APPENDIX 1
Safeguarding Plan Milestone Report

Generated on: 01 December 2009

Action Status	
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved**	Peter Lewis	Leadership and Governance
		Develop and launch a consistent cross-partnership communication campaign to promote safe and effective safeguarding practice focused on key messages	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved**	Peter Lewis	
		Joint communications strategy and approach produced for the Children's Trust	01 Aug 2009	31 Oct 2009		**Nov 2009 - Not achieved.** Although the text of the document is agreed between lead partners in the executive group, sign off is not until the Children's Trust Board in early December.	Peter Lewis	
		Partners engaged in development of draft partnership agreement	01 Oct 2009	30 Nov 2009		**Nov 2009 - On track**	Peter Lewis	
		Partnership agreement encompassing financial commitments agreed	31 Oct 2009	31 Mar 2010		**Nov 2009 - On track**	Peter Lewis	

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1.02 Local Safeguarding Children Board communicate the findings of Serious Case Reviews	Graham Badman	Composite action plan pulling together findings of all SCRs developed	01 Jul 2009	31 Aug 2009		**Aug 2009 - Achieved**	Sarah Peel	Leadership and Governance
		Safeguarding communications programme implemented	01 Aug 2009	31 Dec 2009		**Oct 2009 - Achieved.** Completed (for Reviews published to date – learning points from unpublished reviews have been incorporated in the materials without reference to specific reviews)	Peter Lewis	
		Events held to communicate findings of SCRs	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved.** Three Think the Unthinkable briefings on 1st October to managers and trainers in partner agencies and schools; 4th briefing to GPs on Oct 28th.	Sarah Peel	
		SCR Materials and framework developed for dissemination through staff meetings	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved**. Set of slides developed from 1st October applicable to staff in any agency.	Sarah Peel	
		Communication materials and messages developed for dissemination through team meetings	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved.** Together We Protect materials - newsletter and posters circulated across borough with key SCR messages	Sarah Peel	

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1.03 Improve working of the LSCB (also see action 2.02)	Graham Badman	LSCB priorities agreed	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Sarah Peel	Leadership and Governance
		Governance arrangements and sub-group structure agreed	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** Sub-group structure agreed by new LSCB Executive Sep 09.	Sarah Peel	
		Review of membership and Terms of Reference of subgroups completed	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** ToR of sub-groups reviewed - Best Practice delivery Group delayed until Nov 09 when new AD Safeguarding starts (Group Chair)	Sarah Peel	
		Work programme and business planning processes developed	01 Oct 2009	30 Nov 2009		**Nov 2009 - Achieved**. LSCB Exec agree 15 month annual report (Jan 09-Mar 10) - to be finalised in April/May 10 once end year finance and performance figures are known. Sub-groups to plan work programme for 2010/11 Jan-Mar 2010.	Sarah Peel	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme

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1.04 Partnership Family Support Strategy developed and published	Jan Doust	Family Support Strategy development and consultation completed	01 Jul 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Final draft being circulated for comment. This will meet the completion (published) deadline of 31st December.	Jan Doust	Early Intervention
		Strategy published	01 Dec 2009	31 Dec 2009			Jan Doust	
		Reporting cycle and mechanism determined	01 Dec 2009	31 Dec 2009			Jan Doust	

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1.05 Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	Alison Botham	CAF quality assurance framework agreed	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Alison Botham	Early Intervention
		Implementation timescales and programme agreed	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** Implementation timescales to be agreed at the IW Implementation group on 2nd November 2009. The group will be asked to agree implementation through network forums from January 2010	Alison Botham	
		Framework communicated to relevant people and training organised	01 Nov 2009	31 Dec 2009		**Nov 2009 - On track**	Alison Botham	

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1.06 Ensure quality of service by improving child protection referral and assessment processes	Eleanor Brazil	Referral pathways integrated with CAF	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Mark Gurrey	Early Intervention
		Capacity identified to ensure that timescales taken for assessment improve	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Mark Gurrey	
		Quality of information and analysis in initial and core assessments is improved to ensure minimum standards are consistently met	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** Practice Standards now disseminated setting out standards required. Audits will monitor implementation.	Mark Gurrey	
		Dedicated specialist mental health input for R&A established whilst proposal developed for multi-agency assessment team	01 Jul 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Process in place to agree working protocols with adult services. Work progressing to establish multi-agency assessment team. No dedicated service in place.	Mark Gurrey	

