











Appendix 2b Safeguarding Plan Milestone Exception Report


Generated on: 01 October 2010






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




Action	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	Sarah Barter		


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					accordingly.			
	Children's Centres identified to host and set up with FWI	01 May 2010	30 Sep 2010		September 2010 - Not achieved. This has not progressed. Budget constraints will limit this action. Children's Centres were a priority in the Contactpoint rollout but this has been halted by government policy.	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 is 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: this is made up of A&E staff (nurses, paediatric A&E nurses, reception staff, Urgent care and Emergency Nurse practitioners), Midwives, Paediatric liaison nurses and registration/appointment staff. Whittington Hospital: Ten paediatric nurses in A&E department, Paediatric liaison nurse and Named Nurse for child protection.	Karen Baggaley		






Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	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. Named Nurse for Primary Care has sent all GP practices 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		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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		September 2010 - Not achieved. Initial priorities have been agreed by the Joint Commissioning Group, though overall priorities may be reviewed in light of other developments and work; specifically, the emotional well-being group, the strategic commissioning pilot and the NHS white paper.	Ian Bailey		
	Resourcing and support needs to sustain commissioning approach agreed	01 Apr 2010	30 Sep 2010		September 2010 - Not achieved. 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		September 2010 - Not achieved. Commissioning reviews put on hold until the outcomes of the Comprehensive Spending Review are known. In the meantime priority is being given to the Strategic Commissioning Pilot and the possible	Claire Wright		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					development of a Section 75 Agreement for Children with Disabilities.			
	Implement programme of reviews addressing priority areas first	01 Oct 2010	31 Dec 2011			Claire Wright		







Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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 Oct 2010		September 2010 - On track. The Domestic Violence (DV) Coordinator is delivering a presentation to the Primary and Secondary Schools Safeguarding fora on 28th September and 13th October respectively to launch the domestic violence champions in schools plan. Sign up will be progressed throughout the next 2 terms. DV coordinator will also lead on modelling a 'whole school' approach to DV in Stroud Green.	Marion Wheeler		
	Designated teacher group / network expanded to include private sector schools, nurseries, supplementary schools etc.	01 Jul 2010	31 Oct 2010		September 2010 - On track. New Local Authority Designated Officer (LADO) appointed who will now operate to strengthen and deliver on this worksteam alongside Heads of Service First Response and Safeguarding & Support.	Marion Wheeler		

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4.04 Implementing "best practice" in identifying,	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 Assistant Director / Head of Service	Marion Wheeler	Good Practice	Safeguarding services of a high quality are provided across

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assessing and managing risk					level to join up safeguarding. This will lead to further development of operational protocols being progressed through LSCB and Safeguarding Adults Board.			the Borough
	Risk management strategy developed to ensure integration between children & families, adults, police and health	01 Jun 2010	31 Oct 2010		September 2010 - On track. Agreed at LSCB - will now progress to Safeguarding Adults Board, First Response Multi Agency Team operational group and Health Safeguarding Group.	Marion Wheeler		
	Risk management practice guidance developed	01 Sep 2010	30 Nov 2010		September 2010 - Achieved.	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 has direct reference to key messages in summary of each of its courses, content uses relevant cases studies derived from Serious Case Reviews (SCR's). The 2010/11 Children & Families training programme has direct (recommendations) and indirect learning (i.e. Risk Management Strategy) from SCR's integrated into each of the commissioned courses. Recommendations etc from Haringey and national SCR's integrated into ICS Child Protection and Children in Need formats. 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		September 2010 - Achieved. Presentation delivered to Social Work teams on MARAC and Barnardos risk assessment tools, 1:1 mentoring with Social Workers, presentations to CYPs Service Meetings, Primary and Secondary School Safeguarding leads,	Deirdre Cregan		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Child Protection Advisors, Health Visitor managers on Safety Plans and talking to children about domestic violence.			
	Functions of the Multi-Agency Risk Assessment Conference (MARAC) reviewed	01 May 2010	31 Oct 2010		September 2010 - On track. Police Community Safety are leading on this. Head of Service First Response is on the steering group - a draft report is due in 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		September 2010 - On track. This will follow once the shared Risk management approach is agreed. Meetings to consider and develop adult and children safeguarding cross cutting issues are underway.	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		September 2010 - Achieved.	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 of working group across 13 other authorities. Extensive consultation on new forms has been undertaken and sign off agreed at Divisional Management	Rachel Oakley		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					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 rather than through supervision project.	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 running. It	Dave Grant	Good Practice	Improved outcomes for





