

2017 London Borough of Harrow OFSTED Single Inspection Framework Action Plan

| Report Recommendations | What will be done? | Who will do this and by when? | What will be different? | Progress |
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| <p>1. Ensure that all children and families who need an early-help assessment and a package of support coordinated by a lead professional are able to receive this.</p> | <p>LA in partnership with key agencies in the Harrow Safeguarding Children Board (HSCB) will fully implement an agreed Early Support Pathway following the re-organisation of Early Support Services.</p> | <p>Head of Service Early Support and Youth Offending. By 30.09.17</p> | <p>i) Increase in targeted Early Support (ES) assessments for young people and their families ii) Increase in targeted Early Support packages for young people and their families iii) Suite of performance management data to track and evidence impact of effectiveness of Early Support services.</p> | <ul style="list-style-type: none"> • All actions on track • Revised Early Support Family Led Needs Assessment (FLNA) implemented June 2017. Practice embedding across ES. • Comprehensive early support offer launched through Hubs and bespoke outreach services. Take up of services improving. • Suite of performance management data under continuing development, tracked through monthly senior |

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| | | | | management meeting |
| <p>2. Ensure that decision-making within the MASH is consistently timely, so that all children who are the subject of a referral receive assessment and support in a timely manner.</p> | <p>The performance management system in Multi Agency Safeguarding Hub (MASH) will be revised in order to improve the timeliness of the Section 17 referral pathway to the First Response Team (FRT).</p> | <p>Head of Service Children's Access Service. By 30.09.17</p> | <p>i) Performance management data will demonstrate that targets are achieved and maintained for referral and assessment timeliness</p> | <ul style="list-style-type: none"> • Performance management system revised. MASH RAG performance improved across all RAG status (April-July 2017) • Excellent FRT assessment timescales (97% within 45 days April-July 2017) |
| <p>3 Ensure that assessments and plans are consistently up to date, reflective of children's views and clear about what is expected of families.</p> | <p>Young people and their families receiving Section 17 child protection and looked after services will benefit from SMART plans that reflect their changing needs.</p> | <p>Head of Service Children in Need Service. By 30.09.17</p> | <p>i) Data will demonstrate that assessments are updated in line with Children In Need (CIN), Child Protection (CP), & Children Looked After (CLA) Reviews. ii) Monitoring and audit analysis demonstrate that YP views actively contribute to revised assessments and that plans are SMART.</p> | <ul style="list-style-type: none"> • All actions on track • Child Protection and Children Looked After plans consistently updated following conference / review meetings. Re-assessment practice becoming embedded through Child In Need review meetings. • Young people actively encouraged to |

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| | | | | <p>contribute during assessments. High satisfaction levels reported regarding quality of social work input, and feeling safe where they live.</p> |
| <p>4. Ensure that strategy discussions involve the full range of relevant agencies, so that the full range of relevant information informs assessment of risk.</p> | <p>The Local Authority in partnership with key agencies will increase multi-agency participation in child protection strategy discussions and during Section 47 investigations.</p> | <p>Head of Service Children's Access / Head of Service Children in Need Service. By 30.09.17</p> | <p>i) Section 47 strategy discussions will demonstrate improved contribution of relevant agencies, particularly Health.</p> | <ul style="list-style-type: none"> Guidance consistently followed in FRT/CIN regarding consultation within partner agencies during S47 child protection investigations. Data demonstrates comprehensive range of services identified / consulted during S47 child protection investigations (21 agency types contributed 3,532 occasions during 309 S47 undertaken April-July 2017. |

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| | | | | Averaging 11.4 agencies contributing per investigation) |
| 5. Ensure that children looked after receive timely therapeutic support when they need it. | All Children Looked After will receive appropriate and timely Tier 2/3 therapeutic services in line with their assessed needs. | Divisional Director Children and Young People Service By 30.09.17 | i) The LA & Health partners performance data will demonstrate that targets are met and consistently achieved for the provision of therapeutic support and outcomes for CLA. | <ul style="list-style-type: none"> • Horizons service targeting support for young people up to the age of 18 launched July 2017. Performance to be tracked through SLA • Therapeutic services for Children Looked After (CLA) strengthened tripartite funding panel with Clinical Commissioning Group, including young people placed out of borough. Specialist nurses aligned closely with Children Adolescent Mental Health Service (CAMHS) to track and monitor CLA |

