

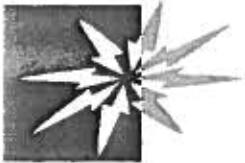
Briefing for:	CSPPAC
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Title:	Safeguarding and Looked After Children Action Plan
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Lead Officer:	Marion Wheeler Assistant Director Safeguarding <a href="mailto:marion.wheeler@haringey.gov.uk">marion.wheeler@haringey.gov.uk</a> 0208 489 1912
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Date:	13 September 2011
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Cabinet member input and introduction	<p><b>Background</b></p> <ol style="list-style-type: none"><li><b>1. The development of the Safeguarding and Looked After Children Plan</b> The first Improvement Plan was submitted in February 2009, and a follow up Action Plan was submitted to Ofsted and the Department for Children, Schools and Families (DCSF) in March 2009 and approved in April. This three year plan was designed to ensure that Haringey's services for children and young people are among the best by December 2011. Since then the plan has been regularly updated and refreshed as a result of recommendations and findings from inspections of progress in the provision of safeguarding (July 2009 and February 2010), unannounced inspection of contact, referral and assessment arrangements (September 2010) and recommendations from Serious Case Reviews and most recently the inspection of safeguarding and looked after children services held in January 2011.</li><li><b>2. In March 2011 the Safeguarding Plan was renamed the <b>Safeguarding and Looked After Children Action Plan</b>, to reflect the wider remit of Ofsted and Care Quality Commission's inspection of safeguarding and looked after</b></li></ol>
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	<p>children services held in January 2011. The Safeguarding and Looked After Children Action Plan incorporates actions in response to the identified areas for improvement, as well as actions carried over from previous iterations of the plan.</p> <ol style="list-style-type: none"><li>3. The most recent inspection of safeguarding and looked after children judged overall effectiveness for both safeguarding services and services for looked after children as adequate and the capacity for improvement as good. This was a considerable step forward from the 2008 JAR which 'identified a number of serious concerns in relation to safeguarding of children and young people in Haringey. The 2011 report also highlighted that 'the partnership has achieved significant and sustained improvement in safeguarding in the borough since 2009. These judgements demonstrate how far the partnership has progressed, however it is recognised that further work is needed in order to ensure that Haringey is among the best for safeguarding children.</li><li>4. The plan is now entitled the <b>Safeguarding and Looked after Children Plan</b>. The version presented for members in this report is updated as at 15th August 2011</li></ol>
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**1. Issue under consideration**

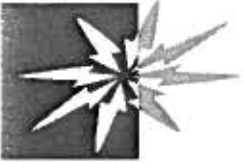
For information and consideration by members.

**2. Background information**

The Safeguarding and Looked After Children Action plan sets out those key areas agreed by the multi agency partnership for priority work in response to Inspection findings, SCR learning and recommendations and is our shared framework for ensuring that we work together to drive forward those improvements .