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agency team introduced and working effectively					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 Jun 2010	31 Dec 2010		September 2010 - On track. First Response Multi-Agency Team is in place and progressing the work programme.	Marion Wheeler		
	Joint working arrangements established with Adult Services, CAMHS and Drug and Alcohol Team	01 Jul 2010	30 Oct 2010		September 2010 - Achieved. Completed as part of LSCB actions around joint working.	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		September 2010 - Achieved. Completed as part of LSCB actions around joint working.	Sylvia Chew		
	Integrated procedures reviewed in light of extended team	01 Nov 2010	31 Dec 2010		September 2010 - On track. First Response Multi-Agency Team operational group is tasked with developing integrated working processes.	Marion Wheeler		

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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	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. Framework alert also in place for alleged perpetrators. Domestic Violence specialist in Children & Families maintains link with Adult workstreams through MARAC and	Deirdre Cregan	Good Practice	Cutting edge domestic violence work integrated with safeguarding services across the Borough




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Domestic Violence Partnership Board. Assistant Director Safeguarding will now sit 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		August 2010 - Achieved.	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 along with MARAC risk assessment workshops for First Response. Two workshops have also been 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. Further update September 2010 - Model for improved and integrated DV Governance on way to LSCB and SAB. Ready for end November 2010	Marion Wheeler		

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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.	Bob Garnett	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			Bob Garnett		
	Annual compliance reporting integrated within Safeguarding Plan reports	01 Jan 2011	31 Jul 2011			Bob Garnett		
	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		September 2010 - Not on track. Current timescale for this will not deliver the depth and range of quality change we need here - FRMAT have just developed and are beginning to use a new consultation tool with children, Chairs of CPC's are part of the London Safeguarding Advisor workstream to develop their effectiveness, Safeguarding and Support Service are implementing an improvement plan to complete a 'have your Say' consultation form for every child subject to a plan over the next 3 months. Suggest we extend the time target on this so we can do the work in a sustainable and evidenced way.	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	01 Oct 2010	31 Dec 2010			Debbie Haith		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	people's views at initial and review conferences are effectively heard							
	Review mechanisms for the above established and implemented	01 Dec 2010	31 Jan 2011			Marion Wheeler		
	Systems to engage young people in the work of the LSCB implemented	01 Sep 2010	31 Dec 2010		September 2010 - On track. LSCB will receive report back from Independent Family Commission consultation exercise with families involved in Child Protection Conferences in September 2010 and the outcomes will then come to the LSCB. Work to strengthen conferences processes should better engage families but timescales on this task will need to be re-timed to give time for embedding and evaluation. It will be taken to the LSCB for debate in November 2010	Marion Wheeler		
	Child's Champion scheme developed and implemented for case conferences	01 Jul 2010	30 Sep 2010		To be re-scoped as part of October's refresh.	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 Nov 2010		September - On track. Awaiting Family Commission Report, expected November 2010.	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		September 2010 - On track. See 4.09.	Marion Wheeler		
	Mechanisms for responding to views and providing feedback established	01 Sep 2010	31 Dec 2010		September 2010 - On track. Some work has taken place to ensure that children and young people are engaged with and inform developments in the safeguarding services, this needs embedding in the	Debbie Haith		


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					participation strategy and in the development work of the CPA's and managers.			
	MPS assessed whether feedback from children and young people after ABE interviews can be sought	01 Jul 2010	31 Oct 2010			Graham Dean		



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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 Oct 2010		September 2010 - On track. 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 Lowe to work with Complaints Officer(s).	Iain Low	Good Practice	
	Improved mechanisms for gathering and reporting on feedback received established	01 Aug 2010	31 Oct 2010		September 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		September 2010 - Achieved. Feedback letters sent to referrers and this is being monitored as part of regular audit.	Sylvia Chew		
	Effectiveness of feedback mechanisms reviewed and improvements implemented	01 Sep 2010	31 Oct 2010		September 2010 - On track. Feedback letters sent to referrers and this is being monitored as part of regular audit.	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		September 2010 - On track. Work is underway to review staffing levels in Safeguarding and Support and Children in Care Services in time for Pre Business Planning Review budget setting processes.	Marion Wheeler		
	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	Aidan Gibson		






