

<b>ISLE OF ANGLESEY COUNTY COUNCIL</b>	
<b>Report to:</b>	The Executive Committee
<b>Date:</b>	27.11.17
<b>Subject:</b>	Children's Services progress report
<b>Portfolio Holder(s):</b>	Councillor Llinos Medi Huws
<b>Head of Service:</b>	Llyr Bryn Roberts - Interim Head of Children's Services (Operations) 01248 752 765 <a href="mailto:llyrbrynroberts@YnysMon.gov.uk">llyrbrynroberts@YnysMon.gov.uk</a>
<b>Report Author:</b> Tel: E-mail:	Margaret Peters, Transformation Programme Manager, Children's Services 01248 751812 <a href="mailto:MargaretPeters@ynysmon.gov.uk">MargaretPeters@ynysmon.gov.uk</a>
<b>Local Members:</b>	Relevant to all Members

<b>A –Recommendation/s and reason/s</b>
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 in relation to the Service Improvement Plan.

<b>B – What other options did you consider and why did you reject them and/or opt for this option?</b>
Not Applicable

<b>C – Why is this a decision for the Executive?</b>
The Executive has overall responsibility for ensuring that services perform effectively and are properly resourced.

<b>CH – Is this decision consistent with policy approved by the full Council?</b>
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.

<b>DD – Who did you consult?</b>		<b>What did they say?</b>
<b>1</b>	<b>Chief Executive / Strategic Leadership Team (SLT)</b> (mandatory)	The progress report and the Service Improvement Plan were discussed and approved in the SLT meeting on the 6 <sup>th</sup> of November.
<b>2</b>	<b>Finance / Section 151</b> (mandatory)	The progress report and the Service Improvement Plan were discussed and approved in the SLT meeting on the 6 <sup>th</sup> of November.
<b>3</b>	<b>Legal / Monitoring Officer</b> (mandatory)	The Progress report and the Service Improvement Plan were discussed and approved in the SLT meeting on the 6 <sup>th</sup> of November.
<b>4</b>	<b>Human Resources (HR)</b>	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.
<b>5</b>	<b>Property</b>	
<b>6</b>	<b>Information Communication Technology (ICT)</b>	
<b>7</b>	<b>Scrutiny</b>	Having considered the information presented both via the written reports and orally by the Officers the Committee resolved –  <b>To note the progress to date with the work of the Children's Services Improvement Panel</b>  <b>To note that all work streams pertaining to the Service</b>

		<p>Improvement Plan appear to be on target thus far.</p> <p>To note and to acknowledge the Panel's concern with regard to continuing vacant posts within the service.</p> <p>That the Committee is satisfied with the steps and pace undertaken by Children's Services in relation to the progress made in implementing the Service Improvement Plan subject to noting that the issue of continuing vacant posts need to be addressed.</p> <p><b>ADDITIONAL ACTION PROPOSED: The Committee's suggestions for taking a more direct and proactive approach to recruitment e.g. with schools and universities be incorporated into the Recruitment Strategy</b></p>
8	Local Members	
9	Any external bodies / other/s	

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

<b>F - Appendices:</b>
<p>Annex 1 – CSSIW Recommendations and link to the Service Improvement Plan</p> <p>Annex 2 – Service Improvement Plan</p>

## **FF – Background/Context**

5.1 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).

5.2 In response to the findings and recommendations, the authority has put the following arrangements in place:

- 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.

5.3 In addition to this, the Chief Executive is holding 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.

### Focus of the work

5.4 Being able to recruit and retain 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).

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

5.6 Service Re-structure – this was implemented on the 4th of October (SIP 4.2) were the 8 Practice Leader's took responsibility for their Practice Groups. They manage smaller Groups across Early Intervention and Intensive Intervention, with each Practice Leader responsible for three or four Social Workers.

This will mean that each Social Worker have more access to their manager, enabling them to have early advice on dealing with individual cases and adequate support and supervision. There is further work to be undertaken to complete the restructuring, including reviewing the arrangements for the Child Placement Team, making the best use of Support Workers to support families, as well as ensuring that administrative support is appropriate for Practice Groups to effectively carry out their statutory responsibilities.

5.7 Recruitment - the Service Manager for Early Intervention and Prevention commenced in post in August and all the Practice Leaders started in September. 4 of the Practice Leaders were recruited from outside the organisation and they bring high level of knowledge and skill in the areas noted in the Service Improvement Plan that require further development. The other 4 Practice Leaders appointed were experienced practitioners working within Children's who were ready for promotion (SIP 1.2).

5.8 We have recruited 7 new Social Worker's over the last few months who are local and apart from 1 social worker all are fluent Welsh speakers which will ensure we are able to meet the linguistic needs of children and families coming into contact with the Service. We continue to have 6 experienced temporary agency social worker's staff covering vacant Social Work posts and a new recruitment initiative in trying to attract permanent experienced Social Worker's will commence in November (SIP 1.2).

5.9 We have appointed 2.5 Engagement officers for Teulu Mon and a further 1.5 additional posts through Families First Grant will be filled over the next few weeks. This will significantly strengthen our Information, Advice and Assistance capacity that all local authorities have been required to establish with the implementation of the Social Services and Wellbeing (Wales) Act 2014.

5.10 The Resilient Families Team is now fully staffed and currently working with 8 families to prevent family breakdown, to support children living at home (SIP 5.2). The Practice Leader for this Team has recently won a national award by the British Association of Social Worker's (BASW) on her work in developing support for care leavers and arrangements to support foster carers to prevent placement breakdown.

5.11 We are currently recruiting for a number of other additional posts within the Service which will continue to strengthen our family support services. They include recruiting:

- 3 x additional Support Workers posts within the Team Around the Family funded from Families First Grant
- Additional Personal Advisor post funded with St David's Day Welsh Government Grant to provide practical and emotional support to young people who leave care when they are 18 years old.

5.12 As a Service, we have developed a Social Work Traineeship arrangements internally to enable 2 of our staff to train to become qualified Social Workers (2 year course). As we have seen a significant turnover of staff over the last 18 months the aim of this strategy of 'Grow your own' is to ensure we have qualified Social Workers who will be working for the Service for at least 2 years after the qualify (SIP 1.2).

5.13 Arrangements to appoint the new Head of Service has commenced and additional information could be provided by the Assistant Chief Executive at Scrutiny Committee.

5.14 The Workforce Strategy, approved over the summer, now 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 has been developed with the full support of HR and meetings are being held every 6 – 8 weeks, Chaired by the Head of Service to ensure the effective implementation of the Action Plan (SIP 1.1) with the main elements being:

- Developing a set of marketing materials detailing the benefits of working for the Authority presented on all media platforms.
- Develop a recruitment plan for each vacancy immediately on resignation, jointly with Human Resources.
- Establish effective methods of selection.
- Ensure processes are focused on safe recruitment
- Minimise delay in the various stages in the recruitment process.
- Development of a consistent and effective induction programme.
- 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.
- Developing existing staff, and provide a safe working environment for all, combined with opportunities for developing new skills and progressing.

5.15 Supervision - we launched the new Supervision Policy in March 2017, following consultation with staff (SIP 1.3) and 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 and an audit is currently being undertaken so that we are assured that the policy is being implemented fully. Outcome focused supervision workshops will be held for Practice Leaders over the next few months and the purpose is to support them in examining their role in supervision and to consider the value of outcome focused supervision for service users, workers, social work practice and for the organisation. It should also strengthen the management role of Practice Leaders, consider core skills and challenges for different Practice Groups.

