



# Safeguarding Plan for Haringey

## The JAR Action Plan

Together we ensure that every child matters



## Our Commitment

Together.... we protect children

### **Messages**

- **Together we build a living picture of a child's needs.** We are always watchful. We always listen to the child's voice. We never ignore a child who needs our help or protection.
- **Together we pool our resources, time and information.** We never assume it is someone else's responsibility. We never leave a gap through which a child can fall.
- **Together we work for the children of Haringey.** Children are at the centre of everything we do. Together we will make this the best place to work for the welfare of children.
- **Together we ensure that every child matters.**

### **Background**

Work has been underway to deliver improvements in the safeguarding of children for some months. An Improvement Plan was submitted in February 2009, and a follow up Action Plan was submitted to Ofsted and the Department for Children, Schools and Families (DCSF) in March 2009 and approved in April. This three year plan was designed to ensure that Haringey's services for children and young people are among the best by December 2011.

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

The refresh of the JAR Action Plan was designed to pull these findings together into a set of prioritised improvements to be delivered over the next three years. This formed the Safeguarding Plan for Haringey. Several of the actions within the original plan have been completed, whilst others now appear within the Children & Young People's Plan (CYPP), which has been developed alongside the Safeguarding Plan, and is the single statutory overarching plan for all services which directly affect children and young people in Haringey. The CYPP is based on the five Every Child Matters outcomes. The key actions from this Safeguarding Plan form a large part

of the “Stay Safe” element of the CYPP. The first phase of this plan ran through to December 2009 ahead of the January 2010 Ofsted follow-up inspection. This refresh builds further detail into the next phase of the plan: enabling our safeguarding to be amongst the best.

The evolution of the plan showing these stages of development can be summarised in the figure 1.

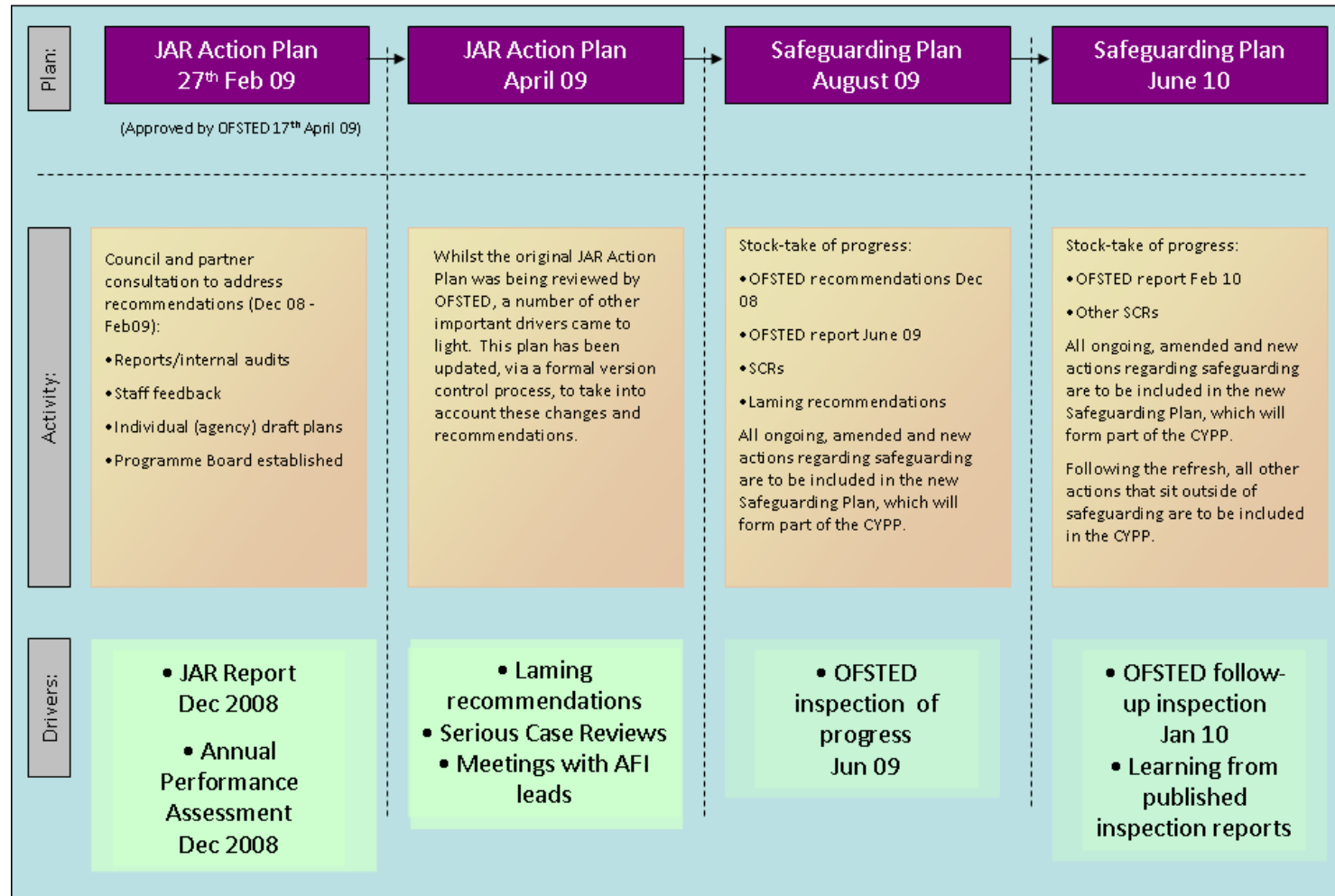


Figure 1 – Plan Development Stages

The June 2009 visit demonstrated that further improvement was needed as a priority in eleven areas. These were the focus for, and have been addressed through, the Safeguarding Plan. This refresh builds on these actions to ensure that safeguarding within Haringey is amongst the best in the country.

Whilst the January Follow-Up Inspection demonstrated that there was good improvement and good capacity for further improvement it recognised that there is still further work that we can do. This refresh of the plan pulls together these areas of work and other work that we have identified, which will enable Haringey to stand out for all the right reasons.

## Purpose

The overall objective of the Safeguarding Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. The key objectives of the Plan and response to Ofsted's December 2008, July 2009 and February 2010 reports are summarised under 5 key themes and they set out changes for safeguarding services in governance, systems and procedures, capacity & staffing and performance management. This plan is designed to set out the route for Haringey Children's services to be recognised as being "among the best" through whatever assessment mechanisms exist.

## Themes

The refreshed plan retains the 5 themes introduced within the Safeguarding Plan during 2009, around which the improvement actions will be delivered:

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

Explicit within each of these improvement themes is the need for quality and sustainability. The refresh of the Safeguarding Plan builds on the solid foundations delivered through the first phase of the plan.