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					regularly review and update procedures for working with individuals.			
	Protocols developed for social workers on working with vulnerable children and young people who are in gangs	01 Jun 2010	30 Jun 2010		September 2010 - Achieved. Head of Service First Response attends Gangs Action Group, protocols for a shared and multi agency approach agreed, some additional work to be done on 'Care pathways' to ensure the response is timely and at the appropriate level.	Marion Wheeler		

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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 between Head of Legal services, Head of First Response, Head of Safeguarding and Long Term Care Planning & Designated Nurse for CP - criteria for involvement agreed: cases of suspected NAI , FII, CSA or chronic neglect. Plan:1) d/w other health professionals & SW team managers 2) actively investigate teleconferencing to aid multi-agency involvement 3) Training re Court report writing and LPM process	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		September 2010 - On track. Involvement of health professionals at complex case meetings (Strategy and Legal Planning meetings) agreed at Health Operational Group (07/09/10). Decided more beneficial if key health professional (i.e. the one with the key knowledge regarding the child and family) contributes to meeting rather than Named or Designated Nurse. Next steps: training to be delivered regarding legal process and care proceedings to health staff. Joint	Karen Baggaley		

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					meetings between health and social care staff to inform and highlight expectation of joint involvement.			
	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	30 Sep 2010		September 2010 - Achieved. Single format for SWs and GPs to use to request information from GPs in S.17 and S.47 enquiries agreed at Best Practice subgroup 30/8/10. Format will also be used as GP report to Child Protection Conference. Form in use from September 2010. Audit to be planned. Reminder guidance for health staff re when attendance at conferences is expected will be disseminated September 2010.	David Elliman	Good Practice	Reduced reliance on legal process through the implementation of robust arrangements at an earlier stage
	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			Bob Garnett		

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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		September 2010: Milestones to be developed with Deputy Director Children & Families during October's refresh.	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 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	01 Feb 2009	31 Jul 2009		September 2010 - Achieved.	Alison Botham	Early Intervention	Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need
	Develop communications and support programme to enable embedding of CAF	01 May 2010	31 Oct 2010		September 2010 - On track. Integrated Working training has been rolled out and continues. New guidance has been produced and will be circulated and made available in October. The specific communication approach needs to be considered now I am back at work, and should be agreed by end of October 10.	Alison Botham		
	Deliver effective support and communications to enable embedding of CAF	01 Jul 2010	31 Dec 2010		September 2010 - On track. See above. It should be possible to complete by February 11, but delivery should begin November 10.	Alison Botham		
	Develop support mechanisms for CAF in private, voluntary and independent (PVI) settings	01 Jan 2010	31 Dec 2010		September 2010 - On track. This was not achieved against the original due date of July 10 due to my absence, it is however now on track to be completed against its new timescale of December 10.	Alison Botham		
	Deliver support mechanisms for CAF in private, voluntary and independent (PVI) settings	01 Jul 2010	31 Dec 2010		September 2010 - On track. See above. Due date extended to May 11.	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		September 2010 - Achieved.	Jan Doust		
	Refreshed Vulnerable Children's Conversation piloted	01 Mar 2010	01 May 2010		September 2010 - Achieved. In place. Visits taking place now. All due to be completed by 31st Dec 2010.	Jan Doust		
	Vulnerable Children's Conversation pilot reviewed and rolled out	01 Jun 2010	30 Sep 2010		September 2010 - Achieved.	Jan Doust		
	Vulnerable children's conversation used to challenge universal services understanding of need	01 Jun 2010	30 Sep 2010		September 2010 - Achieved. This will now form part of ongoing work.	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 Nov 2010	31 Dec 2010			Alison Botham	Early Intervention	Enhanced partnership working delivering joined up services in local areas
	North Network CAF Panel piloted	01 Jan 2011	30 Apr 2011			Alison Botham		
	Evaluation of North Network pilot completed	01 Jan 2011	31 Mar 2011			Alison Botham		
	Performance management framework for CAF developed and implemented	01 Oct 2010	31 Dec 2010			Alison Botham		
	Outcomes for children and young people who have been subject to CAF measured	01 Oct 2010	31 Dec 2010			Alison Botham		

