



Safeguarding Plan for Haringey

The JAR Action Plan

Together we ensure that every child matters



Updated December 2009

Our Commitment

Together.... we protect children

Messages

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

Background

Work has been underway to deliver improvements in the safeguarding of children for some months. An Improvement Plan was submitted in February 2009, and a follow up Action Plan was submitted to Ofsted and the Department for Children, Schools and Families (DCSF) in March 2009 and approved in April. This three year plan was designed to ensure that Haringey's services for children and young people are among the best by March 2012.

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

The refresh of the JAR Action Plan is designed to pull these findings together into a set of prioritised improvements to be delivered over the next three years. This action plan therefore forms a Safeguarding Plan for Haringey. Several of the actions within the original plan

have been completed, whilst others now appear within the Children & Young People’s Plan (CYPP), which has been developed alongside the Safeguarding Plan, and is the single statutory overarching plan for all services which directly affect children and young people in Haringey. The CYPP is based on the five Every Child Matters outcomes. The key actions from this Safeguarding Plan form a large part of the “Stay Safe” element of the CYPP.

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

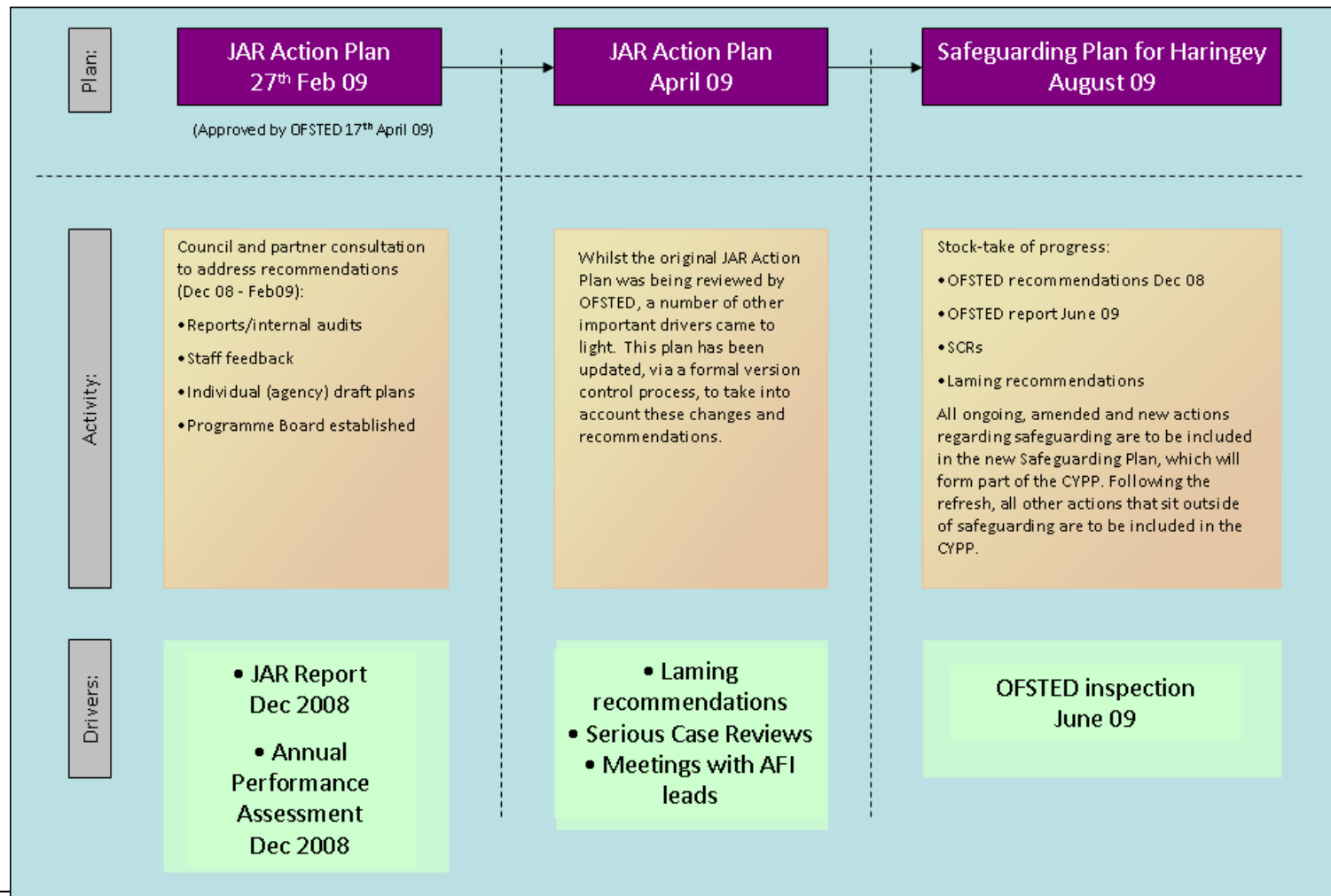


Figure 1 – Plan Development Stages

Following the June 2009 visit, feedback demonstrated that further improvement was needed as a priority in eleven areas. These are all being addressed as a matter of priority throughout section 1 of the plan (July – December 2009). In addition, some further areas of work are in need of early attention to avoid concerns being raised and lead to further improvement. The priority areas highlighted through inspection and other key priority areas previously identified are:

Priorities for further improvement	Actions
The council and its partners should take immediate action to ensure that all children and young people are adequately safeguarded	Throughout
The council and its partners should take immediate steps to accurately establish the volume of demand for services and strengthen the ability to prioritise responses so that the quality of the work can be improved and statutory timescales can be achieved	1.23
The Haringey Safeguarding Children Board should ensure that the learning from the recent serious case review of Baby Peter is fully disseminated to all front-line services with immediate effect	1.02
The Metropolitan Police Service should ensure that borough police activity is incorporated within and monitored through the Metropolitan Police Service action plan	1.25
The council's children's services should ensure that formal supervision arrangements are consistently in place and that all case decisions made in supervision are formally recorded on files	1.14, 1.16, 1.17 & 1.18
The council's children's service should formally launch and disseminate the revised procedure manual	1.11
The council's children's service should ensure that supervision and performance management are fully integrated in front-line social care services	1.16
The council's children's service should improve its use of the Framework-I computer system and investigate and take	1.10, 1.16 &

Priorities for further improvement	Actions
opportunities to improve its effectiveness and ability to support good practice	2.06
The Children's Trust should take immediate steps to develop a local preventative strategy in accordance with the requirements of the joint area review action plan, and strengthen the role of the voluntary sector and wider partnership	2.04
The council's children's service should strengthen its use of the common assessment framework and formally implement its policy relating to eligibility for access to services	1.05
The NHS provider trusts should improve their collection and management of data to improve the effectiveness of their performance management capability	1.24
Other known issues explicit in reports but not the focus of recommendations	
Recruitment, retention training and development of social workers and health workers	1.14 & 1.15
Improve the quality and timeliness of initial and core assessments	1.06
Improve the quality of child protection plans and the making / recording of decisions	1.06, 1.07 & 1.08

Purpose

The overall objective of the Safeguarding Plan is to unite all partners in the borough to develop and implement high-quality children's services, with safeguarding at its core. The key objectives of the Plan and response to Ofsted's December 2008 and July 2009 reports are summarised under 5 key themes and they set out changes for safeguarding services in governance, systems and procedures, capacity & staffing and performance management. This plan is designed to set out the route for Haringey Children's services to be recognised as "among the best" when assessed by Ofsted in 2012.

Themes

The refreshed plan is divided into 5 themes, summarised diagrammatically in Figure 1, around which the improvement actions will be delivered:

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

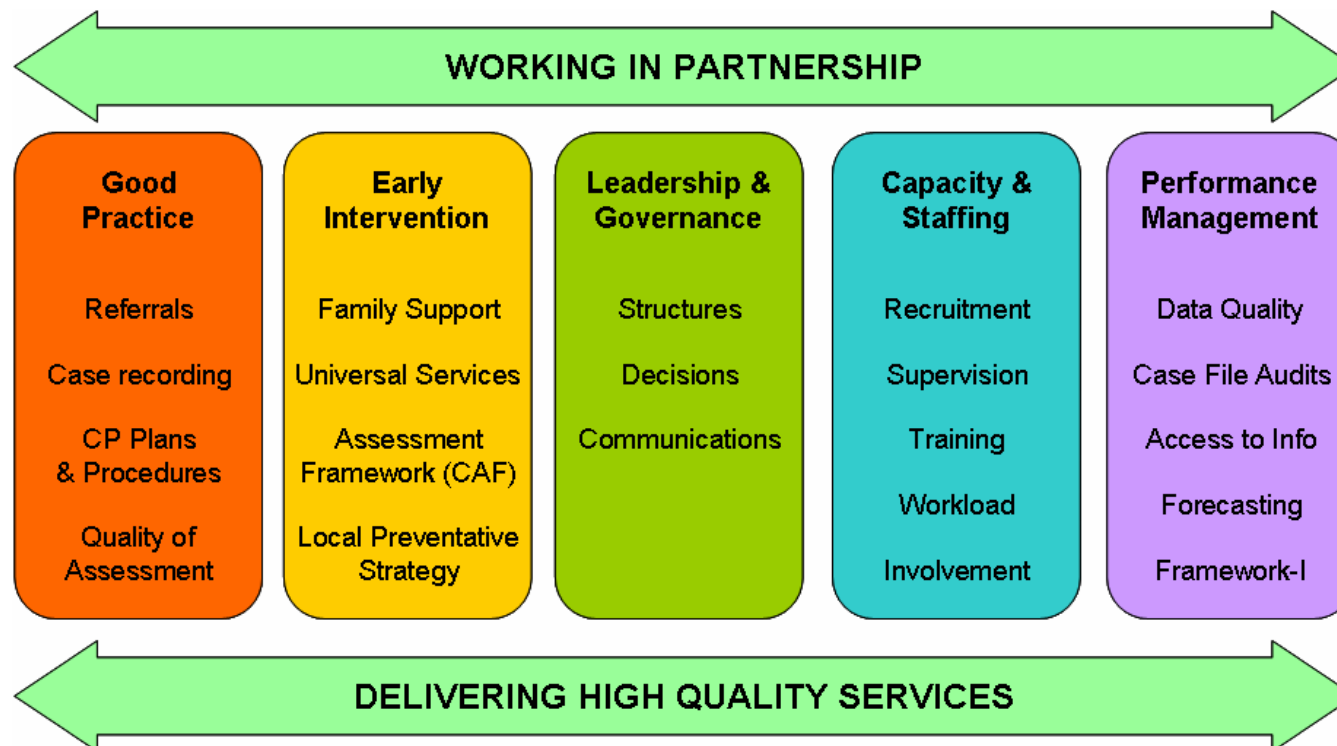


Figure 1 – Programme Structure

Explicit within each of these improvement themes is the need for quality and sustainability. The Action Plan must develop solid foundations by the end of 2009, on which future improvements and service developments can be built. For this reason the plan is split into three timescales:

- Short term – 5 months: by December 2009
- Medium term – 1 year: by June 2010
- Longer term – by March 2012

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

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

The Outcomes

The Safeguarding Plan aims to deliver visible outcomes for children and young people across the borough over a three year period through creating improved ways of working and service delivery, enabling Haringey to be recognised as providing outstanding safeguarding services.

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

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

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

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

Leadership & Governance – The Local Safeguarding Children Board (LSCB) has specific responsibilities for proactively monitoring and challenging the performance of services who deliver safeguarding. The new Haringey Children’s Trust reflects the renewed closer working between agencies in the borough and fulfils statutory obligations. More significantly it signals a renewed commitment to the children and young people of the borough, regardless of agency or individual. The Children’s Trust is one element of the Haringey Strategic Partnership (HSP).

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

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

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

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

Performance Management – We need systems to recognise and measure achievements to improve poor practice. High quality supervision and management across the agencies, working to shared values and standards, will raise the performance and quality of all our interventions. We will make the best use of the systems we have in place to ensure that those to whom we report are

able to ensure greater scrutiny than ever before and confirm the quality of what we do. We will establish more consistent monitoring of how children and young people feel about the services and support we provide. The Children's Trust Executive Performance Monitoring Group will make sure that targets are set and met across the partnership by the safeguarding services.

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

Programme Management

The programme management arrangements build on those adopted in the original JAR Action Plan. There will be monthly reports to the DCSF. There will also be reporting to the Quality Outcomes Board, the Children's Trust and the Local Safeguarding Children Board (LSCB). The respective delivery organisations will also report their progress through their management structures. From September 2009, the Council's Overview & Scrutiny Panel will receive quarterly reports.

A small group of chief officers from key partners has been re-established (in place of the previous AFI Lead Group) in order to drive delivery of the programme on a day-to-day basis. This group comprises: Chief Executive Haringey Council, Director of Children's Services Haringey Council, Deputy Director, Schools Standards & Inclusion, Haringey Council, Chief Executive NHS Haringey, Borough Commander Metropolitan Police and the Programme Manager Haringey Council. This smaller group will be responsible for overseeing day to day delivery of the immediate first phase of the Plan, after which stage arrangements will be reviewed. This core group will take on the role of theme leads, providing individual responsibility for each element of the plan and collective responsibility for delivery of the plan as a whole.

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

Performance Indicators

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

- Safeguarding National Indicators

- Staffing / Corporate Health Performance Indicators

At this stage, it is not proposed to change the performance indicators from those originally selected to monitor delivery of the plan. The performance indicators to be used are contained within Appendix A.

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

Action Plan

The following Action Plan comprises 3 sections demonstrating the timescales within which actions will be completed. Each action is aligned to one of the five themes and will help achieve the outcomes set for the respective time period as well as laying effective foundations for our continued improvement.

Section 1: Priority Actions – By December 2009

Outcome – to achieve an adequate rating and recognition of good improvement being made in the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Clear partnership structures developed with ownership from key partners and effective communication plan in place	1.01	Create a culture of shared responsibility for all Haringey's children & young people	<ul style="list-style-type: none"> • Key partners play a full role in Children's Trust, LSCB and HSP through appropriate attendance, participation and feedback into governance mechanisms • Develop and launch a consistent cross-partnership communication campaign to promote safe and effective safeguarding practice focused on key messages • Children's trust joint communications strategy and approach agreed • Partners engaged in development of draft partnership agreement • Partnership agreement encompassing financial commitments agreed 	Jul 09	Sep 09	Peter Lewis	Leadership & Governance
	1.02	Local Safeguarding Children Board communicate the findings of Serious Case Reviews	<ul style="list-style-type: none"> • Composite action plan pulling together findings of all available SCRs developed • Safeguarding children communications programme implemented • Events held to communicate findings of SCRs • SCR Materials and framework developed for dissemination through staff meetings • Communication materials and messages developed for dissemination through team meetings 	Jul 09	Aug 09	Graham Badman	Leadership & Governance
	1.03	Improve working of the LSCB (also see action 2.02)	<ul style="list-style-type: none"> • LSCB priorities agreed • Governance arrangements and sub-group structure agreed • Review of membership and Terms of Reference of subgroups completed • Work programme and business planning 	Aug 09	Sep 09	Graham Badman	Leadership & Governance
				Sep 09	Oct 09		
				Sep 09	Oct 09		
				Oct 09	Nov 09		

