB identified for peer review • Review takes place • Lessons learnt and areas for improvement identified	Jan 11 Sep 11 Dec 11	Mar 11 Nov 11 Jan 12	Graham Badman	Leadership & Governance
	3.02	Ensure compliance with the Laming and other review recommendations is reviewed annually	• Process developed for review of compliance with Laming recommendations • Review of compliance undertaken • Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice	Sep 09 Annual Jul 10	Dec 09 Annual Sep 10	Peter Lewis	Leadership & Governance
	3.03	Implementing "best practice"	• Best practice in procedures identified • Learning built into review of existing procedures • New procedures approved and implemented • Change programme developed to support implementation	Sep 09 Sep 09 Sep 09 Sep 09	Jun 11 Jun 11 Jun 11 Jun 11	DD C&F	Good Practice
improved working through integrated systems and procedures in a multi-disciplinary team	3.04	FW-I developed to support and embed best practice procedures.	• Use of FW-I extended to all key teams • FW-I development to meet best practice completed	Jun 10 Jun 10	Mar 12 Mar 12	Rachel Oakley	Good Practice
	3.05	Multi-disciplinary team working introduced and effectively	• Agreement to create multi-disciplinary team of council referral & assessment, health and MPS CAIT • Processes and procedures integrated • Accommodation arranged and staff co-located • Staff trained in new integrated procedures and multi-disciplinary team operational	Sep 09 Sep 09 Sep 09 Dec 10	Dec 09 Dec 10 Dec 10 Mar 11	Dave Grant	Good Practice
Shared responsibility for safeguarding activity by others who are able to take an active role	3.06	Review Third Sector involvement to increase capacity across statutory agencies	• Investigate potential for Third Sector support for Child Protection Processes • Implement proposals for involvement	Jul 10 Apr 11	Dec 10 Mar 12	DD C&F	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
	3.07	Work with London Deanery and the Royal College of GPs to make linkages to safeguarding	• Safeguarding requirements built into GPs Continual Professional Development	Jan 10	Jul 10	DCE PCT	Capacity & Staffing
			• Safeguarding requirements built into appraisal, new licensing and revalidation of GPs	Jan 10	Jul 10		
			• Feasibility study into incorporating safeguarding good practice into GP contracts completed	Jan 10	Jul 10		
Approach to managing performance and target setting supports attainment of our goals	3.08	Undertake further detailed analysis of performance required to deliver excellent rating	• Analysis of performance of "family" authorities completed	Jan 10	Feb 11	Janette Karklins	Performance Management
			• Key performance indicators for improvement identified with profiled targets and delivery plans	Jan 10	Mar 11		
			• Robust performance management arrangements implemented across the partnership	Jan 10	Apr 11		

Performance Indicators to be used in the Safeguarding Plan for Haringey

National Indicator set

Our aspiration for performance against the national indicator set is based on the following principle:

- By December 2009, we will have moved out of Ofsted's 'inadequate' rating and be at least 'adequate', with the outturn for 2009-10 being in the lower quartile as compared to statistical neighbours.
- Outturn for 2010-11 will be broadly in line with statistical neighbours.
- Outturn for 2011-12 will demonstrate top quartile performance.

Target-setting has been completed with this aim in mind, however targets for future years will be subject to revision in light of 2009-10 performance, and trends in the performance of statistical neighbours. The primary focus of improvement work is on quality and this will impact upon performance in the short to medium term.

The table below sets out those national indicators which provide evidence of progress against the Safeguarding plan, with targets for 2009-10 and 2010-11. these targets have been set in accordance with the Local Area Agreement (LAA), and will be reviewed in line with LAA development, at which stage 2011-12 targets will be established.

National Indicator	Target	
	2009/10	2010/11
Referral and Assessment		
NI 59 Percentage of Initial Assessments Completed in 7 days (LAA)	53%	72%
NI 60 Percentage of Core Assessments Completed within 35 days (LAA)	63%	81%
NI 68 Referrals to children's social care going on to initial assessments	58%	TBA
Adoption and Children in Care		
NI 61 Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption (number of children who should have been placed within 12 months divided by number who	78%	80%

ceased to be looked after)	11%	10%
NI 62 Stability of placements of looked after children: number of moves (Percentage at 31 March with three or more placements during the year)	11%	10%
NI 63 Stability of placements of looked after children: length of placement (Percentage aged under 16 at 31 March who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years)	70%	TBA
NI 66 Looked after children cases which were reviewed within required timescales (LAA)	97%	98%
Child Protection		
NI 64 Child Protection Plans lasting two years or more	5%	5%
NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time	10%	10%
NI 67 Child protection cases which were reviewed within required timescales (LAA)	100%	100%
CAMHS		
NI 51 Effectiveness of child and adolescent mental health (CAMHS) services (Based on four questions, each scored out of four, giving a maximum possible score of sixteen)	15	TBA
Hospital admissions		
NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people	22.68	TBA

Organisational health indicators

Local indicators covering sickness, staffing levels, supervision and training will be used to monitor and evaluate the implementation of actions in the plan. For example, indicators on vacancy rates, sickness levels and the percentage of agency staff (broken down by agency and by service) will form part of the evaluation of the 'Haringey Offer'. Indicators on the completion of staff appraisals also form part of the evaluation of the actions in the plan on supervision. These indicators will be included in the monthly progress reports.