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
5.04 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		September 2010 - On track.	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		September 2010 - On track.	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		September 2010 - On track. Partially complete - teams currently located together include 'education' support teams and some aspects of NHS Haringey. Further work ongoing re extending this more widely to include social work and other health partners.	Jan Doust		
	Keys to Wellbeing implemented in the context of a multi-agency emotional wellbeing strategy	01 Jun 2010	30 Jun 2010		September 2010 - On hold until clarity about the comprehensive spending review.	Heather Johnston		



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		September 2010 - Not achieved. The Healthy Child Programme has been reviewed and extension of the universal offer is under discussion. 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	Claire Wright	Early Intervention	Effective multi-agency provision of early years services which are outcome focussed

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					currently on hold, and a multi-agency solution is now being sought through the Early Years Strategy Group.			
	Healthy Child Programme rolled-out in the North and South Networks	01 Sep 2010	31 Dec 2010		September 2010 - Not on track. See above.	Jane Elias		
	Review Healthy Child Programme (5-19)	01 Jun 2010	30 Sep 2010		September 2010 - Achieved. The Healthy Child Programme has been reviewed, the first draft of a health profile "A picture of Health for Haringey's 5-19 years" has been completed, and discussions are taking place with the CYPS about progressing the work with schools.	Teresa Edmans		
	Schools effectively supporting the Healthy Years Programme	01 Sep 2010	31 Jul 2011		September 2010 - On track. See above.	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		September 2010 - On track. See above.	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		September 2010 - On track. On track but limited by current lack of complete information on grant and core funding post March 2011. Comprehensive Spending Review will inform this.	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		September 2010 - On track. Consultation about to begin on revised Early Years policy.	Jan Doust		
	Delivery of Parenting and Family	01 Jun 2010	31 Dec 2011		September 2010 - On track.	Jan Doust		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Support Strategy on track							
	Delivery of Preventative Strategy on track	01 Jun 2010	31 Dec 2011		September 2010 - On track. Further work on-going to review this in the light of revised government policy and anticipated reduction in resources available across the partnership.	Jan Doust		
	Delivery of Schools Strategy on track	01 Jun 2010	31 Dec 2011		September 2010 - On track.	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	31 Dec 2010		September 2010 - On track. Being addressed through work related to the Haringey Efficiency Programme. Final decisions will not be made until funding streams are clearer.	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		September 2010 - On track.	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		September 2010 - Achieved. System of regular forums meetings with private, voluntary and independent (PVI) providers and Playgroup now developed. Safeguarding / Child Protection is a	Ros Cooke		



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					rolling agenda item with planned input around issues such as information sharing and access to LSCB training.			



Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Apr 2010	31 May 2010		August 2010 - Achieved. Model policies provided as part of initial training programme for private, voluntary and Independent providers.	Ros Cooke	Early Intervention	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
	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		
	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-	01 Jun 2010	30 Jun 2010		June 2010 - Achieved. We have had	Ros Cooke		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	registration of childcare providers that fail to meet the required standards				discussions with the National Strategies who have taken our concerns alongside those of other LAs to Ofsted.			

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 schools	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 safeguarding standards
	Understanding of LSCB child protection Procedures green handbook embedded	01 Jun 2010	31 Dec 2010		July 2010 - Achieved.	Sarah Peel		
	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.	Bob Garnett		

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 - Achieved. Desk top review of other LSCBs has taken place and the results from this will be fed back to SPSG 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		September 2010 - Achieved. LSCB Executive agreed that the Development Day May 2009 did achieve the essence of this; will continue to revisit self assessment against competency measures at future Development Days.	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		September 2010 - Achieved. The annual cycle has been agreed and implemented. Deputy Director (Children & Families) has this in progress and will report in November.	Peter Lewis		

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		September 2010 - Not on track. Needs a re launch and additional support (ie access to Framework - I facilitation) This hasn't been fully embedded in the work plan yet.	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		September 2010 - Achieved. This is captured in the latest iteration of the Safeguarding Plan agreed by Children's Trust, LSCB and Cabinet.	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		September 2010 - On track. This has been communicated to over 15,000 front-line staff through the 'Little Green Book' publication of procedures and will be further reinforced with direct messaging in October.	Peter Lewis		
	Vision communicated to and understood by stakeholders	01 Sep 2010	31 Dec 2010		September 2010 - On track. This is a more complicated piece of work and is being worked on at the moment. It needs more careful thought about	Peter Lewis		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					messaging content and format of communication.			

