

Isle of Anglesey County council	
Report to:	Corporate Scrutiny Committee
Date :	10/04/2017
Subject:	Children's Services Improvement Plan progress report
Portfolio Holders(s)	Aled Morris Jones
Head of Services:	Llyr Bryn Roberts
Report Author : Tel : E-mail :	Llyr Bryn Roberts - Interim Head of Children Services (Operations) 01248 752 765 llyrbrynroberts@YnysMon.gov.uk
Local Members	Relevant to all Members

1.0 Background

1.1 Ynys Mon Children's Services were inspected by CSSIW during October and November 2016.

2.0 Scope of the inspection

2.1 The inspection focused on how children and families are empowered to access help and care & support services and on the quality of outcomes achieved for children in need of help, care & support and/or protection, including children who have recently become looked after by the local authority. The inspection also evaluated the quality of leadership, management and governance arrangements in place to develop and support service delivery.

3.0 Recommendations of the CSSIW Report

3.1 The Final CSSIW report was published on 7th March 2017. The report had 14 recommendations:

3.2 As a priority:

1. The authority should progress its commitment to developing a framework for the provision of preventive work with children and families that will deliver an integrated service and provide early help and support that effectively delays the need for care and support.

2. Effective, multi-agency quality assurance systems and training arrangements should be established to ensure that thresholds for assessment to statutory children's services are understood by staff and partners and are

consistently applied; this should include the development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.

3. Senior leaders in social services and the police should continue to work proactively together to ensure improvements to the quality, consistency and timeliness of child protection enquiries.

4. The council should continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services to assure themselves, partners, staff and communities that their responsibilities are discharged to maximum effect.

5. A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.

6. Arrangements for team managers and senior practitioners should be reviewed to ensure capacity to effectively and consistently provide management oversight of decision making, challenge and direction for staff across the service; a leadership and development programme should be made available to build resilience.

7. Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism must be implemented to ensure compliance and quality.

Over the next 12 months:

8. Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritised and the pace of improvement accelerated and sustained.

9. Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.

10. The quality of assessments and plans should be improved to ensure that they are consistently of a good quality, with a clear focus on the needs, risks and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.

11. The quality and consistency of record keeping should be improved; all staff and managers should ensure that their records are of good quality, are up to date and are systematically stored.

12. The local authority and partners should work together to develop a cohesive approach to the collection and analysis of information about the needs of communities, that includes the voices of children and families. This should be used to inform the shaping of strategic plans to achieve effective

alignment of service delivery between information, advice and assistance services, the preventive sector and statutory services.

13. Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, needs to be embedded so that managers at all levels have timely, relevant and accurate performance and quality assurance information to enable them to do their jobs effectively and to deliver improvements.

14. Caseloads and reports regarding the quality of workers' performance should be continuously monitored to ensure there is sufficient capacity for workers to engage effectively with children and their families.

3.3 We have produced an improvement plan which will be monitored during a programme of inspection engagement and performance review throughout 2017/18.

3.4 Due to the significant concerns identified in the inspection CSSIW will consider undertaking a re-inspection of Anglesey children's services within 12 – 18 months from the publication of their report.

4.0 Progress on the Service Improvement Plan

	Action	Completed	End
1.1	<p><u>Develop a Workforce strategy</u> Consultation sessions were held at the Staff Conference on 27.3.17. Staff's views were asked on:</p> <ul style="list-style-type: none"> Recruitment – what are our key factors that enable us to attract; what do we need to do to get better/more successful Supporting Effective Practice and Delivery- what do we do well; what do we need to do to improve/ get better at Retention- what are the things that make people want to stay; what would make staff want to stay longer <p>This information will assist with completion of the Workforce strategy document.</p>	<ol style="list-style-type: none"> Workforce Strategy Paper drafted. Session on Induction guidance for Managers arranged held in March. Corporate Induction session available on a monthly basis for new staff. 	On track June 2017
2.1 4.1 3.5	<p><u>Improving the quality of practice in relation to child protection, assessment and intervention with children and families and ensuring social work intervention is aligned with the different way of working with families under the new Social Services and Wellbeing Act (2014).</u></p> <ul style="list-style-type: none"> All staff will be attending compulsory Child protection training during the next few months. The Risk Model will be re-launched in May Training on the new templates Core Data Set, What Matters conversation, Assessment of 	<ol style="list-style-type: none"> Training on Changing Culture and Measuring Performance in line with Social Services and Well-being Act held in March. Collaborative Communication / Outcome focused Conversations training held in March. 	On track March 2018