**3. Options for consideration**

Not applicable



**Haringey** Council

**4. Comments from the Chief Financial Officer**

**Not applicable**

**5. Comments from the Chief Legal Officer**

**Not applicable**



# Safeguarding and Looked After Children Action Plan Milestone Report July 2011


Updated 15/08/11 by Debbie Haith








**Haringey Council**

## Them: Best practice

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
1. Ensure that the quality of all case recording, staff supervision, assessments and care planning consistently matches best practice (Ofsted Feb 2011 - Rec 8)	1.1 All areas where non qualified social workers operate reviewed to ensure they are appropriately allocated cases and supervised (in line with Working Together to Safeguard Children) (Ofsted Feb 2011 - Rec 1)	01-Mar-2011	31-May-2011	☑	<b>May 2011 - Achieved.</b> The procedure for case record auditing has been reviewed and new arrangements will be in place from 01.06.11.	Debbie Haith	Partnership assured that any safeguarding concerns for children with disabilities are being identified and investigated properly; Safeguarding services of a high quality are being delivered across the Borough
	1.2 System for attendance at child protection review medicals reviewed and attendance monitored (Ofsted Feb 2011 - Rec 2)	01-Mar-2011	31-May-2011	☑	<b>April 2011 - Achieved.</b> Consent Policy and Child Protection Medicals Protocol developed by the head of the First Response Service and the Named Doctor for Child Protection (GOSH in Haringey) May 2011.	Karen Baggaley	
	1.3 Best Practice standards for attendance at strategy meetings [and child protection conferences] developed and attendance monitored by LSCB (Ofsted Feb 2011 - Rec 3)	01-Mar-2011	31-May-2011	☑	<b>April 2011 - Achieved.</b> Practice standards in place and in use. Heads of Service monitor compliance through audit.	Marion Wheeler	
	1.4 (9.06) Involvement of health representatives (such as named or designated nurse) at legal planning meetings trialled and effectiveness assessed	01-Aug-2011	30-Nov-2011	▶	<b>July 2011 - On track.</b> Awaiting start of notification of Legal Planning Meetings from Legal Services. Delayed from June to August 2011.	Karen Baggaley	
	1.5 Review systems in place to	01-Mar-	31-Aug-	▶	<b>July 2011 - On track.</b> Re-launched	Marion Wheeler	

	ensure timely allocation of all children in need cases and regular review of service plans (Ofsted Feb 2011 - Rec 6)	2011	2011		audit programme across the service to include Team Managers, DHoS and HoS; to review quality and timeliness of social work interventions, and planning. A Supervision Survey has been launched in July to identify practitioners perceptions and views on their supervision. Monthly monitoring of supervision collated and fed back to managers.		
1.6 System developed to give children and young people who go missing from care the opportunity to have an independent interview as part of strategy arrangements (Ofsted Feb 2011 - Rec 7)	01-Mar-2011	31-Aug-2011			<b>July 2011 - Not on track.</b> Whilst discussions have taken place and there are ideas about implementation this is not yet set up. A weekly spreadsheet is now in operation regarding tracking missing young people but the interview process needs to be agreed.  Milestone to be incorporated into the Missing from Care and Home Action Plan.	Chris Chalmers	
1.7 LSCB completed an investigation and report on why comparatively low numbers of children with disabilities are the subject of child protection plans (Ofsted Feb 2011)	01-Mar-2011	31-Aug-2011			<b>April 2011 - Achieved.</b> Benchmarking responses received from eight London LSCBs regarding number of children with disabilities subject to child protection plans. Results ranged between 0% - 4.4% of children with disabilities with CP plans against all children on plans. Haringey was placed in the middle band with 1.8%. Detailed results have been reported back to the QA LSCB subgroup. The Safeguarding Policy and Review Group (SPRG) which initiated this research will also consider results and continue to monitor the data. A pilot project has been identified between DCT and First Response to monitor the referral route for disabled children from source. Pilot will be for three month period and will report back to SPRG and LSCB QA group.	Phil Di Leo	
2. Review arrangements for short term breaks in line with best practice	01-Mar-2011	01-Aug-2011			<b>April 2011 - Achieved.</b> Aiming High programme 2008 -2011 completed and all targets set by the DfE have been met. Programme evaluation completed and good practice in terms of range of	Phil Di Leo	Clear and improved arrangements for the provision of short-term breaks