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		September 2010 - On track. This is currently on track, but the recent months have seen communications with the voluntary sector not progressing as smoothly as we had hoped (not their fault) and attention is needed to ensure delivery on time.	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		September 2010 - Achieved. This is in place.	Peter Lewis		
	Structure and sub-groups of the LSCB determined and communicated	01 May 2010	31 Oct 2010		September 2010 - Achieved. Achieved for LSCB sub-groups; Protocol agreed between LSCB and Trust.	Graham Badman		
	Responsibilities for cross-cutting issues such as domestic violence determined and communicated	01 May 2010	31 Dec 2010		September 2010 - On track. A follow up paper is to be discussed at SPSG.	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		September 2010 - On track. See 6.05 above. This is best described as 'a work in progress'.	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		September 2010 - On track.	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		September 2010 - On track. Director Children Services meeting with National Youth Council in November.	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		September 2010 - On track.	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 given an active role in informing and improving services	Mechanisms established to gain feedback from service users	01 Jun 2010	31 Oct 2010		September 2010 - On track. Work is on going to clarify roles and responsibilities regarding representation. The proposals will be presented at the LSCB for ratification.	Debbie Haith	Leadership and Governance	Users are actively involved in 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
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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 Hearthstone 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		September 2010 - Achieved. Completed as part of LSCB training review.	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		September 2010 - On track.	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	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





Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
programme of training	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		September 2010 - Achieved. Programme launched on 26/8/10 (see Harinet).	Stuart Young		
	Development programme delivered	01 Sep 2010	31 Mar 2011		September 2010 - On track.	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		September 2010 - On track. This work needs to be progressed with Haringey's Voluntary and Community Sector.	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		September 2010 - On track. To be investigated with sector analysis and work of the Children's Trust Commissioning arrangements.	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		September 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	31 Dec 2010		September 2010 - On track. Focus on performance appraisal reprogrammed to mid year review period. Meeting with Deputy Heads of Service considered 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		September 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 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.	Karen Baggaley		
	Incorporate reporting on appraisal completion within performance	01 May 2010	31 Aug 2010		September 2010 - Not achieved. To be actioned.	Debbie Haith		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	management framework							



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 - discussions have started with relevant personnel 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 September.	Steve Dryden	Capacity and Staffing	Staff have the skills required to 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		September 2010 - On track.	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		September 2010 - On track.	Philippa Morris		
	Launch the Offer across the partnership	01 Sep 2010	31 Dec 2010		September 2010 - On track.	Philippa Morris		
	Opportunities for secondments between adults and children's social work developed to share learning and understanding	01 May 2010	31 Oct 2010		September 2010 - On track.	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		September 2010 - On track.	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 Dec 2010		September 2010 - On track. Re-timed to align with above target.	Peter Lewis		
	Health checks at service level completed	01 Jun 2010	31 Dec 2010		September 2010 - On track. Re-timed to align with above target.	Peter Lewis		
	Health check at directorate level completed	01 Jun 2010	31 Dec 2010		September 2010 - On track. Re-timed to align with above target.	Peter Lewis		
	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	Mechanism established to enable information sharing	01 Jan 2010	30 Apr 2010		September 2010 - Achieved.	Jan Doust	Performance Management	The needs of children effectively shared across early years,
	Mechanisms for monitoring timeliness of information sharing	01 Jun 2010	30 Sep 2010		September 2010 - Not achieved. This element is proving difficult, but	Dave Grant		


Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
Centres and Early Years	developed				indicators are being piloted within the MAT and should help address this work, where there are no obvious means of measuring or setting targets. May have to be re-visited in the re-fresh.			children's centres and partners
	Targets for information sharing set and being monitored	01 Sep 2010	31 Dec 2010		September 2010 - Not on track. This element is proving difficult, as there are no obvious means of measuring or setting targets. May have to be re-visited in the re-fresh.	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		September 2010 - On track. Process agreed. Information being rolled out from September 2010.	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		September 2010 - Achieved.	Marion Wheeler		
	First Response MAT working arrangements process mapped	01 Apr 2010	30 Sep 2010		June 2010 - Achieved. Completed and continuing as business as usual activity.	Marion Wheeler		




