Appendix 1. Safeguarding Plan Milestone Report

Generated on: 05 January 2010

Action Status	
🛑	Not achieved / not on track support required to address issues
⚠️	Not on track but no support required to address issues
▶️	Action in progress and on track to be completed
✅	Action completed and desired outcome achieved

Action	Action Lead	Milestones	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	
		Children's Trust joint communications strategy and approach agreed	01 Aug 2009	31 Oct 2009	✅	**Dec 2009 – Achieved**. Signed off by the Children's Trust 17th December 2009.	Peter Lewis	
		Partners engaged in development of draft partnership agreement	01 Oct 2009	30 Nov 2009	✅	**Dec 2009 – Achieved**	Peter Lewis	
		Partnership agreement encompassing financial commitments agreed	31 Oct 2009	31 Mar 2010	▶️	**De 2009 – On track**	Peter Lewis	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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**	Peter Lewis	
		Events held to communicate findings of SCRs	01 Oct 2009	31 Oct 2009	✅	**Oct 2009 – Achieved**	Sarah Peel	
		SCR Materials and framework developed for dissemination through staff meetings	01 Oct 2009	31 Oct 2009	✅	**Oct 2009 – Achieved**	Sarah Peel	
		Communication materials and messages developed for dissemination through team meetings	01 Oct 2009	31 Oct 2009	✅	**Oct 2009 – Achieved**	Sarah Peel	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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**	Sarah Peel	
		Review of membership and Terms of Reference of subgroups completed	01 Sep 2009	31 Oct 2009	✅	**Oct 2009 – Achieved**	Sarah Peel	
		Work programme and business planning processes developed	01 Oct 2009	30 Nov 2009	✅	**Nov 2009 – Achieved**. LSCB Exec agreed 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	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.04 Partnership Family Support Strategy developed and published	Jan Doust	Family Support Strategy development and consultation completed	01 Jul 2009	30 Nov 2009	✅	**Dec 2009 – Achieved**. Strategy completed - all partners satisfied with final version. Children's Trust Executive Performance Management Group will be asked to formally sign off at the meeting in January.	Jan Doust	Early Intervention

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		Strategy published	01 Dec 2009	31 Dec 2009	✓	**Dec 2009 – Achieved**. Will be published on website by 31st December and then circulated through a variety of channels during January.	Jan Doust	
		Reporting cycle and mechanism determined	01 Dec 2009	31 Dec 2009	✓	**Dec 2009 - Achieved**. Steering group established to develop strategy will retain oversight for initial 6 month period. Reports to Children's Trust as appropriate.	Jan Doust	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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**	Alison Botham	
		Framework communicated to relevant people and training organised	01 Nov 2009	31 Dec 2009	▶	**Dec 2009 - Achieved**. Training started and dates organised until July 2010.	Alison Botham	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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	Good Practice
		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**	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	✓	**Dec 2009 - Achieved**. Phase 1 achieved to develop CAMHS outreach services (IFIT) and single point of access. This is now to be used as the basis for move into MAT arrangements. (SPSG Update)	Mark Gurrey	