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Reduced number of referrals due to improved preventative work	1.04	Partnership Family Support Strategy developed and published	<ul style="list-style-type: none"> processes developed Family Support Strategy development and consultation completed Strategy published Reporting cycle and mechanism determined 	Jul 09 Dec 09 Dec 09	Nov 09 Dec 09 Dec 09	Jan Doust	Early Intervention
	1.05	Agree and implement CAF quality assurance framework based on the Pan London CAF protocol	<ul style="list-style-type: none"> CAF quality assurance framework agreed Implementation timescales and programme agreed Framework communicated to relevant people and training organised 	Aug 09 Sep 09 Nov 09	Sep 09 Oct 09 Dec 09	Alison Botham	Early Intervention
Improved processes and procedures in place and working effectively across the partnership	1.06	Ensure quality of service by improving child protection referral and assessment processes	<ul style="list-style-type: none"> Referral pathways integrated with CAF Capacity identified to ensure that timescales taken for assessment improve Quality of information and analysis in initial and core assessments is improved to ensure minimum standards are consistently met Dedicated specialist mental health input for R&A established whilst proposal is developed for multi-agency assessment team 	Jul 09 Jul 09 Jul 09 Jul 09	Sep 09 Sep 09 Oct 09 Nov 09	Eleanor Brazil	Good Practice
	1.07	Deliver improvements in thresholds and decision making	<ul style="list-style-type: none"> Clear thresholds developed to operate across specialist, targeted and universal services and communicated to staff Safeguarding resources panel established with clear terms of reference established for all panels Independent social workers engaged to support social workers / team managers in decision making 	Jul 09 Jul 09 Jul 09	Oct 09 Sep 09 Oct 09	Eleanor Brazil	Good Practice
	1.08	Effective working at Child Protection Conference	<ul style="list-style-type: none"> Data on attendance at conferences collected by LSCB Mechanisms established to challenge appropriateness of invites to, and judge quality of input at, conferences Improvements demonstrated through quality of care plans / conference minutes 	Aug 09 Sep 09 Oct 09	Oct 09 Oct 09 Dec 09	Eleanor Brazil	Good Practice
Improved processes and	1.09	Identify opportunities for further	<ul style="list-style-type: none"> Implementation Group set up to monitor 	Aug 09	Sep 09	Jane Elias	Good

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
procedures in place and working effectively across the partnership		integrated working across the strategic partnership	<ul style="list-style-type: none"> delivery of actions within the Integrated Working Report and support development of an Integrated First Response Service Health Visitors Child Protection & Children in Need folders audited and revised standards developed NHS and Police input into integrated working reflected within proposals 	Sep 09	Sep 09		Practice
Better picture of individual need established leading to improved quality of plans with all participants fully involved	1.10	Achieve an acceptable standard for the quality of care planning	<ul style="list-style-type: none"> Review current practice across all Trusts and develop action plan for improvements Audit programme for plans developed to demonstrate improvement Standard agreed for inclusion of sibling information 	Jul 09	Sep 09	Penny Thompson	Good Practice
	1.11	Revise, update and launch the revised children's social care procedure manual	<ul style="list-style-type: none"> Revisions to manual completed and online version updated Updated manual launched to staff Staff engaged to establish a rolling programme of quarterly updates to the manual 	Jul 09	Sep 09	Rachel Oakley	Good Practice
	1.12	Implement procedures to ensure the allocation of a lead professional for children moving from social care or other specialist service back into targeted / universal services	<ul style="list-style-type: none"> Procedures agreed by relevant agencies Procedures implemented across all agencies 	Jun 09	Sep 09	Alison Botham	Good Practice
Staff have access to a directory of services available to commission for each target group	1.13	Commissioning directory developed to describe services, criteria and outcomes available	<ul style="list-style-type: none"> Existing directories updated with summary provided by services Directory entries quality checked, appropriate levels of need assessed and added and ongoing maintenance process developed Domestic violence commissioning intentions completed following reviews of evidence base; current provision and a gap analysis Parenting support commissioning intentions 	Aug 09	Dec 09	Ian Bailey	Good Practice