14)	3. Establish mechanisms to ensure that midwives, adult services and voluntary agencies are engaged with CAF	3.1 Communications plan developed to engage midwives, adult services and voluntary agencies in use of CAF (Ofsted Feb 2011)	01-Mar-2011	31-Aug-2011		provision, parent/carer and young people participation highlighted. Continuation programme underway and which takes account of the new Short Breaks Duty with effect from April 2011.	Alison Botham	Enhanced partnership working delivering joined up services in local areas
	4. Develop system to increase the use of personal education plans and set up mechanisms to review and report	4.1 System in place to increase the use of personal education plans and framework established for regular review and reporting (Ofsted Feb 2011 – Rec.13)	01-Mar-2011	31-Aug-2011		<b>July 2011 – Not on track.</b> Planning with mid wives has begun - proposal should be agreed early September. Voluntary sector now part of the CAF training. So these two aspects are achieved - adults services will be invited to new planning forum in September - so all should be achieved by October 11.	Chris Chalmers	Increased attainment for looked after children
	5. Develop improved corporate parenting mechanisms	5.1 Membership and remit of Corporate Parenting Advisory Committee and operational group redefined and methods for disseminating their work to managers and practitioners developed (Ofsted Feb 2011 – Rec 12)	01-Mar-2011	31-Aug-2011		<b>August 2011 – Achieved.</b> Membership and remit of Corporate Parenting Advisory Committee (CPAC) has been agreed and their roles and responsibilities have been set out in the Corporate Parenting Strategy. The Multi Agency Looked After Children Officer group are taking forward the strategy and have developed an action plan, which is agreed annually by the CPAC. In addition the CPAC can commission the group to undertake particular pieces of work.	Debbie Haith	Increased ownership of and responsibility for Children and Young People by senior managers, Councillors and across the partnership
		5.2 Communications plan developed to raise awareness of Children in Care Council and London Pledge (Ofsted Feb 2011)	01-Mar-2011	31-Aug-2011		<b>July 2011 – On track.</b> There is good progress with the Children in Care Council, as reported in the previous update, members have now attended the C/C Council and aspects of the London Pledge are being addressed within this.	Chris Chalmers	
		5.3 (11.01) Review and re-launch Safeguarding Champion scheme across the Children's Trust	01-Sep-2010	31-Jul-2011		<b>July 2011 – Not achieved.</b> This will be re-launched formally after the Summer Break to allow for all agencies to be part of this activity.	Marion Wheeler	

6. Develop and embed an understanding of child protection procedures within schools	6.1 (10.12) Actions put in place to assist schools to understand and embed child protection procedures	01-Mar-2011	31-Aug-2011		<b>July 2011 - Achieved.</b> LSCB Designated Teachers Forum continues for Primary and Secondary School - this well attended forum supports schools and Social Care. 4 Senior Practitioners in First Response with an education lead for named schools will be in place by September 2011.	Marion Wheeler	Schools making an effective contribution to safeguarding
7. Improve the standard of refuges	7.1 Actions put in place to raise the standard of refuges where mothers and their children are being placed (Ofsted Feb 2011)	31-Mar-2011	31-Aug-2011		<b>July 2011 - On track.</b> Interviews took place for the running of the three Haringey refuges took place on the 29/07/2011 and a new provider identified. Further dialogue will take place with Refuge, the major provider for London refuges by the end of August.	Sylvia Chew	Mothers placed in suitable refuges
8 Develop ICS so that it is in line with best practice	8.1 (9.08) Roll out ICS improvement phases	01-Dec-2010	01-Jun-2012		<b>August 2011 - On track.</b>	Rachel Oakley	ICS improved leading to increased knowledge of families and more effective case management
	8.2 (9.08) Work with Core Logic to develop Family Based recording	01-Dec-2010	30-Jun-2012		<b>May 2011 - On track.</b>	Rachel Oakley	
	8.3 ICS updated in response to Munro review	01-Mar-2011	31-Aug-2011		<b>August 2011 - On track.</b> ICS framework will be reviewed subject to publication of amended regulation guidance and Working Together To Safeguard Children guidance.	Rachel Oakley	

### Sub theme: Managing Risk

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
9. Implementing "best practice" in identifying, assessing and managing risk	9.1 (9.01) Risk management strategy developed and recognised across multiple agencies	01-Jun-2010	28-Feb-2011		<b>June 2011 - Achieved.</b>	Marion Wheeler	Safeguarding services of a high quality are being delivered across the Borough

### Sub theme: Think Family






Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
10. Review current service provision for people with	10.1 (10.01) Current service provision for people with personality disorder reviewed to recognise the	01-Jan-2011	30-Apr-2011		<b>February 2011 - Achieved.</b> The safeguarding staffs have rolled out training across the personality disorder	Carole Bruce-Gordon	Children and families of people with personality disorders more