5.16 The Quality Assurance Framework has been approved within the Service (SIP 3.2). The aim of the framework is to the approach that Children's Services will take to ensure that it is:

- Providing safe professional practice
- Supporting the right children/adults, in the right way, at the right time
- Evaluating whether it is making a difference to practice improvement
- Providing a professional context that supports learning, reflection, openness and supportive challenge.

The service will use a wide range of evidence sources to underpin the quarterly Practice evaluation report such as:

- Monthly Case file Audits
- Monthly Casefile Audit – Safeguarding & Quality Improvement Unit
- Practice Observation
- Supervision Audits
- Learning from and with our partners
- Learning from people who use our services
- Oversight and Challenge
- Learning from our staff
- Ongoing Independent Reviewing Officer and Child Protection Co-ordinator

5.17 On a monthly basis the service holds a Quality and Performance meeting. The focus of this meeting is to understand the data and evidence from evaluations of practice, to provide an opportunity to analyse and identify solutions to improve performance and quality of practice. This meeting has a role in ensuring a clear oversight of the quality of practice within the service and to develop clear action plans to address improvement requirements. The meeting also has a clear role in recognising what is working well within the Service and to ensure that learning is shared across the whole system. The meeting will also evaluate the impact of the learning and improvement.

5.18 Practice Evaluation Report for quarter 1 showed that practice remains inconsistent. However; there are examples of good practice that have been confirmed by CSSIW as achieving the required outcome for the child/ren and their families. Managers have continued to focus on improving the quality of Social Work practice in relation to Court work, case recording, assessment, analysis of risk, Looked After Children Reviews and visits, Child protection visits, Core group meetings and Pathway Plans (SIP 3.3). Targeted interventions continue to be undertaken with individual Social Workers who have not improved the quality of their practice. The Service has now agreed to prioritise improvements in Social Work assessment practice.

5.19 A Court Action Plan has been developed to focus on improving the quality and analysis of all assessments undertaken to inform our decision making and will support arrangements for 'front loading' public law cases. Practice Leader's now have oversight of the Court timeframe for cases within their Practice Groups and will support and guide Social Worker's to ensure better preparation for Court and that documents are filed on time.

5.20 Despite the inconsistency in practice, we have positive evidence of the workforce working directly with families leading to improved outcomes. We have seen a significant reduction in the children on the Child Protection Register from 102 in March 2017 to 56 on the register on 31st of August, 2017 a 55% decrease. Children's Services have adopted the Thornton/Gwynedd Risk Model to continue supporting social workers to work proactively with families to manage risk - spending much more time working alongside them helping them to change so that the family is a safe place for their children. There is a need now to embed the risk model within practice and to support practitioners and practice leaders to further develop their skill in implanting the model to support effective risk decisions.

Bruce Thornton co-author of the model is undertaking a Practice Coach Development role for a period of 7 months to focus on:

- Providing coaching and mentoring to help develop the skills, knowledge and competence of practitioners and practice leaders.
- Support Service Managers to implement, process, systems and procedures to ensure that the Risk Model is implemented within service processes
- Support the development of the Risk Model within critical and reflective supervision.

5.21 The work of strengthening the Local Authority's role as a corporate parent for looked after children has been agreed by the Corporate Parenting Panel with the aim of ensuring that Isle of Anglesey County Council undertakes its duties fully to ensure that young people can achieve their full potential and a successful transition into adulthood. A Children Looked After and Care Leavers Strategy for a three year period (2018 – 2020) will be developed providing the framework to ensure we fulfil our duties and responsibilities. The intention is to bring together the range of activity across the Council and with children's partnership arrangements at all stages of the care journey, including a clear focus on supporting families to stay together, wherever it is safe to do so, and minimising the need for children to become looked after.

5.22 Five Multi Agency practice guidance (SIP 2.2) have been developed by Children's Service as a direct response to the CSSIW Inspection with the aim of strengthening multi agency joint working. They focus on providing clear guidance on:

- How to make Referrals to Children's Services
- Child Protection Practice Guidance - Investigation Thresholds
- Child Protection Practice Guidance – Key Workers and Core Groups
- Child Protection Practice Guidance- Registration Thresholds.
- How to manage child protection allegations made against Professional Practice Guidance



5.23 The Practice Guidance will be endorsed at the Corporate Safeguarding Board and training sessions will be arranged for the workforce to focus on improving multi agency practice and safeguarding arrangements.

5.24 Preventative Services is being reviewed, and a new strategy will be developed jointly with partners, to ensure more effective family support services and commissioning of Families First Grant, 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).

5.25 The agenda for the Elected Members and Senior Leaders Panel's meeting has continued to focus on monitoring and challenging the implementation of the Service Improvement Plan, holding the Director and Service to account. Four meetings have been held so far and the following agenda items have been discussed by the Panel:

- TOR, Project Plan & setting the scene
- Service Improvement Plan – high level overview
- Overview: Laming Visits – rolling program of visits and reporting back
- PART I: % of statutory visits to looked after children due in the year that took place in accordance with regulations [SCC/025]
- Theme 3: Quality Assurance closer look at Recommendations 2, 11, 13 & 14 – CSSIW Report
- Review arrangements for Laming Visit / Feedback from first visit
- "Day in the life of a children's services social worker"

5.26 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).

5.27 Laming visits to front line staff need to be undertaken by elected members to inform themselves about the quality of services being offered and to take appropriate action to remedy deficiencies as they are revealed. Lord Laming, The Victoria Climbié Inquiry (2003), was absolutely clear that "senior managers and elected members within organisations are accountable for the quality, efficiency and effectiveness of local services" and "must be required to account for any failure to protect vulnerable children from deliberate harm or exploitation."

5.28 Laming visits for Members have been scheduled until May 2018. A Laming visit was undertaken to the Child Placement Team on 27.10.17 by the Assistant Chief Executive, Scrutiny Chair and a member of the Panel. The report completed during the visit noted:

- All staff confirmed that they received regular Supervision, which is very effective. The Social Workers noted that Supervision has always taken place regularly within the Placement Team.
- All present were experienced in their role and their confidence was clear from the way they engaged in the meeting.
- Cllr Richard Griffiths noted during the meeting that their enthusiasm for working with

children, families and Foster Carers was clear, and all agreed with this.

- Cllr Aled Morris Jones thanked those present for their hard work and commitment, which was clear to see and noted.