	<p>Care and Support Needs and Outcomes focused plans will occur in April.</p> <ul style="list-style-type: none"> • Training on establishing and maintaining high quality relationships with children, young people and their families will occur in September • Record keeping training will be held in May <p>Appendix 1 provides detailed information on the training plan.</p> <p>The quality of assessments and care and support plans will be audited over the coming months.</p>		
4.2	<p><u>Re-model the service structure</u> - the motivation behind the changes is:-</p> <ul style="list-style-type: none"> • To try and improve how staff are supported and enabled to practice. • To provide vulnerable families with services at the time when they need them and at a level that can properly address their needs. • To cater well with the requirements for information, advice and assistance in the new legislation. <p>These issues are not addressed just by the structural changes, but hopefully they go some way to provide a context for staff to feel better equipped with the support they need to undertake their role. It will also help us to deliver effectively the agenda, that we identified in our self-evaluation, which was supported by CSSIW in their recent report i.e. strengthening preventative services and their connection with statutory services; ensuring professionally focussed supervision; and making sure we have robust processes to ensure practice quality'</p> <p>We are now seeking to recruit to the posts created and we have an outline timetable for implementation – Appendix 2</p>	<p>Consultation with staff has been undertaken. Next steps is to implement the new structure – Early Intervention and Intensive Intervention</p>	<p>On track June 2017</p>
1.3	<p><u>Review and re-launch the Supervision policy</u> Supervision training will be provided to all staff and Managers by end of June and training on Managing difficult conversations will be held for Managers in April. There is a clear expectation on Managers to comply with the new policy.</p>	<p>Supervision policy has now been reviewed and re-launched in staff conference on 27.3.17</p>	<p>Completed</p>
4.3	<p><u>Implementation of an Information, Advice and Assistance Hub</u> within Children Services.</p> <p>IAA will be going live on 10th April and Information Flyer for professionals has been circulated</p>	<ol style="list-style-type: none"> 1. Internal Authority wide information awareness raising sessions held 28th and 29th March 2. Community sessions planned for when 	<p>On track April 2017</p>

		<p>Senior/Manager and Service Manager in post</p> <ol style="list-style-type: none"> 3. IAA Manager post 4. JD for IAA officer posts currently being drafted 5. Staff handbook for Teulu Mon near completion which will contain all policies/templates etc. (completed elements are in translation at present), incomplete elements are those waiting on JD's etc. 6. Information Sharing Protocol signed off by Board 	
1.3	<p><u>Resolve Staffing matters – Appendix 2</u> Interviews have been held to vacant social work posts. Contracts to agency staff have been extended until the end of June to ensure the Service is fully staffed</p>		On track September 2017
2.2	<p><u>Social services and the police</u> will work together to ensure improvements to the:</p> <ol style="list-style-type: none"> 1. quality, 2. consistency and 3. timeliness <p>of child protection enquiries</p> <p>Regular meetings have been arranged with the Police to focus on the improvements required.</p>		On track October 2017
2.3	<p><u>Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.</u></p>		On track October 2017
3.4	<p><u>Establish multi-agency quality assurance systems and training arrangements to ensure that thresholds for assessment to statutory children's services are understood by staff and partners and are consistently applied.</u></p> <p>Local Delivery Safeguarding Group agreed on 16.2.17 that a Gwynedd and Ynys Mon multi-agency meeting should be held to discuss current working arrangements and difficulties and to bring them to the attention of the RSCB. Meeting has been arranged for 4.5.17.</p> <p>Regular meetings have been arranged with Health and Education to develop a Practice Guidance in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at</p>		

	strategy meetings, core group meetings and information sharing.		
3.1	<p><u>Review all children who are looked after to ensure outcome based care and support plans are in place in securing permanence.</u></p> <p>Review is currently being undertaken and information will be provided for the next Children's Scrutiny Panel.</p>		On track
4.4	<p><u>Development of a Corporate Prevention Strategy; the LA must provide a range and level of preventative services across Children and Adult Services</u></p> <p>Group established Chaired by Assistant Chief Executive and Initial paper being drafted by Senior Partnership Manager on the work required.</p>		On track October 2017

5.0 Conclusion

5.1 The SIP is progressing well, however there are many areas that require improvement to be imbedded. Work has already commenced on a number of key areas. Monitoring the progress and the implementation of the SIP will occur through monthly Service meetings Chaired by the Assistant Chief Executive. A high level Gantt chart will be completed and each of the leads will complete a highlight report on their active work in responding to the SIP for each monthly meeting.

