







Appendix 1. Safeguarding Plan Milestone Report





Generated on: 26 August 2010









Haringey Council






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

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Mar 2010	30 Jun 2010		June 2010 - Achieved. Project completed - survey of users and non users under way.	Rachel Oakley	Good Practice	High quality technology used effectively to support staff in their day-to-day work
	Identify which Children's Centres have FW-I access	01 May 2010	31 May 2010		June 2010 - Achieved: We have identified 19 children centres, none of which currently have access to FWi. This information was gathered as part of a comprehensive piece of work in which we have identified all FWi access requests/needs to date. We are working with the Transformation Manager and Service Heads to prioritise FWi access and will arrange access to and training on FWi accordingly.	Sarah Barter		

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	Children's Centres identified to host and set up with FWI	01 May 2010	30 Sep 2010			Jan Doust		
	Identify other priority teams / facilities requiring FW-I access	01 May 2010	30 Jun 2010		June 2010 - Achieved. Project completed - survey of users and non users under way.	Rachel Oakley		
	Implementation plan developed to meet the identified need	01 Jun 2010	30 Sep 2010		August 2010 - Not on track. Mapping of services within the council requiring access to Fwi has been undertaken and initial prioritisation has been undertaken. Access has/is been/being arranged for some of the groups - Youth Offending Service, Special Educational Needs, Looked After Children education and Family Intervention Project. Larger work groups will have resource and financial implications for implementation, on going maintenance and licences. This has been flagged up with relevant managers, meeting arranged for end September with DD Networks to confirm way forward.	Rachel Oakley		
	Users who have 24 hour access to child protection register identified in each A&E and walk in centre	01 May 2010	31 Jul 2010		July 2010 - Achieved. North Middlesex University Hospital have total of 89 users. Whittington Hospital: Ten paediatric nurses in A&E department, Paediatric liaison nurse and Named Nurse for child protection.	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	01 May 2010	31 Jul 2010		June 2010 - Achieved. All GP practices have been sent lists of children subject to child protection plan registered with their practice. Currently updated 3 monthly. Child Protection Training delivered to GP practices includes importance of record keeping and liaison with other professionals. Currently (June 2010) over 90% of GP practice staff are trained.	Karen Baggaley		






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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	01 Apr 2011	30 Jun 2011			Ian Bailey	Good Practice	Support and approach for commissioning is in place across the partnership
	Initial priorities for joint commissioning / partnership agreement developed	01 Oct 2009	31 Jul 2010		August 2010 - Not achieved. Priorities have been established but not yet agreed by JCG (which meets next on 3 September)	Ian Bailey		
	Resourcing and support needs to sustain commissioning approach agreed	01 Apr 2010	30 Sep 2010		August 2010 - Not on track. This review of resources to support commissioning is now linked to Haringey Council corporate reviews and these are unlikely to be completed for end of September.	Ian Bailey		
	Develop rolling programme of commissioning reviews to address workforce, budgets and outcomes	01 Jul 2010	30 Sep 2010		July 2010 -Not on track. Implementation delayed as immediate priority has been given to completing the Strategic Commissioning Pilot. A programme of reviews will be discussed at the Joint Commissioning Group on 3/9/10	Claire Wright		
	Implement programme of reviews addressing priority areas first	01 Oct 2010	31 Dec 2011			Claire Wright		


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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 joint understanding of thresholds for referral to targeted and specialist services	Designated teachers group / network set up as vehicle for training and improving understanding of safeguarding and domestic violence	01 May 2010	31 Jul 2010		August 2010 - Achieved. Safeguarding in Schools forums for primary and secondary Child Protection Designated teachers now in place.	Marion Wheeler	Good Practice	An improved universal service leading to a reduction in demand for targeted and specialist services
	Nominated domestic violence champion from each school joined the designated teacher group / network	01 May 2010	31 Jul 2010		August 2010 - Not achieved. Programme to develop domestic violence and safeguarding work in schools begins September 2010.	Marion Wheeler		
	Designated teacher group / network expanded to include private sector schools, nurseries, supplementary schools etc.	01 Jul 2010	31 Oct 2010		August 2010 - On track. Work with private sector schools has commenced, work with Children's Centres to follow in Autumn term 2010.	Marion Wheeler		

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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	01 May 2010	31 Jul 2010		August 2010 - Achieved. Regular monthly meetings are now held between adults and children's at AD / HoS level to join up safeguarding. This will lead to further development of operational protocols being progressed through LSCB and Safeguarding Adults Board.	Marion Wheeler	Good Practice	Safeguarding services of a high quality are provided across the Borough
	Risk management strategy developed to ensure integration between children & families, adults, police and health	01 Jun 2010	31 Oct 2010		August 2010 - On track. Risk Management strategy document has now been to LSCB and is agreed - it will now progress to Safeguarding Adults Board, Health Safeguarding group and FRMAT operational group	Marion Wheeler		
	Risk management practice guidance developed	01 Sep 2010	30 Nov 2010			Marion Wheeler		
	Social care and CRAM / RARA follow-up requirements aligned	01 May 2010	30 Jun 2010		August 2010 - Achieved. Agreed process with CAIT on CRAM.	Sylvia Chew		
	Systematic process for communicating learning from Serious Case Reviews across the partnership developed	01 May 2010	30 Sep 2010		August 2010 - On track. All LSCB training references key messages and uses relevant cases studies derived from SCR's. The Children & Families training programme has recommendations and learning from SCR's integrated into each of the courses. Senior Practitioner and Practice Manager Roles in C&F have been created to improve practice and share learning - reading groups being established with a focus on SCR's and mechanisms for disseminating the learning. Targeted workshops to be arranged for sharing messages from future SCR's.	Rachel Oakley		
	Best practice for working with domestic violence cases identified	01 Apr 2010	31 Aug 2010		July 2010 - On track. MARAC risk assessment training will have been delivered to all SW teams on First Response and Safeguarding services by 3rd August. Training material and resources have been identified on safety planning with	Deirdre Cregan		

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					children effected by domestic violence with a delivery date of mid September. Domestic violence manual / Toolkit is being developed. IT input (e.g. templates on to framework-i) being progressed. Looking at incorporating Safety planning in to CIN plans and to plan roll-out to Safeguarding service.			
	Functions of the Multi-Agency Risk Assessment Conference (MARAC) reviewed	01 May 2010	31 Oct 2010		August 2010 - On track. Police Community Safety Unit are leading on this, Head and deputy Head of FRMAT are on the Steering Group convening the review, draft report due Autumn 2010	Marion Wheeler		
	Risk management aligned between children's and adults to ensure holistic approach and flow of information	01 May 2010	31 Oct 2010		Aug 2010 - On track. This will follow on once Risk management strategy is agreed. Some initial discussions have been held across Safeguarding Adults and CYPs to look at alignment issues.	Marion Wheeler		