<p>personality disorder</p>	<p>point at which a parent with this diagnosis needs support and services so as to enhance the support provided to the children &amp; families (SCR Q Rec 5)</p>	<p>dept with regards to the joint protocols and procedures in place for safeguarding children in Haringey. A Training Needs Analysis was done to ascertain the knowledge and the deficits within safeguarding children and a training programme was devised. For example looking at what safeguarding children and child protection is about. The types of abuse and possible causation and the impact of mental illness and personality disorder in relation to child protection.</p> <p>Emphasis within the training was placed on the importance of staff sharing information with other agencies in a timely manner such as children social care and the Health Visiting service in relation to child protection.</p> <p>A bespoke MARAC training package outlining the process &amp; criteria was rolled out to assist in Facilitating practitioners' awareness of the criteria for referral and process.</p> <p>The Trust commissioned trainers to facilitate Training in Domestic Violence and its impact on children for all front line staff within this department and Haringey staff.</p> <p>Training for supervision of safeguarding children cases was also commissioned. This will enable managers and supervisors to be clear about keeping the child at the focus of all cases where children are present.</p> <p>The Trust is currently auditing the Personality Disorder department in Haringey in relation to the safeguarding children arrangements that have been put in place and staffs understanding of the arrangements coupled with the</p>	<p>effectively supported</p>
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							training they have received. This audit will be completed on the 30th June 2011.	Marion Wheeler	Role of males assessed more regularly and effectively
11. Develop mechanisms to ensure that staff from all agencies give equal importance to the role of males involved with a family	11.1 (9.01) Mechanisms in place to ensure that staff from all agencies give equal importance to the role of males involved with a family, resident or non resident, during their assessment processes and audit toolkit amended to include this (SCR Q Rec 8)	01-Jan-2011	31-Jul-2011				<b>July 2011 - Achieved.</b> Audit of cases in First Response has identified increased participation of males in the assessment process, where domestic violence is a feature. Fact Sheet for practitioners distributed across services.	Marion Wheeler	Role of males assessed more regularly and effectively
<b>Theme: Domestic Violence</b>									
<b>Action</b>	<b>Milestone</b>	<b>Start Date</b>	<b>Due Date</b>	<b>Status</b>	<b>Progress Note</b>	<b>Milestone Lead</b>	<b>Outcome</b>		
12. Develop and communicate the roles, responsibilities and relationships of the LSCB, SAB and Children's Trust	12.1 (11.03) Responsibilities for cross-cutting issues such as domestic violence determined and communicated 12.2 (11.03) Joint protocol which underpins approach to Safeguarding of both children and adults specifically in relation to domestic violence and mental health developed (SCR Q Rec 1)	01-May-2010	31-Jul-2011		<b>Debbie Haith August 2011 - Achieved.</b> Cross-cutting issues are to be taken into account by the Shadow Health and Well Being Board. <b>May 2011 - Achieved.</b> Joint protocols in place, regular meetings held with Adult Mental health teams. Adult Mental health safeguarding lead now embedded in FRMAT and attending Safeguarding Panel. DV Coordinator now embedded in Children's Services.	Peter Lewis Marion Wheeler	Clear governance arrangements that are understood across the partnership		
13. Review Multi Agency Risk Assessment Conference (MARAC)	13.1 (11.01) A framework for a 'Think Family' approach that explicitly considers the needs of children developed (SCR Q Rec 3) 13.2 (11.01) A clear, recorded meeting process that identifies actions, leads and timescales developed (SCR Q Rec 3) 13.3 (11.01) A system for monitoring and scrutiny that can evidence an understanding of process and function and require action to be taken to address any areas of weakness developed (SCR Q Rec 3)	01-Jan-2011	31-Jul-2011		<b>July 2011.</b> Action re-assigned to DI Steve Dryden. <b>As above.</b> <b>As above.</b>	Steve Dryden Steve Dryden Steve Dryden	MARAC working more effectively to safeguard vulnerable children and young people		

