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.

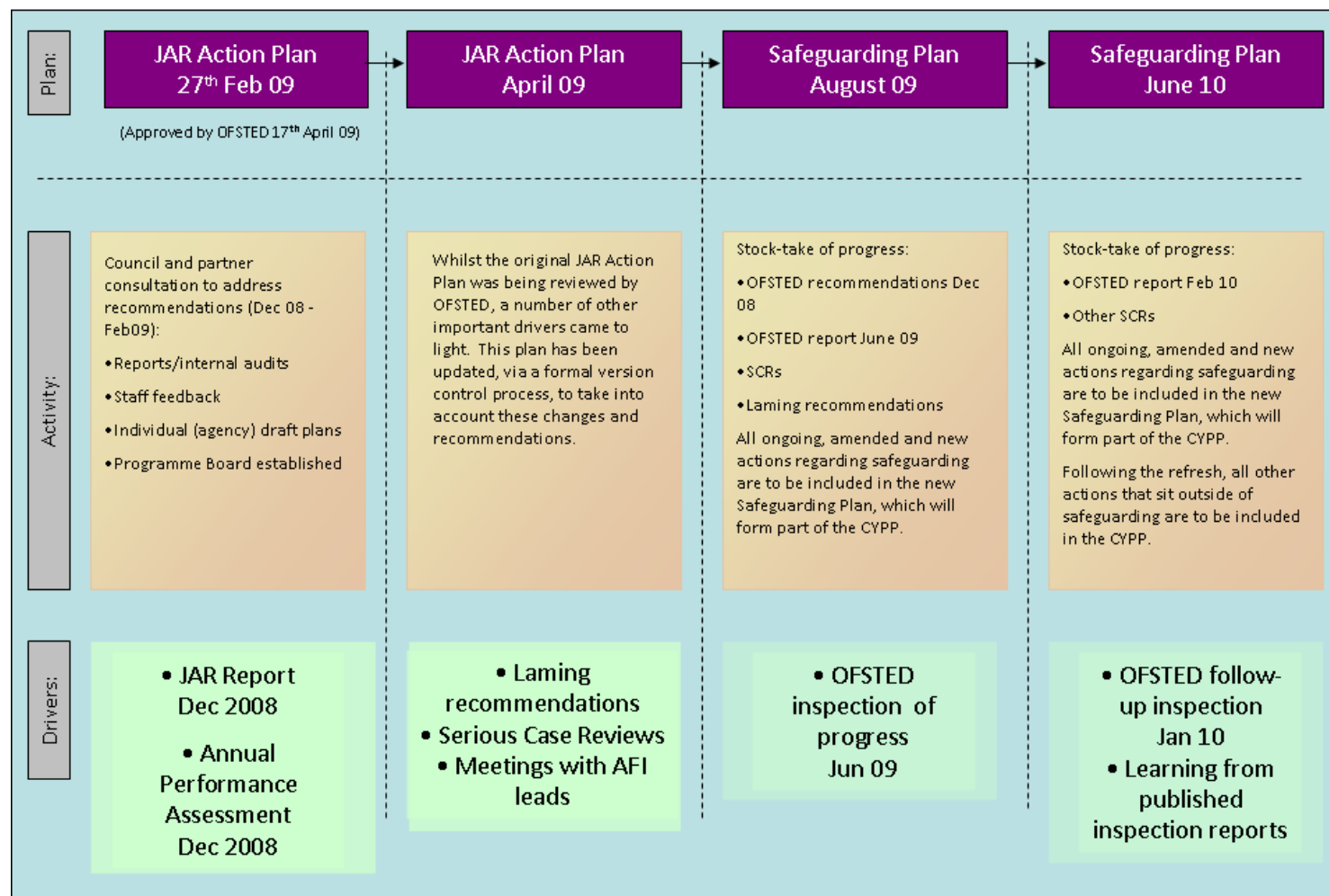| Plan:	JAR Action Plan 27th Feb 09	JAR Action Plan April 09	Safeguarding Plan August 09	Safeguarding Plan June 10
	(Approved by OFSTED 17th April 09)			
Activity:	Council and partner consultation to address recommendations (Dec 08 - Feb09): • Reports/internal audits • Staff feedback • Individual (agency) draft plans • Programme Board established	Whilst the original JAR Action Plan was being reviewed by OFSTED, a number of other important drivers came to light. This plan has been updated, via a formal version control process, to take into account these changes and recommendations.	Stock-take of progress: • OFSTED recommendations Dec 08 • OFSTED report June 09 • SCRs • Laming recommendations All ongoing, amended and new actions regarding safeguarding are to be included in the new Safeguarding Plan, which will form part of the CYPP.	Stock-take of progress: • OFSTED report Feb 10 • Other SCRs All ongoing, amended and new actions regarding safeguarding are to be included in the new Safeguarding Plan, which will form part of the CYPP. Following the refresh, all other actions that sit outside of safeguarding are to be included in the CYPP.