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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	01 Oct 2009	30 Apr 2010		June 2010 - Achieved.	Marion Wheeler	Good Practice	Improved outcomes for children & young people through integrated systems and procedures in a multi-agency setting
	Review of CAF and Children in Need processes completed	01 Nov 2009	30 Sep 2010		August 10 - On track. CAF Workflow implemented. Child in Need is due to go live on 31.08.10.	Rachel Oakley		
	System established to share Youth Justice information with FW-I	01 Jul 2010	30 Sep 2010		August 2010 - Achieved. Framework-i accessible.	Rachel Oakley		
	Other linkages for FW-I determined and implementation programme developed	01 Sep 2010	30 Sep 2010			Rachel Oakley		
	Delivery of implementation plan concluded	01 Apr 2010	31 Mar 2011		August 2010 - On track. Children in Care Processes to begin October 2010.	Rachel Oakley		
	Initial and Core Assessment FW-I forms made more outcome focussed	01 Apr 2010	30 Sep 2010		August 2010 - On track. Research into best practice of Initial and Core Assessment forms undertaken including working as part	Rachel Oakley		

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					of working group across 13 other authorities. Extensive consultation on new forms has been undertaken and sign off agreed at Divisional Management Group. New forms set to go live on 31.8.10 with new Child In Need Workflow.			
	Managers trained, as part of supervision training, in use of the new forms	01 Jul 2010	30 Sep 2010		August 2010 - On track. Managers to be trained as part of the Children in Need roll out .	Rachel Oakley		
	New forms implemented and utilised by managers	01 Sep 2010	30 Sep 2010		June 2010 - Achieved.	Sylvia Chew		
	Case file audit tool enhanced to include monitoring of outcomes Use of FW-I extended to all key teams	01 Jun 2010	31 Dec 2011		August 2010 - Achieved. Case file audit tool is live on Framework-i with a report in place to monitor compliance. See system.	Rachel Oakley		
	FW-I development to meet best practice completed	01 Jun 2010	31 Mar 2012		August 2010 - Not on track. Funding for project ceases in March 2010 - Child Protection, Children in Need and Children in Care will be completed - adoption, fostering, leaving care, children with disabilities etc. will remain as before.	Rachel Oakley		
	FW-I Child Protection core assessment templates updated	01 Jun 2010	30 Sep 2010		August 2010 - On track. Updating of Child Protection Core Assessment to streamline family composition etc in line with new CIN forms underway and will be in place for 31.8.10.	Rachel Oakley		
	First Response Multi-Agency Team ICS systems and support in place	01 Apr 2010	30 Sep 2010		August 2010 - Not on track. Further work necessary in relation to CAF - meeting with Deputy Director Children's Networks arranged to discuss systems issues.	Rachel Oakley		
	First Response MAT reflected in FW-I and its development	01 Jul 2010	31 Jul 2010			Rachel Oakley		



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4.06 First Response Multi-	Processes and procedures integrated	01 Mar 2010	30 Sep 2010		July 2010 - Achieved. First Response Team is up and	Dave Grant	Good Practice	Improved outcomes for


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agency team introduced and working effectively					running. It is running effectively, with the staff co-located within 48 Station Road.			children & young people through integrated systems and procedures in a multi-agency setting
	Accommodation arranged and staff co-located	01 Jan 2010	30 Apr 2010		July 2010 - Achieved. First Response Team is up and running. It is running effectively, with the staff co-located within 48 Station Road.	Dave Grant		
	Staff trained in new integrated procedures and multi-agency team operational	01 Apr 2010	31 Jul 2010		June 2010 - Achieved. Completed and continuing to be trained as integrated procedures are developed / updated.	Marion Wheeler		
	First Response MAT role in audit and assessment determined and implemented	01 Sep 2010	31 Dec 2010		August 2010 - On track. The multi agency First Response MAT is in place and the operational steering group is progressing the work programme for developing data sharing, decision making and review. Once these systems are in place and working then the audit role will be progressed - timescale for this is now September - December 2010.	Marion Wheeler		
	Joint working arrangements established with Adult Services, CAMHS and Drug and Alcohol Team	01 Jul 2010	30 Oct 2010		August 2010 - On track. Initial meeting held. Discussions held with Assistant Director adults regarding accessing FWI.	Sylvia Chew		
	Information sharing protocols reviewed and developed into a single protocol across children & adults and their respective partner organisations	01 Jun 2010	30 Sep 2010		August 2010 - On track. This is on track via the LSCB protocols	Sylvia Chew		
	Integrated procedures reviewed in light of extended team	01 Nov 2010	31 Dec 2010			Marion Wheeler		



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4.07 Integrating "best practice" domestic violence work to safeguard children & young	Opportunities for linking domestic violence work and flow of information with adults services and partners identified	01 May 2010	30 Jun 2010		June 2010 - Achieved. Framework-i alert is now in use for children in families known to MAPPA and MARAC and also for alleged perpetrators. Domestic Violence specialist in Children & Families	Deirdre Cregan	Good Practice	Cutting edge domestic violence work integrated with safeguarding services across the Borough


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people					maintains link with Adult workstreams through MARAC and Domestic Violence Partnership Board. AD Safeguarding now sits on Safeguarding Adults Board. Proposals for streamlining strategy, delivery and challenge for Domestic Violence work across the Haringey Partnerships made to Safeguarding Plan Steering Group.			
	Supporting guidance developed on domestic violence thresholds using triangle model	01 May 2010	31 Jul 2010		July 2010 - Not achieved. Draft guidance on domestic violence thresholds and tiers of interventions developed and producing the training course content to accompany this is underway along with LSCB handbook information.	Deirdre Cregan		
	4 lunchtime training sessions on domestic violence for social workers completed	01 May 2010	31 Jul 2010		June 2010 - Achieved. Workshops on Every Child Matters (ECM) delivered. MARAC risk assessment workshops delivered to First Response Teams. Two workshops delivered to West Area Network.	Deirdre Cregan		
	Strategy for roll out of Barnardo's Risk Assessment training agreed	01 May 2010	30 Jun 2010		June 2010 - Achieved. Strategy agreed, initial roll out to First Response has commenced, other teams and services to follow during Autumn period.	Deirdre Cregan		
	Mechanisms for ensuring effective linkage with adults on safeguarding developed and implemented	01 May 2010	31 Jul 2010		August 2010 - Achieved. Framework - I alert for cases known to MARAC and MAPPA now in use, Domestic Violence specialist in Children & Families maintains links through MARAC. Assistant Director Safeguarding children's service now on Safeguarding Adults Board, outline proposals for development of Domestic Violence strategy, delivery and challenge made to Safeguarding Plan Steering Group.	Marion Wheeler		

