

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	18/09/17
Subject:	Children's Services progress report
Portfolio Holder(s):	Councillor Llinos Medi Huws
Head of Service:	Llyr Bryn Roberts - Interim Head of Children's Services (Operations) 01248 752 765 llyrbrynroberts@YnysMon.gov.uk
Report Author: Tel: E-mail:	Dr Caroline Turner - Assistant Chief Executive 01248 751919 CarolineTurner@ynysmon.gov.uk
Local Members:	Relevant to all Members

A –Recommendation/s and reason/s
<p>1.1 Members to confirm if they are satisfied with the steps and pace undertaken by Children's Services in relation to the progress made with the Service Improvement Plan.</p> <p>1.2 Ynys Mon Children's Services were inspected by CCSIW during October and November 2016. 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. The Final CSSIW report was published on 7th March 2017. The report had 14 recommendations, seven recommendations as a priority and seven to be implemented by March 2018 (see Annex 1).</p> <p>1.3 In response to the findings and recommendations, the authority has put the following arrangements in place:</p> <ul style="list-style-type: none"> • A revised Service Improvement Plan (SIP), incorporating all of the Recommendations made in CSSIW's Inspection Report against the 5 themes (see Annex 2) • Put new Project Management arrangements in place, with an internal Improvement Group of officials meeting on a monthly basis, and reporting to the Senior Management Team and to the Executive. • Establish a new Panel of Elected Members following the recent local authority elections, which will report to the Corporate Scrutiny Committee.

1.4 In addition to this, the Chief Executive is holding twice weekly meetings with the Director of Social Services, the Head of Children's Services and the Head of Human Resources, to oversee the development and implementation of the Workforce Strategy, and to ensure that there is appropriate pace in making key appointments to the posts of Service Manager and Practice Leaders. (See progress report Annex 3).

B – What other options did you consider and why did you reject them and/or opt for this option?

C – Why is this a decision for the Executive?

The Executive has overall responsibility for ensuring that services perform effectively and are properly resourced.

CH – Is this decision consistent with policy approved by the full Council?

Children and Families Services provide a statutory service under various legislations, more recently the Social Services and Well-Being (Wales) Act 2014.

D – Is this decision within the budget approved by the Council?

This report provides an update on the implementation of the Children's Services Service Improvement Plan. Whilst there are no immediate financial implications from this paper, the Executive may wish to note that there are continued financial pressures on this Service, which have arisen in part due to the significant increase in the number of children who are Looked After over the past three years:

- a high turn-over of staff has necessitated the employment of agency Social Workers over the past two years; these arrangements will continue for a further period whilst the Service completes its restructuring and continues to recruit
- the increased cost of placements for children who are Looked After have increased significantly, and are currently being reviewed.

DD – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	Presented to SLT on 28 08 17, amendments to the report have since been made following comments received.
2	Finance / Section 151 (mandatory)	Presented to SLT on 28 08 17, amendments to the report have since been made following comments received.

3	Legal / Monitoring Officer (mandatory)	Presented to SLT on 28 08 17, amendments to the report have since been made following comments received.
4	Human Resources (HR)	Human Resources have been involved with the progress of work in relation to the SIP (Theme 1. Confident and competent workforce with sufficient capacity to provide a consistent and effective service) and the whole restructuring process.
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	An update on progress with the Service Improvement Plan was presented to the Scrutiny Committee on the 4 th of September.
8	Local Members	
9	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	

F - Appendices:
Annex 1 – CSSIW Recommendations and link to the Service Improvement Plan Annex 2 – Service Improvement Plan Annex 3 – Progress report against the Service Improvement Plan

FF - Background papers (please contact the author of the Report for any further information):

Fel blaenoriaeth:

1. Dylai'r awdurdod fwrw ymlaen â'i ymrwymiad i ddatblygu fframwaith ar gyfer darparu gwaith ataliol gyda phlant a theuluoedd a fydd yn darparu gwasanaeth integredig yn ogystal â darparu help a chymorth cynnar sy'n oedi'n effeithiol yr angen am ofal a chymorth. CG 4.4
2. Dylid sefydlu systemau sicrhau ansawdd a threfniadau hyfforddiant aml-asiantaeth effeithiol i sicrhau bod y staff a'r partneriaid yn deall y trothwyon ar gyfer asesu gwasanaethau plant statudol a'u bod yn cael eu cymhwyso'n gyson; dylai hyn gynnwys datblygu protocol trothwyon diogelu plant aml-asiantaeth sy'n ymgorffori'r canllawiau a gyhoeddwyd yn ddiweddar gan Lywodraeth Cymru. CG 3.4
3. Dylai uwch arweinwyr yn y gwasanaethau cymdeithasol a'r heddlu barhau i gydweithio'n rhagweithiol i sicrhau gwelliannau i ansawdd, cysondeb ac amseroldeb ymholiadau diogelu plant. CG 2.2
4. Dylai'r cyngor barhau i gynorthwyo uwch arweinwyr i wella eu gwybodaeth a'u dealltwriaeth o natur gymhleth a'r risgiau sy'n gysylltiedig â darparu gwasanaethau plant, er mwyn rhoi sicrwydd iddynt hwy, eu partneriaid, staff a chymunedau bod eu cyfrifoldebau yn cael eu cyflawni i'r eithaf. CG 1.5
5. Dylid datblygu strategaeth gadarn ar gyfer y gweithlu i gynnwys nodau byrdymor, tymor canolig a hirdymor er mwyn creiwito a chadw gweithwyr cymdeithasol. CG 1.1
6. Dylid adolygu'r trefniadau ar gyfer rheolwyr timau ac uwch ymarferwyr er mwyn sicrhau capasiti digonol i ddarparu arolygiaeth gan reolwyr o benderfyniadau a herio a chyfeirio staff ar draws y gwasanaeth; dylid bod rhaglen arweinyddiaeth a datblygiad ar gael er mwyn datblygu gwynnwch. CG 1.4
7. Dylai uwch reolwyr gymryd camau i wella amllder, cysondeb ac ansawdd arolygiaeth staff rheng flaen; mae'n rhaid cyflwyno dull sicrwydd er mwyn sicrhau cydymffurfiaeth ac ansawdd. CG 1.3

Yn ystod y 12 mis nesaf:

8. Mae'n rhaid i gefnogaeth wleidyddol a chorfforaethol gref ar gyfer y gwasanaethau plant barhau i sicrhau bod y gwelliannau sydd eu hangen ar wasanaethau yn cael eu blaenoriaethu a bod cyflymder y gwelliannau yn cyflymu ac yn cael ei gynnal. CG 1.5
9. Dylid sefydlu trefniadau aml-asiantaeth i atgyfnerthu cynlluniau gweithredol a fydd yn cynorthwyo cydlynid effeithiol o waith cwblhau Fframweithiau Asesu ar y Cyd gan bartneriaid statudol. CG 2.3
10. Dylid gwella ansawdd asesiadau a chynlluniau i sicrhau eu bod o ansawdd da yn gyson, gyda ffocws clir ar anghenion, risgiau a chryfderau plant a theuluoedd, a bod dealltwriaeth glir o'r canlyniadau, amserlenni a'r cyfrifoldebau am weithredoedd a ddymunir. CG 2.1
11. Dylid gwella ansawdd a chysondeb cofnodion; dylai pob aelod o staff a rheolwr sicrhau bod eu cofnodion o safon dda, eu bod yn gyfredol a'u bod yn cael eu storio'n systemataidd. CG 2.1
12. Dylai'r awdurdod lleol a'i bartneriaid gydweithio i ddatblygu dull gydlynol ar gyfer casglu a dadansoddi gwybodaeth am anghenion cymunedau sy'n cynnwys lleisiau plant a theuluoedd. Dylid defnyddio'r wybodaeth hon i hysbysu'r broses o greu cynlluniau strategol er mwyn cyflawni aliniad effeithiol darpariaeth gwasanaethau rhwng gwasanaethau gwybodaeth, cyngor a chymorth, y sector ataliol a'r gwasanaethau statudol. CG 4.4
13. Mae angen ymgorffori trefniadau rheoli perfformiad a sicrhau ansawdd, yn cynnwys craffu ar y galw am wasanaethau ac archwilio ansawdd arfer yn rheolaidd, er mwyn sicrhau bod gan reolwyr ar bob lefel wybodaeth amserol, berthnasol a chywir am berfformiad a sicrhau ansawdd i'w galluogi i wneud eu swyddi yn effeithiol ac i gyflawni gwelliannau. CG 3.2
14. Dylid monitro baich achosion ac adroddiadau ar ansawdd perfformiad gweithwyr yn barhaus er mwyn sicrhau bod capasiti digonol i alluogi'r gweithwyr i ymgysylltu'n effeithiol gyda phlant a'u teuluoedd. CG 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. SIP 4.4
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. SIP 3.4
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. SIP 2.2
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. SIP 1.5
5. A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers. SIP 1.1
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. SIP 1.4
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. SIP 1.3

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. SIP 1.5
9. Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks. SIP 2.3
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. SIP 2.1
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. SIP 2.1
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. SIP 4.4
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. SIP 3.2
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. SIP 3.2

CSSIW recommendations in red - high priority

APPENDIX 2

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS		EVIDENCE: ACTION TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT	LEAD OFFICER	START	END
1. A confident and competent workforce with sufficient capacity to provide a consistent and effective service						
1.1	Develop the Workforce Strategy to include: <ul style="list-style-type: none"> Recruitment good practice Retention and support Clear induction arrangements Buddying Coaching and mentoring Shadowing Enhanced post qualification training and development opportunities First year in practice guidance <p>Links to CSSIW Recommendation 5: A robust workforce strategy should urgently be developed to include short, medium and long term aims for recruitment and retention of social workers.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> Workforce Strategy completed. Action Plan in preparation <p>May 2017</p> <ul style="list-style-type: none"> Draft Workforce Strategy produced in collaboration with HR that includes relevant sections on recruitment, retention and support, induction arrangements, buddying, coaching and mentoring, shadowing, enhanced post qualification training and development opportunities, first year in practice guidance. Strategy shared with staff for comments. Induction expectations on Managers highlighted – this linked to advantages of new structure and increased number of practice leads. HR related issues – weekly meetings established to address all related issues including recruitment. 4 bilingual, newly qualified Social workers recruited. All social worker posts filled with temporary/permanent staff/recruitment in place. Open advert for experienced social workers. Session for induction guidance for Managers happened in March. First year in practice guidance being reviewed by Practice Learning Co-ordinator <p>Future</p> <ul style="list-style-type: none"> Corporate Induction session available on a monthly basis for new staff. First year in practice guidance being reviewed by Practice Learning Co-ordinator. 	<p>Audit of work providing evidence of a confident and competent workforce.</p> <p>Clear improvement in recruitment and retention rates with more staff recruited to permanent posts and reduction in staff leaving</p> <p>Induction - all new staff receive a comprehensive induction and are fully aware of their roles and responsibilities.</p> <p>Newly qualified social worker's report they have received clear guidance and expectations, support, and constructive feedback regarding their practice and on the quality of their work.</p> <p>Staff report positive satisfaction in the workplace and feel supported in carrying out their responsibilities.</p> <p>Evidence that induction meetings are being held and that new staff of the opinion that they are useful in relation to guidance and expectations, support, informing their practice and quality of work.</p>	Melanie Jones	Jan 2017	April 2017
1.2	Resolve Staffing matters to include: <ul style="list-style-type: none"> Recruit to permanent posts Exit strategy for agency staff 	<p>June/July 2017</p> <ul style="list-style-type: none"> Agency staff contracts extended until end of September 2017 to ensure workforce of sufficient numbers and experience. Aim to reduce agency social workers during September. 1 qualified and 3 student social workers appointed to posts. 1 qualified and 1 student commencing in July. 5 vacant posts being advertised on a rolling basis 7 Practice Leaders appointed. Further vacant post being advertised. Appointed to vacant IRO post with commencement date of 10th of July. 	<p>A stable and permanent workforce which results:</p> <ul style="list-style-type: none"> Consistency of practice across the service. Improved quality of support to children and families. Better relationships established between families and social workers leading to improved outcomes for children and families. 	Interim Heads of Children Services	Nov 2016	Dec 2017