Drivers:	• JAR Report Dec 2008 • Annual Performance Assessment Dec 2008	• Laming recommendations • Serious Case Reviews • Meetings with AFI leads	• OFSTED inspection of progress Jun 09	• OFSTED follow-up inspection Jan 10 • Learning from published inspection reports

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

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
High quality technology used effectively to support staff in their day-to-day work	4.01	Use new technology including mobile technology to improve and support staff in delivering the service	• Mobile technology plan implemented & all identified social workers have access to pooled mobile technology and individual RAS keys	Mar 10	Jun 10	Rachel Oakley	
			• Identify which Children's Centres have FW-I access	May 10	May 10	Sarah Barter	
			• Children's Centres identified to host and set up with FWI	May 10	Sep 10	Jan Doust	
			• Identify other priority teams / facilities requiring FW-I access	May 10	Jun 10	Rachel Oakley	
			• Implementation plan developed to meet the identified need	Jun 10	Sep 10	Rachel Oakley	
			• Users who have 24 hour access to child protection register identified in each A&E and walk in centre	May 10	Jul 10	Karen Baggaley	
			• 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	May 10	Jul 10	Karen Baggaley	
Support and approach for commissioning is in place across the partnership	4.02	Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	• Refresh of the Joint Strategic Needs Assessment for safeguarding and vulnerable children and young people completed	Apr 11	Jun 11	Ian Bailey	
			• Initial priorities for joint commissioning / partnership agreement developed	Oct 09	Jul 10	Ian Bailey	
			• Resourcing and support needs to sustain commissioning approach agreed	Apr 10	Sep 10	Ian Bailey	
			• Develop rolling programme of commissioning reviews to address workforce, budgets and outcomes	Jul 10	Sep 10	Claire Wright	
			• Implement programme of reviews addressing priority areas first	Oct 10	Dec 11	Claire Wright	
An improved universal service leading to a reduction in demand for targeted and specialist services	4.03	Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a	• Designated teachers group / network set up as vehicle for training and improving understanding of safeguarding and domestic violence	May 10	Jul 10	Marion Wheeler	
			• Nominated domestic violence champion from each school joined the designated teacher	May 10	Jul 10	Marion Wheeler	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			joint understanding of thresholds for referral to targeted and specialist services.				
			group / network				
			• Designated teacher group / network expanded to include private sector schools, nurseries, supplementary schools etc.	Jul 10	Oct 10	Marion Wheeler	
Safeguarding services of a high quality are provided across the Borough	4.04	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	4.05	FW-I developed to record and monitor outcomes to support and embed best practice procedures.	• Use of FW-I extended to Children in Care Health Team	Oct 09	Apr 10	Marion Wheeler	ICS Corelogic Working Group
			• Review of CAF and Children in Need processes completed	Nov 09	Jul 10	Rachel Oakley	
			• System established to share Youth Justice information with FW-I	Jul 10	Sep 10	Claire Wright	
			• Other linkages for FW-I determined and implementation programme developed	Sep 10	Sep 10	Rachel Oakley	
			• Delivery of implementation plan concluded	Apr 10	Mar 11	Rachel Oakley	
			• Initial and Core Assessment FW-I forms made more outcome focussed	Apr 10	Jul 10	Rachel Oakley	
			• Managers trained, as part of supervision training, in use of the new forms	Jul 10	Sep 10	Rachel Oakley	
			• New forms implemented and utilised by managers	Sep 10	Sep 10	Sylvia Chew	
			• Case file audit tool enhanced to include monitoring of outcomes Use of FW-I extended to all key teams (name teams here)	Jun 10	Dec 11	Rachel Oakley	
			• FW-I development to meet best practice completed	Jun 10	Mar 12	Rachel Oakley	
			• FW-I Child Protection core assessment templates updated	Jun 10	Sep 10	Rachel Oakley	
			• First Response Multi-Agency Team ICS systems and support in place	Apr 10	Sep 10	Rachel Oakley	
			• First Response MAT reflected in FW-I and its development	Jul 10	Aug 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	4.06	First Response Multi-agency team introduced and working effectively	• Processes and procedures integrated • Accommodation arranged and staff co-located • Staff trained in new integrated procedures and multi-agency team operational • First Response MAT role in audit and assessment determined and implemented • Joint working arrangements established with Adult Services, CAMHS and Drug and Alcohol Team. • Information sharing protocols reviewed and developed into a single protocol across children & adults and their respective partner organisations • Integrated procedures reviewed in light of extended team	Mar 10 Jan 10 Apr 10 Jun 10 Jul 10 Jun 10 Nov 10	Sep 10 Apr 10 Jul 10 Sep 10 Oct 10 Sep 10 Dec 10	Dave Grant Dave Grant Marion Wheeler Marion Wheeler Sylvia Chew Sylvia Chew Marion Wheeler	Integrated Working Strategy Group