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
			completed following development of list of effective parenting support programmes and interventions; current parenting support provision detailed by all services; and gap analysis completed				
Capacity is available to improve service and day to day management whilst permanent posts are filled	1.14	Introduce additional short term social work professional and management capacity	<ul style="list-style-type: none"> Short term capacity needs and resource requirements identified Longer term capacity needs and staffing levels identified and resources identified Capacity increased to take on complex cases and provide supervision to social workers 	Jul 09 Aug 09 Sep 09	Aug 09 Oct 09 Mar 10	Eleanor Brazil	Capacity & Staffing
An established workforce in post reducing reliance on temporary and agency staff	1.15	Recruit and retain good staff across the partnership to reduce the number of vacancies and reliance on agency staff	<ul style="list-style-type: none"> Haringey offer Identified and recruitment campaign launched Social work graduate trainee scheme expanded Benchmarking of Health Visitors, School Nurses and Paediatricians completed Resource plan developed and approved by NHS Haringey Health workers vacancies filled and staff in post Health safeguarding vacancies filled and staff in post Monitoring mechanism established to enable review of workloads of Health Visitors, School Nurses and Paediatricians New social workers and social work managers in post Health worker numbers increased above June 2009 baseline 	Jul 09 Jul 09 Aug 09 Aug 09 Aug 09 Aug 09 Aug 09 Sep 09 Aug 09	Sep 09 Sep 09 Oct 09 Jan 10 Nov 09 Mar 10 Aug 09 Dec 09 Nov 09	Stuart Young	Capacity & Staffing
Staff are effectively managed, supervised and supported in carrying out their duties	1.16	Ensure effective supervision arrangements for social care staff	<ul style="list-style-type: none"> Guidelines amended to clarify the supervision guarantee and electronic manual updated Assessment centres held to establish managers' ability to deliver quality supervision Individual tailored development 	Aug 09 Aug 09 Sep 09	Sep 09 Sep 09 Nov 09	Eleanor Brazil	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
			<ul style="list-style-type: none"> programmes for front line managers implemented Reporting of supervision integrated into existing FWi and other reports Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan Hubs of Change (Tavistock / Haringey) project implemented 	Sep 09	Nov 09		
				Sep 09	Dec 09		
				Sep 09	Sep 10		
Staff are effectively managed, supervised and supported in carrying out their duties	1.17	Ensure effective supervision arrangements for health staff	<ul style="list-style-type: none"> NHS Trust standard for supervision agreed and audit programme developed Discussion with Clinical Excellence Group about GPs supervision Reporting of supervision integrated into case recording Health Managers trained in role & responsibilities regarding supervision Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan 	Aug 09	Sep 09	Penny Thompson	Capacity & Staffing
				Sep 09	Sep 09		
				Sep 09	Nov 09		
				Sep 09	Nov 09		
				Sep 09	Dec 09		
Staff are effectively managed, supervised and supported in carrying out their duties	1.18	Ensure effective supervision arrangements for police staff	<ul style="list-style-type: none"> Reporting of supervision integrated into other reports Programme developed to ensure compliance with Standard Operating Procedures for supervision Supervision survey carried out to compare with baseline and improvement actions identified to feed into refresh of plan 	Sep 09	Nov 09	Dave Grant	Capacity & Staffing
				Sep 09	Nov 09		
				Sep 09	Dec 09		
Staff have the skills required to effectively perform their roles	1.19	Implement programme of multi-agency training	<ul style="list-style-type: none"> Practitioners across the partnership trained in thresholds and use of common language Social work staff trained on risk assessment, information sharing and the recording of decisions Staff trained and provided with guidance in child centred practice, authoritative practice and social history researched and commissioned Multi-agency exercise using MACIE 	Jul 09	Jan 10	Eleanor Brazil	Capacity & Staffing
				Jul 09	Dec 09		
				Jul 09	Jan 10		
				Sep 09	Dec 09		

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
			<ul style="list-style-type: none"> implemented Agree, implement and train staff on a Critical Incident De-briefing model within organisations and across multi-disciplinary teams 	Sep 09	Dec 09		
	1.20	Develop a multi-agency core safeguarding induction programme	<ul style="list-style-type: none"> Multi-agency core safeguarding training programme developed All appropriate staff attend programme 	Mar 09 Oct 09	Nov 09 Feb 10	Rachel Oakley	Capacity & Staffing
All case files meet the required standard for content, accuracy and timeliness of information	1.21	Assure the quality of practice	<ul style="list-style-type: none"> Standards for case files developed and communicated to staff Programme of sampling and qualitative assessment of case files implemented across the partnership Measures developed for assessing quality and performance of safeguarding practice across the partnership Annual framework for case file audit agreed within each organisation Tools implemented to help ensure the quality of NHS referrals meet an acceptable standard First Response create guidance on what a quality referral looks like 	Jul 09 Jul 09 Jul 09 Aug 09 Sep 09 Oct 09	Oct 09 Dec 09 Dec 09 Sep 09 Sep 09 Dec 09	Eleanor Brazil	Performance Management
Effective collection use and analysis of data leading to improved interpretation of available management information	1.22	Ensuring the quality and reliability of data	<ul style="list-style-type: none"> Data quality audit programme developed Review accuracy of framework I reports in conjunction with Core Logic Internal audit programme agreed with Corporate Services to audit the work of the performance team Review actions from external audit of performance indicators 	Aug 09 Aug 09 Sep 09 Sep 09	Sep 09 Oct 09 Sep 09 Oct 09	Eleanor Brazil	Performance Management
	1.23	Establishing the volume of demand for services and forecasting future demand	<ul style="list-style-type: none"> Establish demand from January to June 09 Historical and other data used to provide a basis for prediction Workloads and caseloads identified and analysed against national recommendations and good practice Undertake a Gap analysis in relation to 	Aug 09 Aug 09 Sep 09 Sep 09	Oct 09 Oct 09 Dec 09 Dec 09	Eleanor Brazil	Performance Management

