

**Safeguarding Plan
Programme Milestones Monthly Progress Report**

Outcome	Ref & RAG Rating	Action	Milestones	Start	End	Milestone Progress	Milestone 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 (Peter Lewis)	• Key partners play a full role in Children's Trust, LSCB and HSP through appropriate attendance, participation feedback into governance mechanisms	Jul-09	Sep-09	On track	Peter Lewis	Leadership & Governance
			• Core Programme Delivery Group established	Jul-09	Aug-09	On track	Peter Lewis	
			• Develop and launch a consistent cross-partnership communication campaign to promote safe and effective safeguarding practice focused on key messages	Jul-09	Sep-09	On track	Peter Lewis	
			• Safeguarding children communications programme implemented	Aug-09	Dec-09	On track	Peter Lewis	
			• Joint communications strategy and approach produced for the Children's Trust	Aug-09	Oct-09	On track	Peter Lewis	
	1.02	Local Safeguarding Children Board communicate the findings of Serious Case Reviews (Graham Badman)	• Composite action plan pulling together findings of all available SCRs developed	Jul-09	Aug-09	Achieved	Graham Badman	Leadership & Governance
Improved processes and procedures in place and working effectively across the partnership	1.03	Improve working of the LSCB (also see action 2.02) (Graham Badman)	• LSCB priorities agreed	Aug-09	Sep-09	On track	Graham Badman	Leadership & Governance
Reduced number of referrals due to improved preventative work	1.04	Partnership Family Support Strategy developed and published (Jan Doust)	• Family Support Strategy development and consultation completed	Jul-09	Nov-09	On track	Jan Doust	Early Intervention
	1.05	Agree and implement CAF quality assurance framework based on the Pan London CAF protocol (Alison Botham)	• CAF quality assurance framework agreed	Aug-09	Sep-09	On track	Alison Botham	Early Intervention
Improved processes and procedures in	1.06	Ensure quality of service by improving child protection referral	• Referral pathways integrated with CAF	Jul-09	Sep-09	On track	Eleanor Brazil	Good Practice

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place and working effectively across the partnership		and assessment processes (Eleanor Brazil)	• Capacity identified to ensure that timescales taken for assessment improve	Jul-09	Sep-09	On track	Eleanor Brazil		
			• Quality of information and analysis in initial and core assessments is improved to ensure minimum standards are consistently met	Jul-09	Oct-09	On track	Eleanor Brazil		
			• Dedicated specialist mental health input for R&A established	Jul-09	Nov-09	On track	Eleanor Brazil		
	1.07	Deliver improvements in thresholds and decision making (Eleanor Brazil)	• Clear thresholds developed to operate across specialist, targeted and universal services and communicated to staff	Jul-09	Oct-09	On track	Eleanor Brazil		Good Practice
		• Safeguarding resources panel established	Jul-09	Aug-09	On track	Eleanor Brazil			
	• Clear terms of reference established for all panels	Jul-09	Sep-09	On track	Eleanor Brazil				
	• Independent social workers engaged to support social workers / team managers in decision making	Jul-09	Oct-09	On track	Eleanor Brazil				
	1.08	Effective working at Child Protection Conference (Eleanor Brazil)	• Data on attendance at conferences collected by LSCB	Aug-09	Oct-09	On track	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 (Jane Elias)	• Implementation Group set up to monitor delivery of actions within the Integrated Working Report	Aug-09	Oct-09	On track	Jane Elias	Good Practice	
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 (Penny Thompson)	• Review current practice across all Trusts and develop action plan for improvements	Jul-09	Sep-09	On track	Penny Thompson	Good Practice	
	1.11	Revise, update and launch the revised children's social care procedure manual (Rachel Oakley)	• Revisions to manual completed and online version updated	Jul-09	Sep-09	On track	Rachel Oakley	Good Practice	