### **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 gwytnwch. 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 cydlyniant 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

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END	
<b>1. A confident and competent workforce with sufficient capacity to provide a consistent and effective service</b>		<p><b>Develop the Workforce Strategy</b> to include:</p> <ul style="list-style-type: none"> <li>Recruitment good practice</li> <li>Retention and support</li> <li>Clear induction arrangements</li> <li>Buddying</li> <li>Coaching and mentoring</li> <li>Shadowing</li> <li>Enhanced post qualification training and development opportunities</li> <li>First year in practice guidance (this is not needed as we are following the First Three Years in Practice Guidance produced by the Care Council for Wales).</li> </ul> <p><b>Links to CSSIW Recommendation 5:</b> 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><b>August 2017</b></p> <ul style="list-style-type: none"> <li>A traineeship plan has been developed jointly with HR offering the opportunity for one member of staff to train to be a Social Worker over two years through the Bangor University with the possibility of securing a permanent post in the service post qualification.</li> <li>Service Induction programme produced for new staff</li> <li>Workforce Action plan being progressed to monitor progress against the short-term actions up until December 2017.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Workforce Strategy completed.</li> <li>Action Plan in preparation</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Strategy shared with staff for comments.</li> <li>Induction expectations on Managers highlighted – this linked to advantages of new structure and increased number of practice leads.</li> <li>HR related issues – weekly meetings established to address all related issues including recruitment.</li> <li>4 bilingual, newly qualified Social Workers recruited.</li> <li>All social worker posts filled with temporary/permanent staff/recruitment in place.</li> <li>Open advert for experienced social workers.</li> <li>Session for induction guidance for Managers happened in March.</li> <li>First year in practice guidance being reviewed by Practice Learning Co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Induction session available on a monthly basis for new staff.</li> <li>Ensure progress with the Action plan</li> </ul>	<p><b>Yet to be done</b></p> <p>Newly qualified social workers 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> <p><b>Commenced</b></p> <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>Melanie Jones &amp; Leighton Rees</p>	<p>Jan 2017</p>	<p>Dec 2017</p>
<p>1.2</p>	<p><b>Resolve Staffing matters</b> to include:</p> <ul style="list-style-type: none"> <li>Recruit to permanent posts</li> <li>Exit strategy for agency staff</li> </ul>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>Meetings are being held every two weeks 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.</li> <li>Appointed the Resilient Families Team</li> </ul>	<ul style="list-style-type: none"> <li>Recruit more experienced staff</li> </ul>	<p><b>Yet to be done</b></p> <p>A stable and permanent workforce which results in:</p> <ul style="list-style-type: none"> <li>Consistency of practice across the service.</li> <li>Improved quality of support to children and families.</li> </ul>	<p>Senior Management Team and HR</p>	<p>Nov 2016</p>	<p>Dec 2017</p>	

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> <li>• Appointed 2.5 Engagement Officer in Teulu Môn</li> <li>• 8 Practice Leaders now appointed commencing on the 4<sup>th</sup> of September</li> <li>• Discussions to be held around extending Agency Staff contracts to be extended until end of December</li> <li>• Practice Evaluation Report Q1 shows that practice remains inconsistent however; there are examples of good practice that have been confirmed by CSSIW as achieving the required outcome for the child/ren and their families. CSSIW tracked two cases – ‘Case files were read, social workers, managers and families interviewed. The cases provided evidence of good outcomes for families. A good range of services were effectively used. The social workers interviewed were very motivated and committed to providing a high quality service. They achieved a very high level of engagement with the families. The families were motivated and supported to address and change deeply engrained patterns of behaviour related to substance misuse and domestic violence. Social workers were well supported although not always through formal supervision.’</li> </ul> <p><b>Case 2 provided evidence of :</b>                      ‘Good use of systems and services. A good range of services - LAC, Domestic Violence, FGC in planning, specialist service therapeutic assessment. Children’s and family’s needs have been met. Social worker was skilled able to maintain her relationship with mother and children and do direct work with children. From the discussions and file she had made a significant contribution in moving the mother’s expectations, thanking and behaviour.’</p> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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</li> <li>• 7 Practice Leaders appointed. Further vacant post being advertised.</li> <li>• Appointed to vacant IRO post with commencement date of 10<sup>th</sup> of July.</li> <li>• Service Manager Early Intervention and Prevention appointed. Commencement middle of August.</li> </ul>		<ul style="list-style-type: none"> <li>• Better relationships established between families and social workers leading to improved outcomes for children and families.</li> </ul> <p>Partners report an improvement in joint working with Children Services due to reduction in staff turnover.</p>			

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> <li>• Service Manager Intensive Intervention appointed. Agency Service Manager covering on a temporary basis.</li> <li>• Retaining permanent and temporary social workers continues to be a challenge for the service.</li> <li>• Providing sufficient support and guidance to staff remains a high priority.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• We continue to advertise for experienced social work posts on a rolling basis</li> <li>• HR recruitment briefings have been held for Managers.</li> <li>• HR to provide regular updates regarding recruitment and retention rates for the Service.</li> <li>• Continued guidance from Finance on cost implications of agency staff.</li> <li>• Exit strategy is in place for agency staff where posts have been filled by permanent workers.</li> </ul>					
1.3	<p>Review of <b>Supervision Policy</b>. This will include following:</p> <ul style="list-style-type: none"> <li>• Code of Practice</li> <li>• Formal and informal or ad-hoc Supervision</li> <li>• Purpose of Supervision</li> <li>• Benefits of Supervision</li> <li>• Roles and Responsibilities</li> <li>• Minimum Frequencies and Cancellation</li> <li>• Planning for a Supervision Session</li> <li>• Recording of Supervision</li> <li>• Disputes</li> <li>• Confidentiality and Access</li> <li>• Links with Other Policies and Procedures</li> </ul> <p><b>Links to CSSIW Recommendation 7:</b> Senior leaders should take steps to improve the frequency, consistency and quality of front line staff supervision; an assurance</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Arrangements made with Rhonwyn Dobbing on undertaking outcome focused supervision training for Practice Leaders. Three workshops will be held and the purpose is to support supervisors in examining their role in outcome-focused supervision and to consider the value of outcome focused supervision for service users, workers, social work practice and for the organisation. It should also strengthen the role of supervisor, consider core skills and challenges for different practice groups.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Training on the Supervision policy held and training on the risk model held in June.</li> <li>• On-going tracking and monitoring of supervision arrangements to ensure compliance of the Policy.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Supervision policy revised and shared with staff</li> <li>• Tracking arrangements in place to monitor strict compliance with Supervision policy</li> <li>• Supervision policy completed</li> <li>• Training on the Risk Model and its link with staff</li> <li>• Supervision has been provided to all staff in June.</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring for managers on outcome-focused supervision designed to develop reflective practice.</li> <li>• Audit of supervision will commence Sept 2017 across Adults and Children’s Services, including staff perception of supervision through questionnaires and focus groups to be established.</li> <li>• On-going advice and guidance provided to individual social workers on completing assessments, recording and assessing risk.</li> <li>• Audit of Supervision to be undertaken by Service Managers 4 times a year and dip sampling.</li> <li>• A feedback form is going to be drafted by colleagues in Training to ask what they have learnt from the training they have received, have they put what they’ve learnt into practice, what would</li> </ul>	<p><b>Yet to be done</b> 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> <p>Regular audits across Children and Adult Services showing good quality and consistent Supervision.</p> <p><b>Commenced</b> Assurance mechanism established centrally to ensure compliance with Supervision policy.</p>	Melanie Jones & Leighton Rees	Dec 2016	Ongoing tracking and auditing  QA June 2017