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

improvements will be considered in the partnership dimension and built into the relevant actions, rather than being identified separately for each partner organisation.

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

## The Outcomes

The Safeguarding Plan aimed to deliver visible outcomes for children and young people across the borough over a two and a half year period (June 2009 – December 2011) through creating improved ways of working and customer focused service delivery, enabling Haringey to be recognised as providing safeguarding services that are amongst the best. This refresh adds further detail and focus to the period April 2010 to December 2011.

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

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

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

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

**Leadership & Governance** – The Local Safeguarding Children Board (LSCB) has specific responsibilities for proactively monitoring and challenging the performance of services who deliver safeguarding. The new Haringey Children's Trust reflects the renewed closer working between agencies in the borough and fulfils statutory obligations. More significantly it signals a renewed

commitment to the children and young people of the borough, regardless of agency or individual. The Children's Trust is one element of the Haringey Strategic Partnership (HSP).

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

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

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

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

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

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

## Programme Management

The programme management arrangements have been streamlined, recognising that the extra controls put in place in the Safeguarding Plan, which were essential at the time, are no longer required to the same degree given the progress made and the capacity in place to drive this improvement. There will be quarterly reporting to the Towards Excellence Board, the Children's Trust, the Council's Overview

& Scrutiny Panel and the Local Safeguarding Children Board (LSCB). The respective delivery organisations will also report their progress through their management structures.

The small group of chief officers from key partners established in the Safeguarding Plan is retained in order to drive delivery of the programme on a day-to-day basis. This group comprises: Chief Executive Haringey Council, Director of Children's Services Haringey Council, Deputy Director, Children & Families, Haringey Council, Assistant Chief Executive – People & Organisational Development, Haringey Council, Chief Executive NHS Haringey, Borough Commander Metropolitan Police and the Programme Manager Haringey Council. This smaller group is responsible for overseeing day to day delivery of the Plan, and meets twice per month. This core group will take on the role of theme leads, providing individual responsibility for each element of the plan and collective responsibility for delivery of the plan as a whole.

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

In order to keep the plan fresh, respond to changing local and political needs, and ensure that we meet our objective of being recognised as providing safeguarding services that are amongst the best, we must be prepared to refresh the plan on a regular basis. Through the established programme management arrangements, the steering group will approve a refresh of the plan on a quarterly basis for consideration by the Towards Excellence Board. This will include the milestones, performance indicators and targets. It is the responsibility of the steering group to ensure that performance targets set are sufficiently challenging to deliver the ambition, whilst responsibility for achieving these performance targets rests with the appropriate lead officer.

## **Performance Indicators**

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

- Safeguarding National Indicators
- Staffing / Corporate Health Performance Indicators

As a part of this stage of delivery of the Safeguarding Plan, there will be a refresh of the performance indicators used with the Children's Trust, LSCB and in other reporting, ensuring that this is streamlined, integrated and aligned with health and other partners performance

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

## Action Plan

The following Action Plan comprises the actions that are live at June 2010 and will be completed by December 2011. Each action is aligned to one of the five themes and will help achieve the outcomes set out for each theme as well as building on the effective foundations established in the first phase of this plan, enabling our continued and sustainable improvement.

### Good Practice

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
High quality technology used effectively to support staff in their day-to-day work	2.08	Use new technology including mobile technology to improve and support staff in delivering the service	<ul style="list-style-type: none"> <li>Mobile technology plan implemented &amp; all identified social workers have access to pooled mobile technology and individual RAS keys</li> <li>Identify which Children's Centres have FW-I access</li> <li>Children's Centres identified to host and set up with FWI</li> <li>Identify other priority teams / facilities requiring FW-I access</li> <li>Implementation plan developed to meet the identified need</li> <li>Users who have 24 hour access to child protection register identified in each A&amp;E and walk in centre</li> <li>Procedures established to ensure that GPs are keeping records of children subject to a child protection plan up to date and informing social care when they have seen that patient if they have a concern</li> </ul>	Mar 10	Jun 10	Rachel Oakley	
				May 10	May 10	Sarah Barter	
				May 10	Sep 10	Jan Doust	
				May 10	Jun 10	Rachel Oakley	
				Jun 10	Sep 10	Rachel Oakley	
				May 10	Jul 10	Karen Baggaley	
				May 10	Jul 10	Karen Baggaley	
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	<ul style="list-style-type: none"> <li>Refresh of the Joint Strategic Needs Assessment for safeguarding and vulnerable children and young people completed</li> <li>Initial priorities for joint commissioning / partnership agreement developed</li> </ul>	Apr 11	Jun 11	Ian Bailey	
				Oct 09	Jul 10	Ian Bailey	



Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
		demonstrate value for money	<ul style="list-style-type: none"> <li>Resourcing and support needs to sustain commissioning approach agreed</li> <li>Develop rolling programme of commissioning reviews to address workforce, budgets and outcomes</li> <li>Implement programme of reviews addressing priority areas first</li> </ul>	Apr 10	Sep 10	Ian Bailey	
				Jul 10	Sep 10	Claire Wright	
				Oct 10	Dec 11	Claire Wright	
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.	<ul style="list-style-type: none"> <li>Standards developed and agreed</li> <li>Standards launched</li> <li>Agreement signed off with each Headteacher</li> <li>Designated teachers group / network set up as vehicle for training and improving understanding of safeguarding and domestic violence</li> <li>Nominated domestic violence champion from each school joined the designated teacher group / network</li> <li>Designated teacher group / network expanded to include private sector schools, nurseries, supplementary schools etc.</li> </ul>	Feb 09	Sep 09	Jan Doust	
				Sep 09	Sep 09	Jan Doust	
				Sep 09	Apr 10	Jan Doust	
				May 10	Jul 10	Marion Wheeler	
				May 10	Jul 10	Marion Wheeler	
				Jul 10	Oct 10	Marion Wheeler	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Safeguarding services of a high quality are provided across the Borough	3.03	Implementing “best practice” in identifying, assessing and managing risk	• Programme of operational meetings established with adults services to progress areas of mutual interest	May 10	Jul 10	Marion Wheeler	
			• Risk management strategy developed to ensure integration between children & families, adults, police and health	Jun 10	Oct 10	Marion Wheeler	
			• Risk management practice guidance developed	Sep 10	Nov 10	Marion Wheeler	
			• Social care and CRAM / RARA follow-up requirements aligned	May 10	Jun 10	Sylvia Chew	
			• Systematic process for communicating learning from Serious Case Reviews across the partnership developed	May 10	Sep 10	Rachel Oakley	
			• Best practice for working with domestic violence cases identified	Apr 10	Aug 10	Deirdre Cregan	
			• Functions of the Multi-Agency Risk Assessment Conference (MARAC) reviewed	May 10	Oct 10	Marion Wheeler	
			• Risk management aligned between children’s and adults to ensure holistic approach and flow of information	May 10	Oct 10	Marion Wheeler	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Improved outcomes for children & young people through integrated systems and procedures in a multi-agency setting	3.04	FW-I developed to record and monitor outcomes to support and embed best practice procedures.	<ul style="list-style-type: none"> <li>• Use of FW-I extended to Children in Care Health Team</li> <li>• Review of CAF and Children in Need processes completed</li> <li>• System established to share Youth Justice information with FW-I</li> <li>• Other linkages for FW-I determined and implementation programme developed</li> <li>• Delivery of implementation plan concluded</li> <li>• Initial and Core Assessment FW-I forms made more outcome focussed</li> <li>• Managers trained, as part of supervision training, in use of the new forms</li> <li>• New forms implemented and utilised by managers</li> <li>• Case file audit tool enhanced to include monitoring of outcomes Use of FW-I extended to all key teams (name teams here)</li> <li>• FW-I development to meet best practice completed</li> <li>• FW-I Child Protection core assessment templates updated</li> <li>• First Response Multi-Agency Team ICS systems and support in place</li> <li>• First Response MAT reflected in FW-I and its development</li> </ul>	Oct 09	Apr 10	Marion Wheeler	ICS Corelogic Working Group
				Nov 09	Jul 10	Rachel Oakley	
				Jul 10	Sep 10	Claire Wright	
				Sep 10	Sep 10	Rachel Oakley	
				Apr 10	Mar 11	Rachel Oakley	
				Apr 10	Jul 10	Rachel Oakley	
				Jul 10	Sep 10	Rachel Oakley	
				Sep 10	Sep 10	Sylvia Chew	
				Jun 10	Dec 11	Rachel Oakley	
				Jun 10	Mar 12	Rachel Oakley	
				Jun 10	?	Rachel Oakley	
				Apr 10	Sep 10	Rachel Oakley	
				Jul 10	?	Rachel Oakley	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Improved outcomes for children & young people through integrated systems and procedures in a multi-agency setting	3.05	First Response Multi-agency team introduced and working effectively	• Agreement to create multi-agency team of council referral & assessment, health and MPS CAIT	Sep 09	Dec 09	Dave Grant	Integrated Working Strategy Group
			• Processes and procedures aligned	Sep 09	Mar 10	Dave Grant	
			• Processes and procedures integrated	Mar 10	Sep 10	Dave Grant	
			• Accommodation arranged and staff co-located	Jan 10	Apr 10	Dave Grant	
			• Staff trained in new integrated procedures and multi-agency team operational	Apr 10	Jul 10	Marion Wheeler	
			• First Response MAT role in audit and assessment determined and implemented	Jun 10	Sep 10	Marion Wheeler	
			• Joint working arrangements established with Adult Services, CAMHS and Drug and Alcohol Team.	Jul 10	Oct 10	Sylvia Chew	
			• Information sharing protocols reviewed and developed into a single protocol across children & adults and their respective partner organisations	Jun 10	Sep 10	Sylvia Chew	
• Integrated procedures reviewed in light of extended team	Nov 10	Dec 10	Marion Wheeler				
Cutting edge domestic violence work integrated with safeguarding services across the Borough	A	Integrating "best practice" domestic violence work to safeguard children & young people	• Opportunities for linking domestic violence work and flow of information with adults services and partners identified	May 10	Jun 10	Deirdre Cregan	LSCB Domestic Violence Sub-Group
			• Supporting guidance developed on domestic violence thresholds using triangle model	May 10	Jul 10	Deirdre Cregan	
			• 4 lunchtime training sessions on domestic violence for social workers completed	May 10	Jul 10	Deirdre Cregan	
			• Strategy for roll out of Barnardo's Risk Assessment training agreed	May 10	Jun 10	Deirdre Cregan	
			• Mechanisms for ensuring effective linkage with adults on safeguarding developed and implemented	May 10	Jul 10	Marion Wheeler	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Clear linkage and read across between case files supports the safeguarding of children in schools and through health services	B	Consistent approach to recording and presenting information within school and health files established and implemented	<ul style="list-style-type: none"> <li>Standard contents / format for inclusion in all school case files agreed</li> <li>Quality assurance / reporting mechanisms established</li> <li>Annual compliance reporting integrated within Safeguarding Plan reports</li> <li>Standard contents / format for inclusion in all school case files agreed</li> <li>Quality assurance / reporting mechanisms established</li> <li>Annual compliance reporting integrated within Safeguarding Plan reports</li> </ul>	May 10	Jul 10	John Edwards	
Children and young people's voice is heard and responded to in Safeguarding Services	C	Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	<ul style="list-style-type: none"> <li>Mechanisms for more effectively hearing and recording children and young people's views at initial and review conferences determined</li> <li>Mechanisms implemented to ensure that children and young people's views at initial and review conferences are effectively heard</li> <li>Review mechanisms for the above established and implemented</li> <li>Systems to engage young people in the work of the LSCB implemented</li> <li>Child's Champion scheme developed and implemented for case conferences</li> <li>Work completed with the Family Commission to learn from the experiences of families who have been subject to a child protection plan</li> <li>Suite of mechanisms for gaining feedback from children and young people at varying stages of involvement identified and implemented (to include Have Your Say leaflets, children's visits and post-conference feedback)</li> <li>Mechanisms for responding to views and providing feedback established</li> <li>MPS assessed whether feedback from children and young people after ABE interviews can be sought</li> </ul>	Jun 10	Sep 10	Debbie Haith	LSCB Best Practice Sub-Group
				Oct 10	Dec 10	Debbie Haith	
				Dec 10	Jan 11	Marion Wheeler	
				Sep 10	Dec 10	Marion Wheeler	
				Jul 10	Sep 10	Sylvia Chew	
				May 10	Sep 10	Sylvia Chew	
				Jun 10	Dec 10	Marion Wheeler	
				Sep 10	Dec 10	Debbie Haith	
				Jul 10	Oct 10	Graham Dean	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
		Ensure that feedback from parents and carers is received and acted on	<ul style="list-style-type: none"> <li>Mechanisms for gathering feedback from parents and carers reviewed in light of best practice</li> <li>Improved mechanisms for gathering and reporting on feedback received established</li> <li>Log of service enhancements made as a result of user feedback developed and implemented for ongoing use</li> </ul>	May 10	July 10	Iain Low	
				Aug 10	Oct 10	Iain Low	
				Oct 10	Oct 10	Iain Low	
Improved cross partnership working and communication	D	Ensure that feedback to referrers is provided in a timely and appropriate manner	<ul style="list-style-type: none"> <li>System for feedback to referrers implemented</li> <li>Monitoring of feedback integrated within performance management reporting</li> <li>Effectiveness of feedback mechanisms reviewed and improvements implemented</li> </ul>	May 10 Jul 10	May 10 Aug 10	Sylvia Chew Sylvia Chew	
				Sep 10	Oct 10	Sylvia Chew	
Timely transfer of cases between teams ensures no break in service delivery	E	Delays in transfers are significantly reduced and notification arrangements for meetings are improved	<ul style="list-style-type: none"> <li>Protocol and mechanism for timely and smooth transfer of cases between children's teams and services developed</li> <li>Case transfer summary element of the Audit Tool reviewed and new version implemented</li> <li>Quarterly Heads of Service meetings established to review case transfer performance and drive forward cases where transfers are delayed</li> <li>Staffing levels in long term teams reviewed</li> <li>Process milestones for acknowledging / updating notifications to be written</li> </ul>	Apr 10	Jun 10	Iain Low	
				May 10	Jul 10	Marion Wheeler	
				Jun 10	Sep 10	Marion Wheeler	
				Jun 10	Dec 10	Marion Wheeler	
				Apr 10	May 10	Sylvia Chew	
More vulnerable children and young people are identified and effectively safeguarded	G	Lead the way in how we identify and assist those who are most vulnerable in gangs	<ul style="list-style-type: none"> <li>Establish systems through the Gangs Action Group for identifying and working with 14-18 year olds who are putting themselves at risk by being part of a gang</li> <li>Develop and implemented procedures for working with known gang members</li> <li>Protocols developed for social workers on working with vulnerable children and young people who are in gangs</li> </ul>	?	?	Aidan Gibson	
				?	?		
				?	?		