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
			staffing and budget				
Fit for purpose business planning & performance management approaches in place and co-ordinated across the partnership	1.24	NHS provider trusts performance management capability improved	<ul style="list-style-type: none"> • Safeguarding Assurance Framework agreed and presented to NHS Board • NHS membership of LSCB Quality Assurance Group reviewed to include representative from performance and commissioning teams • Safeguarding performance dashboard developed and trialled • NHS Performance reporting established through Health JAR Action Plan Group & NHS Haringey Board 	Jul 09	Aug 09	Penny Thompson	Performance Management
				Jul 09	Aug 09		
	1.25	Developing, across the partnership, integrated business planning and performance management processes	<ul style="list-style-type: none"> • Review and re-publish information sharing protocols and guidance ensuring barriers to sharing performance information are identified and mechanisms established to enable information to be collected and shared across partners • Electronic access to information showing if a child has a child protection plan or not established for A&E staff at Whittington and NMUH and for PCT, GOSH in Haringey and CAMHS staff • Multi-agency record audit - random sample of audits undertaken • All social care related Action Plan milestones incorporated within delivery organisations business /service plan • All health related Action Plan milestones incorporated within delivery organisations business /service plan • All police related Action Plan milestones incorporated within delivery organisations business/service plan 	Jul 09	Nov 09	Eleanor Brazil	Performance Management
				Aug 09	Nov 09		
				Sep 09	Nov 09		
				Sep 09	Oct 09		
				Sep 09	Oct 09		
				Sep 09	Oct 09		
The responsibility for data and effective performance management is owned by all staff	1.26	Improving Local Interpretation and Ownership of Information within Children and Families	<ul style="list-style-type: none"> • Programme of Monthly Performance Review meetings organised with Heads of Service • Team Evidence Files developed 	Sep 09	Sep 09	Eleanor Brazil	Performance Management
				Sep 09	Dec 09		

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
			<ul style="list-style-type: none"> • Team Performance Plans developed 	Sep 09	Dec 09		

Section 2: Priority Actions – By June 2010

Outcome – to retain an adequate rating and gain recognition of sustained improvement being made in the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
Improved processes and procedures in place and working effectively across the partnership	2.01	Develop fit for purpose governance arrangements across the partnership	<ul style="list-style-type: none"> A senior lead is identified in each agency who will assess and monitor the organisations governance arrangements in relation to safeguarding Partnership protocols developed and approved 	Aug 09	Sep 09	ACE PPPC	Leadership & Governance
	2.02	Improve working of the LSCB	<ul style="list-style-type: none"> New LSCB working arrangements implemented in line with action 1.03 	Jul 09	Mar 10		
	2.03	Increase involvement of young people and the voluntary sector	<ul style="list-style-type: none"> Establish mechanisms for young people to be involved in development of policies, plans and strategies Determine how groups should be involved in delivery of JAR action plan Engage with representative groups interested in being involved in delivery of the Safeguarding Plan 	Nov 09	Jun 10	Graham Badman	Leadership & Governance
Reduced the number of referrals by improving preventative work	2.04	Develop local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes	<ul style="list-style-type: none"> Strategy developed Partner contribution incorporated, from NHS feedback, into the draft strategy Strategy approved by Children's trust 	Aug 09 Oct 09	Feb 10 Jan 10	Jan Doust	Early Intervention
	2.05	All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be vulnerable, as the first stage in identifying additional needs	<ul style="list-style-type: none"> Roll-out across all schools and settings 	Feb 10	Mar 10		
High quality technology used effectively to support staff in their day-to-day work	2.06	Review the current ICS processes on Framework-I and make changes that support best practice requirements in	<ul style="list-style-type: none"> Revised time table and project plan for Child protection related exemplars and work flow developed 	Jul 09	Oct 09	Rachel Oakley	Good Practice
			<ul style="list-style-type: none"> Project plan implemented 	Oct 09	Apr 10		