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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	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** Threshold document agreed by LSCB and dissemination process in place. Will form part of a number of different training courses.	Mark Gurrey	Good Practice
		Safeguarding resources panel established with clear terms of reference established for all panels	01 Jul 2009	31 Aug 2009		**Aug 2009 - Achieved**	Mark Gurrey	
		Independent social workers engaged to support social workers / team managers in decision making	01 Jul 2009	31 Oct 2009		**Sep 2009 - Achieved.**	Mark Gurrey	

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1.08 Effective working at Child Protection Conference	Eleanor Brazil	Data on attendance at conferences collected by LSCB	01 Aug 2009	31 Oct 2009		**Nov 2009 - Not achieved**. New monitoring form will collect this information. Will be in place by mid-December.	Mark Gurrey	Good Practice
		Mechanisms established to challenge appropriateness of invites to, and judge quality of input at, conferences	01 Sep 2009	31 Oct 2009		**Nov 2009 - Not achieved**. Above will measure quality of input. New CP system being delivered from 12/10/09 will improve better focused invites.	Mark Gurrey	
		Improvements demonstrated through quality of care plans / conference minutes	01 Oct 2009	31 Oct 2009		**Nov 2009** - Improvements will become evident over time and will be formally reviewed in three months.	Mark Gurrey	

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1.09 Identify opportunities for further integrated working across the strategic partnership (Jane Elias)	Jane Elias	Implementation Group set up to monitor delivery of actions within the Integrated Working Report and support development of an Integrated First Response Service	01 Aug 2009	31 Oct 2009		**Oct 2009 - Achieved.** NHS and Police are key part of Implementation Group.	Jane Elias	Good Practice
		Health Visitors Child Protection & Children in Need folders audited and revised standards developed	01 Sep 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		NHS and Police input into integrated working reflected within proposals	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** NHS and Police are key part of Implementation Group.	Jane Elias	

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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	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	Good Practice
		Audit programme for plans developed to demonstrate improvement	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** Final Audit tool signed off by GOSH in Haringey 15th October 2009. First audit carried out in Q2 using the draft version. Formal feedback and final audit tool to be received 30th October. Audit is being used in Q3.	Penny Thompson	
		Standard agreed for inclusion of sibling information	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** New registration form finalised by GOSH in Haringey Childrens Management Team October 09, which includes sibling information (copy attached). In use since October. Genogram - to be finalised and in use from 30th October. Key events record to be finalised and in use by mid November.	Penny Thompson	

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1.11 Revise, update and launch the revised children's social care procedure manual	Rachel Oakley	Revisions to manual completed and online version updated	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** Complete.	Rachel Oakley	Good Practice
		Updated manual launched to staff	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved.** Launched on 21st October.	Rachel Oakley	
		Staff engaged to establish a rolling programme of quarterly updates to the manual	01 Oct 2009	31 Oct 2009		**Oct 2009 - Achieved.** Programme of updates in place.	Rachel Oakley	

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1.12 Implement procedures to ensure the allocation of a lead professional for children moving from social care or other specialist service back into	Alison Botham	Procedures agreed by relevant agencies	01 Jun 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Alison Botham	Good Practice
		Procedures implemented across all agencies	01 Oct 2009	31 Dec 2009		**Nov 2009 -On track**. Procedures implemented and training began this month.	Alison Botham	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
targeted / universal services								

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1.13 Commissioning directory developed to describe services, criteria and outcomes available	Ian Bailey	Existing directories update with summary provided by services	01 Aug 2009	31 Dec 2009		**Nov 2009 - Not on track**. The redesign of the structure of the directory to facilitate use for commissioning will be complete. We had hoped to do fuller checks on the information in it. This latter activity may be delayed as it depends on a limited number of individuals who are crucial to other parts of the safeguarding plan delivery.	Ian Bailey	Good Practice
		Domestic violence commissioning intentions completed following reviews of evidence base; current provision and a gap analysis	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Domestic Violence workshop taking place on 2 December.	Ian Bailey	
		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	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. The consultant leading on this has: met with an adviser from the National Association of Parenting Practitioners and mapped accredited programmes currently available / recommended for use in Haringey to the Thresholds of Need approved by the LSCB Board - produced summaries for each programme which will support practitioners in making decisions about which programme to use when - identified gaps in current provision.	Ian Bailey	