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

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.08 Effective working at Child Protection Conference	Eleanor Brazil	Data on attendance at conferences collected by LSCB	01 Aug 2009	31 Oct 2009	✓	**Dec 2009 – Achieved.** New monitoring form will collect this information.	Mark Gurrey	JAR- Good Practice
		Mechanisms established to challenge appropriateness of invites to, and judge quality of input at, conferences	01 Sep 2009	31 Oct 2009	✓	**Dec 2009 – 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 Dec 2009	✓	**Dec 2009 – Achieved**. Above will measure quality of input. New CP system being delivered from 12/10/09 will improve better focus.	Mark Gurrey	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.09 Identify opportunities for further integrated working across the strategic partnership (Jane Elias)	Jane Elias (GOSH)	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**	Jane Elias (GOSH)	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 Haringey)	
		NHS and Police input into integrated working reflected within proposals	01 Sep 2009	31 Oct 2009	✓	**Oct 2009 – Achieved**	Jane Elias (GOSH)	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.10 Achieve an acceptable standard for the quality of care planning	Penny Thompson (NHS Haringey)	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**	Penny Thompson	
		Standard agreed for inclusion of sibling information	01 Sep 2009	31 Oct 2009	✅	**Oct 2009 – Achieved**	Penny Thompson	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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**	Rachel Oakley	Good Practice
		Updated manual launched to staff	01 Oct 2009	31 Oct 2009	✅	**Oct 2009 – Achieved**	Rachel Oakley	
		Staff engaged to establish a rolling programme of quarterly updates to the manual	01 Oct 2009	31 Oct 2009	✅	**Oct 2009 – Achieved**	Rachel Oakley	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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	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	✅	**Dec 2009 – Achieved**. Implemented and Training organised with dates until July 2010	Alison Botham	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.13 Commissioning directory	Ian Bailey	Existing directories update with summary provided by services	01 Aug 2009	31 Dec 2009	✅	**Dec 2009 – Achieved**. The directory contains these summaries. Some work has taken place and additional	Ian Bailey	Good Practice

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developed to describe services, criteria and outcomes available						functionality added to allow FISD to operate as a commissioning directory. Further work will be undertaken in the action below, which includes the DV and Parental Support commissioning summaries (see below) being uploaded in early January.		
		Domestic violence commissioning intentions completed following reviews of evidence base; current provision and a gap analysis	01 Sep 2009	31 Dec 2009	✔	**Dec 2009 - Achieved**. The finished documents will be uploaded in early January.	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	✔	**Dec 2009 - Achieved**. The finished documents will be uploaded in early January.	Ian Bailey	
		Directory entries quality checked, appropriate levels of need assessed and added and ongoing maintenance process developed	01 Jan 2010	30 Jun 2010			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**	Eleanor Brazil	
		Capacity increased to take on complex cases and provide supervision to social workers	01 Sep 2009	31 Mar 2010	▶	**Dec 2009 - On track**	Eleanor Brazil	

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1.15 Recruit and retain good staff across the partnership to	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 - Achieved**	Rachel Oakley	