CSSIW recommendations in red - high priority

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		<ul style="list-style-type: none">• Service Manager Early Intervention and Prevention appointed. Commencement middle of August.• Service Manager Intensive Intervention appointed. Agency Service Manager covering on a temporary basis.• Retaining permanent and temporary social workers continues to be a challenge for the service.• Providing sufficient support and guidance to staff remains a high priority. <p>May 2017</p> <ul style="list-style-type: none">• Weekly meetings established between HR and Children’s Services senior managers to ensure that recruitment and workforce development issues move on at pace. This to include regular updates on staffing levels, staffing chart and caseload.• We continue to advertise for experienced social work posts on a rolling basis• HR recruitment briefings have been held for Managers.• HR to provide regular updates regarding recruitment and retention rates for the Service.• Continued guidance from Finance on cost implications of agency staff.• Exit strategy is in place for agency staff where posts have been filled by permanent workers.	Partners report an improvement in joint working with Children Services due to reduction in staff turnover.			
1.3	<p>Review of Supervision Policy. This will include following:</p> <ul style="list-style-type: none">• Code of Practice• Formal and informal or ad-hoc Supervision• Purpose of Supervision• Benefits of Supervision• Roles and Responsibilities• Minimum Frequencies and Cancellation• Planning for a Supervision Session• Recording of Supervision• Disputes• Confidentiality and Access• Links with Other Policies and Procedures <p>Links to CSSIW Recommendation 7: Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance mechanism</p>	<p>June/July 2017</p> <ul style="list-style-type: none">▪ Training on the Supervision policy held and training on the risk model held in June.▪ On-going tracking and monitoring of supervision arrangements to ensure compliance of the Policy. <p>May 2017</p> <ul style="list-style-type: none">▪ Supervision policy revised and shared with staff▪ Tracking arrangements in place to monitor strict compliance with Supervision policy▪ Supervision policy completed▪ Training on the Risk Model and its link with staff▪ Supervision has been provided to all staff in June.▪ Supervision training provided to all staff and Managers. <p>Future</p> <ul style="list-style-type: none">▪ Mentoring for managers on outcome focused supervision designed to develop reflective practice.▪ Audit of supervision will commence Sept 2017 across Adults and Children’s Services, including	<p>Staff report that they are effectively supported to carry out their duties.</p> <p>Staff positively report that the quality of their assessments and plans have improved through regular and quality supervision.</p> <p>Managers’ report that they are enabled to support staff to the required standards.</p> <p>Clear guidance on standards and good practice clearly communicated and available to all through regular Supervision.</p> <p>Managers complying with the Supervision Policy and Risk Model incorporated into Supervision sessions with staff.</p>	Interim Head of Children Services	Dec 2016	March 2017 QA June 2017

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must be implemented to ensure compliance and quality.	<p>staff perception of supervision through questionnaires and focus groups to be established.</p> <ul style="list-style-type: none"> On-going advice and guidance provided to individual social workers on completing assessments, recording and assessing risk. Audit of Supervision to be undertaken by Service Managers 4 times a year and dip sampling. 	<p>Regular audits across Children and Adult Services showing good quality and consistent Supervision.</p> <p>Assurance mechanism established centrally to ensure compliance with Supervision policy.</p>			
<p>1.4 Provide developmental opportunities for Practice Leaders to support the workforce in carrying out their duties. Areas of focus:-</p> <ul style="list-style-type: none"> Principles for making correct and safe case management decisions (management oversight of decision making) Improving and managing practice and performance including providing constructive challenge and direction to staff Managing difficult conversations Providing regular and quality Supervision Developing Practice leaders in coaching and mentoring skills <p>Links to CSSIW Recommendation 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.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July Training held for Managers on Managing difficult conversations 7 Practice Leaders appointed, 4 internal staff and 3 external. Training provided to Managers on Providing regular and quality Supervision 4 Managers currently undertaking accredited Leadership and Development training. Service restructure and establishing smaller operational Teams is proceeding and will ensure increased capacity for Managers to provide consistent guidance, supervision and support to staff. Arrangements have been made for Adults Services Managers to support Children's Services Managers in their professional development. HR to provide regular updates regarding recruitment and retention rates for the Service. <p>Future</p> <ul style="list-style-type: none"> Agree arrangements for Practice Leaders – away day for Senior Staff Members in July 2017 	<p>Managers' report enhanced confidence in their skills in making correct and safe case management decisions.</p> <p>Regular audits across the Service showing correct and safe management decisions being made by Managers.</p> <p>Staff report that they feel better supported by their line managers in carrying out their responsibilities leading to a reduction in staff turnover, improve staff retention and providing stability in the workforce.</p> <p>Regular case file audits showing an improvement in the quality of assessments and care and support plans.</p> <p>Increased confidence in workforce and organisational reputation in feedback from partners.</p>	Interim Head of Children Services	Jan 2017	March 2018
<p>1.5 CSSIW Recommendation 4: 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.</p> <p>CSSIW Recommendation 8: Strong political and corporate support for children's services must continue to ensure</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> The new Council Leader/Director of Social Services the Interim Head of Children's Services and Interim Scrutiny Manager have reviewed the role of the SS&WB Member panel in the creation of the ToR for the Children's Panel Elected members and Senior Leaders to continue with regular Laming visits. Children's Improvement Group held on a monthly basis chaired by the Director of Social Services to drive improvement and changes required. 	<p>Senior leaders' and elected members' report that their involvement in the Social Services panel has developed their understanding of the key underlying issues and risks associated with the service and their ability to scrutinise the effectiveness of the service.</p> <p>Senior leaders and elected members report that the Service Improvement</p>	Chief Executive Director of Social Services	January 2017	On-going

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the service improvements needed are prioritised and the pace of improvement accelerated and sustained.	<p>May 2017</p> <ul style="list-style-type: none"> • SS&WB Member panel to continue to monitor the completion of the Service Improvement Plan. • Elected members and Senior Leaders to continue with regular Laming visits. • Corporate Parenting work to be further developed (see.5.3). • Additional resources required to provide more insight regarding the complexities of Children Services <p>Future</p> <ul style="list-style-type: none"> ▪ Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children's services 	<p>Plan is delivered on time and to the required quality.</p> <p>Senior managers within the service report that the support and challenge provided by senior leaders and elected members have continued to improve.</p> <p>Professional partners and communities report that the Council are effectively discharging their responsibilities in line with SS&WB Act.</p>			

2. Quality and timely assessments, interventions and decision making to protect, support and manage the risks for children: good quality chronologies, record keeping & research evidence and tools

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2.1	<p>Improvement in the quality of practice.</p> <p><u>Areas of focus:</u></p> <ol style="list-style-type: none"> 1. Child protection, child protection and LAC social work visits 2. Risk Model – improve analysis of risk 3. Assessment - What matters, 5 areas of assessment. 4. Outcomes focused plans 5. Complete Care and Support plans under the SS&WB Act 6. Establish and maintain high quality relationships with children, young people and their families. 7. Record keeping 8. Collaborative Communications' course on strengths based conversations. <p>Recommendation 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</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July. ▪ Challenged and supported individual workers to improve their practice ▪ The quality of practice continues to be inconsistent. ▪ Staff session held for Social Workers to discuss practice standards and ask staff for ideas on what would help to improve the way of working ▪ Guidance to be developed on good practice around record keeping. – Bruce Thornton commissioned to establish an operational model within the new system -WCCIS. <p>May 2017 Training Unit have arranged training for all social care staff on:</p> <ul style="list-style-type: none"> • Assessing Carers in the Long-term • Implementing the Induction Framework for Foster Carers • Changing Culture and Measuring Performance in line with Social Services and Well-being Act 	<p>An improvement in outcomes for children and young people with a reduction in children on CPR and looked after</p> <p>Evidence in 'prevention' and 'supporting' with more children remaining at home.</p> <p>Regular audits undertaken confirming improvements in the quality of practice, assessing risk and record keeping.</p> <p>Regional templates for 'assessment' / 'care and support planning' which clearly records needs, risks, strengths, outcomes, accountabilities for actions and their associated timescales are available for use within the service.</p> <p>Regular audits showing an improvement in the quality and consistency of record keeping and</p>	Interim Heads of Children Services	Jan 2017	March 2018