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage	H	Increase the involvement of health professionals in complex case meetings	<ul style="list-style-type: none"> <li>Identify opportunities for health involvement at complex case meetings</li> <li>Trial involvement of named or designated nurse in these meetings</li> <li>Review effectiveness of involvement in preventing the escalation of cases</li> <li>Amend processes and procedures as a result of the trials if required</li> </ul>	Jun 10	Aug 10	Karen Baggaley	
				Aug 10	Oct 10		
				Oct 10	Nov 10		
	I	Guidance to be established clarifying what and when health and schools involvement in child protection conferences will be required	<ul style="list-style-type: none"> <li>Criteria for health involvement in child protection conferences established</li> <li>Criteria for health involvement in child protection conferences established</li> <li>Guidance issued to appropriate staff</li> <li>Mechanisms for monitoring established and built into performance management framework</li> <li>Initial audit of compliance undertaken within health</li> <li>Initial audit of compliance undertaken within schools</li> </ul>	Apr 10	Jul 10	David Elliman	
				Apr 10	Jul 10]	John Edwards	
				Aug 10	Aug 10	Debbie Haith	
				Oct 10	Nov 10	Debbie Haith	
	J	Improved usage of legal support and meetings	<ul style="list-style-type: none"> <li>Milestones to be incorporated around use of LPMs, pre-meetings, etc and legal support to avoid the need for cases to escalate</li> </ul>	?	?	Dorothy Simon (Mark Gurrey)	

### Early Intervention

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need	2.05	All Haringey Children's Centres, children's community health services and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	<ul style="list-style-type: none"> <li>Roll-out CAF across all schools and other settings</li> </ul>	Feb 09	Jul 10	Alison Botham	
			<ul style="list-style-type: none"> <li>Develop communications and support programme to enable embedding of CAF</li> </ul>	May 10	Jul 10	Alison Botham	
			<ul style="list-style-type: none"> <li>Deliver effective support and communications to enable embedding of CAF</li> </ul>	Jul 10	Dec 10	Alison Botham	
			<ul style="list-style-type: none"> <li>Develop support mechanisms for CAF in private, voluntary and independent (PVI) settings</li> </ul>	Jan 10	Jul 10	Alison Botham	
			<ul style="list-style-type: none"> <li>Deliver support mechanisms for CAF in private, voluntary and independent (PVI)</li> </ul>	Jul 10	Dec 10	Alison Botham	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			settings				
Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need	A	Provide advice, support and challenge for universal settings so that they support a wider range of need	<ul style="list-style-type: none"> <li>• Training needs assessment for universal services completed</li> <li>• Training programme for universal services developed</li> <li>• Consultation on improving the Vulnerable Children's Conversation completed</li> <li>• Refreshed Vulnerable Children's Conversation piloted</li> <li>• Vulnerable Children's Conversation pilot reviewed and rolled out</li> <li>• Vulnerable children's conversation used to challenge universal services understanding of need</li> </ul>	Jul 10	Oct 10	Rachel Oakley	
				Oct 10	Dec 10	Rachel Oakley	
				Jan 10	Feb 10	Jan Doust	
				Mar 10	May 10	Jan Doust	
				Jun 10	Sep 10	Jan Doust	
				Jun 10	Sep 10	Jan Doust	
Enhanced partnership working delivering joined up services in local areas	B	Further develop the role, understanding and performance management of the CAF	<ul style="list-style-type: none"> <li>• CAF assessors training rolled-out</li> <li>• North Network CAF Panel piloted</li> <li>• Evaluation of North Network pilot completed</li> <li>• Performance management framework for CAF developed and implemented</li> <li>• Outcomes for children and young people who have been subject to CAF measured</li> </ul>	Jul 10	Jul 10	Alison Botham	
				Sep 10	Dec 10	Alison Botham	
				Jan 11	Mar 11	Alison Botham	
				Jun 10	Sep 10	Alison Botham	
				Oct 10	Dec 10	Alison Botham	



Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Integrated inter-agency working leading to a more efficient and effective early intervention service	C	Develop integrated working by moving from Multi-Disciplinary Teams (MDT) to Multi-Agency Teams (MAT), integrated with polysystems	<ul style="list-style-type: none"> <li>• Early intervention services mapped to include workforce and resources</li> <li>• Local population needs identified for each area partnership and appropriate services planned</li> <li>• GPs incorporated into the early intervention system and made aware of services available in their area</li> <li>• Understanding of care pathways alongside tiers of need embedded</li> <li>• The 'core offer' for all developed and described to incorporate the Healthy Child Programme 0 - 19</li> <li>• Multi-agency teams co-located within each area partnership</li> <li>• Keys to Wellbeing implemented in the context of a multi-agency emotional wellbeing strategy</li> </ul>	Jun 10 Nov 10 Nov 10 Sep 10 Jan 11 Sep 10 Jun 10	Dec 10 Apr 11 Dec 10 Dec 10 Apr 11 Aug 11 ?	Ngozi Anuforo Ngozi Anuforo Claire Wright Ngozi Anuforo Alison Botham Jan Doust Heather Johnston	
Effective multi-agency provision of early years services which are outcome focussed	D	Embed the Healthy Child Programme through inter-agency working providing universal and intensive programmes	<ul style="list-style-type: none"> <li>• Review Healthy Child Programme (0-5) and agree implementation plan</li> <li>• Healthy Child Programme rolled-out in the North and South Networks</li> <li>• Review Healthy Child Programme (5-19)</li> <li>• Schools effectively supporting the Healthy Years Programme</li> <li>• Links between the Healthy Child (0-5) and (5-19) identified and mechanisms for addressing transition issues implemented</li> </ul>	Apr 10 Sep 10 Jun 10 Sep 10 Sep 10	Jul 10 Dec 10 Sep 10 Jul 11 Dec 10	Claire Wright Jane Elias T Edmans T Edmans Claire Wright	Health Early Years Child Programme Group
Value for money and best practice delivered effectively in early intervention services	E	As a partnership identify resources to deliver the Early Years Strategy, Parenting and Family Support Strategy, Preventative Strategy and Schools Strategy	<ul style="list-style-type: none"> <li>• Resources identified</li> <li>• Strategy action plans revised and actions re-prioritised as a result of needs and resource analysis, in line with aspiration to be amongst the best by December 2011</li> <li>• Delivery of Early Years Strategy on track</li> <li>• Delivery of Parenting and Family Support Strategy on track</li> <li>• Delivery of Preventative Strategy on track</li> <li>• Delivery of Schools Strategy on track</li> </ul>	Jun 10 Nov 10 Jun 10 Jun 10 Jun 10 Jun 10	Oct 10 Mar 11 Dec 11 Dec 11 Dec 11 Dec 11	Jan Doust Jan Doust Jan Doust Jan Doust Jan Doust Jan Doust	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions.	F	Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs.	<ul style="list-style-type: none"> <li>Review management structures</li> <li>Review composition of teams</li> <li>Ensure that teams are moving towards delivering multi-agency interventions and joined up approach</li> </ul>	Jun 10 Sep 10 Jan 11	Sep 10 Dec 10 Jul 11	Jan Doust Jan Doust Jan Doust	
All Ofsted inspections of childminders and childcare providers meet required safeguarding standards	G	Develop and embed an understanding of child protection procedures within child care settings, maintained and private, voluntary and independent (PVI)	<ul style="list-style-type: none"> <li>Child protection procedures green handbook circulated to child care settings</li> <li>Understanding of Child protection Procedures green handbook embedded</li> </ul>	Jan 10 Jun 10	May 10 Dec 10	Sarah Peel Ngozi Anuforo	
	H	Ensure that the inadequacies identified by Ofsted inspections of childminders and childcare provision are addressed through training and communications	<ul style="list-style-type: none"> <li>Model safeguarding policy provided to all</li> <li>Roll-out of online safeguarding induction training for all settings completed</li> <li>Evaluation of the impact of training completed</li> <li>Determine further training needs and costs of continuing to fully fund safeguarding training requirements</li> </ul>	Apr 10 May 10 Jun 10 Jun 10	May 10 Dec 10 Sep 10 Sep 10	Ngozi Anuforo Ros Cooke Ros Cooke Ros Cooke	
All Ofsted inspections of childminders and childcare providers required standard	I	Develop an accreditation scheme for non-school settings	<ul style="list-style-type: none"> <li>Accreditation scheme developed for all non-school settings</li> <li>All non-schools settings completed self-assessment for accreditation</li> <li>Accreditation visits to all settings</li> <li>Accredited levels for all settings agreed and published</li> <li>Lobby Ofsted for timely de-registration of childcare providers that fail to meet the required standards</li> </ul>	May 10 Nov 10 Jan 11 Feb 11 ?	Oct 10 Dec 10 Jan 11 Mar 11 ?	Ros Cooke Ros Cooke Ros Cooke Ros Cooke Ros Cooke	
All Ofsted inspections of schools meet the required safeguarding standards	J	Develop and embed an understanding of child protection procedures within schools	<ul style="list-style-type: none"> <li>Child protection procedures green handbook circulated to schools</li> <li>Understanding of LSCB child protection Procedures green handbook embedded</li> <li>Children &amp; Young people's service holding school governors to account where safeguarding procedures are not being</li> </ul>	Jan 10 Jun 10 Jun 10	May 10 Dec 10 Jul 11	Sarah Peel ? ?	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			delivered correctly				