Cutting edge domestic violence work integrated with safeguarding services across the Borough	4.07	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 • Supporting guidance developed on domestic violence thresholds using triangle model • 4 lunchtime training sessions on domestic violence for social workers completed • Strategy for roll out of Barnardo's Risk Assessment training agreed • Mechanisms for ensuring effective linkage with adults on safeguarding developed and implemented	May 10 May 10 May 10 May 10 May 10	Jun 10 Jul 10 Jul 10 Jun 10 Jul 10	Deirdre Cregan Deirdre Cregan Deirdre Cregan Deirdre Cregan Marion Wheeler	LSCB Domestic Violence Sub-Group

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	4.08	Consistent approach to recording and presenting information within school and health files established and implemented	• Standard contents / format for inclusion in all school case files agreed	May 10	Jul 10	John Edwards	
			• Quality assurance / reporting mechanisms established	Sep 10	Dec 10	John Edwards	
			• Annual compliance reporting integrated within Safeguarding Plan reports	Jan 11	Jul 11	John Edwards	
			• Standard contents / format for inclusion in all school case files agreed	May 10	Jul 10	Karen Baggaley	
			• Quality assurance / reporting mechanisms established	Sep 10	Dec 10	Karen Baggaley	
			• Annual compliance reporting integrated within Safeguarding Plan reports	Jan 11	Jul 11	Karen Baggaley	
Children and young people's voice is heard and responded to in Safeguarding Services	4.09	Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	• Mechanisms for more effectively hearing and recording children and young people's views at initial and review conferences determined	Jun 10	Sep 10	Debbie Haith	LSCB Best Practice Sub-Group
			• Mechanisms implemented to ensure that children and young people's views at initial and review conferences are effectively heard	Oct 10	Dec 10	Debbie Haith	
			• Review mechanisms for the above established and implemented	Dec 10	Jan 11	Marion Wheeler	
			• Systems to engage young people in the work of the LSCB implemented	Sep 10	Dec 10	Marion Wheeler	
			• Child's Champion scheme developed and implemented for case conferences	Jul 10	Sep 10	Sylvia Chew	
			• Work completed with the Family Commission to learn from the experiences of families who have been subject to a child protection plan	May 10	Sep 10	Sylvia Chew	
			• 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)	Jun 10	Dec 10	Marion Wheeler	
			• Mechanisms for responding to views and providing feedback established	Sep 10	Dec 10	Debbie Haith	
			• MPS assessed whether feedback from children and young people after ABE interviews can be sought	Jul 10	Oct 10	Graham Dean	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
	4.10	Ensure that feedback from parents and carers is received and acted on	• Mechanisms for gathering feedback from parents and carers reviewed in light of best practice	May 10	July 10	Iain Low	
			• Improved mechanisms for gathering and reporting on feedback received established	Aug 10	Oct 10	Iain Low	
			• Log of service enhancements made as a result of user feedback developed and implemented for ongoing use	Oct 10	Oct 10	Iain Low	
Improved cross partnership working and communication	4.11	Ensure that feedback to referrers is provided in a timely and appropriate manner	• System for feedback to referrers implemented	May 10	May 10	Sylvia Chew	
			• Monitoring of feedback integrated within performance management reporting	Jul 10	Aug 10	Sylvia Chew	
			• Effectiveness of feedback mechanisms reviewed and improvements implemented	Sep 10	Oct 10	Sylvia Chew	
Timely transfer of cases between teams ensures no break in service delivery	4.12	Delays in transfers are significantly reduced and notification arrangements for meetings are improved	• Protocol and mechanism for timely and smooth transfer of cases between children's teams and services developed	Apr 10	Jun 10	Iain Low	
			• Case transfer summary element of the Audit Tool reviewed and new version implemented	May 10	Jul 10	Marion Wheeler	
			• Quarterly Heads of Service meetings established to review case transfer performance and drive forward cases where transfers are delayed	Jun 10	Sep 10	Marion Wheeler	