Action	Action Lead	Milestones	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
reduce the number of vacancies and reliance on agency staff		Benchmarking of Health Visitors, School Nurses and Paediatricians completed	01 Aug 2009	31 Oct 2009	✓	**Sep 2009 - Achieved**	Penny Thompson (NHS Haringey)	
		Resource plan developed and approved by NHS Haringey	01 Aug 2009	31 Jan 2010	▶	**Dec 09 - 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 (NHS Haringey)	
		Health workers vacancies filled and staff in post	01 Aug 2009	31 Mar 2010	▶	**Dec 2009 - On track**. In progress and on track to be completed. See Health Visiting Service update November 09	Julie Quinn (NHS Haringey)	
		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 (NHS Haringey)	
		New social workers and social work managers in post	01 Sep 2009	31 Dec 2009	✓	**Nov 2009 - Achieved.**	Rachel Oakley	
		Health safeguarding vacancies filled and staff in post	01 Aug 2009	30 Nov 2009	✓	**Nov 2009 - Achieved**.	Julie Quinn (NHS Haringey)	
		Health worker numbers increased above June 2009 baseline	01 Aug 2009	30 Nov 2009	✓	**Nov 09 - Achieved**.	Julie Quinn (NHS Haringey)	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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**.	Rachel Oakley	
		Individual tailored development programmes	01 Sep 2009	30 Nov 2009	✓	**Nov 2009 - Achieved**.	Rachel Oakley	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		for front line managers implemented						
		Reporting of supervision integrated into existing reports	01 Sep 2009	30 Nov 2009	✅	**Nov 2009 – Achieved.**	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**.	Debbie Cotterill	
		Hubs of Change (Tavistock / Haringey) project implemented	01 Sep 2009	30 Nov 2009	✅	**Oct 2009 – Achieved**	Rachel Oakley	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.17 Ensure effective supervision arrangements for health staff	Penny Thompson (NHS Haringey)	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**	Penny Thompson	
		Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan	01 Sep 2009	31 Dec 2009	✅	**Dec 2009 – Achieved**. Supervision Survey of Health Visitors and School Nurses carried out in November 2009. Report to follow	Julie Quinn (NHS Haringey)	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
1.18 Ensure effective supervision arrangements for police staff	Dave Grant (Police)	Reporting of supervision integrated into other reports	01 Sep 2009	30 Nov 2009	✅	**Oct 2009 – Achieved**	Dave Grant	Capacity and Staffing
		Programme developed to ensure compliance with Standard Operating Procedures for supervision	01 Sep 2009	30 Nov 2009	✅	**Oct 2009 – Achieved**	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**	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	▶	**Dec 2009 - On track**. Thresholds and common language - incorporated into LSCB, OD&L and other training initiatives and workshops across partnership.	Rachel Oakley	JAR- Capacity and Staffing
		Social work staff trained on risk assessment, information sharing and the recording of decisions	01 Jul 2009	31 Dec 2009	✓	**Dec 2009 - Achieved**. 1 manager and 4 social work sessions held.	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	▶	**Dec 2009 - On track**. Authorative practice workshops took place in December 09.	Rachel Oakley	
		Multi-agency exercise using MACIE implemented	01 Sep 2009	31 Dec 2009	✓	**Oct 2009 - Achieved**	Dave Grant (Police)	
		Agree, implement and train staff on a Critical Incident De-briefing model within organisations and across multi-disciplinary teams	01 Sep 2009	31 Dec 2009	▶	**Nov 2009 - On track**	Dave Grant (Police)	

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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

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
		All appropriate staff attend programme	01 Oct 2009	28 Feb 2010	▶	**Dec 2009 - On track.** Further workshops being planned - to accommodate sufficient numbers of staff.	Rachel Oakley	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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**	Mark Gurrey	Performance Management
		Programme of sampling and qualitative assessment of case files implemented across the partnership	01 Jul 2009	31 Dec 2009	▶	**Dec 2009 - On track**. Multi-agency audit completed on 10 cases will inform future auditing	Eleanor Brazil	
		Measures for quality and performance of safeguarding practice across the partnership developed	01 Jul 2009	31 Dec 2009	▶	**Dec 2009 - On track.** QA sub-group receives regular reports on performance which are continually reviewed and improved	Eleanor Brazil	
		Annual framework for case file audit agreed within each organisation	01 Aug 2009	30 Sep 2009	✓	**Sep 2009 - Achieved**	Eleanor Brazil	
		Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard	01 Sep 2009	30 Sep 2009	✓	**Nov 2009 - Achieved**.	Justin Daniels (North Mids Hospital)	
		First Response create guidance on what a quality referral looks like	27 Oct 2009	31 Dec 2009	✓	**Dec 2009 - Achieved**. Guidance written.	Sylvia Chew	

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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**	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**	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	JAR - 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 recommendations and good practice	01 Sep 2009	31 Dec 2009	✓	**Sep 2009 - Achieved**	James Hood	
		Undertake a Gap analysis in relation to staffing and budget	01 Sep 2009	31 Dec 2009	✓	**Dec 2009 - Achieved**. Bids for additional resources have been submitted and included in the Council's budget proposals. This covers both bids for additional service demands (children in care placements budget) and also bids for additional staffing requirements.	James Hood	

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1.24 NHS provider trusts performance management capability improved	Penny Thompson (NHS Haringey)	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	✓	**Dec 2009** - Achieved. Agreed by Children's Trust on 17th December 2009.	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	01 Aug 2009	30 Nov 2009	✓	**Nov 2009 - Achieved**. NHS London CP project - up and running	Rachel Oakley	