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	<p>and strengths of children and families, and that desired outcomes, timescales and accountabilities for actions are clear.</p>	<ul style="list-style-type: none"> • Collaborative Communication / Outcome focused conversations • Regional Templates – Including Assessment, What matters, 5 areas of assessment, Care and Support plans which are Outcome focused • Making the Most of Supervision – for Managers • Providing Constructive Feedback and Managing difficult conversations • Making the Most of Supervision – for staff • IFSS Resilient Families training (including Brief Solution Focused Therapy and Motivational Interviewing) • Collaborative Communication - follow-up • General Safeguarding for Social Workers • Risk Model • Child Sexual Exploitation and Return Home Interviews • Motivational Interviewing <p>Future Reflective Practice in Social Work</p> <ol style="list-style-type: none"> 1. Child protection 2. How to establish and maintain high quality relationships with children, young people and their families. 3. Record keeping. 4. Guidance to be developed on good practice around record keeping. 5. Practice guidance to be developed around CP and LAC social work visits. 	<p>they are up to date and are systematically stored.</p> <p>Increase in positive feedback from service users on the progress they have achieved with the support of Children's Services</p>			
2.2	<p>CSSIW recommendation 3: Senior leaders in social services and the police 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>Practice Guidance to be developed between Police and Children services around child protection referrals, strategy discussion/meetings and enquiries.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Protocols currently drafted for: <ul style="list-style-type: none"> • Multi Agency Child Protection Practice Guidance Investigation Thresholds • Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups • Multi Agency Child Protection Practice Guidance- Registration Thresholds. <p>Set of protocols likely to be ready for October.</p> <ul style="list-style-type: none"> ▪ 2 week analysis started 10/07/17 in relation to all CID16's that are received at Teulu Môn in order to ensure that appropriate referrals are made to the Council and understand the data and to explore information sharing. A meeting was held on the 26th of June. • Monthly meetings arranged between Children Services and NWP to address operational matters and to develop a Practice Guidance around child protection referrals, strategy discussion/meetings and enquiries. 	<p>Regular audits show an improvement in the quality, consistency and timeliness of child protection enquiries leading to improved outcomes for children and young people.</p> <p>Staff report clearer guidance and improved understanding of roles and responsibilities through the implementation of the Practice Guidance.</p>	Interim Head of Children Services	Jan 2017	Oct 2017

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		<ul style="list-style-type: none"> HOS is made aware of any on-going operational difficulties in relation to joint working with the Police to ensure they are urgently addressed and that children are not left in vulnerable positions. Audit to be undertaken to monitor the quality, consistency and timeliness of child protection enquiries. <p>May 2017</p> <ul style="list-style-type: none"> Positive discussion held with the Police regarding cooperation. <p>Future</p> <ul style="list-style-type: none"> We have arranged to meet the IAA hub equivalent in both Conwy and Flintshire County Councils in order to explore options and share their experiences. 				
2.3	<p>CSSIW recommendation 9:</p> <p>Multi-agency arrangements should be established to strengthen operational plans to support effective co-ordination of statutory partners' completion of Joint Assessment Frameworks.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> Arrangements have been made to hold a multi-agency task and finish group under the local delivery safeguarding group to develop the practice guidance. <p>May 2017</p> <ul style="list-style-type: none"> 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. Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing, see. 3.3(4) 	<p>A multi-agency Practice Guidance clearly defines local roles and responsibilities and safeguarding arrangements.</p> <p>Improved multi agency safeguarding arrangements leading to improved outcomes and experiences for children and young people.</p>	Interim Head of Children Services	Jan 2017	Oct 2017

3. Quality assurance and performance framework that supports the local authority in effectively managing its responsibilities towards children

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	EVIDENCE:ACTION TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT	LEAD OFFICER	START	END
3.1	<p>Review all children who are looked after to ensure outcome based care and support plans are in place in securing permanence.</p> <p>A service and corporate understanding of the profile of looked after children and children on the CPR.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> A review all children who are looked after has happened and children who need to be 'Stepped Down' have been identified Head of Service chairs a group – Internal review panel for residential placements: Ensure that care and support plans meet their wellbeing outcomes to ensure that the LAC review 	Intensive work with those looked after children and young people who need 'step down' arrangements are successful leading to improved outcomes.	Huw Owen, Team Manager	Jan 2017	March 2018

CSSIW recommendations in red - high priority**APPENDIX 2**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	EVIDENCE: ACTION TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT	LEAD OFFICER	START	END
	Review all cases where the child's name has been on the CPR for 12 months + to decide if cases should be discussed in Legal Gatekeeping Panel (care proceedings)	<p>recommendations are actioned and to ensure value for money.</p> <ul style="list-style-type: none"> • Resilient Families Team posts have now closed. • Care planning for looked after children to be strengthened through development of additional Practice Guidance. • Permanency policy currently under review • We have started to practice differently and more intensively with a small number of families following a similar model to the work of the Intensive Family Support Services. This is the work the Resilient Families Team will be undertaking to support children living at home: both preventing the need for accommodation and supporting return home plans. <p>May 2017</p> <ul style="list-style-type: none"> • Team Managers to confirm by May 2017 2017 which children/young people will have 'step down' care and support plans. • Agreement reached by May 2017 2017 over the tasks required to achieve permanence and the intensive work required with looked after children /young people and their families to ensure 'step down' arrangements are successful. • Posts within Resilient Families Team and appointments made by May 2017 2017. • Care planning for looked after children to be strengthened through development of additional Practice Guidance. • Permanency policy ratified 	<p>Council is assured that placements are meeting the needs of looked after children and young people. Children rehabilitated safely home through placement with parents/discharge of Care Orders. LAC Review recommendations are prioritised by Social Workers and the pace for completing assessments and outstanding work is accelerated and sustained.</p> <p>Reduction in the number of children in residential placements by the end of March 2018 due to intensive work undertaken to move them to 'step down' arrangements.</p> <p>Costs and expenditure on costly placements have reduced significantly as a result of 'step down' arrangements for children and young people. Case file audit showing that care planning by Social Worker's for looked after children is significantly improved through implementation of the Practice Guidance.</p> <p>Review of looked after children and children on the CPR provides detailed information and understanding of their needs. This will assist with the prevention strategy and the work of the Resilient Families Team.</p>			
3.2	<p>Strengthen and embed the Quality Assurance Framework within the Service, through:</p> <ol style="list-style-type: none"> 1. IRO and CPC to report quarterly on their assessment of the operational performance through conference and review. 2. IRO and CPC to draw out, on a thematic basis, issues regarding quality and learning for the Service. 3. Managers to undertake regular audits on focused areas: <ul style="list-style-type: none"> • Supervision • Recording • Assessment 	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Quality Assurance Framework will be revised and approved by Children Services starting in the autumn, timescale slipped because of the decision made by Senior Leaders to delay recruiting to the Quality Assurance Manager post because of internal recruitment to the Practice Leaders posts. ▪ Quality assurance work in Quarter one has included: <ul style="list-style-type: none"> LAC profile analysis Case file audit Caseload analysis ▪ Recruitment to the business support for Statutory Reviews and Case Conferences to happen by the end of July. 	<p>Quality assurance reports and case file audits showing evidence of improvement in the quality of practice and learning and of safe decision making at all levels.</p> <p>Regular and timely qualitative reports are submitted without delay to the leadership team, including members.</p> <p>The organisation is demonstrating more structured governance and scrutiny arrangements through regular case file audits.</p>	Quality assurance Service Manager	Jan 2017	March 2018