Local indicators – LSCB QA Sub-group dataset

The LSCB Quality Assurance sub-group dataset has been updated to include more indicators that monitor the quality of safeguarding practice. The group is also doing some work to develop a multi-agency audit tool. Findings from this work which provide evidence of progress against the safeguarding plan will be included in monthly progress reports as and when they become available.

Case audits

An improved audit tool for evaluating the quality of social work practice has been developed and a pilot audit of 30 cases completed. Staff will be trained in the use of this tool in September 2009, with regular qualitative and in-depth audits being undertaken from October 2009. In addition we will be running a series of quantitative audits from September 2009. The results from both of these audits will be included in the monthly progress reports for the safeguarding plan.

PAN London CAF QA Framework

The Pan London CAF Protocol comes into effect in September 2009. The Protocol represents an agreement between all London local authorities and partners delivering children's services to set in place minimum standards for all children, young people and families with identified additional needs. The protocol includes a CAF quality assurance framework to monitor the quality of the CAF process and identify improvements. The Integrated Working Steering Group is currently developing plans for local implementation of the framework, including identification of nominated auditors, and setting up of an evaluation team to consider outcomes. Implementation is scheduled for November 2009, and findings will be included in monthly progress reports as they become available.

Partnership staff survey

A survey to gather the views of practitioners across the partnership on a range of issues will provide a means of monitoring the implementation of specific actions in the plan, and also enable the partnership to gauge progress against the broader objectives of creating an open culture where staff feel able to exchange views and challenge each other's perspectives, and feel supported in their work. The survey has been tendered and awarded to Ipsos MORI, and will be carried out in autumn 2009 with the results reported in a future progress report.

Social work forum

The social work forum was established in December 2008 to enable front-line social workers to raise issues directly with the Director of the Children & Young People's Service. Information from these meetings and similar ones extended to include a wider range of staff provide further useful material for gauging progress. Issues arising from these meetings will be included in the monthly progress reports.

Service user and Stakeholder feedback

Where service user and stakeholder feedback provides information regarding the progress of the Safeguarding Plan, it will be included in monthly progress reports. Channels for this feedback include the following:

- The 'vulnerable children conversation' provides a rich source of information, primarily on the provision that schools make for vulnerable children, but also on their views of working with children's social care, the CAF process etc.
- Viewpoint is a computer based system for children in care to give their views online. An independent company collates the results and reports them to Haringey Council.
- For parents whose child is subject to a child protection plan, a revised questionnaire is in place for them to give their views following the first conference and the concluding conference.

Where possible performance information collected will enable a mix of quantitative and qualitative measures in order to ensure and demonstrate the continued improvement in services delivering tangible improvements in outcomes on the ground.

Further indicators have been identified which are reported to DCSF and Government Office for London (GoL) on a regular monthly basis. Over the coming months work will be progressed to align or integrate these reporting frameworks within the Safeguarding Plan reporting and performance management mechanisms.

CROSS CHECKING - Ofsted Safeguarding Assessment

To be Adequate we need to demonstrate that each of the following is in place:

Achievement	Actions (Ref no.)	Completion Date
There is a track record of achieving continuous improvement in service provision and / or outcomes.	All actions and performance indicators	
Plans are in place and are effective in delivering improvements in priority areas.	1.02 1.03 1.06 1.07 1.08 1.10 1.12	Oct 09 Nov 09 Nov 09 Oct 09 Oct 09 Dec 09 Dec 09
Quality assurance and performance management processes are effective.	1.21 1.22 1.23 1.24 1.25 1.26	Dec 09 Oct 09 Dec 09 Dec 09 Nov 09 Dec 09
Staffing resources are sufficient to deliver the safeguarding and child protection duties, responsibilities and priorities.	1.14 1.15	Oct 09 Dec 09
The views of children and young people are systematically taken into account.	2.03	Mar 10
Processes for recruitment and retention of staff are effective.	1.14 1.15	Oct 09 Dec 09
The training plan does meet the development needs of staff. There are no significant gaps in skills capacity.	1.16 1.17	Dec 09 Dec 09

Achievement	Actions (Ref no.)	Completion Date
	1.18	Dec 09
	1.19	Jan 10
	1.20	Dec 09
Communication with partner agencies and key stakeholders is effective.	1.01	Dec 09
	1.02	Oct 09
The costs of delivering key services are understood.	1.13	Dec 09
	1.23	Oct 09
Procurement and commissioning demonstrates value for money.	1.13	Dec 09