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1.14 Introduce additional short term social work professional and management capacity	Eleanor Brazil	Short term capacity needs and resource requirements identified	01 Jul 2009	31 Aug 2009		**Sep 2009 - Achieved.**	Eleanor Brazil	Capacity and Staffing
		Longer term capacity needs and staffing levels identified and resources identified	01 Aug 2009	31 Oct 2009		**Oct 2009 - Achieved.** Structure for First Response, Safeguarding and Children in need teams agreed. JDs being re-drafted and recruitment to vacant management posts in those teams to proceed. Structures and	Eleanor Brazil	

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						staffing in fostering, additional needs and disability, and leaving care to be reviewed.		
		Capacity increased to take on complex cases and provide supervision to social workers	01 Sep 2009	31 Mar 2010		**Nov 2009 - On track**. Kept under constant review, additional interim and agency capacity recruited	Eleanor Brazil	

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1.15 Recruit and retain good staff across the partnership to reduce the number of vacancies and reliance on agency staff	Stuart Young	Haringey offer identified and recruitment campaign launched	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Rachel Oakley	Capacity and Staffing
		Social work graduate trainee scheme expanded	01 Jul 2009	30 Sep 2009		**Oct 2009 - Not achieved.** A decision has been taken to expand the graduate scheme to 12 and 5 on the MA route. (SPSG update)	Rachel Oakley	
		Benchmarking of Health Visitors, School Nurses and Paediatricians completed	01 Aug 2009	31 Oct 2009		**Aug 2009 - On track**	Penny Thompson	
		Resource plan developed and approved by NHS Haringey	01 Aug 2009	31 Jan 2010		**Nov 2009 - On track**. Resource Plan developed and approved in principle by NHS Haringey Senior Management Team. Will be presented to Trust Board in January 2010 for final sign-off subject to PCT allocations and cost pressures.	Julie Quinn	
		Health workers vacancies filled and staff in post	01 Aug 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Ongoing recruitment campaign has meant that the number of Health Visitor vacancies that was 14.84 in September 2008 will be reduced to 9.40 whole time equivalents by Jan 2010. A new Initiative is in development to use further skill-mix to enable the best use of resources. This will allow for delivery of the full "healthy child" programme to be resumed as soon as possible.	Penny Thompson	
		Monitoring mechanism established to enable review of workloads of Health Visitors, School Nurses and Paediatricians	01 Aug 2009	31 Aug 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		New social workers and social work managers in post	01 Sep 2009	31 Dec 2009		**Nov 2009 - Achieved.** ONLY THEN ARE YOU READY campaign launched in May after consultation with current and prospective employees. Campaign strategy to be reviewed.	Rachel Oakley	

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						Comparison of salaries and benefits across London indicate Haringey has comparable salaries for Social Workers and Team Managers but lack of incentives make over all package less favourable than immediate neighbours. Bid currently being considered. USA Social Worker recruitment = 18 social workers. UK recruitment 8 social worker made offers, 5 accepted, one started, 4 pre-employment checks being progressed. Team Managers - three appointments made. Role and remuneration for Team Managers & Senior Team Managers has been reviewed, new campaign being prepared to reflect new conditions / offer.		
		Health safeguarding vacancies filled and staff in post	01 Aug 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Senior Named Nurse in post since 12th Oct, Designated Nurse in post since November 16th 09, Named Nurse for primary care to start January 09.	Penny Thompson	

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1.16 Ensure effective supervision arrangements for social care staff	Eleanor Brazil	Guidelines amended to clarify the supervision guarantee and electronic manual updated	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Rachel Oakley	Capacity and Staffing
		Assessment centres held to establish managers' ability to deliver quality supervision	01 Aug 2009	30 Sep 2009		**Nov 2009 - Achieved**. Assessment centre established and used for all management posts in service.	Rachel Oakley	
		Individual tailored development programmes for front line managers implemented	01 Sep 2009	30 Nov 2009		**Nov 2009 - Achieved**. Individual development plans focused on supervision are being developed with managers and supervisors in key front line services. First phase incorporates supervision workshop/self assessment/observation and coaching leading to identification of areas for development and appropriate interventions and support, which make up the 2nd phase of the programme. Where appropriate this will be augment by a 180/360 degree feedback. The supervision survey will be conducted again in Feb 10 to	Rachel Oakley	