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
	mechanism must be implemented to ensure compliance and quality.	<ul style="list-style-type: none"> <li>Supervision training provided to all staff and Managers.</li> </ul>	they change about the course if anything.				
1.4	<p>Provide <b>developmental opportunities for Practice Leaders to support the workforce</b> in carrying out their duties. Areas of focus:-</p> <ul style="list-style-type: none"> <li>Principles for making correct and safe case management decisions (management oversight of decision making)</li> <li>Improving and managing practice and performance including providing constructive challenge and direction to staff</li> <li>Managing difficult conversations</li> <li>Providing regular and quality Supervision</li> <li>Developing Practice leaders in coaching and mentoring skills</li> </ul> <p><b>Links to CSSIW Recommendation 6:</b> 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><b>August 2017</b></p> <ul style="list-style-type: none"> <li>A repeat audit was undertaken in May/June 2017 confirmed positive progress was being made in relation to referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment.</li> </ul> <p><b>Key Themes are as follows:</b></p> <ul style="list-style-type: none"> <li>Attendance and recording at Strategy Meetings has improved</li> <li>Increased use of Risk 2 tool</li> <li>Strategy meetings timely</li> <li>Increased use of Chronologies evident</li> <li>Improved quality of assessments evident.</li> <li>Consistency of forms still a problem (S.W.report /Core/Risk2/ Care and Support Assessment and Eligibility tool all in use).</li> <li>Conceptual shift from filtering risk to identifying strengths not fully embedded</li> </ul> <ul style="list-style-type: none"> <li>An Away Morning was held on the 28<sup>th</sup> of July for Senior Staff Members to agree arrangements for the restructure of the service and to start discussing arrangements for Practice Leaders.</li> <li>8 Practice Leaders successfully appointed</li> <li>On-going discussions to ensure a strong service induction programme is in place for September to include training sessions on:             <ul style="list-style-type: none"> <li>Vision for the Service, overarching organisation, SIP</li> <li>Managing sickness absence &amp; Return to Work Interviews</li> <li>Complaints and Flexi</li> <li>Collaborative Communication</li> <li>Supervision Workshops -3 x full days workshops on Outcome focused supervision</li> <li>PLO and Court work</li> <li>Time Management &amp; Diary Management, Prioritising Work and Expectations</li> <li>Delivering ACE Parental Groupwork Sessions</li> <li>Performance</li> <li>Capability</li> <li>Management Style Course</li> <li>Quality Assurance and Audits</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Discussions required to finalise the restructuring arrangements for Social Workers and other staff and rearranging the floorplan.</li> <li>HR to provide regular updates regarding recruitment and retention rates for the Service.</li> </ul>	<p><b>Yet to be done</b></p> <p>Managers' report enhanced confidence in their skills in making correct and safe case management decisions.</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>Increased confidence in workforce and organisational reputation in feedback from partners.</p> <p><b>Commenced</b></p> <p>Regular case file audits showing an improvement in the quality of assessments and care and support plans.</p> <p>Regular audits across the Service showing correct and safe management decisions being made by Managers.</p>	Senior Management Team	Jan 2017	March 2018



Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> <li>○ Thresholds &amp; Correct decision making and staff carrying out actions</li> <li>○ Care planning &amp; Reviewing C &amp; S, CP &amp; LAC</li> <li>○ Case recording</li> <li>○ Assessments and Risk Model</li> <li>○ Caseload Management – Allocation of cases, Step down to TAF and not closing cases to Children’s Services, reduced caseload for newly qualified – maximum 12 cases</li> <li>○ Family Group Conferencing, Participation and Parenting Development Work</li> <li>○ North Wales Police Public Protection Unit</li> <li>○ CAFCASS</li> <li>○ Motivational Interviewing</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>● Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July</li> <li>● Training held for Managers on Managing difficult conversations</li> <li>● 7 Practice Leaders appointed, 4 internal staff and 3 external.</li> <li>● Training provided to Managers on Providing regular and quality Supervision</li> <li>● 4 Managers currently undertaking accredited Leadership and Development training.</li> <li>● 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.</li> <li>● Arrangements have been made for Adults Services Managers to support Children’s Services Managers in their professional development.</li> </ul>					
1.5	<p><b>CSSIW Recommendation 4:</b> 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><b>August 2017</b></p> <ul style="list-style-type: none"> <li>● A schedule of monthly Laming visits between July 2017 and May 2018 has been presented and agreed by the Children Services Improvement Panel on 21/08/17. Laming visits have commenced.</li> <li>● Initial discussion held with Andrew Bennett, Public Health Research, Training and Consultancy about the possibility of running a session available for all Members/Senior Leaders around Adverse Childhood Experiences.</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to support senior leaders to improve their knowledge and understanding of the complexities and risks involved in delivering children’s services.</li> <li>● Review the purpose of Laming visits and link the questions asked during visits to relevant outcomes in the SIP.</li> </ul>	<p><b>Yet to be done</b> 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 managers within the service report that the support and challenge provided by senior leaders and elected members have continued to improve.</p>	Chief Executive Director of Social Services	January 2017	On-going

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT AND EVIDENCE	LEAD OFFICER	START	END
	<p><b>CSSIW Recommendation 8:</b> 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.</p>	<ul style="list-style-type: none"> <li>The Second Members Panel was held on the 21<sup>st</sup> of August and a tracking document has been produced for the work of the panel.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>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&amp;WB Member panel in the creation of the ToR for the Children's Panel</li> <li>Elected members and Senior Leaders to continue with regular Laming visits.</li> <li>Children's Improvement Group held on a monthly basis chaired by the Director of Social Services to drive improvement and changes required.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>SS&amp;WB Member panel to continue to monitor the completion of the Service Improvement Plan.</li> <li>Elected members and Senior Leaders to continue with regular Laming visits.</li> <li>Corporate Parenting work to be further developed (see.5.3).</li> <li>Additional resources required to provide more insight regarding the complexities of Children Services</li> </ul>		<p>Professional partners and communities report that the Council are effectively discharging their responsibilities in line with SS&amp;WB Act.</p> <p><b>Commenced</b> Senior leaders and elected members report that the Service Improvement Plan is delivered on time and to the required quality.</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**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
2.1	<p>Improvement in the quality of practice.</p> <p><u>Areas of focus:</u></p> <ol style="list-style-type: none"> <li>Child protection, child protection and LAC social work visits</li> <li>Risk Model – improve analysis of risk</li> <li>Assessment - What matters, 5 areas of assessment.</li> <li>Outcomes focused plans</li> <li>Complete Care and Support plans under the SS&amp;WB Act</li> <li>Establish and maintain high quality relationships with</li> </ol>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>Audits – both case file and thematic – on a service and multi-agency basis - held during the month. Caseloads for frontline team remain higher than the service management team would wish for, evidence from audits suggests that practice remains inconsistent.</li> <li>Draft Framework for Improving Quality of Practice developed for consultation</li> <li>SMT considering findings of the Q1 quality report – recommend prioritising improvements in assessment practice</li> </ul>	<ul style="list-style-type: none"> <li>Practice evaluation Report Q1 2017/18 -The service must focus on ensuring compliance with the basic requirements to improve performance data. The priority for the next reporting period is to improve assessment practice. Coaching on application of risk model into assessments will be provided by Bruce Thornton. Engagement with staff to define standards for assessments underway.</li> <li>Reflective Practice in Social Work             <ol style="list-style-type: none"> <li>Child protection</li> <li>How to establish and maintain high quality relationships with children, young people and their families.</li> </ol> </li> </ul>	<p><b>Yet to be done</b> 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>Senior Management Team</p> <p>Training</p>	Jan 2017	March 2018

