



## Harrow Chief Executives' Action Plan May 20<sup>th</sup> 2013.

Following their visits to their personal agency frontlines and a joint visit to MASH and A&E at Northwick Park, the Chief Executives, guided by Michael Lockwood and Deborah Lightfoot, developed the following action plan informed by adopting the improvement framework for the Child's Journey in Harrow to be reviewed in six months:

- A culture that changes things for the child
- Working together for the child
- Improving the quality of case work and managing risk to the child
- Holding the child's perspective
- Developing good systems that keep children safe

• Improvement theme: A culture that changes things for the child		
Issue	Action	Responsible
Understanding of how are we investing in our services in comparison to other boroughs?	Benchmark level of investment in children's services to determine if investment, capacity and performance are satisfactory	Catherine Doran David Harrington
Generic support in early intervention and prevention	Development of support in early intervention and prevention Community budget conversation to take place	Michael Lockwood to facilitate
Development of staff skills – are practitioners confident in making safeguarding referrals?	Staff to train and shadow each other Feedback from staff/referral process. Staff gain actual experience of other disciplines / attending CP Conferences. Other agencies such as	Learning and Development subgroup  LSCB -Elisabeth Major

	UKBA to be brought into multi agency training	
<ul style="list-style-type: none"> <li><b>Improvement theme: Working together for the child</b></li> </ul>		
<b>Issue</b>	<b>Action</b>	<b>Responsible</b>
How are we making sure safeguarding is understood by the local community?	<p>Involvement of business in community engagement group Business to consider, perhaps via sponsorship, how it can contribute to sustainable safeguarding</p> <p>Healthwatch to develop a role for their Delivery Board to contribute to the Child's Journey</p>	<p>Elisabeth Major / LSCB Operational Group</p> <p>Ash Verma</p>
MASH development - through CAIT and health navigator involvement	<p>Explore CAIT being integrated into MASH, e.g. flexible secondments.</p> <p>A Health Navigator appointed to MASH</p>	<p>Simon Ovens Catherine Doran</p> <p>Rob Larkman</p>
Multi agency referrals to MARAC from the frontline to increase	Ensure all Chief Executives understand what the MARAC does and who attends its meetings	Mike Howes
Address staff turnover and the number of agency staff in post	Understand the recruitment and retention issues in the Children's and Families Directorate and develop a plan to address them	Catherine Doran / Michael Lockwood
<ul style="list-style-type: none"> <li><b>Improvement theme: Improving the quality of case work and managing risk to the child</b></li> </ul>		
<b>Issue</b>	<b>Action</b>	<b>Responsible</b>
Partners unaware of the outcome of referrals	Ensure MASH and the front door feed back the outcome of referrals to partner agencies	Melissa Caslake / Catherine Doran
Quality of data available to the MASH variable	Refresh training for data recording so that individuals recognise the part their input might play in safeguarding decisions in the	All

	future and how they have contributed	
<ul style="list-style-type: none"> <li>• <b>Improvement theme: Holding the child's perspective</b></li> </ul>		
<b>Issue</b>	<b>Action</b>	<b>Responsible</b>
Increasing the range of organisations able to help young people develop and achieve ambitions	Healthwatch to ensure it engages with young people Business to consider how it can make a better offer to young people Consider pathways to divert people from continuing vulnerability, such as apprenticeships	Ash Verma
<ul style="list-style-type: none"> <li>• <b>Improvement theme: Developing good systems that keep children safe</b></li> </ul>		
<b>Issue</b>	<b>Action</b>	<b>Responsible</b>
How do we do systems and cultural change? How do we know what changes we are making?	Harrow Chief Executives to monitor performance and audit data, to see and review children's stories.  Agree themes from Serious Case Reviews, Learning Lessons case reviews, Root Cause Analysis cases reviews, SCIE (Social Care Institute for Excellence) Develop an aspirational culture across all teams working in Safeguarding to do the best possible job	Harrow Chief Executives
Are we tackling the right issues – how do we know if things have improved?	LSCB QA subgroup and each single agency to define what services families can expect. QA subgroup to give practice examples of good services.  Performance data required Feedback from children and families gained in surveys and feedback.	Harrow Chief Executives  LSCB QA Subgroup  Elisabeth Major David Harrington

	Partnership understands what good is. A framework to be developed to measure how Harrow is doing	
	Resource directory to be prepared for local and national resources	Family Intervention Team
Partners need better out of hours support in assessing and dealing with children and young people	Consider improvements to the Children and Families out of hours service	Catherine Doran
Do we know how the frontline is delivering?	Raise the level of aspiration Focus on the quality of practice through the Child's Journey Feedback from children and families' experiences required.	Harrow Chief Executives to develop a system for regular checking of frontline performance across agencies, including examining performance data, joint audits and visits.  Surveys and feedback from families to be integrated into this.