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						assess impact of programme. New supervision model has been adopted which is in line with that adopted by Health - which will support the development of multi-agency working. Supervision policy and documentation is being further reviewed to ensure that it supports the supervision process.		
		Reporting of supervision integrated into existing reports	01 Sep 2009	30 Nov 2009		**Nov 2009 - Achieved.** Supervision Frequency Reported. Report collated on a monthly basis. Discussion and overview at monthly Performance Management Meeting	Christine Jorge	
		Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	01 Sep 2009	31 Dec 2009		**Nov 2009 - Achieved**. Supervision questionnaire was carried out again in October. Issues identified were taken to PMG and a number of actions were agreed to be implemented immediately.	Debbie Cotterill	
		Hubs of Change (Tavistock / Haringey) project implemented	01 Sep 2009	30 Nov 2009		**Oct 2009 - Achieved.** The programme for social workers and managers has started - the approach is to achieve significant long term change - but some evidence of changes in attitude etc already evident.	Rachel Oakley	

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1.17 Ensure effective supervision arrangements for health staff	Penny Thompson	NHS Trust standard for supervision agreed and audit programme developed	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	Capacity and Staffing
		Discussion with Clinical Excellence Group about GPs supervision	01 Sep 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		Reporting of supervision integrated into case recording	01 Sep 2009	30 Nov 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		Health Managers trained in role & responsibilities regarding supervision	01 Sep 2009	30 Nov 2009		**Oct 2009 - Achieved.** Monthly activity data is produced and reviewed for all childrens services. Monitored through Safeguarding Assurance Scorecard. Detailed analysis at regular GOSH performance management meetings.	Penny Thompson	
		Supervision survey carried out to compare with baseline and improvement actions	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Supervision Survey sent out to Health Visitors and School Nurses	Penny Thompson	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		identified to feed into refresh of plan				on 11th November. Responses to be received by 25th November.		

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1.18 Ensure effective supervision arrangements for police staff	Dave Grant	Reporting of supervision integrated into other reports	01 Sep 2009	30 Nov 2009		**Oct 2009 - Achieved.** Corporate MPS Model, which is covered through Service Inspections of Public Protection Units. Last inspection in September - Haringey PPD retained its certification.	Dave Grant	Capacity and Staffing
		Programme developed to ensure compliance with Standard Operating Procedures for supervision	01 Sep 2009	30 Nov 2009		**Oct 2009 - Achieve.** As above. Further aspect is that PPD maters are a standing agenda item for daily review conducted by the Superintendent.	Dave Grant	
		Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	01 Sep 2009	31 Dec 2009		**Oct 2009 - Achieved.** As above.	Dave Grant	

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1.19 Implement programme of multi-agency training	Eleanor Brazil	Practitioners across the partnership trained in thresholds and use of common language	01 Jul 2009	31 Jan 2010		**Nov 2009 - On track**. New Thresholds being used in training - posters for explaining new thresholds being displayed in work places across partnership.	Rachel Oakley	Capacity and Staffing
		Social work staff trained on risk assessment, information sharing and the recording of decisions	01 Jul 2009	31 Dec 2009		**Nov 2009 - On track**	Sylvia Chew	
		Staff trained and provided with guidance in child centred practice and authoritative practice and social history researched and commissioned	01 Jul 2009	31 Jan 2010		**Nov 2009 - On track**. Staff in First Response and Safeguarding - attending workshop on Authoritative Practice in December led by writer of SCR who introduced concept. Discussion underway with Health re commissioning joint training on social histories.	Rachel Oakley	
		Multi-agency exercise using MACIE implemented	01 Sep 2009	31 Dec 2009		**Oct 2009 - Achieved.** Exercise conducted in October.	Dave Grant	
		Agree, implement and train staff on a Critical Incident De-briefing model within	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**	Dave Grant	

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		organisations and across multi-disciplinary teams						

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1.20 Develop a multi-agency core safeguarding induction programme	Rachel Oakley	Multi-agency core safeguarding training programme developed	01 Mar 2009	30 Nov 2009		**Nov 2009 - Achieved**. A two phased multi-agency induction programme has been devised. The first part consists of the introduction to CP e-learning module, Pocket sized CP handbook, information sharing protocols and series of information sheets. Partner agencies are liaising with HR departments with a view to integrating in HR induction - so that all staff are made aware of safeguarding responsibilities from the start of their employment. Part two - re-designed Working Together in Child Protection – 1 day Foundation Course targeted at groups B & C - agencies identify how many places they will need per year.	Rachel Oakley	Capacity and Staffing
		All appropriate staff attend programme	01 Oct 2009	31 Dec 2009		**Nov - 2009 - Not on track**. As above . The second phase of the induction programme will not be completed until January / February 2010.	Rachel Oakley	