## Leadership & Governance

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
High quality safeguarding services provided across the Borough	3.01	Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	<ul style="list-style-type: none"> <li>LSCB identified for peer review</li> <li>Review takes place</li> <li>Lessons learnt and areas for improvement identified</li> </ul>	Jun 10 Sep 10 Nov 11	Jul 10 Oct 10 Jan 11	Graham Badman	
	3.02	Ensure compliance with the Laming and other review recommendations is reviewed annually	<ul style="list-style-type: none"> <li>Process developed for review of compliance with Laming recommendations</li> <li>Annual review of compliance undertaken</li> <li>Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice</li> </ul>	Sep 09 ? Jul 10	Dec 09 ? Sep 10	Peter Lewis Peter Lewis Peter Lewis	
Increased ownership of and responsibility for CYP by senior managers across the partnership	A	Safeguarding Champions scheme expanded to enhance the corporate parenting role	<ul style="list-style-type: none"> <li>Safeguarding Champion scheme extended across other senior managers in the Council</li> <li>Safeguarding Champion scheme extended across the Children's Trust</li> </ul>	Apr 10 Sep 10	Jul 10 Oct 10	Marion Wheeler Marion Wheeler	
				Mar 10 Sep 10 Sep 10	Sep 10 Nov 10 Dec 10	Peter Lewis Peter Lewis Peter Lewis	
Vision for safeguarding children and young people within Haringey is understood within partners and the community	B	Develop and communicate the vision for safeguarding within Haringey	<ul style="list-style-type: none"> <li>Vision for outstanding safeguarding services established and agreed by the Children's Trust and LSCB</li> <li>Vision communicated to and owned by staff across the partnership</li> <li>Vision communicated to and understood by stakeholders</li> </ul>	Mar 10 Sep 10 Sep 10	Sep 10 Nov 10 Dec 10	Peter Lewis Peter Lewis Peter Lewis	
				Jun 10 Nov 10 Dec 10	Oct 10 Dec 10 Dec 11	Peter Lewis Peter Lewis Peter Lewis	
				Mar 10 Mar 10 Jun 10	Jun 10 Jun 10 Oct 10	Peter Lewis Graham Badman Peter Lewis	
Clear role for the voluntary sector with effective support and capacity building mechanisms in place	C	Identify the role and capacity building requirements to enable voluntary sector support for safeguarding	<ul style="list-style-type: none"> <li>Role of the voluntary sector determined and agreed</li> <li>Capacity building requirements identified to enable the sector to fulfil this role</li> <li>Capacity building requirements delivered</li> </ul>	Jun 10 Nov 10 Dec 10	Oct 10 Dec 10 Dec 11	Peter Lewis Peter Lewis Peter Lewis	
				Mar 10 Mar 10 Jun 10	Jun 10 Jun 10 Oct 10	Peter Lewis Graham Badman Peter Lewis	
Clear governance arrangements that are understood across the partnership	D	Develop and communicate the roles, responsibilities and relationships of the LSCB and Children's Trust and their sub-groups	<ul style="list-style-type: none"> <li>Role and responsibilities of the Children's Trust determined and communicated</li> <li>Role and responsibilities of the LSCB determined and communicated</li> <li>Structure and sub-groups of the Children's</li> </ul>	Mar 10 Mar 10 Jun 10	Jun 10 Jun 10 Oct 10	Peter Lewis Graham Badman Peter Lewis	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			<ul style="list-style-type: none"> <li>Trust determined and communicated</li> <li>Structure and sub-groups of the LSCB determined and communicated</li> <li>Responsibilities for cross-cutting issues such as domestic violence determined and communicated</li> </ul>	May 10	Oct 10	Graham Badman	
			<ul style="list-style-type: none"> <li>Relationships enhanced between key agencies and the voluntary sector</li> <li>Governance structures and multi-agency strategic planning timetables mapped</li> <li>Multi-agency strategic planning aligned or integrated</li> </ul>	May 10	Dec 10	Kevin Crompton	
Enhanced partnership working delivering joined up services in local areas	F	Further develop multi-agency relationships, planning and service delivery	<ul style="list-style-type: none"> <li>Relationships enhanced between key agencies and the voluntary sector</li> <li>Governance structures and multi-agency strategic planning timetables mapped</li> <li>Multi-agency strategic planning aligned or integrated</li> </ul>	Jun 10	Oct 10	Peter Lewis	
			<ul style="list-style-type: none"> <li>Relationships enhanced between key agencies and the voluntary sector</li> <li>Governance structures and multi-agency strategic planning timetables mapped</li> <li>Multi-agency strategic planning aligned or integrated</li> </ul>	Sep 10	Dec 10	Peter Lewis	
			<ul style="list-style-type: none"> <li>Multi-agency strategic planning aligned or integrated</li> </ul>	Dec 10	Mar 11	Peter Lewis	
Children and young people feel involved in informing and improving our services	G	Determine the role of CYP in improving services	<ul style="list-style-type: none"> <li>Involve CYP in reviewing the current engagement of CYP in informing services</li> <li>Mechanisms established for involvement of children &amp; young people in the work of the LSCB</li> <li>Mechanisms established to involve CYP in reviewing / improving services</li> <li>Role of CYP in the Children's Trust determined and established</li> </ul>	Sep 10	Nov 10	Peter Lewis	
			<ul style="list-style-type: none"> <li>Involve CYP in reviewing the current engagement of CYP in informing services</li> <li>Mechanisms established for involvement of children &amp; young people in the work of the LSCB</li> <li>Mechanisms established to involve CYP in reviewing / improving services</li> <li>Role of CYP in the Children's Trust determined and established</li> </ul>	Sep 10	Dec 10	Peter Lewis	
			<ul style="list-style-type: none"> <li>Mechanisms established to involve CYP in reviewing / improving services</li> <li>Role of CYP in the Children's Trust determined and established</li> </ul>	Nov 10	Dec 10	Peter Lewis	
			<ul style="list-style-type: none"> <li>Role of CYP in the Children's Trust determined and established</li> </ul>	Nov 10	Dec 10	Peter Lewis	
Users are actively involved in shaping, informing and improving services	H	Children and their families are given an active role in informing and improving services	<ul style="list-style-type: none"> <li>Mechanisms established to gain feedback from service users</li> <li>Feedback utilised effectively to evidence resulting improvements in services</li> </ul>	Jun 10	Sep 10	Debbie Haith	
			<ul style="list-style-type: none"> <li>Mechanisms established to gain feedback from service users</li> <li>Feedback utilised effectively to evidence resulting improvements in services</li> </ul>	Oct 10	Dec 10	Debbie Haith	