**Theme: Participation**

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
14. Ensure that children and young people are consistently involved and their views are heard in Safeguarding Services	14.1 (9.04) Mechanisms for more effectively hearing and recording children and young people's views during the safeguarding assessment process determined and implemented	01-Jun-2010	31-Mar-2011		<b>March 2011 - Achieved.</b> Shared data base in place offering different formats for ascertaining children's wishes and feelings. Continued use of the questionnaire at the end of work with children. Practice Managers taking a lead on ensuring this is undertaken. Sylvia Chew to produce a report on this by the end of April 2011. Use of new 'have my say' to be used on a trail basis for initial conferences by First Response, led by practice managers once word document received. All to uploaded onto FWI.	Marion Wheeler	Children and young people's voice is heard and responded to in Safeguarding Services; Framework and systems for capturing young people's views with regard to health needs in place
	14.2 (9.04) Child's champion scheme for representing the child at case conferences developed and implemented	01-Jul-2010	30-Jun-2011		<b>July 2011 - Not achieved.</b> Practitioner led Project set up to look at Best Practice in working with Children and Young People - reporting back to the LSCB Best Practice Sub Group in October 2011.	Marion Wheeler	
	14.4 NHS Haringey have ensured that all views of young people in care in regard to their health needs are captured, reported and considered in regard to planning and development of healthcare services (CQC Rec 4)	01-May-2011	31-Oct-2011		<b>June 2011 - On track.</b> PH has done a rapid needs assessment - awaiting results. LAC nursing team are building in routine capturing of views of health at RHA's. Quarterly reporting on this is planned.	Sarah Parker	
15. Review of information sharing across the partnership	15.1 (9.01) Information sharing issues highlighted in SCR Q addressed by all agencies in their action planning (SCR Q Rec 4)	31-Jul-2010	31-Jul-2011		<b>June 2011 - Achieved.</b> Information sharing protocols in place.	Marion Wheeler	Information shared effectively by the partnership
	15.2 (9.03) Information sharing issues regarding health visitors and school nurses highlighted in SCR Q addressed (SCR Q Rec 4)	01-Jul-2010	31-Jul-2011		<b>March 2011 - Achieved.</b> The GOSH in Haringey Operational Policy for the Transfer of Records was reviewed and updated in November 2010 and identifies a clear process for transferring cases between the HV and SN services. This includes a verbal transfer of information for vulnerable children that must be recorded.	Jane Elias	

**Theme: Quality Assurance and Performance Management**

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
16. Review and amend quality assurance framework	16.1 Quality assurance framework developed	01-Mar-2011	31-Aug-2011		<b>August 2011 - Achieved.</b> Framework in place.	Debbie Haith (Chair QA Sub Group)	Partnership utilising performance information and audits to improve services
17. Develop looked after children core data set	17.1 Looked After Children core data set developed, analysed and used to inform service development across the partnership	01-Mar-2011	31-Aug-2011		<b>July 2011 - On track.</b> Key data for inclusion is now identified. We had agreed fortnightly circulation and this is still being set up.	Chris Chalmers	Looked after children core data set being used to improve services
18. Improve systems for Child Protection Advisers and Independent Reviewing Officers to carry out their roles	18.1 Systems developed to improve the way in which Child Protection Advisers and Independent Reviewing Officers carry out their quality control and assurance function and system developed to enable data they collect to inform service planning	01-Mar-2011	31-May-2011		<b>May 2011 - Not achieved.</b> Work has commenced. However, the increase in the number of LAC and the resignation of 3 IRO's has delayed fully achieving this milestone to timescale.	Rachel Oakley	Child Protection Advisers and Independent Reviewing Officers quality control and assurance functions improved
19. Develop systems to better enable use of CAF data	18.2 System put in place to enable independent reviewing officer team to examine all children and young people's views from reviews in order to inform practice and strategic planning (Ofsted Feb 2011) 19.1 CAF data analysed and used to inform future planning and capacity building (Ofsted Feb 2011)	01-Mar-2011	31-Aug-2011		<b>May 2011 - On track.</b>	Rachel Oakley	Partnership has a greater understanding of effectiveness of CAF
20. Develop systems to monitor quality of all looked after children and care leavers in all settings	19.2 (13.01) Outcomes for children and young people who have been subject to CAF measured 20.2 Care pathway reviewed with compliance audits against it (CQC Rec 3)	01-Oct-2010	31-Mar-2011		<b>March 2011 - Achieved.</b> Quality and performance framework agreed.	Alison Botham	Health of looked after children improved
		01-May-2011	31-Jul-2011		<b>July 2011 - Achieved.</b> Draft baseline and quarterly reporting tools circulated to NHS commissioner. Final to be presented at next multi-agency LAC meeting (August 2011). Increase in numbers of LAC has led to gap in planned ability of LAC health team leading on all review health assessments.	Sarah Parker	