5.2 Monthly meetings will be held with CSSIW and a draft monitoring timescale has been developed (Appendix 3).

Appendix 1 - Training Action Plan – Children’s Services Improvement Plan

Action point	Training	Timeline	Target group	Trainer
1.2	Supervision Training	May/June	Team Managers	Neil Thompson
1.4	Thresholds and Decision Making – Including making correct case management decisions	June/July	Team Managers	Bruce Thornton
	Managing difficult conversations	April/May	Team Managers	David Jones - ACAS
2.1	Safeguarding – Basic/General	Rolling programme	All staff	Y Bont
	Risk Model – improve analysis of risk	May/June	Team Managers / Social Workers / Resilient Families Team	Bruce Thornton
	Regional Templates – Including Assessment, What matters, 5 areas of assessment, Care and Support plans which are Outcome focused	April	Team Managers / Social Workers	Vicky Allen
	Establishing and maintaining high quality relationships with children, young people and their families	September	Team Managers / Social Workers / Resilient Families Team	Tbc
3.3	Training provided to Children’s Services staff and partners on thresholds for assessment	Tbc	Multi-agency	Children’s Services
3.4	Record keeping	May/June	All staff	Bruce Thornton
4.1	Motivational Interviewing Skills	May/June	Team Leaders / Social Workers	Simon Herbert

	Collaborative Communication / Outcome focused conversations	March	Team Leaders / Social Workers	Jon Ralphs - NDTI
	IFSS Resilient Families training (including Brief Solution Focused Therapy and Motivational Interviewing)	May	Multi-agency	Llyr ap Rhisiart, IFSS
	Changing Culture and Measuring Performance in line with Social Services and Well-being Act	March	Managers and Senior Practitioners	Vicky Allen
4.3	IAA Team training	Tbc	IAA Team	Tbc
5.2	Resilient Families Team training	Tbc	Resilient Families Team	Tbc

Appendix 3

Draft Anglesey Children's Services Engagement – following inspection report published March 2017

Context

On the 31 January 2017 - David Francis Assistant Chief Inspector agreed with the Local Authority officers and members that - Marc Roberts will meet with council representatives on a monthly basis to monitor progress of your action plan which could include involvement in overseeing any assurance activities. CSSIW will undertake a further inspection around in around twelve months.

Caroline Turner DSS and Vicky Poole RD CSSIW agreed that - Marc to meet with Llyr (and Leighton as relevant) and the possibility of a quarterly review with these directors.

It is suggested that we use the meetings to monitor the following areas in the Children's Services Improvement Plan (CSIP).

Proposed dates for meetings	Proposed – Agenda
Week beginning 3 April	<p>Workforce Workforce Strategy - (CSIP 1.1) New service structure - (CSIP 4.2) Review Actions in Improvement plan</p>
Week beginning 8 May	<p>Delivering Improvement Improvement in the quality of practice (CSIP 2.1). Head of Service judgement regarding :</p> <ul style="list-style-type: none"> • evident improvement in outcomes for children • evident improvement in 'prevention' and 'supporting' more children to remain at home • confirming improvements in the quality of practice, assessing risk and record keeping • Use of regional templates • Quality and consistency of record keeping <p>Monthly highlight reports on the quality of workers' performance to ensure capacity - (CSIP 3.2) Review Actions in Improvement plan</p>
Week beginning 19 June	<p>QA Monitoring of Supervision – (CSIP 1.3 Audit of Supervision report) Audits undertaken confirming improvements (CSIP 2.1)</p>

	Improvements to the quality, consistency and timeliness of child protection enquiries (CSIP 2.2) Multi agency Quality Assurance arrangements and reports (CSIP 3.4) Review Actions in Improvement plan
Week beginning 7 August	Supporting the improvement Practice Guidance to be developed between Children Services and partners (CSIP 2.3) Corporate Prevention Strategy (CSIP 4.4) (Possibly with Leighton Rees) IAA (CSIP 4.3) (Possibly with Leighton Rees) Corporate Parent Improvements (CSIP 5.3) DSS protocol (CSIP 6.1) Review Actions in Improvement plan

Any involvement in overseeing any assurance activities are to be identified by the local authority and arrangements agreed.

The arrangements for the meetings, any assurance activities and possible quarterly review by directors should be agreed in the Performance Review Meeting 24 March 2017.