### **Capacity & Staffing**

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Well trained and highly competent staff	2.11	Further develop the child protection core training curriculum for staff of all agencies	<ul style="list-style-type: none"> <li>Domestic violence training programme implemented</li> <li>Risk assessment strategy developed</li> <li>Determine how the strategy is delivered through the training programme</li> <li>Map out all mandatory and optional child protection training within key agencies</li> <li>Identify agency specific and cross partnership gaps in training provision</li> </ul>	Oct 09	Mar 10	Rachel Oakley	LSCB Training Sub-Group
			<ul style="list-style-type: none"> <li>Risk assessment strategy developed</li> <li>Determine how the strategy is delivered through the training programme</li> <li>Map out all mandatory and optional child protection training within key agencies</li> <li>Identify agency specific and cross partnership gaps in training provision</li> </ul>	Oct 09	Mar 10	Rachel Oakley	
			<ul style="list-style-type: none"> <li>Determine how the strategy is delivered through the training programme</li> <li>Map out all mandatory and optional child protection training within key agencies</li> <li>Identify agency specific and cross partnership gaps in training provision</li> </ul>	Apr 10	Jul 10	Rachel Oakley	
			<ul style="list-style-type: none"> <li>Map out all mandatory and optional child protection training within key agencies</li> <li>Identify agency specific and cross partnership gaps in training provision</li> </ul>	Jun 10	Jul 10	Rachel Oakley	
			<ul style="list-style-type: none"> <li>Identify agency specific and cross partnership gaps in training provision</li> </ul>	Aug 10	Sep 10	Rachel Oakley	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			<ul style="list-style-type: none"> <li>Revised training programme implemented</li> <li>Develop consistent cross-partnership monitoring of training attendance, integrated within the performance reporting framework</li> <li>Impact of training programmes evaluated</li> </ul>	Aug 10 Aug 10	Dec 10 Sep 10	Rachel Oakley Rachel Oakley	
	2.12	Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	<ul style="list-style-type: none"> <li>Managerial competency programme developed including a specific programme focused on social care team and senior team managers</li> <li>Support and mentoring scheme introduced for children and families team managers</li> <li>Personal development objectives for all managers identified</li> <li>Development programme to address these needs determined</li> <li>Development programme delivered</li> <li>Review additional training needs in safeguarding across the partnership</li> </ul>	Jan 10 Jan 10 Apr 10 Jul 10 Sep 10 Feb 10	Mar 10 Mar 10 Jun 10 Sep 10 Mar 11 Apr 10	Stuart Young	
Shared responsibility for safeguarding activity by others who are able to take an active role	3.06	Review Third Sector involvement to increase capacity across statutory agencies	<ul style="list-style-type: none"> <li>Investigate potential for Third Sector support for Child Protection Processes</li> <li>Analysis of sector and capacity completed</li> <li>Determine role for the sector, support / capacity building requirements</li> <li>Structured programme of capacity building / support for the sector implemented</li> <li>Implement proposals for involvement</li> </ul>	Jul 10 Jun 10 Oct 10 Dec 10 Apr 11	Dec 10 Oct 10 Dec 10 Dec 11 Mar 12	Debbie Haith	
	3.07	Work with GP commissioning collaboratives and the LMC to integrate safeguarding practice into primary care	<ul style="list-style-type: none"> <li>Safeguarding requirements built into GPs Continual Professional Development</li> <li>Method of determining impact / evidence base</li> <li>Impact assessed and learning incorporated into review (Clair to provide)</li> </ul>	Jan 10 Aug 10 Jan 11	Jul 10 Oct 10 Mar 11	Julie Quinn	
Staff have the skills required to effectively perform their roles	A	Ensure the implementation of annual performance appraisal arrangements for all social work and health staff	<ul style="list-style-type: none"> <li>Implement structured appraisal programme and format in line with council system, even if previous appraisal had not been done</li> <li>Incorporate upward appraisal of managers</li> <li>Feedback and QA processes incorporated through the staff survey</li> <li>Implement structured appraisal programme and format in line with health systems, even if</li> </ul>	Mar 10 Nov 10 Jun 10 Mar 10	Jun 10 Nov 10 Dec 10 Jun 10	Philippa Morris Philippa Morris Philippa Morris Karen Baggaley	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			<ul style="list-style-type: none"> <li>previous appraisal had not been done</li> <li>Incorporate reporting on appraisal completion within performance management framework</li> </ul>	May 10	Aug 10	Mark Gurrey	
	B	Improve council and multi-agency training and development with all agencies	<ul style="list-style-type: none"> <li>CWDC standards mapped</li> <li>Options for delivery scoped</li> <li>Delivery plan developed</li> <li>Training programme piloted</li> <li>Training programme rolled-out and transferred to business as usual activity</li> <li>Individual agencies programmes mapped</li> <li>Programmes aligned</li> <li>Integrated training programme developed drawing on combined skills</li> </ul>	Mar 10 Jun 10 Jul 10 Sep 10 Nov 10	Jun 10 Aug 10 Aug 10 Oct 10 Dec 10	Rachel Oakley	
	C	Building resilience training	<ul style="list-style-type: none"> <li>Building resilience training designed &amp; commissioned</li> <li>Training delivered to staff</li> <li>Future training built into the suite offered through the LSCB training programme</li> </ul>	Jun 10 Sep 10 Oct 10	Aug 10 Oct 10 Mar 11	Steve Dryden	LSCB Training & Development Sub-Group
Potential new and agency staff view Haringey as the employer of choice	D	Develop the Haringey Offer around resources, support, valued staff and the quality of the workplace. Enhancing working together (needs to reflect partnership not just Council)	<ul style="list-style-type: none"> <li>Fully develop the Haringey Offer as a cross partnership offer based on the support and opportunities offered by a career in Haringey</li> <li>Develop mechanisms for monitoring impact of the Haringey Offer</li> <li>Launch the Offer across the partnership</li> <li>Opportunities for secondments between adults and children's social work developed to share learning and understanding</li> </ul>	May 10 Aug 10 Sep 10 May 10	Jul 10 Sep 10 Dec 10 Oct 10	Philippa Morris	
Social work staff feel valued through the provision of support, suitable workloads, systems and tools enabling them to perform to a high standard	E	Undertake self assessments against Social Work Taskforce "Health Check"	<ul style="list-style-type: none"> <li>Programme of self assessments against SW Task Force "Health Check" developed at departmental, service and team level</li> <li>Health checks at team level completed</li> <li>Health checks at service level completed</li> <li>Health check at directorate level completed</li> <li>Actions to address any issues arising developed and integrated within Safeguarding Plan through change control processes</li> </ul>	Jun 10 Jun 10 Jun 10 Nov 10	Jul 10 Oct 10 Oct 10 Oct 10 Dec 10	Peter Lewis Peter Lewis Peter Lewis Peter Lewis	

## Performance Management

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
The needs of children effectively shared across early years, children's centres and partners	A	Improve information sharing with Children's Centres and Early Years	<ul style="list-style-type: none"> <li>Mechanism established to enable information sharing</li> <li>Mechanisms for monitoring timeliness of information sharing developed</li> <li>Targets for information sharing set and being monitored</li> <li>Mechanism for Early Years to find out who is on a child protection plan developed and communicated</li> </ul>	Jan 10 Jun 10 Sep 10 Jun 10	Apr 10 Sep 10 Dec 10 Oct 10	Jan Doust Dave Grant Dave Grant Jane Elias	
Close performance management of the MAT leads to improved multi-agency workings	B	Develop cross-partnership performance management of the First Response MAT	<ul style="list-style-type: none"> <li>Success criteria for the First Response MAT identified</li> <li>First Response MAT outcome based performance scorecard developed</li> <li>First Response MAT working arrangements process mapped</li> </ul>	Feb 10 May 10 Apr 10	Mar 10 Jul 10 Sep 10	Marion Wheeler Marion Wheeler Marion Wheeler	
Robust approach to managing performance and target setting supports across the partnership supports attainment of our goals	3.08	Develop a shared understanding of performance management frameworks and capacity across the partnership	<ul style="list-style-type: none"> <li>Partnership performance teams better coordinated as result of developing an understanding of each others performance management frameworks</li> <li>Feasibility and appropriateness of bringing together auditing / monitoring roles from across the partnership explored and report developed</li> </ul>	Jun 10 Sep 10	Nov 10 Dec 10	Mark Gurrey Mark Gurrey	
Information used more effectively across the partnership, leading to an improved service for children and young people, parents and carers	C	Develop a greater understanding of performance information across the partnership	<ul style="list-style-type: none"> <li>Performance teams from across the partnership brought together to share and discuss what information they hold and how the information can be better used</li> <li>Analysis of what services children and young people are being referred to completed</li> </ul>	Jun 10 Sep 10	Sep 10 Dec 10	Dave Grant Dave Grant	
More effective oversight of performance by the Children's Trust	D	Widen cross - partnership performance management	<ul style="list-style-type: none"> <li>LSCB Quality Assurance Subgroup's performance scorecard revised to include greater proxy measures and staffing indicators</li> <li>Children's Trust's performance monitoring expanded beyond LAA and National Indicators</li> </ul>	May 10 Sep 10 Jun 10	Sep 10 Dec 10 Dec 10	Mark Gurrey Dave Grant Julie Quinn	LSCB QA Sub-Group



Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			<ul style="list-style-type: none"> <li>NHS assurance framework rolled out to all health providers</li> <li>Quality of data collection improved in all NHS Trusts</li> </ul>	Jun 10	Dec 10	Julie Quinn	
Effective interventions made that are appropriate to the child's anticipated outcomes	E	Develop and monitor outcomes for children subject to a child protection plan	<ul style="list-style-type: none"> <li>Success measures for family interventions developed</li> <li>Use of a tailored Strengths and Difficulties questionnaire and similar tools explored</li> <li>Selected tool implemented across the partnership</li> <li>Methods developed for gauging clients experience of safeguarding service(s) and fed into monitoring meetings with service providers</li> </ul>	Sep 10	Dec 11	Debbie Haith	
				Sep 10	Dec 10	Debbie Haith	
				Jan 11	Sep 11	Debbie Haith	
				Sep 10	Dec 10	Debbie Haith	
Improved outcomes for children and young people receiving Early Years services	F	Develop and monitor outcomes for children who have experienced Early Years services but are not subject to a child protection plan	<ul style="list-style-type: none"> <li>Success Measures for Early Years interventions developed</li> <li>Method developed for gauging clients experience of Early Years services</li> </ul>	Jan 11	Dec 11	Jane Elias	
				Jan 11	Dec 11	Jane Elias	
Increased number of appropriate referrals	G	Develop CAF performance management	<ul style="list-style-type: none"> <li>Performance management framework for CAF developed and implemented</li> <li>Outcomes for children and young people who have been subject to CAF measured</li> </ul>	?	?	Alison Botham	
				?	?	Alison Botham	
An improved understanding of equalities information	H	Develop a greater understanding of equalities information	<ul style="list-style-type: none"> <li>Domestic violence equalities information analysed</li> <li>Equalities questions incorporated into customer satisfaction surveys Safeguarding Equalities Impact Assessments identified and agreed</li> <li>Equality performance indicators identified</li> <li>Findings from SCRs used as proxy measures</li> </ul>	Jun 10	Sep 10	Deirdre Cregan	
				Jun 10	Dec 10	Arleen Brown	
				Jun 10	Sep 10	Arleen Brown	
				Jun 10	Dec 10	Arleen Brown	
				Sep 10	Oct 10	Deidre Cregan	



## Performance Indicators to be used in the Safeguarding Plan for Haringey

### National Indicator set

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

- Outturn for 2010-11 will be broadly in line with statistical neighbours.
- Outturn for 2011-12 will demonstrate top quartile performance.

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

The table below sets out those national indicators which provide evidence of progress against the Safeguarding plan, with targets for 2009-10, 2010-11 and 2011-12.

National Indicator	Provisional	Target		
	2009/10	2009/10	2010/11	2011/12
<b>Referral and Assessment</b>				
<b>NI 59</b> Percentage of Initial Assessments Completed in 7 days (LAA)	39.3%	53%	72%	-
<b>NI 59</b> Percentage of Initial Assessments Completed in 10 days (new timescale)	-	-	TBA	TBA
<b>NI 60</b> Percentage of Core Assessments Completed within 35 days (LAA)	50.3%	63%	81%	83%
<b>NI 68</b> Referrals to children's social care going on to initial assessments	72%	58%	TBA	TBA
<b>Adoption and Children in Care</b>				
<b>NI 61</b> Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption (number of children who should have been placed within 12 months divided by number who ceased)	50%	78%	80%	85%

National Indicator	Provisional	Target		
	2009/10	2009/10	2010/11	2011/12
to be looked after)				
<b>NI 62</b> Stability of placements of looked after children: number of moves (Percentage at 31 March with three or more placements during the year)	13.3%	11%	10%	9%
<b>NI 63</b> Stability of placements of looked after children: length of placement (Percentage aged under 16 at 31 March who had been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years, or are placed for adoption and their adoptive placement together with their previous placement together last for at least 2 years)	71.8%	70%	72%	73%
<b>NI 66</b> Looked after children cases which were reviewed within required timescales (LAA)	91.1%	97%	98%	99%
<b>Child Protection</b>				
<b>NI 64</b> Child Protection Plans lasting two years or more	27.3%	5%	9.5%	7%
<b>NI 65</b> Children becoming the subject of a Child Protection Plan for a second or subsequent time	9.3%	10%	10%	9.5%
<b>NI 67</b> Child protection cases which were reviewed within required timescales (LAA)	95.5%	100%	100%	
<b>CAMHS</b>				
<b>NI 51</b> Effectiveness of child and adolescent mental health (CAMHS) services (Based on four questions, each scored out of four, giving a maximum possible score of sixteen)		15	TBA	TBA
<b>Hospital admissions</b>				
<b>NI 70</b> Hospital admissions caused by unintentional and deliberate injuries to children and young people		22.68	TBA	TBA

### Organisational health indicators

Local indicators covering sickness, staffing levels, supervision and training are used to monitor and evaluate the implementation of actions in the plan. For example, indicators on vacancy rates, sickness levels and the percentage of agency staff (broken down by

agency and by service) form part of the evaluation of the 'Haringey Offer'. Indicators on the completion of staff appraisals also form part of the evaluation of the actions in the plan on supervision. These indicators will be included in the revised monthly progress reports.

### **Local indicators – LSCB QA Sub-group dataset**

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

### **Case audits**

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

### **PAN London CAF QA Framework**

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

### **Partnership staff survey**

A survey to gather the views of practitioners across the partnership on a range of issues will provide a means of monitoring the implementation of specific actions in the plan, and also enable the partnership to gauge progress against the broader objectives of creating an open culture where staff feel able to exchange views and challenge each other's perspectives, and feel supported in their work. The survey was carried out in spring 2010 with the results reported in a future progress report. A follow-up survey will be planned to monitor progress.

### **Service user and Stakeholder feedback**

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

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

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

Further indicators have been reported to DCSF and Government Office for London (GoL) on a regular monthly basis. Over the coming months work will be progressed to integrate these reporting frameworks within the Safeguarding Plan reporting and performance management mechanisms, which will be consistent across the partnership and involve the use of a scorecard / dashboard. This development is contained within the performance management section of the action plan