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Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 May 2010	31 Jul 2010		June 2010 - On track. Meetings taken place and structure for future meetings established with child protection leads in schools.	John Edwards	Good Practice	Clear linkage and read across between case files supports the safeguarding of children in schools and through health services
	Quality assurance / reporting mechanisms established	01 Sep 2010	31 Dec 2010			John Edwards		
	Annual compliance reporting integrated within Safeguarding Plan reports	01 Jan 2011	31 Jul 2011			John Edwards		
	Standard contents / format for inclusion in all health case files agreed	01 May 2010	31 Jul 2010		June 2010 - Achieved. School Nurse Records are audited against a standard on a quarterly basis.	Karen Baggaley		
	Quality assurance / reporting mechanisms established	01 Sep 2010	31 Dec 2010			Karen Baggaley		
	Annual compliance reporting integrated within Safeguarding Plan reports	01 Jan 2011	31 Jul 2011			Karen Baggaley		

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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	01 Jun 2010	30 Sep 2010		August 2010 - On track. Child Protection Advisors and Social Work staff reminded to use the 'Have your say' consultation format. First Response service is developing a directory of consultation tools for Social Workers to use directly with children. London Regional Safeguarding Advisor workstream will be focussed on the quality of the CP conference experience and will specifically include quality from children's perspective.	Marion Wheeler	Good Practice	Children and young people's voice is heard and responded to in Safeguarding Services
	Mechanisms implemented to ensure that children and young people's views at initial and review conferences are effectively heard	01 Oct 2010	31 Dec 2010			Debbie Haith		
	Review mechanisms for the above established and implemented	01 Dec 2010	31 Jan 2011			Marion Wheeler		
	Systems to engage young people	01 Sep 2010	31 Dec 2010			Marion		


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	in the work of the LSCB implemented					Wheeler		
	Child's Champion scheme developed and implemented for case conferences	01 Jul 2010	30 Sep 2010		This milestone is about ensuring that the voice of the child is heard throughout the proceedings since this is a known weakness ahead of the full inspection. Full mechanisms for gaining this feedback and recording our progress to be developed	Marion Wheeler		
	Work completed with the Family Commission to learn from the experiences of families who have been subject to a child protection plan	01 May 2010	30 Sep 2010		August 10 - On track. Consultation meetings held with families involved in Child Protection Conferences using Independent Family Commission Organisation - they will present report back to LSCB in September 2010 which will set the targets for the areas for improvement.	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)	01 Jun 2010	31 Dec 2010		August 10 - On track. Consultation meetings held with families involved in Child Protection Conferences using Independent Family Commission Organisation - they will present report back to LSCB in September 2010 which will set the targets for the areas for improvement.	Marion Wheeler		
	Mechanisms for responding to views and providing feedback established	01 Sep 2010	31 Dec 2010			Debbie Haith		
	MPS assessed whether feedback from children and young people after ABE interviews can be sought	01 Jul 2010	31 Oct 2010			Graham Dean		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 May 2010	31 Jul 2010		August 2010 - Not achieved. This work is on-going Change in Practice / Service Delivery system to be agreed and set up across all services to ensure there is learning from complaints and complements. Iain Low to work with Complaints Officer(s).	Iain Low	Good Practice	

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	Improved mechanisms for gathering and reporting on feedback received established	01 Aug 2010	31 Oct 2010		August 2010 - On track. Ongoing work with CPAs and Team Managers. Support from London Safeguarding Advisor.	Iain Low		
	Log of service enhancements made as a result of user feedback developed and implemented for ongoing use	01 Oct 2010	31 Oct 2010		June 2010 - On track. On going work with the CPAs and the Service.	Iain Low		



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4.11 Ensure that feedback to referrers is provided in a timely and appropriate manner	System for feedback to referrers implemented	01 May 2010	31 May 2010		June 2010 - Achieved. System in place.	Sylvia Chew	Good Practice	Improved cross partnership working and communication; Timely transfer of cases between teams ensures no break in service delivery
	Monitoring of feedback integrated within performance management reporting	01 Jul 2010	31 Aug 2010		August 2010. To be monitored through the FRMAT operational group.	Sylvia Chew		
	Effectiveness of feedback mechanisms reviewed and improvements implemented	01 Sep 2010	31 Oct 2010			Sylvia Chew		


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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	01 Apr 2010	30 Jun 2010		June 2010 - Achieved. Protocol in place. Review meetings to take place every quarter. Review Meeting due in July 2010.	Iain Low	Good Practice	
	Case transfer summary element of the Audit Tool reviewed and new version implemented	01 May 2010	31 Jul 2010		August 2010 - Achieved. Protocol in place. Review meetings to take place every quarter. Review Meeting due in November 2010.	Marion Wheeler		
	Quarterly Heads of Service meetings established to review case transfer performance and drive forward cases where transfers are delayed	01 Jun 2010	30 Sep 2010		June 2010 - Achieved. Quarterly meetings in place.	Marion Wheeler		
	Staffing levels in long term teams reviewed	01 Jun 2010	31 Dec 2010		August 2010 - On track. Work to model the optimum staffing levels and structure for the First Response and Safeguarding and Support Services has been undertaken during the past 6 months,	Marion Wheeler		



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					this has proven complex given a continuing increase in demand from new referrals, complexity of referrals and complexity of required response. First Response has recently established a period of near optimum performance on timeliness and quality of assessments, but with a staff team of 8 additional SW's. This has significant impact on budget. Safeguarding and Support Service are operating above capacity (priority cases not always allocated immediately) and a proposal for increasing the staffing level has been drafted for discussion but again will have significant budgetary impact.			
	Protocol for notifications in place	01 Apr 2010	31 May 2010		August 2010 - Achieved. Document agreed in June 2010.	Sylvia Chew		


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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	01 Oct 2009	30 Jun 2010		June 2010 - Achieved. New referrals will be accepted to the Gang Action Group (GAG) where there is intelligence indicating involvement in gangs and serious violence. There must be a multi-agency concern about any new referral. Decisions as to whether a referral will be accepted by the group will be made at GAG meetings. Terms of Reference provided as evidence.	Aidan Gibson	Good Practice	More vulnerable children and you people are identified and effectively safeguarded
	Developed and implemented procedures for working with known gang members	01 Oct 2009	30 Jun 2010		June 2010 - Achieved. Procedures are in place and are being implemented. The Gang Action will regularly review and update procedures for working with individuals.	Aidan Gibson		
	Protocols developed for social workers on working with vulnerable children and young people who are	01 Jun 2010	30 Jun 2010		June 2010. Social Worker from the First Response Team attends the Gang Action Group.	Marion Wheeler		

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	in gangs				The DCSF Safeguarding paper in relation to gangs was discussed in December 2009 and the decision was that current procedures are sufficient to cover the issues identified. A section was put in to the YOS/CYPS protocol to address processes in urgent cases outside the GAG. Suggested that lead is changed to Marion Wheeler. Timescales to be developed.			