	20.1 System developed to monitor the quality of healthcare provided to all looked after children and care leavers in all settings (Ofsted Feb 2011)	01-Mar-2011	31-May-2011		Commissioning review in hand. <b>May 2011 - Achieved.</b> Established new service whereby all IHA's are completed by Haringey Paediatricians and RHA's by Haringey LAC Nursing Team. Multi-agency meetings in place which have identified areas of improvement in regard to notification and attendance at assessments. Reporting established on timeliness and attendance at IHA/RHA via at multi-agency LAC meeting. Need to establish audit cycle in regard to compliance with health recommendations from LHA and RHAs.	Sarah Parker	
21. Ensure performance management functions are realigned following partnership re-organisations	21.1 (13.02) Realign NHS Haringey's contribution following re-organisation and review performance management make up to ensure there is the capacity	01-Jan-2011	30-Jun-2011		<b>June 2011 - Achieved.</b> NHS North Central London via the Haringey Borough Office will contribute to performance management via the QA sub-group ( Designated Nurse and Public Health Officer).	Andrew Williams	Performance management information effectively collected and analysed during a time of reduced resources
	21.2 (13.02) Realign Haringey Council's contribution following re-organisation and review performance management make up to ensure there is the capacity	01-Jan-2011	30-Jun-2011		<b>August 2011 - Achieved.</b> Children and Families performance team has been centralised as part of the Support Functions Review. Good working relationship between the two is in place. This team will be involved in a developing performance framework for the MASH.	Peter Lewis	
	21.3 (13.02) Realign Metropolitan Police Service's contribution following re-organisation and review performance management make up to ensure there is the capacity	01-Jan-2011	30-Sep-2011		<b>July 2011 - On track.</b> The MASH project is well underway and will deliver an enhanced information sharing risk management environment across all areas of safeguarding.	Chris Barclay	
22. Develop interagency performance management model	22.1 (13.03) Partnership safeguarding scorecard developed and agreed by LSCB Quality Assurance Subgroup	01-Dec-2010	30-Jun-2011		<b>May 2011 - Achieved.</b> The scorecard has been developed and is being populated by partners.	Debbie Haith	Robust approach to managing performance across the partnership supports attainment of our goals
	22.2 (13.03) Partnership safeguarding scorecard launched	01-Apr-2011	30-Apr-2011		<b>May 2011 - Achieved.</b> The development of the scorecard has been shared with and agreed by the Board.	Debbie Haith	
	22.3 (13.04) Mechanisms put in place to monitor the effectiveness of	01-Jan-2011	31-Mar-2011		<b>July 2011 - Achieved.</b> Community Safety Officer now present as part of the	Marion Wheeler	