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1.21 Assure the quality of practice	Eleanor Brazil	Standards for case files developed and communicated to staff	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** New case auditing system in place which sets out expectations for good case files.	Mark Gurrey	Performance Management
		Programme of sampling and qualitative assessment of case files implemented across the partnership	01 Jul 2009	31 Dec 2009		**Nov 2009 - On track**. 10 files to be audited across agencies in first week of Dec and outcome reported to LSCB QA sub-group, to determine ongoing programme.	Eleanor Brazil	
		Measures for quality and performance of safeguarding practice across the partnership developed	01 Jul 2009	31 Dec 2009		**Nov 2009 - On track**. Agreed by QA sub group - to be reported to next LSCB meeting.	Eleanor Brazil	
		Annual framework for case file audit	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Eleanor	

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		agreed within each organisation					Brazil	
		Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard	01 Sep 2009	30 Sep 2009		**Nov 2009 - Not achieved**. GOSH in Haringey referral form agreed with First Response and in use since 5th October. NMUHT form agreed with First Response at Integrated Working Group in August. LBH agreed to produce guidance on quality referrals	Justin Daniels	

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1.22 Ensuring the quality and reliability of data	Eleanor Brazil	Data quality audit programme developed	01 Aug 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Christine Jorge	Performance Management
		Review accuracy of framework I reports in conjunction with Core Logic	01 Aug 2009	31 Oct 2009		**Oct 2009 - Achieved.** Priority list of reports has been drawn up and we have met with Core Logic to discuss priorities and agree action. Reports coordinator in FWI support team to ensure issues are being followed up in agreed timescales. All priority reports to be fixed or alternative offered by Dec 09.	Christine Jorge	
		Internal audit programme agreed with Corporate Services to audit the work of the performance team	01 Sep 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Christine Jorge	
		Review actions from external audit of performance indicators	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** Priority list of reports has been drawn up and we have met with Core Logic to discuss priorities and agree action. Reports coordinator in FWI support team to ensure issues are being followed up in agreed timescales. All priority reports to be fixed or alternative offered by Dec 09.	Christine Jorge	

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1.23 Establishing the volume of demand for services and forecasting future demand	Eleanor Brazil	Establish demand from January to June 09	01 Aug 2009	31 Oct 2009		**Nov 2009 - Achieved**. Complete.	James Hood	Performance Management
		Historical and other data used to provide a basis for prediction	01 Aug 2009	31 Oct 2009		**Sep 2009 - Achieved.**	James Hood	
		Workloads and caseloads identified and analysed against national	01 Sep 2009	31 Dec 2009		**Sep 2009 - Achieved.**	James Hood	

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		recommendations and good practice						
		Undertake a Gap analysis in relation to staffing and budget	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Complete in relation to staffing. Finance taking forward budget work.	James Hood	

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1.24 NHS provider trusts performance management capability improved	Penny Thompson	Safeguarding Assurance Framework agreed and presented to NHSH Board	01 Jul 2009	31 Aug 2009		**Sep 2009 - Achieved.**	Penny Thompson	Performance Management
		NHS membership of LSCB Quality Assurance Group reviewed to include representative from performance and commissioning teams	01 Jul 2009	31 Aug 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		Safeguarding performance dashboard developed and trialled	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Penny Thompson	
		NHS Performance reporting established through Health JAR Action plan Group & NHS haringey Board	01 Jul 2009	30 Sep 2009		**Sep 2009 - Achieved.**	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	01 Jul 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Information-sharing protocol and practitioners guidance out for final consultation. Children's Trust will be asked to agree at meeting on 17th December.	Jan Doust	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	01 Aug 2009	30 Nov 2009		**Nov 2009 - Achieved**. NHS London CP project - up and running	Rachel Oakley	
		Multi-agency record audit - random sample of audits undertaken	01 Sep 2009	30 Nov 2009		**Nov 2009 - Not achieved**. Will be completed in December 2009.	Eleanor Brazil	
		All social care related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		**Sep 2009 - Achieved**	Eleanor Brazil	
		All health related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** All Health Actions are included in Priority Actions for Health Arising from the Safeguarding Plan for Haringey.	Penny Thompson	

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		All police related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009		**Oct 2009 - Achieved.** The necessary reports completed and forwarded to DAC Alan Gibson's office for inclusion as an addendum the MPS Plan, as per the recommendations of the HMIC. This was completed in July, 2009.	Dave Grant	