CSSIW recommendations in red - high priority

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	<ul style="list-style-type: none"> Quality, consistency and timeliness of child protection enquiries <p>Caseloads and reports regarding the quality of workers' performance to be continuously monitored.</p> <p>CSSIW Recommendation 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.</p> <p>CSSIW Recommendation 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.</p>	<ul style="list-style-type: none"> Appointments to vacant IRO post commenced in July. Further developments have been made with regards to multi agency quality assurance audits with Education and the Health Board to improve on the quality of referrals and information shared with partner agencies. Additional funding was agreed for re-establishing the Quality Assurance Manager, post was advertised however we failed to appoint. Audit of PLO cases completed <p>May 2017</p> <ul style="list-style-type: none"> Quality Assurance Framework has been revised and approved by Children Services. Quality Assurance Action Plan agreed for the next 12 months focusing on regular audits on focused areas: Supervision Recording Assessment Quarterly Assurance reports to be discussed at Children Services Management meeting and a Practice Improvement Group to be established to take forward practice improvements. Managers to provide monthly highlight reports to Service Managers and HoS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families. <p>Future</p> <ul style="list-style-type: none"> Guidance to be developed around caseload management to ensure there is sufficient capacity for workers to engage effectively with children and their families 	<p>IRO/CPC have an improved quality assurance role leading to learning and improvement in the quality of practice</p> <p>WCCIS is supporting performance management and caseload management through easily accessible 'reporting' features made available to Managers.</p> <p>Managers provide monthly highlight reports to Service Managers and HOS on the quality of workers' performance to ensure there is sufficient capacity for them to engage effectively with children and their families.</p> <p>Workers have sufficient capacity to engage effectively with children and their families through Manager's implementation of the caseload Guidance.</p> <p>QA and Safeguarding Unit to drive improvement and changes to practice across the Service through learning from thematic and qualitative reports.</p> <p>Quality, consistency and timeliness of child protection enquiries</p>			
3.3	<p>Develop the performance framework for Children and Adult Services to include:</p> <ol style="list-style-type: none"> Outline Performance indicators split into National, Corporate and Service performance. Governance arrangements to include reporting, accountability and mechanism in driving improvement. Continues improvement embedded within the framework. Framework to provide evidence on the quality of practice and experiences of service users Improvement required in priority areas of performance that is outside tolerance and targets: <ul style="list-style-type: none"> Assessment 	<p>June/July 2017</p> <ul style="list-style-type: none"> Challenged and supported individual workers to improve their practice Practice Guidance currently drafted for: Multi Agency Child Protection Practice Guidance Investigation Thresholds Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups Multi Agency Child Protection Practice Guidance-Registration Thresholds. Service standards have are being developed to ensure good practice in relation to key performance that is outside tolerance and targets. <p>May 2017</p>	<p>Improvement in staff's level of understanding of performance indicators and the clear link with the quality and timeliness of practice.</p> <p>This leading to a continuous improvement in performance and outcomes for children/young people – one indicator being a reduction in looked after children. Strengthening the reporting and monitoring arrangements in relation to Performance information.</p>	Interim Head of Children Services	March 2017	Oct 2017

CSSIW recommendations in red - high priority

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	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	EVIDENCE: ACTION TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT	LEAD OFFICER	START	END
	<ul style="list-style-type: none"> • Lac Reviews • LAC visits • CP visits • Core group meetings • Pathway Plans <p>These will be brought back into target</p>	<ul style="list-style-type: none"> ▪ Commissioning external expertise in May 2017/June to develop the performance framework across both Children and Adult Services ▪ An enhanced tracker system will be developed, based on Best Practice elsewhere; combined with a new structure for Children's Services, this will enable Team Managers/Practice Leaders to ensure visits are completed when staff are absent from work (whether on annual leave or absent due to sickness absences). 	<p>Performance information showing an improvement in performance and brought back into target:</p> <ul style="list-style-type: none"> • Assessment • Lac Reviews • LAC visits • CP visits • Core group meetings • Pathway Plans <p>Overall, a continuous improvement in performance and outcomes for children/young people.</p>			
3.4	<p>CSSIW Recommendation 2:</p> <p>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.</p> <p>Development of a multi-agency child protection thresholds protocol incorporating recent Welsh Government guidance.</p> <p>Practice Guidance to be developed between Children Services, Health, Police and Education to ensure clarity in relation to operational arrangements – agreed referral threshold, assessment threshold, improvement in the quality of referrals, attendance at strategy meetings, core group meetings and information sharing.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ A multi-agency quality assurance framework has been developed for approval between the Service and the Police, Service and the Health Board and the Service and Education. ▪ The results of the audits undertaken in Quarter 1 will be analysed in quarter 1 and will be presented to the Local Delivery Group for quality assurance. <p>Taken 2 evidence points out</p> <ul style="list-style-type: none"> ▪ Guidance currently drafted for: <ul style="list-style-type: none"> Multi Agency Child Protection Practice Guidance Investigation Thresholds Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups Multi Agency Child Protection Practice Guidance- Registration Thresholds. <p>Set of guidance likely to be ready for October.</p> <p>May 2017</p> <p>Agreement provided by partners to develop and support/prioritise:</p> <ul style="list-style-type: none"> • Multi agency quality assurance systems • Training for Children Services staff and partners on thresholds for assessment and partners roles and responsibilities. • Development of a multi-agency child protection threshold • Practice Guidance to be developed between Children Services, Health, Police and Education to cover all the areas where development work is required. 	<p>Agreed multi-agency quality assurance system in place showing an improvement in the quality and timeliness of practice.</p> <p>All staff and key partners have undertaken the identified training and there is evidence of improvement in the level of understanding and application of thresholds for referrals, assessments and child protection. This is as a result of the Practice Guidance being implemented.</p> <p>Information/referrals from Police to Children Services are scrutinised beforehand including a summary providing reason for the referral and the action requested. This will lead to an improvement in the quality of referrals and decision making and significantly reduce the volume of referrals received by Children Services at the front door.</p> <p>The quality of referrals received by Children Services is vastly improved due to the improvement in the quality of information provided by partners. This will allow staff to focus on establishing positive relationships with families and provide quality interventions.</p>	Interim Head of Children Services	Dec 2016	Dec 2017