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
		social work.	<ul style="list-style-type: none"> Non child protection parts of the system reviewed in conjunction with other Local Authorities 	Jan 10	Jul 10		
	2.07	Establish ICS / FWi support teams to stabilise current system use and support implementation of future configuration.	<ul style="list-style-type: none"> Data quality improvements on Framework-I system (e.g. data cleansing) implemented Practical initiatives held with social workers to build their confidence in using FW-I Use of FW-I extended to Children in Care Health Team 	Aug 09 Sep 09 Oct 09	Dec 09 Apr 10 Apr 10	Rachel Oakley	Good Practice
	2.08	Use new technology including mobile technology to improve and support staff in delivering the service	<ul style="list-style-type: none"> External study on use of technology to maximise effectiveness and efficiency completed New plan devised (with corporate IT, C&YP service IT, FWi support and Haringey Forward) Plan implemented 	Apr 09 Sep 09 Mar 10	Sep 09 Mar 10 Mar 10	Rachel Oakley	Good Practice
Support and approach for commissioning is in place across the partnership	2.09	Developing approach for integrated working and commissioning to improve how services work with the most complex families and demonstrate value for money	<ul style="list-style-type: none"> Joint Strategic Needs Assessment of safeguarding and vulnerable children and young people completed Integrated working and commissioning approach (with adult services and partners) developed Commissioning approach agreed Resourcing and support needs identified and mechanism for demonstrating improved value for money established 	Jul 09 Oct 09 Mar 10 Apr 10	Sep 10 Feb 10 Mar 10 Jun 10	Ian Bailey	Good Practice
An improved universal service leading to a reduction in demand for targeted and specialist services	2.10	Work with schools and settings, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services.	<ul style="list-style-type: none"> Standards developed and agreed Standards launched Agreement signed off with each Headteacher 	Feb 09 Sep 09 Sep 09	Sep 09 Sep 09 Apr 10	Jan Doust	Good Practice
Well trained and highly competent staff	2.11	Further develop the child protection core training curriculum for staff of all	<ul style="list-style-type: none"> Domestic violence training programme implemented Risk assessment training programme 	Oct 09 Oct 09	Mar 10 Mar 10	Rachel Oakley	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
		agencies	implemented				
	2.12	Analyse cross-partnership training needs in management, supervision and safeguarding and develop a programme of training	<ul style="list-style-type: none"> • Managerial competency programme developed including a specific programme for social care managers • Support and mentoring scheme introduced for children and families team managers • Review additional training needs in safeguarding across the partnership • Develop cross-partnership training plan 	Jan 10	Mar 10	Stuart Young	Capacity & Staffing
				Jan 10	Mar 10		
				Feb 10	Apr 10		
				Apr 10	Jun 10		
Effective information sharing established with Children's Centres	2.13	Improve information sharing with Children's Centres	<ul style="list-style-type: none"> • Protocol for information sharing with children's centres developed • Mechanism established to enable information sharing 	Sep 09	Jan 10	Jan Doust	Performance Management
				Jan 10	Apr 10		
Approach to managing performance and target setting supports the attainment of our goals	2.14	Analyse key performance indicators to support top quartile attainment (also see 3.09)	• Analysis of key performance indicators completed to determine the degree of improvement required	Nov 09	Feb 10	Eleanor Brazil	Performance Management
			• Appropriate targets established for each indicator	Jan 10	Mar 10		
	• Performance improvement plan developed in conjunction with managers	Jan 10	Mar 10				
	2.15	Enhance performance management capacity across the partnership	<ul style="list-style-type: none"> • Analysis of performance management capacity undertaken • Network of performance managers established • Opportunities to work together identified and work programme developed • Work programme to support performance managers in joint working implemented 	Feb 09	Oct 09	Eleanor Brazil	Performance Management
				Sep 09	Nov 09		
				Sep 09	Nov 09		
				Nov 09	Jun 10		

Section 3: Other Headline Actions – By March 2012

Outcome – to achieve safeguarding services for children that are among the best and gain recognition of the significant sustained improvements made over the past 3 years in both the delivery of services and outcomes for children and young people

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
High quality safeguarding services provided across the Borough	3.01	Commission a peer review from an LSCB that has evidenced good practice and effective safeguarding	<ul style="list-style-type: none"> LSCB identified for peer review Review takes place Lessons learnt and areas for improvement identified 	Jan 11 Sep 11 Dec 11	Mar 11 Nov 11 Jan 12	Graham Badman	Leadership & Governance
	3.02	Ensure compliance with the Laming and other review recommendations is reviewed annually	<ul style="list-style-type: none"> Process developed for review of compliance with Laming recommendations Review of compliance undertaken Mechanism established for feeding in implementation proposals from other reviews / inspections and the identification of good practice 	Sep 09 Annual Jul 10	Dec 09 Annual Sep 10	Peter Lewis	Leadership & Governance
	3.03	Implementing “best practice”	<ul style="list-style-type: none"> Best practice in procedures identified Learning built into review of existing procedures New procedures approved and implemented Change programme developed to support implementation 	Sep 09 Sep 09 Sep 09 Sep 09	Jun 11 Jun 11 Jun 11 Jun 11	DD C&F	Good Practice
improved working through integrated systems and procedures in a multi-disciplinary team	3.04	FW-I developed to support and embed best practice procedures.	<ul style="list-style-type: none"> Use of FW-I extended to all key teams FW-I development to meet best practice completed 	Jun 10 Jun 10	Mar 12 Mar 12	Rachel Oakley	Good Practice
	3.05	Multi-disciplinary team introduced and working effectively	<ul style="list-style-type: none"> Agreement to create multi-disciplinary team of council referral & assessment, health and MPS CAIT Processes and procedures integrated Accommodation arranged and staff co-located Staff trained in new integrated procedures and multi-disciplinary team operational 	Sep 09 Sep 09 Sep 09 Dec 10	Dec 09 Dec 10 Dec 10 Mar 11	Dave Grant	Good Practice
Shared responsibility for safeguarding activity by others who are able to	3.06	Review Third Sector involvement to increase capacity across statutory	<ul style="list-style-type: none"> Investigate potential for Third Sector support for Child Protection Processes Implement proposals for involvement 	Jul 10 Apr 11	Dec 10 Mar 12	DD C&F	Capacity & Staffing