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1.26 Improving Local Interpretation and Ownership of Information within Children and Families	Eleanor Brazil	Programme of Monthly Performance Review meetings organised with Heads of Service	01 Sep 2009	30 Sep 2009		**Sep 2009 - Achieved.**	Christine Jorge	Performance Management
		Team Evidence Files developed	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Files are being developed	Mark Gurrey	
		Team Performance Plans developed	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**. Plans are being developed and most teams now have a performance plan in place.	Mark Gurrey	

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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	01 Aug 2009	30 Sep 2009		**Oct 2009 - Achieved**	Peter Lewis	Leadership and Governance
		Partnership protocols developed and approved	01 Jul 2009	31 Mar 2010		**Nov 2009 - On track**	Peter Lewis	

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2.02 Improve working of the LSCB	Graham Badman	New LSCB working arrangements implemented in line with action 1.03	01 Nov 2009	30 Jun 2010		**Nov 2009 - Achieved**. New Executive Group in place; sub-group structure and membership agreed	Sarah Peel	Leadership and Governance

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2.03 Increase involvement of	Peter Lewis	Establish mechanisms for young people to be involved in development of policies,	01 Aug 2009	31 Mar 2010		**Nov 2009 - On track**. Part of this work is supprted by, and in partnership with, a DCSF	Peter Lewis	Leadership and

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young people and the voluntary sector		plans and strategies				development programme, adding to work already done locally.		Governance
		Determine how groups should be involved in delivery of JAR action plan	01 Sep 2009	31 Mar 2010		**Nov 2009 - On track**	Peter Lewis	
		Engage with representative groups interested in being involved in delivery of the JAR Action Plan	01 Mar 2010	30 Jun 2012			Peter Lewis	

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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	Strategy developed	01 Aug 2009	28 Feb 2010		**Nov 2009 – On track**. First draft completed by CYPS and TPCT senior officers. Currently out for consultation. Closely aligned with Family Support, Early Years strategies and Thresholds guidance.	Jan Doust	Early Intervention
		Partner contribution incorporated, from NHS feedback, into the draft strategy	01 Oct 2009	31 Jan 2010		**Nov 2009 - On track**	Jan Doust	
		Strategy approved by Children's Trust	01 Feb 2010	31 Mar 2010			Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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	Rachel Oakley	Roll-out across all schools and settings	01 Feb 2009	31 Jul 2010		**Nov 2009 - On track**. Progress continues to be made and training began this month.	Alison Botham	Early Intervention