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	1.12	Implement procedures to ensure the allocation of a lead professional for children moving from social care or other	<ul style="list-style-type: none"> Procedures agreed by relevant agencies 	Jun-09	Sep-09	On track	Alison Botham	Good Practice
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 (Ian Bailey)	<ul style="list-style-type: none"> Existing commissioning directories updated with summary of services provided 	Aug-09	Sep-09	Not on track	Ian Bailey	Good Practice
Capacity is available to improve service and day to day management whilst permanent posts are filled	1.14	Introduce additional short term social work professional and management capacity (Eleanor Brazil)	<ul style="list-style-type: none"> Short term capacity needs and resource requirements identified 	Jul-09	Aug-09	On track	Eleanor Brazil	Capacity & Staffing
			<ul style="list-style-type: none"> Longer term capacity needs and staffing levels identified and resources identified 	Aug-09	Oct-09	On track	Eleanor Brazil	
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 (Stuart Young)	<ul style="list-style-type: none"> Identify the Haringey offer 	Jul-09	Aug-09		Stuart Young	Capacity & Staffing
			<ul style="list-style-type: none"> Recruitment campaign launched 	Jul-09	Sep-09	On track	Stuart Young	
			<ul style="list-style-type: none"> Social work graduate trainee scheme expanded 	Jul-09	Sep-09	On track	Stuart Young	
			<ul style="list-style-type: none"> Resource plan developed to meet health related staffing needs within GOSH 	Jul-09	Aug-09	Not on track	Jane Elias	
			<ul style="list-style-type: none"> Benchmarking of Health Visitors, School Nurses and Paediatricians completed 	Aug-09	Aug-09	On track	Penny Thompson	
			<ul style="list-style-type: none"> Resource plan developed and approved by NHS Haringey 	Aug-09	Sep-09	On track	Penny Thompson	
			<ul style="list-style-type: none"> Health workers and health safeguarding vacancies filled and staff in post 	Aug-09	Aug-09	Achieved	Penny Thompson	

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			<ul style="list-style-type: none"> Monitoring mechanism established to enable review of workloads of Health Visitors, School Nurses and Paediatricians 	Aug-09	Aug-09	On track	Penny Thompson	
Staff are effectively managed, supervised and supported in carrying out their duties	1.16	Ensure effective supervision arrangements for social care staff (Eleanor Brazil)	<ul style="list-style-type: none"> Guidelines amended to clarify the supervision guarantee and electronic manual updated 	Aug-09	Sep-09	On track	Eleanor Brazil	Capacity & Staffing
			<ul style="list-style-type: none"> Assessment centres held to establish managers' ability to deliver quality supervision 	Aug-09	Sep-09	On track	Eleanor Brazil	
	1.17	Ensure effective supervision arrangements for health staff (Penny Thompson)	<ul style="list-style-type: none"> NHS Trust standard for supervision agreed and audit programme developed 	Aug-09	Sep-09	On track	Penny Thompson	Capacity & Staffing
Staff have the skills required to effectively perform their roles	1.19	Implement programme of multi-agency training (Eleanor Brazil)	<ul style="list-style-type: none"> Practitioners across the partnership trained in thresholds and use of common language 	Jul-09	Jan-10	On track	Eleanor Brazil	Capacity & Staffing
			<ul style="list-style-type: none"> Social work staff trained on risk assessment, information sharing and the recording of decisions 	Jul-09	Dec-09	On track	Eleanor Brazil	
			<ul style="list-style-type: none"> Staff trained and provided with guidance in child centred practice and authoritative practice 	Jul-09	Jan-10	On track	Eleanor Brazil	
	1.20	Develop a multi-agency core safeguarding induction programme (Rachel Oakley)	<ul style="list-style-type: none"> Multi-agency core safeguarding training programme developed 	Mar-09	Oct-09	On track	Rachel Oakley	Capacity & Staffing
All case files meet the required standard for content, accuracy and timeliness of information	1.21	Assure the quality of practice (Eleanor Brazil)	<ul style="list-style-type: none"> Standards for case files developed and communicated to staff 	Jul-09	Oct-09	On track	Eleanor Brazil	Performance Management
			<ul style="list-style-type: none"> Programme of sampling and qualitative assessment of case files implemented across the partnership 	Jul-09	Dec-09	On track	Eleanor Brazil	
			<ul style="list-style-type: none"> Measures for quality and performance of safeguarding practice across the partnership developed 	Jul-09	Dec-09	On track	Eleanor Brazil	
			<ul style="list-style-type: none"> Annual framework for case file audit agreed within each organisation 	Aug-09	Sep-09	On track	Eleanor Brazil	