			• Staffing levels in long term teams reviewed	Jun 10	Dec 10	Marion Wheeler	
			• Process milestones for acknowledging / updating notifications to be written	Apr 10	May 10	Sylvia Chew	
More vulnerable children and you people are identified and effectively safeguarded	4.13	Lead the way in how we identify and assist those who are most vulnerable in gangs	• 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	TBC	TBC	Aidan Gibson	
			• Develop and implemented procedures for working with known gang members	TBC	TBC		
			• Protocols developed for social workers on working with vulnerable children and young people who are in gangs	TBC	TBC		

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	4.14	Increase the involvement of health professionals in complex case meetings	• Identify opportunities for health involvement at complex case meetings • Trial involvement of named or designated nurse in these meetings • Review effectiveness of involvement in preventing the escalation of cases • Amend processes and procedures as a result of the trials if required	Jun 10 Aug 10 Oct 10 Dec 10	Aug 10 Oct 10 Nov 10 Dec 10	Karen Baggaley	
	4.15	Guidance to be established clarifying what and when health and schools involvement in child protection conferences will be required	• Criteria for health involvement in child protection conferences established • Criteria for health involvement in child protection conferences established • Guidance issued to appropriate staff • Mechanisms for monitoring established and built into performance management framework • Initial audit of compliance undertaken within health • Initial audit of compliance undertaken within schools	Apr 10 Apr 10 Aug 10 Oct 10 Dec 10 Dec 10	Jul 10 Jul 10] Aug 10 Nov 10 Feb 11 Feb 11	David Elliman John Edwards Debbie Haith Debbie Haith Bridget Owen John Edwards	
	4.16	Improved usage of legal support and meetings	• Milestones to be incorporated around use of LPMs, pre-meetings, etc and legal support to avoid the need for cases to escalate	TBC	TBC	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	5.01	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	• Roll-out CAF across all schools and other settings • Develop communications and support programme to enable embedding of CAF • Deliver effective support and communications to enable embedding of CAF • Develop support mechanisms for CAF in private, voluntary and independent (PVI) settings • Deliver support mechanisms for CAF in	Feb 09 May 10 Jul 10 Jan 10	Jul 10 Jul 10 Dec 10 Jul 10	Alison Botham Alison Botham Alison Botham Alison Botham	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			private, voluntary and independent (PVI) settings	Jul 10	Dec 10	Alison Botham	
Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need	5.02	Provide advice, support and challenge for universal settings so that they support a wider range of need	• Training needs assessment for universal services completed	Jul 10	Oct 10	Rachel Oakley	
			• Training programme for universal services developed	Oct 10	Dec 10	Rachel Oakley	
			• Consultation on improving the Vulnerable Children's Conversation completed	Jan10	Feb 10	Jan Doust	
			• Refreshed Vulnerable Children's Conversation piloted	Mar 10	May 10	Jan Doust	
			• Vulnerable Children's Conversation pilot reviewed and rolled out	Jun 10	Sep 10	Jan Doust	
			• Vulnerable children's conversation used to challenge universal services understanding of need	Jun 10	Sep 10	Jan Doust	
Enhanced partnership working delivering joined up services in local areas	5.03	Further develop the role, understanding and performance management of the CAF	• CAF assessors training rolled-out	Jul 10	Jul 10	Alison Botham	
			• North Network CAF Panel piloted	Sep 10	Dec 10	Alison Botham	
			• Evaluation of North Network pilot completed	Jan 11	Mar 11	Alison Botham	
			• Performance management framework for CAF developed and implemented	Jun 10	Sep 10	Alison Botham	
			• Outcomes for children and young people who have been subject to CAF measured	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	5.04	Develop integrated working by moving from Multi-Disciplinary Teams (MDT) to Multi-Agency Teams (MAT), integrated with polysystems	• Early intervention services mapped to include workforce and resources	Jun 10	Dec 10	Ngozi Anuforo	
			• Local population needs identified for each area partnership and appropriate services planned	Nov 10	Apr 11	Ngozi Anuforo	
			• GPs incorporated into the early intervention system and made aware of services available in their area	Nov 10	Dec 10	Claire Wright	
			• Understanding of care pathways alongside tiers of need embedded	Sep 10	Dec 10	Ngozi Anuforo	
			• The 'core offer' for all developed and described to incorporate the Healthy Child Programme 0 - 19	Jan 11	Apr 11	Alison Botham	