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.06 Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work.	Alison Botham	Revised time table and project plan for Child protection related exemplars and work flow developed	01 Jul 2009	31 Oct 2009		**Oct 2009 - Achieved.** ICS/CP project launched on 12 Oct, as planned. Training on practice and Fwi - being rolled out across service. Evidence that changes are supporting practice and making the social work task easier.	Rachel Oakley	Good Practice
		Project plan implemented	01 Oct 2009	30 Apr 2010		**Nov 2009 - On track**	Rachel Oakley	
		Non child protection parts of the system reviewed in conjunction with other Local Authorities	01 Jan 2010	31 Jul 2010			Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.07 Establish ICS / FWi support teams to stabilise current system use and support implementation of future configuration.	Rachel Oakley	Project plan developed for review of ICS Child Protection processes on FW-I to enable best practice implementation	01 Jul 2009	31 Oct 2009			Rachel Oakley	Good Practice
		Data quality improvements for Child Protection on Framework-I system (e.g. data cleansing) implemented	01 Aug 2009	31 Dec 2009		**Oct 2009 - On track** Programme of data cleaning in place, priority areas include section 47's, core group, CP plan, CP reviews etc and impact of structural changes. Supported by ICS programme support officers. Progress monitoring by ICS manager, reporting back to HoS. Overseen by IT project board. data cleaning is an on going process.	Rachel Oakley	
		Practical initiatives held with social workers to build their confidence in using FW-I	01 Sep 2009	30 Apr 2010		**Nov 2009 - On track**. Generic one to one session for SW & Managers in First Response/Safeguarding completed in September. Support now being target on key areas i.e. CP plans and Core Groups across C&F. Training approach adapted to focus on practice as well as systems - feedback positive. Help desk type advice available post roll out of new ICS/CP forms. Practice and system guidance on CP processes provided to all staff. New forms incorporate practice guidance.	Rachel Oakley	
		Use of FW-I extended to Children in Care Health Team	01 Oct 2009	30 Apr 2010		**Nov 2009 - On track**	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.08 Use new technology including mobile technology to improve and support staff in delivering the service	Rachel Oakley	External study on use of technology to maximise effectiveness and efficiency completed	01 Apr 2009	30 Sep 2009		**Nov 2009 - Achieved**. Pilot has been started which involves evaluation of staff and managers needs for technology to support mobile working, analysis of "as is" and "to be" . Consultation with other LA who have rolled out grant and assessed impact of alternative IT solutions. External study not necessary.	Rachel Oakley	Good Practice
		New plan devised and implemented (with corporate IT, C&YP service IT, FWI support and Haringey Forward)	01 Sep 2009	31 Mar 2010		**Nov 2009 - On track**. PID drawn up. Project Manager in place. Board meeting regularly. Programme target date March 2010	Rachel Oakley	
		Plan agreed for implementation	01 Mar 2010	31 Mar 2010			Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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	Joint Strategic Needs Assessment of safeguarding and vulnerable children and young people completed	01 Jul 2009	30 Sep 2010		**Sep 2009 - Achieved.**	Jin Lim	Good Practice
		Integrated working and commissioning approach (with adult services and partners) developed	01 Oct 2009	28 Feb 2010		**Nov 2009 - On track**. Draft framework to be reviewed at Joint Commissioning Group 30 November.	Ian Bailey	
		Commissioning approach agreed	01 Mar 2010	31 Mar 2010			Ian Bailey	
		Resourcing and support needs identified and mechanism for demonstrating improved value for money established	01 Apr 2010	30 Jun 2010			Ian Bailey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.10 Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of	Mark Gurrey	Standards developed and agreed	01 Feb 2009	30 Sep 2009		**Oct 2009 - Achieved.** Standards agreed and ready for launch in mid November. (SPSG update)	Mark Gurrey	Good Practice
		Standards launched	01 Sep 2009	30 Sep 2009		**Nov 2009 - Not achieved**. Standards distributed to all secondaries and will go to primaries 1st December.	Mark Gurrey	
		Agreement signed off with each	01 Sep 2009	30 Apr 2010		**Nov 2009 - On track**	Mark	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services. (Mark Gurrey)		Headteacher					Gurrey	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.11 Further develop the child protection core training curriculum for staff of all agencies	Rachel Oakley	Domestic violence training programme implemented	01 Oct 2009	31 Mar 2010		**Nov 2009 - On track**. On work plan of LSCB Training officer (new post). Person appointed starts date 3 Dec.	Rachel Oakley	Capacity and Staffing
		Risk assessment training programme implemented	01 Oct 2009	31 Mar 2010		**Nov 2009 - On track**. As above.	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.12 Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	Stuart Young	Managerial competency programme developed including a specific programme for social care managers	01 Jan 2010	31 Mar 2010			Stuart Young	Capacity and Staffing
		Support and mentoring scheme introduced for children and families team managers	01 Jan 2010	31 Mar 2010			Stuart Young	
		Review additional training needs in safeguarding across the partnership	01 Feb 2010	30 Apr 2010			Stuart Young	
		Develop cross-partnership training plan	01 Apr 2010	30 Jun 2010			Stuart Young	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.13 Improve information sharing with Children's Centres	Jan Doust	Protocol for information sharing with children's centres developed	01 Sep 2009	31 Jan 2010		**Nov 2009 - On track**. Progressing well.	Jan Doust	Performance Management
		Mechanism established to enable information sharing	01 Jan 2010	30 Apr 2010			Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.14 Analyse key performance indicators to support top quartile attainment (also see 3.09)	Eleanor Brazil	Analysis of key performance indicators completed to determine the degree of improvement required	01 Nov 2009	28 Feb 2010		**Nov 2009 - On track**. Reported on very regular basis both internally and externally.	Eleanor Brazil	Performance Management
		Appropriate targets established for each indicator	01 Jan 2010	31 Mar 2010			Eleanor Brazil	
		Performance improvement plan developed in conjunction with managers	01 Jan 2010	31 Mar 2010			Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.15 Enhance performance management capacity across the partnership	Eleanor Brazil	Analysis of performance management capacity undertaken	01 Feb 2009	31 Oct 2009		**Nov 2009 - Achieved**. Separate monitoring brought together at LSCB QA sub-group which will lead to more joint working.	Eleanor Brazil	Performance Management
		Network of performance managers established	01 Sep 2009	30 Nov 2009		**Nov 2009 - Achieved**. Performance representatives from Social Care, Health and Police attend LSCB QA sub-group.	Eleanor Brazil	
		Opportunities to work together identified and work programme developed	01 Sep 2009	30 Nov 2009		**Nov 2009 - Not achieved**. QA sub group needs to formalise work programme.	Eleanor Brazil	
		Work programme to support performance managers in joint working implemented	01 Nov 2009	30 Jun 2010		**Nov 2009 - On track**. As above.	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.01 Commission a peer review from an LSCB that has evidenced	Graham Badman	LSCB identified for peer review	01 Jan 2011	31 Mar 2011			Sarah Peel	Leadership and Governance
		Review takes place	01 Sep 2011	30 Nov 2011			Sarah Peel	
		Lessons learnt and areas for improvement identified	01 Dec 2011	31 Jan 2012			Sarah Peel	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
good practice and effective safeguarding								