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		CAMHS staff						
		Multi-agency record audit - random sample of audits undertaken	01 Sep 2009	30 Nov 2009	✅	**Dec 2009 - Achieved**. Multi-agency audit has now taken place and learning is being incorporated into work programme.	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**	Penny Thompson (NHS Haringey)	
		All police related Action Plan milestones incorporated within delivery organisations business / service plan	01 Sep 2009	31 Oct 2009	✅	**Oct 2009 - Achieved**	Dave Grant (Police)	

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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	🛑	**Dec 2009 - Not achieved**. Team evidence files have been developed across most teams and work is underway to improve the consistency and content of these. (SPSG Update)	Mark Gurrey	
		Team Performance Plans developed	01 Sep 2009	31 Dec 2009	✅	**Dec 2009 - Achieved**. Plans developed.	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	▶	**Dec 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**.	Sarah Peel	Leadership and Governance

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2.03 Increase involvement of young people and the voluntary sector	Peter Lewis	Establish mechanisms for young people to be involved in development of policies, plans and strategies	01 Aug 2009	31 Mar 2010	▶	**Dec 2009 - On track**. Peter Lewis attended Haringey Youth Council's event 'Word on the Street' on the 11th December. A question and answer session was held with him.	Peter Lewis	Leadership and Governance
		Determine how groups should be involved in delivery of JAR action plan	01 Sep 2009	31 Mar 2010	▶	**Dec 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	▶	**Dec 2009 - On track**. Draft currently out for consultation.	Jan Doust	Early Intervention
		Partner contribution incorporated, from NHS feedback, into the draft strategy	01 Oct 2009	31 Jan 2010	▶	**Dec 2009 - Achieved**. Partners contributed to first draft for consultation. All partners currently being consulted and comments will inform next draft.	Jan Doust	
		Strategy approved by Children's Trust	01 Feb 2010	31 Mar 2010			Jan Doust	

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2.05 All Haringey	Rachel Oakley	Roll-out across all schools and settings	01 Feb 2009	31 Jul 2010	▶	**Dec 2009 - On track**. Roll out continues and training dates in place	Alison Botham	Early Intervention

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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						until end of July 2010.		

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2.06 Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work.	Rachel Oakley	Revised time table and project plan for Child protection related exemplars and work flow developed	01 Jul 2009	31 Oct 2009	✔	**Oct 2009 –Achieved**	Rachel Oakley	Good Practice
		Project plan implemented	01 Oct 2009	30 Apr 2010	▶	**Dec 2009 - On track**. All projects with end dates completed and signed off. Current Phase 2 project 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	

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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	▶	**Oct 2009 - On track**	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	✔	**Dec 2009 - Achieved**.	Rachel Oakley	
		Practical initiatives held with social workers to build their confidence in using FW-I	01 Sep 2009	30 Apr 2010	✔	**Dec 2009 - Achieved**. Mechanisms and staffing in place to support the ongoing data cleansing requirements.	Rachel Oakley	
		Use of FW-I extended to Children in Care Health Team	01 Oct 2009	30 Apr 2010	▶	**Dec 2009 - On track**. Discussion progressing.	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	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	JAR- 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	▶	**Dec 2009 - On track**. Pilot to commence in January. Analysis of current working practice completed, priorities for changes agreed. 17 social worker staff in different work settings, trailing mobile working options.	Rachel Oakley	
		Plan agreed for implementation	01 Mar 2010	31 Mar 2010			Rachel Oakley	