CSSIW recommendations in red - high priority**APPENDIX 2**

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3.5	<p>CSSIW Recommendation 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.</p> <p>Training to be provided to staff on expected standards of record keeping.</p> <p>Record keeping Practice guidance to be developed to ensure consistency and quality.</p>	<p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Record keeping continues to be inconsistent Repeat audit of case files in progress to establish if there is improvement in the quality of recording. <p><u>May 2017</u></p> <p>Future</p> <ul style="list-style-type: none"> Record keeping Practice guidance to be developed to ensure consistency and quality. Training to be provided for staff around best practice in record keeping and the Practice Guidance. Regular case file audit to be undertaken to monitor the quality and timeliness of record keeping on individual cases. 	<p>Case file audits by Managers shows an improvement in the quality and consistency of record keeping.</p> <p>Support and guidance to staff through regular and quality supervision has led to an improvement in the quality of record keeping.</p>	<p>Anwen Huws, Quality Assurance Service Manager</p> <p>Supported by Dawn Owen, Team Managers</p> <p>Llyr Ap Rhisiart, IFSS</p> <p>Gemma Williams, Team Manager</p> <p>Social Workers Support Workers</p>	January 2017	September 2017

CSSIW recommendations in red - high priority**APPENDIX 2****4. Social workers working proactively with families to manage risk- spending much more time working alongside families helping them to change so that the family is a safe place for their children.**

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4.1	<p>Ensuring social work intervention is aligned with the different way of working with families under the new Act be focused on what matters, building on people's strengths and enabling their involvement in developing ways to address need and achieving outcomes.</p> <p>Training being provided focusing on:</p> <ol style="list-style-type: none"> 1. Collaborative Communications' course on strengths based conversations. 2. IFSS interventions 3. Culture change 4. Measuring performance 5. Motivational interviewing 	<p>June/July 2017</p> <ul style="list-style-type: none"> • The training sessions below have been held. • We continue to focus on Social Work intervention being aligned with the different way of working with families under the new Act such as: What matter conversation, advocacy requirements and co-production, all of which continues to be a challenge for children's services as families are reluctant to engage. <p>May 2017</p> <ul style="list-style-type: none"> • Delivery of Motivational interviewing training and Resilient Families approaches currently happening. • Collaborative communications training being held in March for all Managers. • IFSS interventions training provided on an annual basis. • Culture change measuring performance training for Managers being held in March <p>Future</p> <ul style="list-style-type: none"> ▪ Feedback/learning on the changes that have happened in Social Work practice following the training sessions. 	<p>Staff report that they feel they have the skills and knowledge and are able to undertake more direct interventions with families.</p> <p>Evidence that the workforce is skilled in working directly with families leading to improved outcomes - an example being a reduction in the children on the CP register.</p> <p>Information that more children being supported to continue living at home with their families.</p> <p>Positive feedback from service users regarding the quality of intervention making a difference to their lives.</p>	<p>Interim Head of Children Services</p> <p>Supported by Non Meleri Hughes, Training officer</p> <p>Ann Postle, Practice Learning Co-ordinator</p> <p>Service Managers</p> <p>Practice Leaders</p> <p>All staff</p>	March 2017	March 2018
4.2	<p>Review the current service structure to address the need for improved preventative and intensive interventions.</p> <p>Establishing smaller Teams with Practice Leaders to provide effective support and supervision to staff.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> • New service structure implemented. • We continue to appoint to posts to establish smaller teams with practice leads. • We have continued to review our prevention and early intervention services around the Families First programme. <p>May 2017</p> <ul style="list-style-type: none"> • Staff consultation period comes to an end on 24.2.17. • Analysis of comments and feedback and report provided by IHOS with recommendations. • Final decision and timescales to be agreed and shared in staff Conference on 27.3.17. 	<p>The new service structure will support and significantly strengthen the delivery of preventative services and intensive interventions an example being a reduction in children becoming looked after.</p> <p>Manager's report that the new service structure increases their capacity to provide professional leadership to support the workforce through regular and quality supervision.</p> <p>Staff report they are adequately supported and supervised by their Manager's in carrying out their responsibilities.</p> <p>Case file audit shows a marked improvement in practice quality as result of clear pathways and systems within the Service and through regular supervision.</p>	<p>Dr Caroline Turner, Director Social Services</p> <p>Supported by: Interim Heads of Children Services</p> <p>Service Managers</p>	Jan 2017	May 2017 2017
4.3	Implementation of an Information, Advice and Assistance (IAA) model for Anglesey	<p>June/July 2017</p> <ul style="list-style-type: none"> ▪ Interim Engagement Manager in post 	Service users report 'ease of access to services' and good customer care.	Leighton Rees, Interim Head of Children Services	Dec 2016	April 2017

CSSIW recommendations in red - high priority

APPENDIX 2

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		<ul style="list-style-type: none"> Adverts out for the Engagement Officers, closing date of 12/07/17 Promotional materials signed off A number of information sharing events have been scheduled such as the Eisteddfod, Sioe Môn and a number of other community based fun days/carnivals etc. Multi agency audits (Health, Education and Police) in relation to the quality of referrals received at Teulu Môn Continued work with partner agencies in relation to information sharing and joint working with Teulu Môn 2 week analysis started 10/07/17 in relation to all CID16's that are received at Teulu Môn in order to ensure that appropriate referrals are made to the Council and to explore information sharing. Work will commence to establish an Information Sharing Protocol. <p>May 2017</p> <ul style="list-style-type: none"> Creation, sign off and translation of all policies, protocols, thresholds and their associate templates required for service delivery. Agreement of measures of success Scoping of ICT needs Agreement of training requirements. Team name 'Teulu Mon' Social Media, telephone number agreed. Training of staff commenced FIS due to move over to HQ late January Logo for the new service in design. Project board meeting monthly Marketing task and finish group meeting and developing marketing outputs for the service. New team embarking on a period of 'team building' Children Services staff and key partners are provided with regular updates on the changes within the Service and through Information Sessions. Consultation on revised structure completed. A single point of access for all child and family related enquiries established and live by 03.04.17 	<p>Improved coordination of services and strategies for early intervention and prevention is shown in a reduction in children being looked after.</p> <p>There is a reduction in duplication of effort through the current running of multiple 'front doors'</p>			
4.4	<p>Development of a Corporate Prevention Strategy; the LA must provide a range and level of preventative services across Children and Adult Services.</p> <p>Deliver an integrated service and provide early help and support that effectively delays the need for care and support.</p>	<p>June/July 2017</p> <ul style="list-style-type: none"> All commissioned services under the Families First programme are being reviewed Consultation with staff and partner agencies in relation to identifying the gap in service provision. Application for redistribution of funding for Families First services sent to WG. 	<p>We consulted with service users and citizens about the types of services they require.</p> <p>The Local Authority has a clear vision for early intervention and prevention services for Anglesey.</p>	<p>Dr Caroline Turner, Director of Social Services</p> <p>Interim Heads of Children Services</p> <p>Alwyn Jones,</p>	Jan 2017	Oct 2017