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p>children, young people and their families.</p> <p>7. Record keeping</p> <p>8. Collaborative Communications' course on strengths based conversations.</p> <p><b>Recommendation 10:</b> 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.</p>	<ul style="list-style-type: none"> <li>• Challenged and supported individual workers to improve their practice</li> <li>• Practice evaluation Report Q1 2017/18 doc Case file auditing completed on the following practice areas: LAC step down audit, Report for placement panel, planned monthly case file audits by Team Managers, Responsive auditing (Stage 2 complaints) and Initial decision making, screening, strategy discussions and meetings and simple assessment. Service User views and evaluation of previously conducted management reviews.</li> <li>• A repeat audit was undertaken in May/June 2017 on the referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment.</li> </ul> <p><b>Key Themes are as follows:</b></p> <ul style="list-style-type: none"> <li>○ Attendance and recording at Strategy Meetings has improved</li> <li>○ Increased use of Risk 2 tool</li> <li>○ Strategy meetings timely</li> <li>○ Increased use of Chronologies evident</li> <li>○ Improved quality of assessments evident.</li> <li>○ Consistency of forms still a problem (S.W.report /Core/Risk2/ Care and Support Assessment and Eligibility tool all in use).</li> <li>○ Conceptual shift from filtering risk to identifying strengths not fully embedded</li> </ul> <ul style="list-style-type: none"> <li>• Teulu Môn practice guidance being developed by the Early Intervention Service Manager</li> <li>• Bruce Thornton has been commissioned to produce Guidance on Record Keeping and Decision Making <ul style="list-style-type: none"> <li>○ Draft Multi Agency practice guidance have been completed to be ratified at the next Local Delivery Safeguarding Group in October, areas covered are</li> <li>○ Multi Agency Child Protection Practice Guidance Investigation Thresholds</li> <li>○ Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups</li> <li>○ Multi Agency Child Protection Practice Guidance- Registration Thresholds.</li> <li>○ Part 4 AWCPP2008</li> <li>○ Making Referrals</li> </ul> </li> <li>• A draft document has been produced setting out the way of working for the service (Collaborative communication, co- production and assessment of</li> </ul>	<p>3. Record keeping.</p> <p>4. Guidance to be developed on good practice around record keeping.</p> <ul style="list-style-type: none"> <li>• Collaborative Communications course will be held on the 28<sup>th</sup> and 29<sup>th</sup> of September.</li> <li>• Practice guidance to be developed around CP and LAC social work visits.</li> </ul>	<p>Regular audits showing an improvement in the quality and consistency of record keeping and 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> <p><b>Completed</b> 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>			

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<p>risk). In preparing this document the service has considered the need to improve practice in relation to forming good quality assessments and respond to the requirements within the Social Services and Wellbeing Act (Wales) 2014 to work collaboratively with children and families. This document sets out the service’s vision in how we will assess risk, co-produce and conduct collaborative communication with children and families in Anglesey.</p> <p><b><u>June/July 2017</u></b></p> <ul style="list-style-type: none"> <li>• Audits started for Quarter 1: Case file audits, multi-agency audits, thematic audits, analysis available end of July.</li> <li>• Challenged and supported individual workers to improve their practice</li> <li>• The quality of practice continues to be inconsistent.</li> <li>• 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</li> <li>• Guidance to be developed on good practice around record keeping. – Bruce Thornton commissioned to establish an operational model within the new system -WCCIS.</li> </ul> <p><b><u>May 2017</u></b></p> <ul style="list-style-type: none"> <li>• Training Unit have arranged training for all social care staff on: 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 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</li> </ul>					

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		Risk Model Child Sexual Exploitation and Return Home Interviews Motivational Interviewing					
2.2	<p><b>CSSIW recommendation 3:</b>                      Senior leaders in social services and the police will work together to ensure improvements to the:</p> <ol style="list-style-type: none"> <li>1. quality,</li> <li>2. consistency and</li> <li>3. timeliness</li> </ol> <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><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• We have met the IAA hub equivalent in both Conwy and Flintshire County Councils in order to explore options and share their experiences. The visit with both Conwy and Flintshire has assisted us in forming clearer mission for our own IAA.</li> <li>• Developed scope of work with the police on joint audit and improvement in terms of referrals, Strategy meetings and s47 investigations.</li> <li>• An audit was carried out on all 81 referrals which were received by Children’s Services from the Public Protection Unit in the form of CID 16’s between 1<sup>st</sup> and 14<sup>th</sup> of June 2017. 20 of the referrals were deemed to be not clear in the reason for sharing the information. Of the 81 only seven stated what the anticipated outcome for the referral would be. Only 15 referrals contained the voice of the child.</li> </ul> <p><b>Overall evaluation</b>                      The Public Protection Unit must ensure that they are more specific in why they are referring the information and must not refer simply because there are children linked to the adults involved.</p> <ul style="list-style-type: none"> <li>• CSE and Return Home Interviews for looked after children, work is being done to improve performance in these areas taking place with partners - Police and the 6 North Wales Local Authorities.</li> <li>• A repeat audit was undertaken in May/June 2017 on the referrals that proceeded to Strategy and Conference: Quality of Strategy Discussions/Meetings Quality of Assessment. See 2.1</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Protocols currently drafted for:                         <ul style="list-style-type: none"> <li>• Multi Agency Child Protection Practice Guidance Investigation Thresholds</li> <li>• Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups</li> <li>• Multi Agency Child Protection Practice Guidance- Registration Thresholds.</li> </ul> </li> </ul> <p>Set of protocols likely to be ready for October.</p>		<p><b>Yet to be done</b>                      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>	Service Mangers	Jan 2017	Oct 2017

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
		<ul style="list-style-type: none"> <li>• 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 26<sup>th</sup> of June.</li> <li>• 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.</li> <li>• 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.</li> <li>• Audit to be undertaken to monitor the quality, consistency and timeliness of child protection enquiries.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Positive discussion held with the Police regarding cooperation.</li> </ul>					
2.3	<p><b>CSSIW recommendation 9:</b> 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><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Practice guidance being developed see 2.2</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Arrangements have been made to hold a multi-agency task and finish group under the local delivery safeguarding group to develop the practice guidance.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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)</li> </ul>	<ul style="list-style-type: none"> <li>• We have received permission from Welsh Government to amalgamate the current Joint Assessment Framework (JAF) to the care and support assessment form. Work on including the measures that the JAF collects will start in September.</li> </ul>	<p><b>Yet to be done</b> Improved multi agency safeguarding arrangements leading to improved outcomes and experiences for children and young people.</p> <p><b>Commenced</b> A multi-agency Practice Guidance clearly defines local roles and responsibilities and safeguarding arrangements.</p>	Early Intervention Service Manager	Jan 2017	Oct 2017

Children Services Improvement Plan Version 4.0 August 2017  
**CSSIW recommendations in red - high priority**

**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	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	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>Review all cases where the child's name has been on the CPR for 12months + to decide if cases should be discussed in Legal Gatekeeping Panel (care proceedings)</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>Review undertaken of Case Conference minutes for 34 children – indicated that in a significant number of cases there was no evidence to justify the judgement of further significant harm. A Practice Leader is now reviewing the same minutes in an attempt to verify the findings.</li> <li>One case referred for management attention as the children had been on the register for 4 years. This was positive and led to clearer decision making, direction and action.</li> <li>The profile of children on the CP register has been completed. Work has progressed to reduce the number of children on the register. The number of children on the register on the 31<sup>st</sup> of August 2017 was 56 compared to 102 at the end of March 2017, 55% decrease. Practice Leader identified to focus on improvements around the quality of work in relation to CP conferences and reducing the length of time that children remain on the register.</li> <li>Work started to understand and challenge “notice periods” given by care providers.</li> <li>Work started to challenge Quality of placements offered.</li> <li>Resilient Families team appointed and we have started to work under the Resilient Families model with families.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>A review all children who are looked after has happened and children who need to be ‘Stepped Down’ have been identified.</li> <li>Head of Service chairs a group – Internal review panel for residential placements:</li> </ul>	<ul style="list-style-type: none"> <li>Aim to reduce the number of Children becoming Looked After by: <ul style="list-style-type: none"> <li>*Engaging family, friends and community earlier</li> <li>Being creative – additional support/provision</li> <li>Completing in-depth Care &amp; Support Assessments</li> <li>Engaging the child/young person in the Assessment process</li> <li>Listening to children and Young People</li> <li>SMART Care &amp; Support planning</li> <li>Resilient Families intervention</li> </ul> </li> <li>Need to move away from thinking the needs of Children and Young People can be best met by bringing them into care.</li> <li>Use of respite (overnight) from parents needs to be phased out.</li> <li>When parents request for their child(ren) to be brought into care they must be told that the steps mentioned above* must be worked through.</li> <li>Permanency policy to be ratified</li> </ul>	<p><b>Commenced</b></p> <p>Intensive work with those looked after children and young people who need ‘step down’ arrangements are successful leading to improved outcomes.</p> <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.</p> <p>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 because of ‘step down’ arrangements for children and young people. Case file audit showing that care planning by Social Workers 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>		Jan 2017	March 2018