Outcome	Ref	Action	Milestones	Start	End	Action Lead	Theme
take an active role	3.07	agencies					
		Work with London Deanery and the Royal College of GPs to make linkages to safeguarding	<ul style="list-style-type: none"> • Safeguarding requirements built into GPs Continual Professional Development • Safeguarding requirements built into appraisal, new licensing and revalidation of GPs • Feasibility study into incorporating safeguarding good practice into GP contracts completed 	Jan 10	Jul 10	DCE PCT	Capacity & Staffing
				Jan 10	Jul 10		
		Jan 10	Jul 10				
Approach to managing performance and target setting supports attainment of our goals	3.08	Undertake further detailed analysis of performance required to deliver excellent rating	<ul style="list-style-type: none"> • Analysis of performance of "family" authorities completed • Key performance indicators for improvement identified with profiled targets and delivery plans • Robust performance management arrangements implemented across the partnership 	Jan 10	Feb 11	Janette Karklins	Performance Management
				Jan 10	Mar 11		
				Jan 10	Apr 11		

Performance Indicators to be used in the Safeguarding Plan for Haringey

National Indicator set

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

- By December 2009, we will have moved out of Ofsted's 'inadequate' rating and be at least 'adequate', with the outturn for 2009-10 being in the lower quartile as compared to statistical neighbours.
- Outturn for 2010-11 will be broadly in line with statistical neighbours.
- Outturn for 2011-12 will demonstrate top quartile performance.

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

The table below sets out those national indicators which provide evidence of progress against the Safeguarding plan, with targets for 2009-10 and 2010-11. these targets have been set in accordance with the Local Area Agreement (LAA), and will be reviewed in line with LAA development, at which stage 2011-12 targets will be established.

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

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

Organisational health indicators

Local indicators covering sickness, staffing levels, supervision and training will be used to monitor and evaluate the implementation of actions in the plan. For example, indicators on vacancy rates, sickness levels and the percentage of agency staff (broken down by agency and by service) will form part of the evaluation of the 'Haringey Offer'. Indicators on the completion of staff appraisals also form part of the evaluation of the actions in the plan on supervision. These indicators will be included in the monthly progress reports.

Local indicators – LSCB QA Sub-group dataset

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

Case audits

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

PAN London CAF QA Framework

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

Partnership staff survey

A survey to gather the views of practitioners across the partnership on a range of issues will provide a means of monitoring the implementation of specific actions in the plan, and also enable the partnership to gauge progress against the broader objectives of creating an open culture where staff feel able to exchange views and challenge each other's perspectives, and feel supported in their work. The survey has been tendered and awarded to Ipsos MORI, and will be carried out in autumn 2009 with the results reported in a future progress report.

Social work forum

The social work forum was established in December 2008 to enable front-line social workers to raise issues directly with the Director of the Children & Young People's Service. Information from these meetings and similar ones extended to include a wider range of staff provide further useful material for gauging progress. Issues arising from these meetings will be included in the monthly progress reports.

Service user and Stakeholder feedback

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

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

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

Further indicators have been identified which are reported to DCSF and Government Office for London (GoL) on a regular monthly basis. Over the coming months work will be progressed to align or integrate these reporting frameworks within the Safeguarding Plan reporting and performance management mechanisms.

CROSS CHECKING - Ofsted Safeguarding Assessment

To be Adequate we need to demonstrate that each of the following is in place:

Achievement	Actions (Ref no.)	Completion Date
There is a track record of achieving continuous improvement in service provision and / or outcomes.	All actions and performance indicators	
Plans are in place and are effective in delivering improvements in priority areas.	1.02 1.03 1.06 1.07 1.08 1.10 1.12	Oct 09 Nov 09 Nov 09 Oct 09 Oct 09 Dec 09 Dec 09
Quality assurance and performance management processes are effective.	1.21 1.22 1.23 1.24 1.25 1.26	Dec 09 Oct 09 Dec 09 Dec 09 Nov 09 Dec 09
Staffing resources are sufficient to deliver the safeguarding and child protection duties, responsibilities and priorities.	1.14 1.15	Oct 09 Dec 09
The views of children and young people are systematically taken into account.	2.03	Mar 10
Processes for recruitment and retention of staff are effective.	1.14 1.15	Oct 09 Dec 09
The training plan does meet the development needs of staff. There are no significant gaps	1.16 1.17	Dec 09 Dec 09

Achievement	Actions (Ref no.)	Completion Date
in skills capacity.	1.18 1.19 1.20	Dec 09 Jan 10 Dec 09
Communication with partner agencies and key stakeholders is effective.	1.01 1.02	Dec 09 Oct 09
The costs of delivering key services are understood.	1.13 1.23	Dec 09 Oct 09
Procurement and commissioning demonstrates value for money.	1.13	Dec 09