CSSIW recommendations in red - high priority**APPENDIX 2**

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<p>The population assessment will assist the local authority to identify preventative services required.</p> <p>Strengthen the commissioning function within Children and Adult Services to support us to deliver this agenda.</p> <p>CSSIW recommendation 1. Develop 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.</p> <p>CSSIW Recommendation 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.</p>	<ul style="list-style-type: none"> Application for additional Families First Parenting Grant submitted by 14/07/17. Funding approved for a corporate Prevention Manager to ensure the prevention strategy is implemented across the Local Authority. <p>May 2017</p> <ul style="list-style-type: none"> A review of current preventative service funded by the Welsh Government will be undertaken in early 2017. Re-commissioning of Services in line with WG guidance by using local data and Population Needs Assessment leading to quality early intervention outcomes. Families' First grant, commissioning, coordination and monitoring officer has transferred to Children Services by April 2017. Review and redesign of 'Short Breaks' offered through the Specialist Children's Service to support families <p>Future</p> <ul style="list-style-type: none"> Meaningful engagement and consultation with families, children, young people and service users. 	<p>Re-commissioning of Services in line with WG guidance by using local data, views of service users and the Population Needs / Local Area Plans leads to improving outcomes for children and young people and their families (reduction in looked after children).</p> <p>'Teulu Mon' the new IAA service for Anglesey is operational and is a key part of the early intervention / prevention service.</p> <p>Reduction in the number of children starting to become looked after and an increase in children being supported to live at home with their families.</p>	<p>Head of Adult Services</p> <p>Dafydd Bulman, Strategic Transformation and Business Manager</p> <p>Melanie Jones, Service Manager</p> <p>Llyr Ap Rhisiart, IFSS</p>		

5 Enhancing family support services targeted towards providing intensive and speedy support at point of family breakdown aimed at keeping the family together.

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<p>5.1 Review Children Support Services to focus on:</p> <ol style="list-style-type: none"> Supervised contact Freeing up capacity to undertake preventative work Role of Parenting Officer 	<p>June/July 2017</p> <ul style="list-style-type: none"> As part of the restructuring of the service initial 'Resilient Families' work has started to reduce the need of supervised contact by support workers this does free up capacity to undertake more intense work with children and families to ensure the children are being supported to live at home. <p>May 2017</p> <ul style="list-style-type: none"> Work has commenced on reviewing the cases where contact does not need to be supervised by the local authority. This will enable us to understand the available capacity that could be transferred to the Resilient Families Team. 	<p>The service is making better use of its resources and focusing on supporting children to remain living within their families.</p> <p>Provide 1:1 or/and Group parenting support to parents to strengthen the standard of care their children receive.</p> <p>More children being supported to live at home.</p> <p>Reduction in the number of children becoming looked after.</p>	<p>Alex Kaitell, Service Manager</p>	<p>Jan 2017</p>	<p>May 2017 2017</p>

CSSIW recommendations in red - high priority

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5.2	Implement Resilient Families Team	<p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Recruitment to practice leader, Social Work and Support Worker posts have been advertised, interviews will be held by the end of July. As part of the restructuring of the service initial 'Resilient Families' work has started to reduce the need of supervised contact by support workers this does free up capacity to undertake more intense work with children and families to ensure the children are being supported to live at home. <p><u>May 2017</u></p> <ul style="list-style-type: none"> Work has commenced on identifying the children and young people where intensive work can be undertaken to enable them to return home safely. New Job Descriptions have been created, with recruitment to posts starting late March 2017 <p><u>Future</u></p> <ul style="list-style-type: none"> Training and skills development programme to be formulated for the new Team. Additional grant funding by WG will be provided to further support the establishment of the resilient families' team. 	<p>The new team is operational and providing intensive support to children, young people and their families in order to remain living with their families.</p> <p>The team can evidence focused intervention based on prevention and de-escalation through quarterly reports.</p> <p>Performance information shows there is a direct link between the intervention of this team and the number of children and young people successfully re-habilitated back home.</p> <p>Performance information shows a direct link between the work of the team and the reduction of need for costly foster/residential placements.</p> <p>Case file audits shows that the services provided are tailored around the individual family's needs, leading to positive outcomes for children and young people.</p>	Alex Kaitell, Service Manager	January 2017	May 2017 2017
5.3	<p>Improve the local authority's responsibility as a Corporate Parent for looked after children. Areas of focus:</p> <ul style="list-style-type: none"> Review the leaving care (after care) service Creation of a 'Supported Lodgings Policy' Agreement of a 'Leaving Care Financial Policy' Work experience and apprentice arrangements within the Council and Health Board Free/Discounted entry to leisure services and library services Appoint a Local Member as a Looked after Children Champion 	<p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Corporate Parenting Panel met on 10/07/17, the membership, agenda and ToR to be reviewed and to be inclusive of young people. Corporate Parenting Event for local members and senior officers planned for 20/07/17 Appointment of a local Member as a Looked After Children Champion. Work ongoing in preparation for the STARS Awards Ceremony in November for looked after children to celebrate their successes. <p><u>May 2017</u></p> <ul style="list-style-type: none"> Aftercare project group established with an agreed action plan. Aftercare and housing protocol approved in February 2017 	<p>Clear Pathway planning does provide goals on the plan into adulthood for the young person.</p> <p>Care leavers reporting that they feel they were listened to and supported by the authority in their transition to leaving care.</p> <p>Children who are looked after report they feel they have influence on how services are provided for them.</p> <p>Clear guidance in place for Children Services staff and key partners through policies, procedures and training in relation to improving outcomes for looked after children.</p>	Alex Kaitell, Service Manager	January 2017	March 2018

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		<ul style="list-style-type: none"> Discussions with HR and Leisure have taken place regarding work experience and leisure services. Early draft of the Aftercare financial policy. Consideration in having a Corporate Parenting Event for local members and senior officers to agree on strengthening current arrangements. Consultation group established with looked after children where they are able to provide their views on the development work required. <p>Future</p> <ul style="list-style-type: none"> Decision needs to be made regarding additional WG grant funding around work experience and apprenticeships 				
5.4	Develop and implement the Role of Director of Social Services Protocol reflecting on the Social Services and Well-Being Act 2014 - Part 8 Role of the Director of Social Services.	<p><u>June/July 2017</u></p> <ul style="list-style-type: none"> Review of internal protocol in relation to the overarching role of Director hasn't progressed due to capacity issues <p><u>May 2017</u></p> <ul style="list-style-type: none"> Review of internal protocol in relation to the overarching role of Director notes that <ul style="list-style-type: none"> A B C Work will commence on strengthening the role of Director of Social Services following the May 2017 local elections. 	Strengthening the role of Director of Social Services within the Local Authority.	Director of Social Services	May 2017 2017	September 2017