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p>Ensure that care and support plans meet their wellbeing outcomes to ensure that the LAC review recommendations are actioned and to ensure value for money.</p> <ul style="list-style-type: none"> <li>• Resilient Families Team posts have now closed.</li> <li>• Care planning for looked after children to be strengthened through development of additional Practice Guidance.</li> <li>• Permanency policy currently under review</li> <li>• 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.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Team Managers to confirm by May 2017 which children/young people will have 'step down' care and support plans.</li> <li>• Agreement reached by May 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.</li> <li>• Posts within Resilient Families Team and appointments made by May 2017.</li> <li>• Care planning for looked after children to be strengthened through development of additional Practice Guidance.</li> </ul>					
<p>3.2 Strengthen and embed the Quality Assurance Framework within the Service, through:</p> <ol style="list-style-type: none"> <li>1. IRO and CPC to report quarterly on their assessment of the operational performance through conference and review.</li> <li>2. IRO and CPC to draw out, on a thematic basis, issues regarding quality and learning for the Service.</li> <li>3. Managers to undertake regular audits on focused areas: <ul style="list-style-type: none"> <li>• Supervision</li> <li>• Recording</li> </ul> </li> </ol>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Business Support Officer for Statutory Reviews and Case Conferences appointed</li> <li>• Improving Practice Co-ordinator post advertised previously titled 'Quality Assurance Manager'</li> <li>• Managers have been undertaking regular audits of the focused areas to monitor the quality of workers performance.</li> <li>• Repeat audits on decision making shows improvement in practice. See 2.1</li> <li>• Audits – both case file and thematic – on a service and multi-agency basis - held during the month</li> <li>• Draft Framework for Improving Quality of Practice developed for consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance to be developed around caseload management to ensure there is sufficient capacity for workers to engage effectively with children and their families</li> <li>• 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.</li> </ul>	<p><b>Yet to be done</b></p> <p>WCCIS is supporting performance management and caseload management through easily accessible 'reporting' features made available to Managers.</p> <p>Workers have sufficient capacity to engage effectively with children and their families through Manager's implementation of the caseload Guidance.</p> <p><b>Commenced</b></p> <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>	Safeguarding and Quality assurance Service Manager	Jan 2017	March 2018



Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<ul style="list-style-type: none"> <li>Assessment</li> <li>Quality, consistency and timeliness of child protection enquiries</li> </ul> <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"> <li>SMT considering findings of the Q1 quality report – recommend prioritising improvements in assessment practice</li> <li>Challenged and supported individual workers to improve their practice</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Quality assurance work in Quarter one has included: LAC profile analysis Case file audit Caseload analysis</li> <li>Recruitment to the business support for Statutory Reviews and Case Conferences to happen by the end of July.</li> <li>Appointments to vacant IRO post commenced in July.</li> <li>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.</li> <li>Additional funding was agreed for re-establishing the Quality Assurance Manager, post was advertised however we failed to appoint.</li> <li>Audit of PLO cases completed</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>Quality Assurance Framework has been revised and approved by Children Services.</li> <li>Quality Assurance Action Plan agreed for the next 12 months focusing on regular audits on focused areas: Supervision Recording Assessment</li> <li>Quarterly Assurance reports to be discussed at Children Services Management meeting and a Practice Improvement Group to be established to take forward practice improvements.</li> <li>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.</li> </ul>		<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. IRO/CPC have an improved quality assurance role leading to learning and improvement in the quality of practice</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>QA and Safeguarding Unit to drive improvement and changes to practice across the Service through learning from thematic and qualitative reports.</p> <p>Improvement in the quality, consistency and timeliness of child protection enquiries</p>			

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
3.3	<p>Develop the performance framework for Children and Adult Services to include:</p> <ol style="list-style-type: none"> <li>Outline Performance indicators split into National, Corporate and Service performance.</li> <li>Governance arrangements to include reporting, accountability and mechanism in driving improvement.</li> <li>Continues improvement embedded within the framework.</li> <li>Framework to provide evidence on the quality of practice and experiences of service users</li> <li>Improvement required in priority areas of performance that is outside tolerance and targets: <ul style="list-style-type: none"> <li>Assessment</li> <li>Lac Reviews</li> <li>LAC visits</li> <li>CP visits</li> <li>Core group meetings</li> <li>Pathway Plans</li> </ul> </li> </ol> <p>These will be brought back into target</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>We continue to challenge and support individual workers to improve their practice</li> <li>A significant improvement has been made in relation to LAC visits for August after reviewing how the indicators were being measured. 86% of visits being held within timescale.</li> <li>We are now prioritising indicators relating to Lac Reviews, LAC visits, CP visits, Core group meetings. We will focus on Timescales, Purpose, Recording and Performance.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Challenged and supported individual workers to improve their practice</li> <li>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.</li> <li>Service standards are being developed to ensure good practice in relation to key performance that is outside tolerance and targets.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>Commissioning external expertise in May 2017/June to develop the performance framework across both Children and Adult Services</li> <li>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).</li> </ul>		<p><b>Yet to be done</b> Overall, a continuous improvement in performance and outcomes for children/young people.</p> <p><b>Commenced</b> Improvement in staff’s level of understanding of performance indicators and the clear link with the quality and timeliness of practice. This leading to a continuous improvement in performance and outcomes for children/young people – one indicator being a reduction in looked after children.</p> <p>Strengthening the reporting and monitoring arrangements in relation to Performance information.</p> <p>Performance information showing an improvement in performance and brought back into target:</p> <ul style="list-style-type: none"> <li>Assessment</li> <li>Lac Reviews</li> <li>LAC visits</li> <li>CP visits</li> <li>Core group meetings</li> <li>Pathway Plans</li> </ul>	Interim Head of Children Services	March 2017	Oct 2017
3.4	<p><b>CSSIW Recommendation 2:</b> 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</p>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>Practice evaluation Report Q1 2017/18 Case file auditing completed on the following practice areas: LAC step down audit, Report for placement panel, planned monthly case file audits by Team Managers, Responsive auditing (Stage 2 complaints) and Initial decision making, screening, strategy discussions and meetings and simple assessment. Service User views and evaluation of previously conducted management reviews. Quarter 1 results have been analysed see 2.1</li> </ul>		<p><b>Yet to be done</b> 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>	Safeguarding and Quality assurance Service Manager	Dec 2016	Dec 2017