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Effective collection use and analysis of data leading to improved interpretation of available management information	1.22	Ensuring the quality and reliability of data (Eleanor Brazil)	• Data quality audit programme developed	Aug-09	Sep-09	On track	Eleanor Brazil	Performance Management
			• Review accuracy of framework I reports in conjunction with Core Logic	Aug-09	Oct-09	On track	Eleanor Brazil	
	1.23	Establishing the volume of demand for services and forecasting future demand (Eleanor Brazil)	• Establish demand from January to June 09	Aug-09	Oct-09	On track	Eleanor Brazil	Performance Management
			• Historical and other data used to provide a basis for prediction	Aug-09	Oct-09	On track	Eleanor Brazil	
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 (Penny Thompson)	• Improvement to data collection mechanisms completed	Jul-09	Dec-09	On track	Penny Thompson	Performance Management
			• NHS membership of LSCB Quality Assurance Group reviewed to include representative from performance and commissioning teams	Jul-09	Aug-09	Achieved	Penny Thompson	
			• Safeguarding performance dashboard developed and trialled	Jul-09	Sep-09	On track	Penny Thompson	
			• Implement procedures to enable the demonstration of effective performance management of NHS through the established Health JAR Action Plan Group	Jul-09	Sep-09	On track	Penny Thompson	
	1.25	Developing, across the partnership, integrated business planning and performance management processes (Eleanor Brazil)	• 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	On track	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	On track	Eleanor Brazil	
Improved processes and procedures in place and working effectively across the	2.01	Develop fit for purpose governance arrangements across the partnership (Peter Lewis)	• A senior lead is identified in each agency who will assess and monitor the organisations governance arrangements in relation to safeguarding	Aug-09	Sep-09	On track	Peter Lewis	Leadership & Governance

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partnership			<ul style="list-style-type: none"> Partnership protocols for the Children's Trust developed and approved 	Jul-09	Mar-10	On track	Tim Dauncey	
	2.03	Increase involvement of young people and the voluntary sector (Peter Lewis)	<ul style="list-style-type: none"> Establish mechanisms for young people to be involved in development of policies, plans and strategies 	Aug-09	Mar-10	On track	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 (Jan Doust)	<ul style="list-style-type: none"> Strategy developed 	Aug-09	Feb-10	On track	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 (Alison Botham)	<ul style="list-style-type: none"> Roll-out across all schools and settings 	Feb-09	Jul-10	On track	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. (Rachel Oakley)	<ul style="list-style-type: none"> Revised time table and project plan for Child protection related exemplars and workflow developed 	Jul-09	Oct-09	On track	Rachel Oakley	Good Practice
	2.07	Establish ICS / FWi support teams to stabilise current system use and support implementation of future configuration. (Rachel Oakley)	<ul style="list-style-type: none"> Project plan developed for review of ICS processes on FW-I to enable best practice implementation 	Jul-09	Oct-09	On track	Rachel Oakley	Good Practice
<ul style="list-style-type: none"> Data quality improvements on Framework-I system (e.g. data cleansing) implemented 			Aug-09	Dec-09	On track	Rachel Oakley		

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	2.08	Use new technology including mobile technology to improve and support staff in delivering the service (Rachel Oakley)	<ul style="list-style-type: none"> External study on use of technology to maximise effectiveness and efficiency completed 	Apr-09	Sep-09	Not on track	Rachel Oakley	Good Practice
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 (Ian Bailey)	<ul style="list-style-type: none"> Joint Strategic Needs Assessment of safeguarding and vulnerable children and young people completed 	Jul-09	Sep-10	On track	Ian Bailey	Good Practice
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. (Jan Doust)	<ul style="list-style-type: none"> Standards developed and agreed 	Feb-09	Sep-09	On track	Mark Gurrey	Good Practice
Approach to managing performance and target setting supports the attainment of our goals	2.15	Enhance performance management capacity across the partnership (Eleanor Brazil)	<ul style="list-style-type: none"> Analysis of performance management capacity undertaken 	Feb-09	Oct-09	On track	Eleanor Brazil	Performance Management

Key:

	Not achieved / not on track support required to address issues	Exception Report
	Not on track, but will be completed on time with no further support required	Exception Report
	Action completed and desired outcome achieved	Achievements Log
	Action in progress and on track to be completed	-

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ActionRef	Milestone	Reason for Slippage	Actions to Achieve Milestone	Support Required	Revised Completion Date	Other Milestones Impacted
1.13	Existing commissioning directories update with summary of services provided	Lack of resources available to undertake the work, which is not highest priority for immediate improvement. No resources committed in NHS Haringey, but it is an action in the Health Priorities Plan for completion September 2009.	Milestone completion date to be re-set as Sep 10 and integrated with wider improvements in commissioning programmed for phase 2 of the action plan	Resource to undertake the work is the only issue, but re-profiling timescales will enable capacity to be allocated at the appropriate time.	Sep-10	2.09
1.15	Resource plan developed to meet health related staffing needs within GOSH	Delayed due to leave but almost complete		None identified	Sep-09	
2.08	External study on use of technology to maximise effectiveness and efficiency completed	Taken up by corporate IT as part of wider Council programme	The mobile working project is now being approved as a Corporate IT project as part of "Haringey Forward", this has the advantages of corporate involvement and will benefit from the learning of previous smart working/home working/mobile projects throughout the council plus the involvement of IT project management staff. Project completion – full roll out March 10.	None identified	Mar-10	