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4.14 Increase the involvement of health professionals in complex case meetings	Identify opportunities for health involvement at complex case meetings	01 Jun 2010	31 Aug 2010		August 2010 - Achieved. Meetings held to agree criteria for involvement: cases of suspected NAI , FII, CSA or chronic neglect.	Karen Baggaley	Good Practice	Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage
	Trial involvement of named or designated nurse in these meetings	01 Aug 2010	31 Oct 2010		August 2010 - On track. Social Work team leaders and health professionals to agree a process then health staff will start attending - probably Designated Nurse with Health Visitor or SN and / or paediatrician to begin with.	Karen Baggaley		
	Review effectiveness of involvement in preventing the escalation of cases	01 Oct 2010	30 Nov 2010			Karen Baggaley		
	Amend processes and procedures as a result of the trials if required	01 Dec 2010	31 Dec 2010			Karen Baggaley		


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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	01 Apr 2010	31 Jul 2010		August 2010 - Not achieved. Time taken to develop new forms which can be used by social workers seeking information from GPs for S.17 or S.47 enquires which can also be used for report to child protection conference was longer than expected. New form has been widely circulated for comment and is due to be signed	David Elliman	Good Practice	Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage

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					off for use as a pilot at Best Practice Sub-group on 30/8/10. Form will then be circulated to all GPs and Social workers for immediate use with guidance from Working Together 2010 s.5.84 as to appropriate attendance at, and reports for, child protection conferences. Best Practice Group to decide length of pilot.			
	Criteria for schools involvement in child protection conferences established	01 Apr 2010	31 Jul 2010		August 2010 - Achieved.	John Edwards		
	Guidance issued to appropriate staff	01 Aug 2010	30 Sep 2010		August 2010 - On track. Guidance issued to schools. Need to check with health that they have issued to their staff.	Debbie Haith		
	Mechanisms for monitoring established and built into performance management framework	01 Oct 2010	30 Nov 2010			Debbie Haith		
	Initial audit of compliance undertaken within health	01 Dec 2010	28 Feb 2011			Bridget Owen		
	Initial audit of compliance undertaken within schools	01 Dec 2010	28 Feb 2011			John Edwards		

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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	01 Jun 2010	30 Jun 2010		August 2010 – No progress. Milestones to be developed with new Deputy Director Children & Families Debbie Haith.	Dorothy Simon	Good Practice	Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage


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5.01 All Haringey Children's Centres, children's	Roll-out CAF across all schools and other settings	01 Feb 2009	31 Jul 2009			Alison Botham	Early Intervention	Timely and appropriate assessments and referrals are made
	Develop communications and support programme to enable	01 May 2010	31 Jul 2010			Alison Botham		

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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	embedding of CA							in line with the Haringey thresholds of need
	Deliver effective support and communications to enable embedding of CAF	01 Jul 2010	31 Dec 2010			Alison Botham		
	Develop support mechanisms for CAF in private, voluntary and independent (PVI) settings	01 Jan 2010	31 Jul 2010			Alison Botham		
	Deliver support mechanisms for CAF in private, voluntary and independent (PVI) settings	01 Jul 2010	31 Dec 2010			Alison Botham		



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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	01 Jul 2010	31 Oct 2010		August 2010 - On track. Workshop with partner agencies to identify areas for collaboration to improve joint working and cost efficiencies. Report being drafted.	Rachel Oakley	Early Intervention	Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need
	Training programme for universal services developed	01 Oct 2010	31 Dec 2010			Rachel Oakley		
	Consultation on improving the Vulnerable Children's Conversation completed	01 Jan 2010	28 Feb 2010			Jan Doust		
	Refreshed Vulnerable Children's Conversation piloted	01 Mar 2010	01 May 2010			Jan Doust		
	Vulnerable Children's Conversation pilot reviewed and rolled out	01 Jun 2010	30 Sep 2010			Jan Doust		
	Vulnerable children's conversation used to challenge universal services understanding of need	01 Jun 2010	30 Sep 2010			Jan Doust		

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5.03 Further develop the role, understanding and performance management of the CAF	CAF assessors training rolled-out	01 Jul 2010	31 Jul 2010			Alison Botham	Early Intervention	Enhanced partnership working delivering joined up services in local areas
	North Network CAF Panel piloted	01 Sep 2010	31 Dec 2010			Alison Botham		
	Evaluation of North Network pilot	01 Jan 2011	31 Mar 2011			Alison		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	completed					Botham		
	Performance management framework for CAF developed and implemented	01 Jun 2010	30 Sep 2010			Alison Botham		
	Outcomes for children and young people who have been subject to CAF measured	01 Oct 2010	31 Dec 2010			Alison Botham		