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| <p>6. Improve the quality of plans when children return to their families from care, so that there is clarity about what services will be provided, who will provide them, by when and what they are aimed at achieving.</p> | <p>Final CLA Review meetings for young people returning to the care of their parents will confirm the appropriate package of support services and that contingency arrangements are agreed.</p> | <p>Head of Service Children in Need Service / Head of Service Quality Assurance and Service Improvement.</p> <p>By 30.09.17</p> | <p>i) The LA performance data for CLA demonstrates effective delivery of care planning for young people to be reunited with their birth families.</p> | <p>referrals.</p> <ul style="list-style-type: none"> • Final reviews prior to discharge from care consistently delivered without requiring formal escalation by Independent Reviewing Officer • 21 of 55 young leaving care returned to the care of family members. None of the 21 young people have required child protection planning or have returned into the care of the LA (April-July 2017) |
| <p>7. Ensure professionals consistently implement actions required between review meetings for children looked after.</p> | <p>Social Workers and Independent Reviewing Officers will ensure that all young people and their carers are prepared and supported to participate in CLA Review Meetings. Social Worker line managers will ensure that agreed actions</p> | <p>Head of Service Quality Assurance and Service Improvement.</p> <p>By 30.09.17</p> | <p>i) Supervising Social Workers will confirm foster carers have been adequately supported to contribute to Review meetings that are effective. ii) Monitoring and Dispute Resolution data demonstrate that care planning decisions are delivered in a timely</p> | <ul style="list-style-type: none"> • All actions on track • Supervising social workers (SSW) continue to support foster carers to participate in review meetings. |

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| | <p>are progressed between Review meetings.</p> | | <p>manner.</p> | <p>Performance management report for the fostering service is being refined to include SSW visiting arrangements</p> <ul style="list-style-type: none"> • Advocacy Service being re-commissioned. Scope of advocacy service extended to include care leavers, and parents requiring advocacy support in CP and CLA cohorts • Review timeliness remains good (98% April-July 2017), and no formal escalations required owing to significant delay in progressing care plan made form |
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| | | | | Independent Reviewing Officers |
| <p>8. Ensure that the good support experienced by the vast majority of care leavers is extended to all care leavers, so that their needs are better met.</p> | <p>Effective pathway planning will ensure that all care leavers receive timely support for their emotional well-being, education, employment and training.</p> | <p>Head of Service Corporate Parenting. By 30.09.17</p> | <p>i) Data will demonstrate that targets are consistently met for care leavers in relation to their accommodation, education, employment and training status.</p> | <ul style="list-style-type: none"> Children In Need Census 2017 report key performance indicators well above national average for NEET (28.3% compared to 37.9%) and suitable accommodation (95.7% compared to 83%). Pathway planning improving with 88.1% eligible, and 95.3% former relevant having an up to date pathway plan April-July 2017 . Performance improvements supported through commissioned service "Prospects" supporting employment and training, |

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| | | | | <p>extending the strategic reach of the Virtual School for CLA, and CLA nurse supporting care leavers.</p> |
| <p>9. Strengthen the quality of learning from audits through better involvement and use of feedback from children and their families.</p> | <p>The Local Authority Quality Assurance Framework will be revised to strengthen the voice and participation of young people and their families.</p> | <p>Head of Service Quality Assurance and Service Improvement. By 30.09.17</p> | <p>i) Audit processes will be specifically revised to include feedback from young people and their families. ii) Quality Assurance quarterly reporting will analyse the themes of feedback and participation of YP and their families through audit and review mechanisms.</p> | <ul style="list-style-type: none"> • All actions on track • Audit processes amended to specifically include feedback from young people. Further action required to fully embed in audit practice. • QA reporting continues to analyse themes from young people and families. Further training planned for social workers concerning motivational interviewing technique training and mental health needs of young people. |
| | | | <p>i) Overview & Scrutiny Panel</p> | <ul style="list-style-type: none"> • All actions on |

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| <p>10. Improve the functioning of the overview and scrutiny panel, to ensure that it is more sharply focused on children and that its work has an impact on improving both services for children and the outcomes they achieve.</p> | <p>Overview and Scrutiny Panel activity in LA will ensure there is sufficient focus and challenge on strategic planning and delivery for the children and young people's population of Harrow.</p> | <p>Harrow Council CEO / Harrow Council DCS. By 31.03.18</p> | <p>agenda items and recommendations demonstrate sufficient focus on the key strategic plans for the children and young people's population in Harrow.</p> | <p>track</p> <ul style="list-style-type: none"> • Centre for Public Sector Scrutiny (CFPS) has been commissioned to conduct a review of scrutiny effectiveness in the LA. Review to report in September 2017. • The membership of Overview and Scrutiny has been recently refreshed, and the work plan is being aligned to include key issues in Children's Services e.g. Budget pressures in relation to placements and families that have no recourse to public funds (NRPf). |
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