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
<p>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>	<ul style="list-style-type: none"> <li>Progressing with partners (Police, Health and Education) to implement the multi-agency quality assurance system referred to below.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Guidance currently drafted for: <ul style="list-style-type: none"> <li>Multi Agency Child Protection Practice Guidance Investigation Thresholds</li> <li>Multi Agency Child Protection Practice Guidance – Key Workers and Core Groups</li> <li>Multi Agency Child Protection Practice Guidance- Registration Thresholds.</li> </ul> </li> </ul> <p>Set of guidance likely to be ready for October.</p> <p><b>May 2017</b></p> <p>Agreement provided by partners to develop and support/prioritise:</p> <ul style="list-style-type: none"> <li>Multi agency quality assurance systems</li> <li>Training for Children Services staff and partners on thresholds for assessment and partners roles and responsibilities.</li> <li>Development of a multi-agency child protection threshold</li> <li>Practice Guidance to be developed between Children Services, Health, Police and Education to cover all the areas where development work is required.</li> </ul>		<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>			
<p>3.5 <b>CSSIW Recommendation 11:</b></p> <p>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><b>August 2017</b></p> <ul style="list-style-type: none"> <li>As part of the registration as Social Workers; staff have the responsibility to ensure good quality timely recording.</li> <li>Regular case file audit to be undertaken to monitor the quality and timeliness of record keeping on individual cases.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>Record keeping continues to be inconsistent</li> <li>Repeat audit of case files in progress to establish if there is improvement in the quality of recording.</li> </ul>	<ul style="list-style-type: none"> <li>Record keeping Practice guidance to be developed to ensure consistency and quality.</li> <li>Training to be provided for staff around best practice in record keeping and the Practice Guidance.</li> </ul>	<p><b>Commenced</b></p> <p>Case file audits by Managers shows an improvement in the quality and consistency of record keeping.</p> <p>Support and guidance is being provided to staff through regular and quality supervision on how to improve the quality of record keeping.</p>	Safeguarding Quality Assurance Manager and Service Managers	January 2017	September 2017

Children Services Improvement Plan Version 4.0 August 2017  
**CSSIW recommendations in red - high priority**

**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.**

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
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.            Training being provided focusing on:</p> <ol style="list-style-type: none"> <li>1. Collaborative Communications' course on strengths based conversations.</li> <li>2. IFSS interventions</li> <li>3. Culture change</li> <li>4. Measuring performance</li> <li>5. Motivational interviewing</li> </ol>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• We have continued to support staff to work with families focusing on their strengths, having a 'What matter conversation', advocacy requirements and co-production.</li> <li>• We are seeing evidence of the workforce working directly with families leading to improved outcomes – as we have seen a significant reduction in the children on the CP register from 102 in March 2017 to 56 on the register on 31<sup>st</sup> of August, 2017, 55% decrease.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• The training sessions below have been held.</li> <li>• 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.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Delivery of Motivational interviewing training and Resilient Families approaches currently happening.</li> <li>• Collaborative communications training being held in March for all Managers.</li> <li>• IFSS interventions training provided on an annual basis.</li> <li>• Culture change measuring performance training for Managers being held in March</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback/learning on the changes that have happened in Social Work practice following the training sessions.</li> <li>• Collaborative Communications mop up course to be held on the 28<sup>th</sup> and 29<sup>th</sup> of September.</li> </ul>	<p><b>Yet to be done</b>            Staff report that they feel they have the skills and knowledge and are able to undertake more direct interventions with families.</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><b>Commenced</b>            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>	Senior Management Team	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><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• New service structure implemented.</li> <li>• We continue to appoint to posts to establish smaller teams with practice leads.</li> <li>• We have continued to review our prevention and early intervention services around the Families First programme.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Staff consultation period comes to an end on 24.2.17.</li> <li>• Analysis of comments and feedback and report provided by IHOS with recommendations.</li> <li>• Final decision and timescales to be agreed and shared in staff Conference on 27.3.17.</li> </ul>	<ul style="list-style-type: none"> <li>• Gradual transition over to the new structures will commence in September with Practice Leaders in posts on the 4<sup>th</sup> of September. Social Workers were consulted about their preferred work areas i.e Early Intervention or Intensive Intervention.</li> <li>• Social Workers will transfer over into Practice Groups on the 2<sup>nd</sup> of October.</li> <li>• Review of Placement Team will commence in October in consultation with staff.</li> </ul>	<p><b>Yet to be done</b>            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 Managers in carrying out their responsibilities.</p>	Senior Management Team	Jan 2017	May 2017

Children Services Improvement Plan Version 4.0 August 2017  
**CSSIW recommendations in red - high priority**

				Case file audit shows a marked improvement in practice quality as result of clear pathways and systems within the Service and through regular supervision.			
4.3	Implementation of an Information, Advice and Assistance (IAA) model for Anglesey	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Engagement Officers commenced in post</li> <li>• Permanent Early Intervention and Prevention Service Manager in post</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• Interim Engagement Manager in post</li> <li>• Adverts out for the Engagement Officers, closing date of 12/07/17</li> <li>• Promotional materials signed off</li> <li>• 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.</li> <li>• Multi agency audits (Health, Education and Police) in relation to the quality of referrals received at Teulu Môn</li> <li>• Continued work with partner agencies in relation to information sharing and joint working with Teulu Môn</li> <li>• 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.</li> <li>• Work will commence to establish an Information Sharing Protocol.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• Creation, sign off and translation of all policies, protocols, thresholds and their associate templates required for service delivery.</li> <li>• Agreement of measures of success</li> <li>• Scoping of ICT needs</li> <li>• Agreement of training requirements.</li> <li>• Team name 'Teulu Mon' Social Media, telephone number agreed.</li> <li>• Training of staff commenced</li> <li>• FIS due to move over to HQ late January</li> <li>• Logo for the new service in design.</li> <li>• Project board meeting monthly</li> <li>• Marketing task and finish group meeting and developing marketing outputs for the service.</li> <li>• New team embarking on a period of 'team building'</li> <li>• Children Services staff and key partners are provided with regular updates on the changes within the Service and through Information Sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent Practice Leader will be in post for Teulu Môn.</li> </ul>	<p><b>Yet to be done</b></p> <p>Service users report 'ease of access to services' and good customer care.</p> <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>	Service Manager	Dec 2016	April 2017