Children's Services Progress report July 2017

Focus of the work

Being able to recruit and retain good staff who are committed to making a difference to the lives of children and young people in Anglesey is crucial if we are to deliver on the obligations placed upon us by legislation. An unstable workforce in recent years, combined with a significant increase in the number of children and young people who are Looked After and who are on the Child Protection Register, has placed significant strain on our services. (SIP 1.1, CSSIW 5)

Addressing this is a key element of our Service Improvement Plan, and we've focused on the following elements in recent months:

Structure –key to the new structure is eight smaller Practice Groups across Early Intervention and Intensive Intervention, with each Practice Leader responsible for three or four Social Workers, and a much smaller number of cases than in the past. This will mean that each Social Worker will have more access to their manager, enabling them to have early advice on dealing with individual cases and good quality support and supervision. Arrangements to appoint the new Head of Service will begin in the autumn, two Service Managers have been appointed for Early Intervention and Intensive Intervention and we have appointed eight Practice Leaders who will be starting at the beginning of September. The new service structure will be implemented on the 4th of September, 2017. SIP 1.3; (CSSIW 7)

Supervision - we launched a new Supervision Policy in March 2017, following consultation with staff. This is now being used to review cases on a monthly basis, and take early action if any change in decision-making is necessary. The frequency of supervision is being monitored so that managers are assured that the policy is being implemented.

Workforce Strategy – whilst the new structure and Supervision Policy are important elements of the Workforce Strategy, this document, shared with staff in June 2017, also focuses on ensuring that staff have the skills, training and support to enable them to do their jobs effectively, and provide the support that children, young people and families in Anglesey need. An action plan is currently being developed. (SIP 1.1, CSSIW 5)

Staff Retention – Anglesey has suffered from a fragile workforce for many years, leading to lack of continuity in the support available to our families. Over the past few years we've filled gaps by bringing in Agency staff; we're now moving forward to stabilising the workforce on a longer-term basis. Key to this is stabilising the management levels within Children's Services, and creating a supportive culture, challenging poor performance by providing a clear direction, regular supervision, and developmental support to enable all of our employees to perform effectively. Our aim is to gradually reduce our dependency on Agency Social Workers over the next year or two as we recruit new staff, develop existing staff, and provide a safe working environment for all, combined with opportunities for developing new skills and progressing. (SIP 1.1, CSSIW 5)

Recruitment - We've been recruiting to Service Manager and Practice Leader roles over the summer, and have attracted good applicants from outside the organisation, as well as identified experienced practitioners who are ready for promotion. We aim to develop Traineeships internally enabling our staff to train to become qualified Social Workers 'Grow your own'. The new structure becomes operational in September as new members of staff join us. (SIP 1.2)

There is further work to be undertaken to complete the restructuring, including reviewing the best use of Support Workers, as well as ensuring that administrative support is appropriate.

Quality Assurance

The Quality Assurance Framework has been strengthened and embedded within the Service (SIP 3.2; CSSIW 13 & 14). The Safeguarding and Quality Assurance Unit has been strengthened. Additional administrative support and re-establishing the post of Quality Assurance Manager will strengthen support to the operational Teams to implement and sustain the improvement needed in practice (SIP 3.2).

Managers will continue to focus on improving the quality of Social Work practice in relation to case recording, assessment, analysis of risk, Lac Reviews, LAC visits, CP visits, Core group meetings and Pathway Plans (SIP 3.3). Currently performance remains inconsistent. A further audit of files has taken place in July, and targeted interventions have been undertaken with individual Social Workers who have not improved the quality of their practice since the Inspection and the Audit undertaken in February 2017.

Working with Partners

The findings of CSSIW's Inspection Report was discussed in the North Wales Safeguarding Children Board in March 2017, ensuring a collective understanding of the issues, and a commitment by partners to work with the Isle of Anglesey County Council to improve services for children.

Meetings have been held with key partners including North Wales Police, Betsi Cadwaladr University Health Board and the Education Service. Commitment to improved co-operation was secured, and a commitment to on-going dialogue at a strategic level to create better conditions for operational co-ordination. In discussion we have identified a range of multi-agency case auditing; with the selection of themes for audit being guided by the CSSIW Inspection report. The remit can and will be expanded as we embed the multi-agency approach into our assurance plans (SIP 3.4; CSSIW 2).

The CSSIW's report has been discussed at the Gwynedd and Anglesey Local Delivery Group; it has been agreed that the Terms of Reference of the Group's Quality Assurance sub-group will be reviewed to ensure the work of the group is driven by a need to improve current multi agency safeguarding practice (SIP 3.4; CSSIW 2).

Children's Services are leading a Gwynedd and Ynys Mon Task and Finish Group under the Local Delivery Safeguarding Group to create a local Child protection multi agency Practice Guidance with the focus on improving practice and safeguarding arrangements. A draft document will be ready by October (SIP 2.2; CSSIW 3).

Improved services for Children, young people and families

Preventative Services are being reviewed, and a new strategy developed jointly with partners, to ensure more effective services and commissioning, to reduce the number of children and young people who need to be placed on the Child Protection Register and who need to be Looked After (SIP 4.4; CSSIW 12).

We have started to practice differently and more intensively with a small number of families following a similar model to the work of the Intensive Family Support Services (SIP 2.1). This

is the work the Resilient Families Team will be undertaking in September to support children living at home: both preventing the need for accommodation and supporting return home plans (SIP 5.2).

Elected Members and Senior Leaders

The agenda for the Panel's meeting will focus on monitoring and challenging the implementation of the Service Improvement Plan, holding the Director and Service to account. Two meetings have been held so far and the terms of reference have been agreed for the Panel. This will be complemented by training and visits to support senior leaders and members to improve their knowledge and understanding of the complexities and risks involved in delivering children's services (SIP 1.5; CSSIW 4). Laming visits for Members will be initially scheduled until May 2018 and presentations/training sessions will be provided e.g. Integrated Family Support Service (IFSS) model, Adverse Childhood Experiences (ACEs).

The Protocol for the Director of Social Services will be reviewed to ensure that corporate arrangements are effective (SIP 6.1).

Specialist Children's Support Services

Bryn Hwfa in Llangefni is a Council run facility which provides structured day care for disabled children in Anglesey. CSSIW recently undertook its first inspection of the facility since it was registered. The overall assessment was positive, noting that children are happy, and that the activities and the environment are appropriate.