			• Multi-agency teams co-located within each area partnership	Sep 10	Aug 11	Jan Doust	
			• Keys to Wellbeing implemented in the context of a multi-agency emotional wellbeing strategy	Jun 10	Dec 11	Heather Johnston	
Effective multi-agency provision of early years services which are outcome focussed	5.05	Embed the Healthy Child Programme through inter-agency working providing universal and intensive programmes	• Review Healthy Child Programme (0-5) and agree implementation plan	Apr 10	Jul 10	Claire Wright	Health Early Years Child Programme Group
			• Healthy Child Programme rolled-out in the North and South Networks	Sep 10	Dec 10	Jane Elias	
			• Review Healthy Child Programme (5-19)	Jun 10	Sep 10	T Edmans	
			• Schools effectively supporting the Healthy Years Programme	Sep 10	Jul 11	T Edmans	
			• Links between the Healthy Child (0-5) and (5-19) identified and mechanisms for addressing transition issues implemented	Sep 10	Dec 10	Claire Wright	
Value for money and best practice delivered effectively in early intervention services	5.06	As a partnership identify resources to deliver the Early Years Strategy, Parenting and Family Support Strategy, Preventative Strategy and Schools Strategy	• Resources identified	Jun 10	Oct 10	Jan Doust	
			• 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	Nov 10	Mar 11	Jan Doust	
			• Delivery of Early Years Strategy on track	Jun 10	Dec 11	Jan Doust	
			• Delivery of Parenting and Family Support Strategy on track	Jun 10	Dec 11	Jan Doust	
			• Delivery of Preventative Strategy on track	Jun 10	Dec 11	Jan Doust	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			• Delivery of Schools Strategy on track	Jun 10	Dec 11	Jan Doust	
Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions.	5.07	Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs.	• Review management structures • Review composition of teams • Ensure that teams are moving towards delivering multi-agency interventions and joined up approach	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	5.08	Develop and embed an understanding of child protection procedures within child care settings, maintained and private, voluntary and independent (PVI)	• Child protection procedures green handbook circulated to child care settings • Understanding of Child protection Procedures green handbook embedded	Jan 10 Jun 10	May 10 Dec 10	Sarah Peel Ngozi Anuforo	
	5.09	Ensure that the inadequacies identified by Ofsted inspections of childminders and childcare provision are addressed through training and communications	• Model safeguarding policy provided to all • Roll-out of online safeguarding induction training for all settings completed • Evaluation of the impact of training completed • Determine further training needs and costs of continuing to fully fund safeguarding training requirements	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	5.10	Develop an accreditation scheme for non–school settings	• Accreditation scheme developed for all non-school settings • All non-schools settings completed self-assessment for accreditation • Accreditation visits to all settings • Accredited levels for all settings agreed and published • Lobby Ofsted for timely de-registration of childcare providers that fail to meet the required standards	May 10 Nov 10 Jan 11 Feb 11 Sep 10	Oct 10 Dec 10 Jan 11 Mar 11 Dec 10	Ros Cooke Ros Cooke Ros Cooke Ros Cooke Ros Cooke	
All Ofsted inspections of schools meet the required safeguarding standards	5.11	Develop and embed an understanding of child protection procedures within schools	• Child protection procedures green handbook circulated to schools • Understanding of LSCB child protection Procedures green handbook embedded • Children & Young people's service holding	Jan 10 Jun 10 Jun 10	May 10 Dec 10 Jul 11	Sarah Peel Sarah Peel John Edwards	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			school governors to account where safeguarding procedures are not being delivered correctly				

Leadership & Governance

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
High quality safeguarding services provided across the Borough	6.01	Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	• LSCB identified for peer review • Review takes place • Lessons learnt and areas for improvement identified	Jun 10 Sep 10 Nov 10	Jul 10 Oct 10 Jan 11	Graham Badman	
	6.02	Ensure compliance with the Laming and other review recommendations is reviewed annually	• Annual review of compliance undertaken • Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice	Sep 10 Jul 10	Oct 10 Sep 10	Peter Lewis Peter Lewis	