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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	01 Jun 2010	31 Dec 2010		August 2010 – On Track. Work continues through the Early Year Strategy Group on mapping EI services around offered as part the delivery of children's centre services and developing options for Multi-Agency teams.	Ngozi Anuforo	Early Intervention	Integrated inter-agency working leading to a more efficient and effective early intervention service
	Local population needs identified for each area partnership and appropriate services planned	01 Nov 2010	30 Apr 2011			Ngozi Anuforo		
	GPs incorporated into the early intervention system and made aware of services available in their area	01 Nov 2010	31 Dec 2010			Claire Wright		
	Understanding of care pathways alongside tiers of need embedded	01 Sep 2010	31 Dec 2010			Ngozi Anuforo		
	The 'core offer' for all developed and described to incorporate the Healthy Child Programme 0 - 19	01 Jan 2011	30 Apr 2011			Alison Botham		
	Multi-agency teams co-located within each area partnership	01 Sep 2010	31 Aug 2011			Jan Doust		
	Keys to Wellbeing implemented in the context of a multi-agency emotional wellbeing strategy	01 Jun 2010	30 Jun 2010		August 2010 - On track. Integrated working in alternative provision is on track, however more specialised work is being reviewed in line with budget changes.	Heather Johnston		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Apr 2010	31 Jul 2010		August 2010 - Not achieved. The increase in the number of children with a child protection plan has affected the capacity of the Health Visiting Service to support the roll out of an extended programme to the North and South networks and this is currently on hold, although other options are being explored as part of the development of the joint strategy.	Claire Wright	Early Intervention	Effective multi-agency provision of early years services which are outcome focussed
	Healthy Child Programme rolled-out in the North and South Networks	01 Sep 2010	31 Dec 2010			Jane Elias		
	Review Healthy Child Programme (5-19)	01 Jun 2010	30 Sep 2010		August 2010 - On track. Work remains on track. The first draft of "A picture of Health for Haringey's 5-19 years", a health profile has been completed. 'Healthy Schools' is under review jointly with LA to consider impact of reduction in funding due to the Area Base Grant being cut.	Teresa Edmans		
	Schools effectively supporting the Healthy Years Programme	01 Sep 2010	31 Jul 2011			Teresa Edmans		
	Links between the Healthy Child (0-5) and (5-19) identified and mechanisms for addressing transition issues implemented	01 Sep 2010	31 Dec 2010			Claire Wright		




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Jun 2010	31 Oct 2010			Jan Doust	Early Intervention	Value for money and best practice delivered effectively in early intervention services
	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	01 Nov 2010	31 Mar 2011			Jan Doust		
	Delivery of Early Years Strategy on track	01 Jun 2010	31 Dec 2011			Jan Doust		
	Delivery of Parenting and Family Support Strategy on track	01 Jun 2010	31 Dec 2011			Jan Doust		
	Delivery of Preventative Strategy	01 Jun 2010	31 Dec 2011			Jan Doust		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	on track							
	Delivery of Schools Strategy on track	01 Jun 2010	31 Dec 2011			Jan Doust		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.07 Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs.	Review management structures	01 Jun 2010	30 Sep 2010			Jan Doust	Early Intervention	Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions
	Review composition of teams	01 Sep 2010	31 Dec 2010			Jan Doust		
	Ensure that teams are moving towards delivering multi-agency interventions and joined up approach	01 Jan 2011	31 Jul 2011			Jan Doust		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Jan 2010	31 May 2010		June 2010 - Achieved. Handbook circulated to all childminders and council run settings and those PVIs that are based within council setting. In addition the green handbook will be sent to every manager of PVI run day nurseries, by the end of July.	Sarah Peel	Early Intervention	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
	Understanding of Child protection Procedures green handbook embedded	01 Jun 2010	31 Dec 2010		August 2010 - On track. System of regular forums meetings with PVI providers and Playgroup now developed. Safeguarding / CP a rolling agenda item with planned input around issues such as information sharing and access to LSCB training.	Ngozi Anuforo		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.09 Ensure that the inadequacies identified by Ofsted	Model safeguarding policy provided to all	01 Apr 2010	31 May 2010		August 2010 - Achieved. Model policies provided as part of initial training programme for private, voluntary and Independent providers.	Ngozi Anuforo	Early Intervention	All Ofsted inspections of childminders and childcare providers



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
inspections of childminders and childcare provision are addressed through training and communications	Roll-out of online safeguarding induction training for all settings completed	01 May 2010	31 Dec 2010		August 2010 - On track. Induction training information and link to be included as article in Childminder and Early Years newsletters sent out in early September.	Ros Cooke		meet required safeguarding standards
	Evaluation of the impact of training completed	01 Jun 2010	30 Sep 2010		August 2010 - On track. In process, will be part of team day on 2nd September.	Ros Cooke		
	Determine further training needs and costs of continuing to fully fund safeguarding training requirements	01 Jun 2010	30 Sep 2010		August 2010 - On track. Will need to consider as part of budget review.	Ros Cooke		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.10 Develop an accreditation scheme for non-school settings	Accreditation scheme developed for all non-school settings	01 May 2010	31 Oct 2010		August 2010 - On track. Final adaptations of scheme are being written. Workshop dates have been advertised and out into Early Years newsletter for September. Roll out in October.	Ros Cooke	Early Intervention	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
	All non-schools settings completed self-assessment for accreditation	01 Nov 2010	31 Dec 2010			Ros Cooke		
	Accreditation visits to all settings	01 Jan 2011	31 Jan 2011			Ros Cooke		
	Accredited levels for all settings agreed and published	01 Feb 2011	31 Mar 2011			Ros Cooke		
	Lobby Ofsted for timely de-registration of childcare providers that fail to meet the required standards	01 Jun 2010	30 Jun 2010		June 2010 - Achieved. We have had discussions with the National Strategies who have taken our concerns alongside those of other LAs to Ofsted.	Ros Cooke		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
5.11 Develop and embed an understanding of child protection procedures within	Child protection procedures green handbook circulated to schools	01 Jan 2010	31 May 2010		June 2010 - Achieved. Handbook circulated to all schools.	Sarah Peel	Early Intervention	All Ofsted inspections of childminders and childcare providers meet required
	Understanding of LSCB child protection Procedures green handbook embedded	01 Jun 2010	31 Dec 2010		July 2010 - Achieved.	Sarah Peel		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
schools	Children & Young people's service holding school governors to account where safeguarding procedures are not being delivered correctly	01 Jun 2010	31 Jul 2011		August 10 - On track.	John Edwards		safeguarding standards


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.01 Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	LSCB identified for peer review	01 Jun 2010	31 Jul 2010		August 2010 - Not on track. Desk top review of other LSCBs has taken place and the results from this will be fed back to SPSSG to inform decisions on how the LSCB is reviewed to ensure that it is efficient and effective whilst minimising impact on senior managers time.	Graham Badman	Leadership and Governance	High quality safeguarding services provided across the Borough
	Review takes place	01 Sep 2010	31 Oct 2010		August 2010 - Not on track. Consideration to be given to appropriate type of review for the LSCB based on learning from desktop review. Proposals to be considered by Children's Trust to ensure that they are able to fulfil their role in holding the LSCB to account.	Graham Badman		
	Lessons learnt and areas for improvement identified	01 Nov 2010	31 Jan 2011			Graham Badman		