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.02 Ensure compliance with the Laming and other review recommendations is reviewed annually	Peter Lewis	Process developed for review of compliance with Laming recommendations	01 Sep 2009	31 Dec 2009		**Nov 2009 - Achieved**	Peter Lewis	Leadership and Governance
		Review of compliance undertaken	01 Feb 2009	28 Feb 2010		**Oct 2009 - On track**	Peter Lewis	
		Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice	01 Jul 2010	30 Sep 2010			Peter Lewis	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.03 Implementing "best practice"	DD C&F	Best practice in procedures identified	01 Sep 2009	30 Jun 2011		**Nov 2009 - On track**	Eleanor Brazil	Good Practice
		Learning built into review of existing procedures	01 Sep 2009	30 Jun 2011		**Nov 2009 - On track**	Eleanor Brazil	
		New procedures approved and implemented	01 Sep 2009	30 Jun 2011		**Nov 2009 - On track**	Eleanor Brazil	
		Change programme developed to support implementation	01 Sep 2009	30 Jun 2011		**Nov 2009 - On track**	Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.04 FW-I developed to support and embed best practice procedures.	Rachel Oakley	Use of FW-I extended to all key teams	01 Jun 2010	31 Mar 2012			Rachel Oakley	Good Practice
		FW-I development to meet best practice completed	01 Jun 2010	31 Mar 2012			Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.05 Multi-disciplinary team introduced and working effectively	Dave Grant	Agreement to create multi-disciplinary team of council referral & assessment, health and MPS CAIT	01 Sep 2009	31 Dec 2009		**Nov 2009 - On track**	Dave Grant	Good Practice
		Processes and procedures integrated	01 Sep 2009	31 Dec 2010		**Nov 2009 - On track**	Dave Grant	
		Accommodation arranged and staff co-located	01 Sep 2009	31 Dec 2010		**Nov 2009 - On track**	Dave Grant	
		Staff trained in new integrated procedures and multi-disciplinary team operational	01 Dec 2010	31 Mar 2011			Dave Grant	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.06 Review Third Sector involvement to increase capacity across statutory agencies (DD C&F)	DD C&F	Investigate potential for Third Sector support for Child Protection Processes	01 Jul 2010	31 Dec 2010			Eleanor Brazil	Capacity and Staffing
		Implement proposals for involvement	01 Apr 2011	31 Mar 2012			Eleanor Brazil	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.07 Work with London Deanery and the Royal College of GPs to make linkages to safeguarding (DCE PCT)	DCE PCT	Safeguarding requirements built into GPs Continual Professional Development	01 Jan 2010	31 Jul 2010			Julie Quinn	Capacity and Staffing
		Safeguarding requirements built into appraisal, new licensing and revalidation of GPs	01 Jan 2010	31 Jul 2010			Julie Quinn	
		Feasibility study into incorporating safeguarding good practice into GP contracts completed	01 Jan 2010	31 Jul 2010			Julie Quinn	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.08 Undertake further detailed	Janette Karklin	Analysis of performance of "family" authorities completed	01 Jan 2010	28 Feb 2011			Janette Karklins	Performance Management

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
analysis of performance required to deliver excellent rating		Key performance indicators for improvement identified with profiled targets and delivery plans	01 Jan 2010	31 Mar 2011			Janette Karklins	
		Robust performance management arrangements implemented across the partnership	01 Jan 2010	30 Apr 2011			Janette Karklins	