Action	Action Lead	Milestones	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	✅	**Dec 2009 - On track**. Framework scheduled for Children's Trust PMG.	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	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
2.10 Work with schools and settings, through the LSCB	Mark Gurrey	Standards developed and agreed	01 Feb 2009	30 Sep 2009	✅	**Oct 2009 - Achieved**	Mark Gurrey	Good Practice
		Standards launched	01 Sep 2009	30 Sep 2009	✅	**Dec 2009 - Achieved**. Standards distributed to all secondaries and went to primaries 1st December. (SPSG	Mark Gurrey	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
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.						update)		
		Agreement signed off with each Headteacher	01 Sep 2009	30 Apr 2010	▶	**Dec 2009 - On track**	Mark Gurrey	

Action	Action Lead	Milestones	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	▶	**Dec 2009 - On track**. Training being planned. DV co-ordinator seconded to children's service with frontline practice improvement focus.	Rachel Oakley	Capacity and Staffing
		Risk assessment training programme implemented	01 Oct 2009	31 Mar 2010	▶	**Dec 2009 - On track**. New Risk Assessment Tool being developed - related learning and development activities to be rolled out March 10.	Rachel Oakley	

Action	Action Lead	Milestones	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	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	▶	**Dec 2009** - Achieved. Children's Trust Information-sharing protocol will apply to Children's Centres and practitioners guidance will support is between Children Centre staff.	Jan Doust	Performance Management
		Mechanism established to enable information sharing	01 Jan 2010	30 Apr 2010			Jan Doust	

Action	Action Lead	Milestones	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	▶	**Dec 2009 - On track**. QA sub-group receives regular reports on performance which are continually reviewed and improved	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	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**.	Eleanor Brazil	Performance Management
		Network of performance managers established	01 Sep 2009	30 Nov 2009	✔	**Nov 2009 - Achieved**.	Eleanor Brazil	
		Opportunities to work together identified and work programme developed	01 Sep 2009	30 Nov 2009	✔	**Dec 2009 - Achieved.** Integrated working group, MAT development and QA sub-group are all examples of working in partnership to improve services and monitor this	Eleanor Brazil	
		Work programme to support performance managers in joint working implemented	01 Nov 2009	30 Jun 2010	▶	**Dec 2009 - On track.** Will be completed by end date but no active work being done prior to Ofsted Inspection	Eleanor Brazil	

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.01 Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	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	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	▶	**Dec 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	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.03 Implementing "best practice"	Eleanor Brazil	Best practice in procedures identified	01 Sep 2009	30 Jun 2011	▶	**Dec 2009 - On track.** Continuous programme of work underway.	Eleanor Brazil	Good Practice
		Learning built into review of existing procedures	01 Sep 2009	30 Jun 2011	▶	**Dec 2009 - On track**	Eleanor Brazil	
		New procedures approved and implemented	01 Sep 2009	30 Jun 2011	▶	**Dec 2009 - On track.**	Eleanor Brazil	
		Change programme developed to support implementation	01 Sep 2009	30 Jun 2011	▶	**Dec 2009 - On track.**	Eleanor Brazil	

Action	Action Lead	Milestones	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	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.05 Multi-disciplinary team introduced and working effectively	Dave Grant (Police)	Agreement to create multi-disciplinary team of council referral & assessment, health and MPS CAIT	01 Sep 2009	31 Dec 2009	✔	**Nov 2009 – Achieved.**	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.** Meetings taking place to implement new Team by 1st April 2010 in its entirety.	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	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.06 Review Third Sector	Eleanor Brazil	Investigate potential for Third Sector support for Child Protection Processes	01 Jul 2010	31 Dec 2010			Eleanor Brazil	Capacity and Staffing

Action	Action Lead	Milestones	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
involvement to increase capacity across statutory agencies (DD C&F)		Implement proposals for involvement	01 Apr 2011	31 Mar 2012			Eleanor Brazil	

Action	Action Lead	Milestones	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)	Julie Quinn (NHS Haringey)	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	Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme
3.08 Undertake further detailed analysis of performance required to deliver excellent rating	Janette Karklins	Analysis of performance of "family" authorities completed	01 Jan 2010	28 Feb 2011			Janette Karklins	Performance Management
		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	