















Social Services – CIW Performance Evaluation Inspection - Adult’s and Children’s Services – November 2023 - Action Plan


Adult’s Services						
Finding	Action	Owner	Timescale	Commentary	Evidence	
<b>People - Voice and Control - Strengths</b>						
2.1	There are examples of person-centred and comprehensive social care assessments which evidence practitioners have taken time to get to know people. <b>Practice in this area, however, needs to be more consistent because there were also examples of less comprehensive and person-centred assessments.</b>	Practice Directive to be created to remind practitioners on the requirements of a comprehensive and person-centred assessment. The Practice Directive will include a refresher on the basics as well as including some good practice examples.	Jan Bellis Chris Phillips Jo Taylor	By 30 <sup>th</sup> June 2024 <b>Complete</b>	Published.	 Person-Centred Assessments and SM
<b>People - Voice and Control - Areas for improvement</b>						
2.7	Care and support plans could be further developed by setting clearer SMART outcomes and consistently taking a proactive strengths-based approach. Also, whilst people’s voices are clear in some assessments, this approach should be further developed in care and support plans. <b>Reference should be made to what matters to the individual and personal outcomes should be recorded more consistently in the first person.</b>	Practice Directive to be created to support practitioners with the creation of outcomes utilising SMART objectives with a strengths-based approach. The Practice Directive will include some good practice examples.	Jan Bellis Chris Phillips Jo Taylor	By 30 <sup>th</sup> June 2024 <b>Complete</b>	Published.	 Person-Centred Assessments and SM
2.8	People are sometimes supported through a duty system whilst on a waiting list for allocation to a specific worker. This can be challenging for people as there is insufficient oversight	Progressing through the Workforce Resilience Project workstreams, looking at a) improving our success in recruitment and b) what can be done to retain our current workforce.	Jan Bellis Chris Phillips	Ongoing with monthly meetings <b>Complete</b>	Resilience Project now complete which looked at recruitment, retention and resilience in the workforce. As a result of the workstream, see action point below on creation of Duty Social Worker/OT roles.	

	<p>of their circumstances, lack of continuity of support, and people have to re-tell their story. <b>The local authority should continue with its current efforts to ensure a consistent sufficient, qualified, and competent workforce to lessen the need for people to be supported by different practitioners who are unknown to them.</b></p>	<p>Consideration is to be given to introducing a consistent duty social worker role to each Locality Team pending outcome of current trial.</p>		<p>Review by 30th June 2024 <b>Complete</b></p>	<p>The South team have been trialling this and it appears to have been a success with good feedback received from the team. There are discussions ongoing about the expansion of this and it is likely to be adopted when the 3 locality teams move to 2 teams - from 2<sup>nd</sup> Sept. There are currently vacancies in each team which are being aligned to the new structure, these vacancies will include a full-time permanent duty practitioner in each team.</p> <p>There is also a trial currently for this system in OT to align ways of working. This is on a 6-month pilot which started on 20<sup>th</sup> May. Indications so far suggest that this is also proving to be successful and popular with the team – improved morale and throughput of cases. Based on the current feedback this is also likely to be adopted across OT at the end of the pilot.</p> <p>Update: OT and Flintshire East now have Duty Officers in place, recruitment for a Duty Officer for Flintshire West is underway.</p>	
2.9	<p>There are examples of direct payment reviews being held. However, there was one example which had not received a review. <b>The local authority must review the arrangements for the making of direct payments and how they are being used in line with Code of Practice 4 (Meeting Needs) to assess whether personal outcomes continue to be met.</b></p>	<p>This is an isolated incident due to circumstances of a particular case. There is good practice and processes in place to ensure the robust review of Direct Payments.</p> <p>A recent review of the Direct Payment financial processes has been undertaken and actions from this will be implemented:</p> <ul style="list-style-type: none"> <li>• Move to proportionate monitoring using new risk assessment matrix.</li> <li>• Reduce surplus funds allowance from 8 to 6 weeks.</li> <li>• Move all Direct Payments to more effective management solutions i.e., remove all PADP and paper monitoring.</li> <li>• Improve completion of correct</li> </ul>	<p>Jan Bellis Chris Phillips Jo Taylor</p>	<p>By 30<sup>th</sup> September 2024 <b>Complete</b></p>	<ul style="list-style-type: none"> <li>• Move to proportionate monitoring using new risk assessment matrix.</li> <li>• Reduce surplus funds allowance from 8 to 6 weeks.</li> <li>• Move all Direct Payments to more effective management solutions i.e., remove all PADP and paper monitoring.</li> <li>• Improve completion of correct service information data.</li> </ul>	