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.02 Ensure compliance with the Laming and other review recommendations is reviewed annually	Annual review of compliance undertaken	01 Jun 2010	30 Jun 2010		June 2010 - Achieved. The first of these annual reviews took place in September 2009 and is scheduled for the autumn 2010 as part of the programme.	Peter Lewis	Leadership and Governance	High quality safeguarding services provided across the Borough
	Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice	01 Jul 2010	30 Sep 2010		August 2010 - On track.	Peter Lewis		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.03 Safeguarding Champions scheme expanded to enhance the corporate parenting role	Safeguarding Champion scheme extended across other senior managers in the Council	01 Apr 2010	31 Jul 2010		June 2010 - Achieved. Has been rolled across Adults, Chief Executive and Safer Communities.	Marion Wheeler	Leadership and Governance	Increased ownership of and responsibility for CYP by senior managers across the partnership
	Safeguarding Champion scheme extended across the Children's Trust	01 Sep 2010	31 Oct 2010			Marion Wheeler		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Mar 2010	30 Sep 2010		August 2010 - On track.	Peter Lewis	Leadership and Governance	Vision for safeguarding children and young people within Haringey is understood within partners and the community
	Vision communicated to and owned by staff across the partnership	01 Sep 2010	30 Nov 2010			Peter Lewis		
	Vision communicated to and understood by stakeholders	01 Sep 2010	31 Dec 2010			Peter Lewis		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.05 Identify the role and capacity building requirements to enable voluntary sector support for safeguarding	Role of the voluntary sector determined and agreed	01 Jun 2010	31 Oct 2010		August 2010 - On track.	Peter Lewis	Leadership and Governance	Clear role for the voluntary sector with effective support and capacity building mechanisms in place
	Capacity building requirements identified to enable the sector to fulfil this role	01 Nov 2010	31 Dec 2010			Peter Lewis		
	Capacity building requirements delivered	01 Dec 2010	31 Dec 2011			Peter Lewis		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.06 Develop and communicate the roles, responsibilities and relationships of the LSCB and Children's Trust and their sub-groups	Role and responsibilities of the Children's Trust determined and communicated	01 Mar 2010	30 Jun 2010		June 2010 - Achieved.	Peter Lewis	Leadership and Governance	Clear governance arrangements that are understood across the partnership
	Role and responsibilities of the LSCB determined and communicated	01 Mar 2010	30 Jun 2010		June 2010 - Achieved. Annual report 2009/10 completed - to Trust Board 24/06/10.	Graham Badman		
	Structure and sub-groups of the Children's Trust determined and communicated	01 Jun 2010	31 Oct 2010		August 2010 - On track.	Peter Lewis		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Structure and sub-groups of the LSCB determined and communicated	01 May 2010	31 Oct 2010		August 2010 - On track. To be considered alongside structure and sub-groups of Children's Trust and informed by review of other LSCBs.	Graham Badman		
	Responsibilities for cross-cutting issues such as domestic violence determined and communicated	01 May 2010	31 Dec 2010		August 2010 - Not on track. Safeguarding group needs to discuss exactly what is required under this action.	Kevin Crompton		






Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.07 Further develop multi-agency relationships, planning and service delivery	Relationships enhanced between key agencies and the voluntary sector	01 Jun 2010	31 Oct 2010		August 2010 - On track.	Peter Lewis	Leadership and Governance	Enhanced partnership working delivering joined up services in local areas
	Governance structures and multi-agency strategic planning timetables mapped	01 Sep 2010	31 Dec 2010			Peter Lewis		
	Multi-agency strategic planning aligned or integrated	31 Dec 2010	31 Mar 2011			Peter Lewis		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.08 Determine the role of CYP in improving services	Involve CYP in reviewing the current engagement of CYP in informing services	01 Sep 2010	30 Nov 2010			Peter Lewis	Leadership and Governance	Children and young people feel involved in informing and improving our services
	Mechanisms established for involvement of children & young people in the work of the LSCB	01 Sep 2010	31 Dec 2010			Peter Lewis		
	Mechanisms established to involve CYP in reviewing / improving services	01 Nov 2010	31 Dec 2010			Peter Lewis		
	Role of CYP in the Children's Trust determined and established	01 Nov 2010	31 Dec 2010			Peter Lewis		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
6.09 Children and their families are	Mechanisms established to gain feedback from service users	01 Jun 2010	31 Oct 2010		August 2010 - On track. Review of Participation work	Debbie Haith	Leadership and Governance	Users are actively involved in




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
given an active role in informing and improving services					underway within CYPS and work will be progressed when complete.			shaping, informing and improving services
	Feedback utilised effectively to evidence resulting improvements in services	01 Oct 2010	31 Dec 2010			Debbie Haith		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
7.01 Further develop the child protection core training curriculum for staff of all agencies	Domestic violence training programme implemented	01 Oct 2009	31 Mar 2010		August 2010 - Achieved. Local Safeguarding Children's Board (LSCB) and Heathstone providing multi-agency training on domestic violence 2010/11.	Rachel Oakley	Capacity and Staffing	Well trained and highly competent staff
	Risk assessment strategy developed	01 Oct 2009	31 Mar 2010		June 10 - Achieved. Risk assessment strategy in place - plans being made to embed further within management culture of organisation.	Rachel Oakley		
	Determine how the strategy is delivered through the training programme	01 Apr 2010	31 Jul 2010		August 2010 - Achieved. See LSCB Training strategy Oct 2009.	Rachel Oakley		
	Map out all mandatory and optional child protection training within key agencies	01 Jun 2010	30 Sep 2010		August 2010 - On track. System to identify which staff need what training has been established. Training categorised by levels ABC - dependent on access and role with children	Rachel Oakley		
	Identify agency specific and cross partnership gaps in training provision	01 Aug 2010	30 Sep 2010		August 2010 - Achieved. LSCB review of training September 09 - identified gaps which formed basis of 2010/11 training programme.	Rachel Oakley		
	Revised training programme implemented	01 Aug 2010	31 Dec 2010		August 2010. Training plan being implemented.	Rachel Oakley		
	Develop consistent cross-partnership monitoring of training attendance, integrated within the performance reporting framework	01 Aug 2010	30 Sep 2010		August 2010 - On track. LSCB Annual review of training across partners has been undertaken. Report to LSCB board in September.	Rachel Oakley		
	Impact of training programmes evaluated	01 Jan 2011	28 Feb 2011			Rachel Oakley		





Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Jan 2010	31 Mar 2010		August 2010 - Achieved. Developed and used in the recruitment of all managerial staff - and individual and collective training plans including Hub of Change (for Managers) (see TPM Assessment report for team managers).	Stuart Young	Capacity and Staffing	Well trained and highly competent staff
	Support and mentoring scheme introduced for children and families team managers	01 Jan 2010	31 Mar 2010		August 2010 - Achieved. Completed, reviewed and evaluated. Now seeking funding from Children's Workforce Development Council for next stage.	Stuart Young		
	Personal development objectives for all managers identified	01 Apr 2010	30 Jun 2010		August 2010 - Achieved. Completed for all newly appointed managers.	Stuart Young		
	Development programme to address these needs determined	01 Jul 2010	30 Sep 2010		August 2010 - On track. Programme to be launched on 26/8/10 (see Harinet).	Stuart Young		
	Development programme delivered	01 Sep 2010	31 Mar 2011			Stuart Young		
	Review additional training needs in safeguarding across the partnership	01 Feb 2010	30 Apr 2010		August 2010 - Achieved. LSCB training review identified training needs and worked into the LSCB training programme for 10/11 (see LSCB website).	Stuart Young		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
7.03 Review Third Sector involvement to increase capacity across statutory agencies	Investigate potential for Third Sector support for Child Protection Processes	01 Jul 2010	31 Dec 2010		August 2010 - On track.	Debbie Haith	Capacity and Staffing	Shared responsibility for safeguarding activity by others who are able to take an active role
	Analysis of sector and capacity completed	01 Jun 2010	31 Oct 2010		August 2010 - On track.	Debbie Haith		
	Determine role for the sector, support / capacity building requirements	01 Oct 2010	31 Dec 2010			Debbie Haith		
	Structured programme of capacity building / support for the sector implemented	01 Dec 2010	31 Dec 2011			Debbie Haith		
	Implement proposals for involvement	01 Apr 2011	31 Mar 2012			Debbie Haith		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Jan 2010	31 Jul 2010		July 2010 - Achieved. Minimum data set for GP appraisal has been amended to include a question on Safeguarding children.	Julie Quinn	Capacity and Staffing	NO OUTCOME SPECIFIED
	Method of determining impact / evidence base	01 Aug 2010	31 Oct 2010		August 2010 - On track. Actively being considered by Named Nurse for Primary Care and Lead GP for Safeguarding.	Sadru Kheraj		
	Impact assessed and learning incorporated into review (Claire to provide)	01 Jan 2011	31 Mar 2011			Sadru Kheraj		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Mar 2010	30 Jun 2010		August 2010 - Not achieved. Significant improvements in appraisal have been made over the past year. Current work has focused on a) introduction of new supervision 4x4x4 model across council and health b) improving the quality of social work supervision via observation, feedback and coaching c) recruitment of a permanent social work managers into the service. Mitigating actions include: focus on performance appraisal reprogrammed to mid year review period. Meeting with Deputy Heads of Service end August to review ideas and support needed.	Philippa Morris	Capacity and Staffing	Staff have the skills required to effectively perform their roles
	Incorporate upward appraisal of managers	01 Nov 2010	30 Nov 2010			Philippa Morris		
	Feedback and QA processes incorporated through the staff survey	01 Jun 2010	31 Dec 2010		August 2010 - On track.	Philippa Morris		
	Implement structured appraisal programme and format in line with health systems, even if previous appraisal had not been done	01 Mar 2010	30 Jun 2010		August 2010 - Achieved. Appraisal polices and procedures in place for GPs, Whittington Hospital, North Middlesex University Hospital, NHS Haringey, Great Ormond Street	Karen Baggaley		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Hospital in Haringey and Barnet, Enfield and Haringey Mental Health Trust. Compliance for GPs is monitored by Medical Director for Primary Care, compliance for other providers is monitored by respective HR departments.			
	Incorporate reporting on appraisal completion within performance management framework	01 May 2010	31 Aug 2010		August 2010 - Not achieved. See 8.05 Appraisals not up to date in C&F and new Deputy Head of Service posts to be given lead.	Mark Gurrey		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
7.06 Improve council and multi-agency training and development with all agencies	CWDC standards mapped	01 Mar 2010	30 Jun 2010		August 2010 - Not achieved. This work has not started to due resource constraints. See 5.02 - discussion have started with relevant personal across CYPS and Health on future collaboration.	Rachel Oakley	Capacity and Staffing	Staff have the skills required to effectively perform their roles
	Options for delivery scoped	01 Jun 2010	31 Aug 2010		August 2010 - Not achieved. See above.	Rachel Oakley		
	Delivery plan developed	01 Jul 2010	31 Aug 2010		August 2010 - Not achieved. See above.	Rachel Oakley		
	Training programme piloted	01 Sep 2010	31 Oct 2010			Rachel Oakley		
	Training programme rolled-out and transferred to business as usual activity	01 Nov 2010	31 Dec 2010			Rachel Oakley		
	Individual agencies programmes mapped	01 Jul 2010	31 Dec 2010		August 2010 - Not on track. See above.	Rachel Oakley		
	Programmes aligned	01 Dec 2010	31 Mar 2011			Rachel Oakley		
	Integrated training programme developed drawing on combined skills	01 Mar 2011	30 Sep 2011			Rachel Oakley		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
7.07 Building resilience training	Building resilience training designed & commissioned	01 Jun 2010	31 Aug 2010		August 2010 - Achieved. Dates for training to be confirmed for	Steve Dryden	Capacity and Staffing	Staff have the skills required to