Increased ownership of and responsibility for CYP by senior managers across the partnership	6.03	Safeguarding Champions scheme expanded to enhance the corporate parenting role	• Safeguarding Champion scheme extended across other senior managers in the Council • Safeguarding Champion scheme extended across the Children's Trust	Apr 10 Sep 10	Jul 10 Oct 10	Marion Wheeler Marion Wheeler	
Vision for safeguarding children and young people within Haringey is understood within partners and the community	6.04	Develop and communicate the vision for safeguarding within Haringey	• Vision for outstanding safeguarding services established and agreed by the Children's Trust and LSCB • Vision communicated to and owned by staff across the partnership • Vision communicated to and understood by stakeholders	Mar 10 Sep 10 Sep 10	Sep 10 Nov 10 Dec 10	Peter Lewis Peter Lewis Peter Lewis	
Clear role for the voluntary sector with effective support and capacity building mechanisms in place	6.05	Identify the role and capacity building requirements to enable voluntary sector support for safeguarding	• Role of the voluntary sector determined and agreed • Capacity building requirements identified to enable the sector to fulfil this role • Capacity building requirements delivered	Jun 10 Nov 10 Dec 10	Oct 10 Dec 10 Dec 11	Peter Lewis Peter Lewis Peter Lewis	
Clear governance arrangements that are understood across the partnership	6.06	Develop and communicate the roles, responsibilities and relationships of the LSCB and Children's Trust and their	• Role and responsibilities of the Children's Trust determined and communicated • Role and responsibilities of the LSCB determined and communicated	Mar 10 Mar 10	Jun 10 Jun 10	Peter Lewis Graham Badman	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
		sub-groups	• Structure and sub-groups of the Children's Trust determined and communicated	Jun 10	Oct 10	Peter Lewis	
			• Structure and sub-groups of the LSCB determined and communicated	May 10	Oct 10	Graham Badman	
			• Responsibilities for cross-cutting issues such as domestic violence determined and communicated	May 10	Dec 10	Kevin Crompton	
Enhanced partnership working delivering joined up services in local areas	6.07	Further develop multi-agency relationships, planning and service delivery	• Relationships enhanced between key agencies and the voluntary sector	Jun 10	Oct 10	Peter Lewis	
			• Governance structures and multi-agency strategic planning timetables mapped	Sep 10	Dec 10	Peter Lewis	
			• Multi-agency strategic planning aligned or integrated	Dec 10	Mar 11	Peter Lewis	
Children and young people feel involved in informing and improving our services	6.08	Determine the role of CYP in improving services	• Involve CYP in reviewing the current engagement of CYP in informing services	Sep 10	Nov 10	Peter Lewis	
			• Mechanisms established for involvement of children & young people in the work of the LSCB	Sep 10	Dec 10	Peter Lewis	
			• Mechanisms established to involve CYP in reviewing / improving services	Nov 10	Dec 10	Peter Lewis	
			• Role of CYP in the Children's Trust determined and established	Nov 10	Dec 10	Peter Lewis	
Users are actively involved in shaping, informing and improving services	6.09	Children and their families are given an active role in informing and improving services	• Mechanisms established to gain feedback from service users	Jun 10	Sep 10	Debbie Haith	
			• Feedback utilised effectively to evidence resulting improvements in services	Oct 10	Dec 10	Debbie Haith	

Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
Well trained and highly competent staff	7.01	Further develop the child protection core training curriculum for staff of all agencies	• Domestic violence training programme implemented	Oct 09	Mar 10	Rachel Oakley	LSCB Training Sub-Group
			• Risk assessment strategy developed	Oct 09	Mar 10	Rachel Oakley	
			• Determine how the strategy is delivered through the training programme	Apr 10	Jul 10	Rachel Oakley	
			• Map out all mandatory and optional child protection training within key agencies	Jun 10	Jul 10	Rachel Oakley	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			• Identify agency specific and cross partnership gaps in training provision	Aug 10	Sep 10	Rachel Oakley	
			• Revised training programme implemented	Aug 10	Dec 10	Rachel Oakley	
			• Develop consistent cross-partnership monitoring of training attendance, integrated within the performance reporting framework	Aug 10	Sep 10	Rachel Oakley	
			• Impact of training programmes evaluated	Jan 11	Feb 11	Rachel Oakley	
	7.02	Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	• Managerial competency programme developed including a specific programme focused on social care team and senior team managers	Jan 10	Mar 10	Stuart Young	