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
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	01 Jun 2010	30 Nov 2010		September 2010 - On track. The performance sub group of the LSCB is in the process of reviewing the multi-agency information and qualitative data that evidences the performance of the partnership. This data will include specific information on the workforce.	Debbie Haith	Performance Management	Robust approach to managing performance and target setting supports across the partnership supports attainment of our goals
	Feasibility and appropriateness of bringing together auditing /	01 Sep 2010	31 Dec 2010		September 2010 - On track. This will be explored through the	Debbie Haith		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	monitoring roles from across the partnership explored and report developed				performance sub group.			

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		September 2010 - Not achieved. Initial meeting has been held and staff working together to develop common performance reporting. Will need to be re-visited in the refresh, as Comprehensive Spending Review may influence the structure of all services and those undertaking performance roles, however the current work underway on rationalising performance management will ensure we are operating more efficiently. Being progressed throughout October.	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		September 2010 - On track.	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 Nov 2010		September 2010 - On track. Performance sub group rescheduled following review of the focus and work plan in line with the Safeguarding Plan.	Debbie Haith	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		September 2010 - On track. Common safeguarding performance scorecard being developed ahead of any clear indication of what Central Government will set in the way of National targets following the CSR.	Dave Grant		
	NHS assurance framework rolled out to all health providers	01 Jun 2010	31 Dec 2010		August 2010 - Achieved. NHS agreed to promote scorecard as best practice across London. Will be part of	Julie Quinn		




Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
					Alan Bedford's Safeguarding Review report commissioned by NHS London across all health organisations. Will be promoted at the designated fora. NHS will keep a log of organisations using scorecard.			
	Quality of data collection improved in all NHS Trusts	01 Jun 2010	31 Dec 2010		September 2010 - On track. Whittington Hospital working towards routinely collecting data re Child Protection training numbers up to level 3 staff. Amended form to collect data regarding case conference attendance across health agencies has been proposed to LA - 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		September 2010 - On track. This work is currently being developed and linked to the impact assessment of the Family Intervention Project.	Debbie Haith		
	Use of a tailored Strengths and Difficulties questionnaire and similar tools explored	01 Sep 2010	31 Dec 2010		September 2010 - On track. Participation Strategy in being reviewed and will include a strand specifically related to the experience of children and young people.	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		September 2010 - On track. As milestone 2 and to be followed up through the performance group.	Debbie Haith		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
8.07 Develop and monitor	Success Measures for Early Years interventions developed	01 Jan 2011	31 Dec 2011			Jane Elias		Improved outcomes for

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
outcomes for children who have experienced Early Years services but are not subject to a child protection plan	Method developed for gauging clients experience of Early Years services	01 Jan 2011	31 Dec 2011			Jane Elias		children and young people receiving Early Years services

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 Oct 2010	28 Feb 2011			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		September 2010 - Achieved. LSCB Domestic Violence Sub Group 17th July examined stats for children effected by DV and commissioned further data for next meeting. September sub postponed until October.	Deirdre Cregan		An improved understanding of equalities information
	Equalities questions incorporated into customer satisfaction surveys Safeguarding Equalities Impact Assessments identified and agreed	01 Jun 2010	31 Dec 2010		September 2010 - On track. Sylvia Chew developing a feedback form for children and YP following Social Work involvement. Once developed Arleen Brown will ensure that equalities issues have been addressed. In addition it has been raised that a customer satisfaction survey for 14-21 year olds needs to be built into the Supported Housing Tender.	Arleen Brown		
	Safeguarding Equalities Impact Assessments identified and agreed	01 Jun 2010	30 Sep 2010		August 2010 - Achieved.	Arleen Brown		

Action	Milestone	Planned Start Date	Due Date	Status	Progress Note	Milestone Lead	Theme	Outcome
	Equality performance indicators identified	01 Jun 2010	31 Dec 2010		September 2010 - On track. Equalities Forum on 10th September discussed equality performance indicators.	Arleen Brown		
	Findings from SCRs used as proxy measures	01 Sep 2010	31 Oct 2010		September 2010 - On track.	Deirdre Cregan		