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					September.			effectively perform their roles
	Training delivered to staff	01 Sep 2010	31 Oct 2010			Steve Dryden		
	Future training built into the suite offered through the LSCB training programme	01 Oct 2010	31 Mar 2011			Steve Dryden		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 May 2010	31 Oct 2010		August 2010 - On track. Partnership Survey results analysed and implications for Haringey offer assessed. Officer identified and briefed to develop an on line presence/document for October 10 - highlighting positives of working in Haringey, with case studies.	Philippa Morris	Capacity and Staffing	Potential new and agency staff view Haringey as the employer of choice
	Develop mechanisms for monitoring impact of the Haringey Offer	01 Aug 2010	30 Sep 2010		August 2010 - On track. As above - impact will be monitored via analysis of number of people applying for posts in Haringey.	Philippa Morris		
	Launch the Offer across the partnership	01 Sep 2010	31 Dec 2010			Philippa Morris		
	Opportunities for secondments between adults and children's social work developed to share learning and understanding	01 May 2010	31 Oct 2010		August 2010 - On track. Secondments are happening via Social Work trainee work placements in different services and teams.	Philippa Morris		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Jun 2010	31 Dec 2010		August 2010 - On track. This is in progress, but is a complex task that will take time to complete.	Peter Lewis	Capacity and Staffing	Social work staff feel valued through the provision of support, suitable workloads, systems and tools enabling them to perform to a high standard
	Health checks at team level completed	01 Jun 2010	31 Oct 2010		August 2010 - On track. This is in development.	Peter Lewis		
	Health checks at service level completed	01 Jun 2010	31 Oct 2010		August 2010 - On track. This is in development.	Peter Lewis		
	Health check at directorate level completed	01 Jun 2010	31 Oct 2010		August 2010 - On track. This is in development.	Peter Lewis		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Actions to address any issues arising developed and integrated within Safeguarding Plan through change control processes	01 Nov 2010	31 Dec 2010			Peter Lewis		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.01 Improve information sharing with Children's Centres and Early Years	Mechanism established to enable information sharing	01 Jan 2010	30 Apr 2010		July 2010 - On track. This matter was subject of discussion and needs to be clarified as to what is the expected outcome of this action.	Jan Doust	Performance Management	The needs of children effectively shared across early years, children's centres and partners
	Mechanisms for monitoring timeliness of information sharing developed	01 Jun 2010	30 Sep 2010		August 2010 - Not on track. Whilst information is shared, there is no mechanism for monitoring this. The required process to do so has yet to be developed. I will meet with Mark Gurrey to further discuss the way forward by beginning of September.	Dave Grant		
	Targets for information sharing set and being monitored	01 Sep 2010	31 Dec 2010			Dave Grant		
	Mechanism for Early Years to find out who is on a child protection plan developed and communicated	01 Jun 2010	31 Oct 2010		Suggested that lead is changed to Jan Doust.	Jan Doust		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.02 Develop cross-partnership performance management of the First Response MAT	Success criteria for the First Response MAT identified	01 Feb 2010	31 Mar 2010		June 2010 - Achieved. Completed and continuing to be refreshed as the MAT evolves.	Marion Wheeler	Performance Management	Close performance management of the MAT leads to improved multi-agency workings
	First Response MAT outcome based performance scorecard developed	01 May 2010	31 Jul 2010		August 2010 - Not achieved. Work on this is underway with FRMAT operational steering group	Marion Wheeler		
	First Response MAT working arrangements process mapped	01 Apr 2010	30 Sep 2010		June 2010 - Achieved. Completed and continuing.	Marion Wheeler		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.03 Develop a shared understanding of	Partnership performance teams better coordinated as result of developing an understanding of	01 Jun 2010	30 Nov 2010		August 2010 - On track. Policy and Performance Review across Council underway. This will lead to a	Mark Gurrey	Performance Management	Robust approach to managing performance and

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
performance management frameworks and capacity across the partnership	each others performance management frameworks				corporate service which will then have to work with partners. Work underway to develop common performance scorecard and bring partners together around performance management of safeguarding.			target setting supports across the partnership supports attainment of our goals
	Feasibility and appropriateness of bringing together auditing / monitoring roles from across the partnership explored and report developed	01 Sep 2010	31 Dec 2010			Mark Gurrey		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Jun 2010	30 Sep 2010		August 2010 - Not on track. Teams will be brought together in September to discuss. The outcome is likely to be a move towards a multi-agency performance bureau, but an appropriate paper will not be available by end of September.	Dave Grant	Performance Management	Information used more effectively across the partnership, leading to an improved service for children and young people, parents and carers
	Analysis of what services children and young people are being referred to completed	01 Sep 2010	31 Dec 2010			Dave Grant		





Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.05 Widen cross - partnership performance management	LSCB Quality Assurance Subgroup's performance scorecard revised to include greater proxy measures and staffing indicators	01 May 2010	30 Sep 2010		August 2010 - On track. C&F Performance Scorecard developed.	Mark Gurrey	Performance Management	More effective oversight of performance by the Children's Trust
	Children's Trust's performance monitoring expanded beyond LAA and National Indicators	01 Sep 2010	31 Dec 2010			Dave Grant		
	NHS assurance framework rolled out to all health providers	01 Jun 2010	31 Dec 2010		August 2010 - On track. Development of Assurance framework by all providers discussed monthly at Health Leadership for Safeguarding Meeting - work currently in progress by the Whittington Hosp to rationalise NHSL assurance framework and Care Quality	Julie Quinn		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Commission requirements with NHS Haringey and NHS Islington's requirements.			
	Quality of data collection improved in all NHS Trusts	01 Jun 2010	31 Dec 2010		August 2010 - On track. Whittington Hospital working towards routinely collecting data regarding Complaints Process training numbers up to level 3 staff. Amended form to collect data regarding case conference attendance across health agencies has been proposed to Local Authority - yet to be agreed.	Julie Quinn		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.06 Develop and monitor outcomes for children subject to a child protection plan	Success measures for family interventions developed	01 Sep 2010	31 Dec 2011			Debbie Haith		
	Use of a tailored Strengths and Difficulties questionnaire and similar tools explored	01 Sep 2010	31 Dec 2010			Debbie Haith		
	Selected tool implemented across the partnership	01 Jan 2011	30 Sep 2011			Debbie Haith		
	Methods developed for gauging clients experience of safeguarding service(s) and fed into monitoring meetings with service providers	01 Sep 2010	31 Dec 2010			Debbie Haith		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Jan 2011	31 Dec 2011			Jane Elias		Improved outcomes for children and young people receiving Early Years services
	Method developed for gauging clients experience of Early Years services	01 Jan 2011	31 Dec 2011			Jane Elias		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.08 Develop CAF performance management	Performance management framework for CAF developed and implemented	01 Jun 2010	31 Dec 2010			Alison Botham		Increased number of appropriate referrals
	Outcomes for children and young people who have been subject to CAF measured	01 Oct 2010	31 Mar 2011			Alison Botham		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.09 Develop a greater understanding of equalities information	Domestic violence equalities information analysed	01 Jun 2010	30 Sep 2010		July 2010 - On track. LSCB Domestic Violence sub group looked at an initial set of data about Children living in households where there is domestic violence which included some equalities monitoring. The subgroup made suggestions as to what data is required. Info to be provide on children subject to domestic violence plans because of domestic violence. This data will be produced each quarter and analysed.	Deirdre Cregan		An improved understanding of equalities information
	Equalities questions incorporated into customer satisfaction surveys	01 Jun 2010	31 Dec 2010		August 2010 - On track.	Arleen Brown		
	Safeguarding Equalities Impact Assessments identified and agreed	01 Jun 2010	30 Sep 2010		August 2010 - On track.	Arleen Brown		
	Equality performance indicators identified	01 Jun 2010	31 Dec 2010		August 2010 - On track.	Arleen Brown		
	Findings from SCRs used as proxy measures	01 Sep 2010	31 Oct 2010			Deirdre Cregan		