			• Support and mentoring scheme introduced for children and families team managers	Jan 10	Mar 10	Stuart Young	
			• Personal development objectives for all managers identified	Apr 10	Jun 10	Stuart Young	
			• Development programme to address these needs determined	Jul 10	Sep 10	Stuart Young	
			• Development programme delivered	Sep 10	Mar 11	Stuart Young	
			• Review additional training needs in safeguarding across the partnership	Feb 10	Apr 10	Stuart Young	
Shared responsibility for safeguarding activity by others who are able to take an active role	7.03	Review Third Sector involvement to increase capacity across statutory agencies	• Investigate potential for Third Sector support for Child Protection Processes	Jul 10	Dec 10	Debbie Haith	
			• Analysis of sector and capacity completed	Jun 10	Oct 10	Debbie Haith	
			• Determine role for the sector, support / capacity building requirements	Oct 10	Dec 10	Debbie Haith	
			• Structured programme of capacity building / support for the sector implemented	Dec 10	Dec 11	Debbie Haith	
			• Implement proposals for involvement	Apr 11	Mar 12	Debbie Haith	
	7.04	Work with GP commissioning collaboratives and the LMC to integrate safeguarding practice into primary care	• Safeguarding requirements built into GPs Continual Professional Development	Jan 10	Jul 10	Julie Quinn	
			• Method of determining impact / evidence base	Aug 10	Oct 10	Julie Quinn	
			• Impact assessed and learning incorporated into review (Clair to provide)	Jan 11	Mar 11	Julie Quinn	
Staff have the skills required to effectively perform their roles	7.05	Ensure the implementation of annual performance appraisal arrangements for all social work and health staff	• Implement structured appraisal programme and format in line with council system, even if previous appraisal had not been done	Mar 10	Jun 10	Philippa Morris	
			• Incorporate upward appraisal of managers	Nov 10	Nov 10	Philippa Morris	
			• Feedback and QA processes incorporated	Jun 10	Dec 10	Philippa Morris	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			through the staff survey				
			• Implement structured appraisal programme and format in line with health systems, even if previous appraisal had not been done	Mar 10	Jun 10	Karen Baggaley	
			• Incorporate reporting on appraisal completion within performance management framework	May 10	Aug 10	Mark Gurrey	
	7.06	Improve council and multi-agency training and development with all agencies	• CWDC standards mapped	Mar 10	Jun 10	Rachel Oakley	
			• Options for delivery scoped	Jun 10	Aug 10	Rachel Oakley	
			• Delivery plan developed	Jul 10	Aug 10	Rachel Oakley	
			• Training programme piloted	Sep 10	Oct 10	Rachel Oakley	
			• Training programme rolled-out and transferred to business as usual activity	Nov 10	Dec 10	Rachel Oakley	
			• Individual agencies programmes mapped	Jul 10	Dec 10	Rachel Oakley	
			• Programmes aligned	Dec 10	Mar 11	Rachel Oakley	
			• Integrated training programme developed drawing on combined skills	Mar 11	Sep 11	Rachel Oakley	
	7.07	Building resilience training	• Building resilience training designed & commissioned	Jun 10	Aug 10	Steve Dryden	LSCB Training & Development Sub-Group
			• Training delivered to staff	Sep 10	Oct 10	Steve Dryden	
			• Future training built into the suite offered through the LSCB training programme	Oct 10	Mar 11	Steve Dryden	
Potential new and agency staff view Haringey as the employer of choice	7.08	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)	• Fully develop the Haringey Offer as a cross partnership offer based on the support and opportunities offered by a career in Haringey	May 10	Jul 10	Philippa Morris	
			• Develop mechanisms for monitoring impact of the Haringey Offer	Aug 10	Sep 10	Philippa Morris	
			• Launch the Offer across the partnership	Sep 10	Dec 10	Philippa Morris	
			• Opportunities for secondments between adults and children's social work developed to share learning and understanding	May 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	7.09	Undertake self assessments against Social Work Taskforce "Health Check"	• Programme of self assessments against SW Task Force "Health Check" developed at departmental, service and team level	Jun 10	Jul 10	Peter Lewis	
			• Health checks at team level completed	Jun 10	Oct 10	Peter Lewis	
			• Health checks at service level completed	Jun 10	Oct 10	Peter Lewis	
			• Health check at directorate level completed	Jun 10	Oct 10	Peter Lewis	
			• Actions to address any issues arising developed and integrated within Safeguarding	Nov 10	Dec 10	Peter Lewis	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			Plan through change control processes				