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

		<ul style="list-style-type: none"> <li>• Consultation on revised structure completed.</li> <li>• A single point of access for all child and family related enquiries established and live by 03.04.17</li> </ul>				
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>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><b>CSSIW recommendation 1.</b> 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><b>CSSIW Recommendation 12:</b> 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>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Agreement given by WG to fund additional 3 family support staff within TAF and an additional 1.5 Engagement Officers for Teulu Môn. This will strengthen the preventative services to delay the need for care and support.</li> <li>• The Local Authority is developing a clear vision for early intervention and prevention services for Anglesey. A brief for consultation with the children and families and partner agencies community groups of Anglesey has been drafted. A draft strategy has been formed. This has been formed with the knowledge that we have information around the needs of the families of Anglesey through the Local population needs assessment, our own data and previously commissioned research by Cordis Bright. Work is being done on forming links with community groups such as Caru Amlwch. Discussions have taken place with current providers around how they may provide services in a different way in the future.</li> </ul> <p>The department's strategy for prevention will feed into the process of the wider prevention strategy for the Local Authority. Identifying ACE's will form a part of our strategy. Links have been made with Andrew Bennet (Public Health Research, Training and Consultancy) who has been commissioned by public health Wales to introduce ACE's aware practice in G.P surgeries on the island. Discussions have been held to include this field within schools in the hope that we can develop ACE aware schools in Anglesey. Links have been made with community groups who are interested in using ACE's in their approach.</p> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>• All commissioned services under the Families First programme are being reviewed</li> <li>• Consultation with staff and partner agencies in relation to identifying the gap in service provision.</li> <li>• Application for redistribution of funding for Families First services sent to WG.</li> <li>• Application for additional Families First Parenting Grant submitted by 14/07/17.</li> <li>• Funding approved for a corporate Prevention Manager to ensure the prevention strategy is implemented across the Local Authority.</li> </ul>	<ul style="list-style-type: none"> <li>• Meaningful engagement and consultation with families, children, young people and service users.</li> <li>• We will consult with service users and citizens about the types of services they require.</li> </ul>	<p><b>Yet to be done</b> We consulted with service users and citizens about the types of services they require.</p> <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>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><b>Commenced</b> The Local Authority has a clear vision for early intervention and prevention services for Anglesey.</p> <p><b>Teulu Môn' the new IAA service for Anglesey is operational and is a key part of the early intervention / prevention service.</b></p>	<p>Dr Caroline Turner, Director of Social Services</p> <p>Interim Heads of Children Services</p> <p>Alwyn Jones, 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>	<p>Jan 2017</p> <p>Oct 2017</p>

Children Services Improvement Plan Version 4.0 August 2017  
**CSSIW recommendations in red - high priority**

		<p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• A review of current preventative service funded by the Welsh Government will be undertaken in early 2017.</li> <li>• Re-commissioning of Services in line with WG guidance by using local data and Population Needs Assessment leading to quality early intervention outcomes.</li> <li>• Families' First grant, commissioning, coordination and monitoring officer has transferred to Children Services by April 2017.</li> <li>• Review and redesign of 'Short Breaks' offered through the Specialist Children's Service to support families</li> </ul>				
--	--	---	--	--	--	--

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

	ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
5.1	Review Children Support Services to focus on: <ol style="list-style-type: none"> <li>1. Supervised contact</li> <li>2. Freeing up capacity to undertake preventative work</li> <li>3. Role of Parenting Officer</li> </ol>	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Audit of TAF cases has commenced. This has been done to improve our understanding of the families we are working with. We need to ensure that the correct families are accessing the service. At this early stage of the audit it looks as if cases can be closed in TAF and sign posted for families to access specific targeted services.</li> </ul> <p><b>June/July 2017</b></p> <ul style="list-style-type: none"> <li>▪ 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.</li> </ul> <p><b>May 2017</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Work will start on this in Sept 2017</li> </ul>	<p><b>Yet to be done</b></p> <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>	Intensive Intervention Service Manager	Jan 2017	May 2017
5.2	Implement Resilient Families Team	<p><b>August 2017</b></p> <ul style="list-style-type: none"> <li>• Resilient Families Team appointed and all will be in post by the beginning of September.</li> <li>• Additional grant funding of £96,000 by WG has been provided to further support the establishment of the resilient families' team. Further guidance sought from WG in relation to how this grant can be used.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and skills development programme to be formulated for the new Team.</li> <li>• Work to be done to establish how the Resilient Families grant will be used.</li> </ul>	<p><b>Yet to be done</b></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>	Alex Kaitell, Service Manager	Jan 2017	May 2017

Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END
	<p><b><u>June/July 2017</u></b></p> <ul style="list-style-type: none"> <li>Recruitment to practice leader, Social Work and Support Worker posts have been advertised, interviews will be held by the end of July.</li> <li>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.</li> </ul> <p><b><u>May 2017</u></b></p> <ul style="list-style-type: none"> <li>Work has commenced on identifying the children and young people where intensive work can be undertaken to enable them to return home safely.</li> <li>New Job Descriptions have been created, with recruitment to posts starting late March 2017</li> </ul>		<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>The team can evidence focused intervention based on prevention and de-escalation through quarterly reports.</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> <p><b>Commenced</b> 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>5.3 Improve the local authority's responsibility as a Corporate Parent for looked after children. Areas of focus:</p> <ul style="list-style-type: none"> <li>Review the leaving care (after care) service</li> <li>Creation of a 'Supported Lodgings Policy'</li> <li>Agreement of a 'Leaving Care Financial Policy'</li> <li>Work experience and apprentice arrangements within the Council and Health Board</li> <li>Free/Discounted entry to leisure services and library services</li> <li>Appoint a Local Member as a Looked after Children Champion</li> </ul>	<p><b><u>August 2017</u></b></p> <ul style="list-style-type: none"> <li>Service Manager for Intensive Intervention has prepared a report for the corporate parenting panel with options on how to strengthen the role of the corporate parenting panel.</li> <li>WG's St David's Day grant and the Support for Care Leavers grant received for £31,000. Work has progressed with HR colleagues to identify work placements opportunities within the Local Authority. Aftercare project group will drive this work forward.</li> </ul> <p><b><u>June/July 2017</u></b></p> <ul style="list-style-type: none"> <li>Corporate Parenting Panel met on 10/07/17, the membership, agenda and ToR to be reviewed and to be inclusive of young people.</li> <li>Corporate Parenting Event for local members and senior officers planned for 20/07/17</li> <li>Appointment of a local Member as a Looked After Children Champion.</li> <li>Work ongoing in preparation for the STARS Awards Ceremony in November for looked after children to celebrate their successes.</li> </ul> <p><b><u>May 2017</u></b></p> <ul style="list-style-type: none"> <li>Aftercare project group established with an agreed action plan.</li> <li>Aftercare and housing protocol approved in February 2017</li> <li>Discussions with HR and Leisure have taken place regarding work experience and leisure services.</li> </ul>	<ul style="list-style-type: none"> <li>Decision needs to be made regarding additional WG grant funding around work experience and apprenticeships</li> </ul>	<p><b>Yet to be done</b> 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><b>Commenced</b> 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>	<p>Alex Kaitell, Service Manager</p>	<p>Jan 2017</p>	<p>March 2018</p>



Children Services Improvement Plan Version 4.0 August 2017

**CSSIW recommendations in red - high priority**

ACTION TO BE TAKEN AND LINKS TO CSSIW RECOMMENDATIONS	ACTIONS TAKEN/TO TAKE TO ACHIEVE IMPROVEMENT	ACTIONS REQUIRED TO ACHIEVE IMPROVEMENT	EXPECTED OUTCOME / IMPROVEMENT & EVIDENCE	LEAD OFFICER	START	END	
	<ul style="list-style-type: none"> <li>• Early draft of the Aftercare financial policy.</li> <li>• Consideration in having a Corporate Parenting Event for local members and senior officers to agree on strengthening current arrangements.</li> <li>• Consultation group established with looked after children were they are able to provide their views on the development work required.</li> </ul>						
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><b><u>June/July 2017</u></b></p> <ul style="list-style-type: none"> <li>• Review of internal protocol in relation to the overarching role of Director hasn't progressed due to capacity issues</li> </ul> <p><b><u>May 2017</u></b></p> <ul style="list-style-type: none"> <li>• Review of internal protocol in relation to the overarching role of Director notes that A B C</li> <li>• Work will commence on strengthening the role of Director of Social Services following the May 2017 local elections.</li> </ul>		<p><b>Yet to be done</b> Strengthening the role of Director of Social Services within the Local Authority.</p>	<p>Director of Social Services</p> <p>Dafydd Bulman, Strategic Transformation and Business Manager</p>	May 2017	Oct 2017