	the First Response Multi-Agency team (FR MAT) and lessons learnt from SCR Q used to inform the strategy for development of First Response team (SCR Q Rec 7)						FR MAT Service to enable up to date information sharing where domestic violence is a feature. FRMAT Score Card has been launched.		
<b>Theme: Workforce development</b>									
Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome		
23 Ensure that the quality of all staff supervision, consistently matches best practice (Ofsted Feb 2011 – Rec 8)	23.1 Supervision policy embedded and culture committed to supervision created (Ofsted Feb 2011 Rec - 4)	01-Mar-2011	31-May-2011		<b>May 2011 - Not achieved.</b> Team Manager and Senior Practitioner programme has focused on supervision of assessments in complex cases. 20 managers attended - developing own evaluation framework. Resource issues have meant that this has not been completed. An external supervision specialist has been tasked with assisting with this piece of work.	Rachel Oakley	Quality of supervision improved		
	23.2 Supervision tools reviewed	01-Mar-2011	31-May-2011		<b>May 2011 - Not achieved.</b> Managers who have been on the courses and workshops have focused on supervision which have asked to comment and make suggestions of the current policy and tools with a view to making amendments to the current policy and documentation. Resource issues have meant that this has not been completed. An external supervision specialist has been tasked with assisting with this piece of work. Draft to be ready in July.	Rachel Oakley			
24 Ensure the implementation of annual performance appraisal arrangements for all social work and health staff	24.1 (12.01) Guidance and support provided to increase the number and quality of performance appraisals taking place and reminders on upward appraisal of managers communicated	01-Dec-2010	31-Mar-2011		<b>June 2011 - Achieved.</b> Work on improving the value and use of Performance Appraisals in Children & Families and across the council continues. Date for Performance Appraisals completion were agreed by CEMB in May - and widely publicised there after. We are also reviewing the Performance Appraisal tool to make it more evaluative.	Philippa Morris	Staff gave the skills required to effectively perform their roles		








	24.2 (12.01) Incorporate reporting on appraisal completion within performance management framework	01-May-2010	31-Mar-2011		<b>April 2011 - Achieved.</b> Appraisal performance across the partnership to be included in the scorecard.	Debbie Haith	
25	Amend workforce strategy to take into account current climate and Munro review	01-Mar-2011	01-Aug-2011		<b>May 2011 - On track.</b> Initial work has been undertaken. Waiting final report.	Rachel Oakley	Staff receiving training and development which is in line with government changes
26	Undertake self assessments against Social Work Taskforce "Health Check"	01-Jun-2010	31-Mar-2011		<b>May 2011 - Not achieved.</b> Decision to be taken on how to conclude this work.	Rachel Oakley	Social work staff feel valued through the provision of support, suitable workloads, systems and tools enabling them to perform to a high standard
	26.2 (12.03) Actions to address any issues arising developed and integrated within Safeguarding Plan through change control processes	01-Nov-2010	31-Mar-2011		<b>April 2011 - Not achieved.</b> As above.	Rachel Oakley	
27	Identify alternative methods for service delivery for a time of reduced resources	01-Jan-2011	31-Dec-2012		<b>August 2011 (Debbie Haith) - On track.</b> Outcome of the Munro review underlines the need to re-design services around the journey of the child, which includes early intervention, prevention through to permanency. This work will be led through the Transformation Steering Group.	Peter Lewis	Service users receive effective services in a time of reduced resources

### Theme: Early Intervention

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
28 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	28.1 (10.03) Deliver support mechanisms for CAF in private, voluntary and independent (PVI) settings	01-Jul-2010	31-May-2011		<b>February 2011 - Achieved.</b>	Alison Botham	Timely and appropriate assessments and referrals are made in line with the Haringey thresholds of need

Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
needs							
29 Continue to develop the role, understanding and performance management of the CAF	29.1 (10.05) CAF assessors training rolled-out	01-Jan-2010	01-Feb-2011		<b>February 2011 - Achieved.</b>	Alison Botham	Enhanced partnership working delivering joined up services in local areas
31 Multi-agency Early Years Strategy developed	31.1 (10.07) Delivery of Early Years Strategy on track	01-Jun-2010	31-Mar-2012		<b>July 2011 - On track.</b> Cabinet agreed a model for the delivery of Children's Centres on 26th July 2011 and staff consultation is about to begin. This takes this piece of work forward significantly as there is now broad stakeholder commitment to the principles underpinning our work in early years.	Jan Doust	Early Years Strategy delivered
32 As a partnership identify resources to deliver the Preventative Strategy	32.1 (10.08) 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	30-Sep-2011		<b>July 2011 - On track.</b> This work is ongoing as we review the impact of the savings taken during 2010-11 resulting in a significant reduction in prevention and early intervention services. These services are now reforming with a clear brief to target vulnerability using known risk and resilience factors. Further work planned on a partnership basis.	Jan Doust	Value for money and best practice delivered effectively in early intervention services
	32.2 (10.08) Delivery of Parenting and Family Support Strategy on track	01-Jun-2010	31-Dec-2011		<b>July 2011 - On track.</b> New steering group established to oversee this from September 2011.	Jan Doust	
	32.3 (10.08) Delivery of Preventative Strategy on track	01-Jun-2010	31-Dec-2011		<b>July 2011 - On track.</b> Please see 32.1.	Jan Doust	
	33.1 (10.09) Review management structures	01-Jun-2010	31-Dec-2011		<b>July 2011 - On track.</b> In process. Savings proposals identified and agreed in principle at Leaders in July 2011.	Jan Doust	Prevention and targeted services intervening early so that needs are met earlier and without the need for statutory interventions
33 Review the continuum of service provision aligned with the preventative strategy, descriptors of thresholds and continuum of needs	33.2 (10.09) Review composition of teams	01-Sep-2010	31-Dec-2011		<b>July 2011 - On track.</b> Underway in line with above.	Jan Doust	
	33.3 (10.09) Ensure that teams are moving towards delivering multi-agency interventions and joined up approach	01-Jan-2011	31-Jul-2011		<b>July 2011 - On track.</b> In progress.	Jan Doust	



Action	Milestone	Start Date	Due Date	Status	Progress Note	Milestone Lead	Outcome
	33.3 (10.09) Determine further training needs and costs of continuing to fully fund safeguarding training requirements	01-Jun-2010	31-Dec-2011		<b>July 2011 - On track.</b> It will not be possible to fully fund any training in the light of the severe cut to EY funding. However we arrange training and charge for this which will continue.	Ros Cooke	
34 Develop an accreditation scheme for non-school settings	34.1 (10.11) All non-schools settings completed self-assessment for accreditation	01-Nov-2010	01-Mar-2011		<b>May 2011 - Achieved.</b> All but 2 settings who decided to opt out have taken part.	Ros Cooke	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
	34.2 (10.11) Accreditation visits to all settings	01-Jan-2011	01-Jul-2011		<b>May 2011 - Achieved.</b>	Ros Cooke	
	34.3 (10.11) Accredited levels for all settings agreed and published	01-Feb-2011	01-Sep-2011		<b>July 2011 - On track.</b> The Accreditation scheme is now in place and effective in improving provision. All settings are working on action plans. Results will now be published on FISS.	Ros Cooke	
35 Develop and embed an understanding of child protection procedures within schools	35.1 (10.12) A clear set of expectations on the role of schools in early intervention and prevention developed	01-Jan-2011	31-Mar-2012		<b>July 2011 - On track.</b> Work with schools to support their understanding and confidence in Child protection procedures and safeguarding responsibilities in ongoing. This includes the schools Safeguarding forum, developing the role of the LADO.	Marion Wheeler	All Ofsted inspections of childminders and childcare providers meet required safeguarding standards
36 Develop and monitor outcomes for children who have experienced Early Years services but are not subject to a child protection plan	36.1 (13.06) Success measures for children who have experienced targeted early years services developed	01-Jan-2011	31-Mar-2012		<b>July 2011 - Not on track.</b> This will be a priority within the development of payment by results in Haringey during the coming year	Ros Cooke	
	36.2 All Children's Centres have evaluated user satisfaction as part of the Children's Centre programme	01-Jan-2011	31-Mar-2012		<b>July 2011 - On track.</b> Centres all collect parental satisfaction evaluations as part of their regular routines. Monitoring shows that some centres are using the information very effectively to plan services. Some need to further develop their evaluation processes.	Ros Cooke	