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	8.01	Improve information sharing with Children's Centres and Early Years	• Mechanism established to enable information sharing • Mechanisms for monitoring timeliness of information sharing developed • Targets for information sharing set and being monitored • Mechanism for Early Years to find out who is on a child protection plan developed and communicated	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	8.02	Develop cross-partnership performance management of the First Response MAT	• Success criteria for the First Response MAT identified • First Response MAT outcome based performance scorecard developed • First Response MAT working arrangements process mapped	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	8.03	Develop a shared understanding of performance management frameworks and capacity across the partnership	• Partnership performance teams better coordinated as result of developing an understanding of each others performance management frameworks • Feasibility and appropriateness of bringing together auditing / monitoring roles from across the partnership explored and report developed	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	8.04	Develop a greater understanding of performance information across the partnership	• Performance teams from across the partnership brought together to share and discuss what information they hold and how the information can be better used • Analysis of what services children and young people are being referred to completed	Jun 10 Sep 10	Sep 10 Dec 10	Dave Grant Dave Grant	
More effective oversight	8.05	Widen cross - partnership	• LSCB Quality Assurance Subgroup's	May 10	Sep 10	Mark Gurrey	LSCB QA Sub-

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
of performance by the Children's Trust		performance management	performance scorecard revised to include greater proxy measures and staffing indicators				Group
			• Children's Trust's performance monitoring expanded beyond LAA and National Indicators	Sep 10	Dec 10	Dave Grant	
			• NHS assurance framework rolled out to all health providers	Jun 10	Dec 10	Julie Quinn	
			• Quality of data collection improved in all NHS Trusts	Jun 10	Dec 10	Julie Quinn	
Effective interventions made that are appropriate to the child's anticipated outcomes	8.06	Develop and monitor outcomes for children subject to a child protection plan	• Success measures for family interventions developed	Sep 10	Dec 11	Debbie Haith	
			• Use of a tailored Strengths and Difficulties questionnaire and similar tools explored	Sep 10	Dec 10	Debbie Haith	
			• Selected tool implemented across the partnership	Jan 11	Sep 11	Debbie Haith	
			• Methods developed for gauging clients experience of safeguarding service(s) and fed into monitoring meetings with service providers	Sep 10	Dec 10	Debbie Haith	
Improved outcomes for children and young people receiving Early Years services	8.07	Develop and monitor outcomes for children who have experienced Early Years services but are not subject to a child protection plan	• Success Measures for Early Years interventions developed	Jan 11	Dec 11	Jane Elias	
			• Method developed for gauging clients experience of Early Years services	Jan 11	Dec 11	Jane Elias	
Increased number of appropriate referrals	8.08	Develop CAF performance management	• Performance management framework for CAF developed and implemented	Jun 10	Dec 10	Alison Botham	
			• Outcomes for children and young people who have been subject to CAF measured	Oct 10	Mar 11	Alison Botham	
An improved understanding of equalities information	8.09	Develop a greater understanding of equalities information	• Domestic violence equalities information analysed	Jun 10	Sep 10	Deirdre Cregan	
			• Equalities questions incorporated into customer satisfaction surveys	Jun 10	Dec 10	Arleen Brown	
			• Safeguarding Equalities Impact Assessments identified and agreed	Jun 10	Sep 10	Arleen Brown	
			• Equality performance indicators identified	Jun 10	Dec 10	Arleen Brown	
			• Findings from SCRs used as proxy	Sep 10	Oct 10	Deidre	

Outcome	Ref	Action	Milestones	Start	End	Lead Officer	Lead Group
			measures			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**
Referral and Assessment				
NI 59 Percentage of Initial Assessments Completed in 7 days (LAA)	39.3%	53%	72%	-
NI 59 Percentage of Initial Assessments Completed in 10 days (new timescale)	-	-	TBA	TBA
NI 60 Percentage of Core Assessments Completed within 35 days (LAA)	50.3%	63%	81%	83%
NI 68 Referrals to children's social care going on to initial assessments	72%	58%	TBA	TBA
Adoption and Children in Care				
NI 61 Timeliness of placements of looked after children adopted following an agency decision that the child should be placed for adoption (number of children	50%	78%	80%	85%

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