		service information data.				
2.10	<b>When practitioners attempt communication with individuals, the local authority should ensure a more consistent evidence base that reflects the communication methods that have been considered and attempted.</b>		Jan Bellis Chris Phillips Jo Taylor	By 30 <sup>th</sup> June 2024 <b>Complete</b>	Published.	 Communication with Individuals.pdf
2.11	There is insufficient evidence to demonstrate that advocacy is consistently considered and offered when it would have been appropriate. <b>This is an area that must be strengthened to demonstrate routine consideration of advocacy particularly in adult safeguarding.</b>	Practice Directive to be created to support practitioners. The Practice Directive will include some good practice examples.	Jan Bellis Chris Phillips Jo Taylor	By 30 <sup>th</sup> June 2024 <b>Complete</b>	Published.	 Advocacy Offer and Recording.pdf
		Audit checklist to be amended and expanded to ask if advocacy was used and if not, why not.	Jacque Slee	<b>Complete</b>	Audit checklist now includes this question.	 OP_LD_PD Audit Template v5 13Mar21
		Advocacy providers will be invited to deliver information sessions for teams, giving information about the new offer and answer questions.	WDT	By 30 <sup>th</sup> June 2024 <b>Complete</b>	The following sessions have been arranged: <ul style="list-style-type: none"> <li>• Advocacy Awareness - 08/11/2024.</li> <li>• Advocacy Awareness in Children &amp; Young People - 07/06/2024.</li> <li>• Advocacy Awareness (PARENT) - 10/06/2024</li> <li>• Carers Needs &amp; Awareness (ADULTS) - 15/10/2024.</li> <li>• Carers Needs &amp; Awareness (YOUNG CARERS) - 10/09/2024.</li> <li>• Independent Mental Capacity Advocacy Awareness (IMCA) - 13/06/2024.</li> <li>• Independent Mental Health Advocacy Awareness (IMHA) - 19/06/2024.</li> </ul> Providers are also visiting individual team meetings to share information and do a Q&A session.	
		Create a report in Paris to investigate how many are completing advocacy information to monitor the progress with commentary.	Jacque Slee	<b>Complete</b>	Data is available and able to be provided from Paris as and when required. This will be monitored at the Quarterly Performance Review meeting.	 Advocacy section summary data Apr-S

Adult's Services						
Finding	Action	Owner	Timescale	Commentary	Evidence	
<b>Well-being - Strengths</b>						
4.3	There is a strategic commitment to develop community services. The investment in local hubs and other capital investment supports this agenda. For example, Hwb Cyfle is a purpose-built service for disabled people offering different activities in community-based environments to promote people's well-being. <a href="#">The provision would benefit from increased opportunities to support people to maximise their independence in relation to daily living skills.</a>	We readily accept this recommendation through the tender process for our day services. All day services contacts are due for renewal in the next 12 months and will be reviewed in line with these recommendations. A different approach will be adopted to stipulate a requirement in the new contracts for people to learn new skills, increasing independence and improving daily living skills, progressing to fulfil their potential as well as take part in fun activities. Increasing opportunities for people to participate in Supported Employment and other forms of Community Support will be featured in Service Specifications for the future. This will also be expanded to include short term care.	Jan Bellis Jo Taylor	By February 2025	Progress to date: <ul style="list-style-type: none"> <li>HFT have now been asked to report on the numbers of people moving from Day Services to Supported Employment.</li> <li>Transformation team have secured funding to appoint an Employability Co-ordinator who has commenced in post (May 24) and will now progress the option for supported employment for people with LD.</li> </ul>	
<b>Well-being - Areas for Improvement</b>						
4.6	In relation to adult safeguarding, we saw variation in social care records. Greater clarity is required in relation to the views of the adult at risk, decision making, determinations, and whether subsequent actions have addressed the original concern. The outcomes of the enquiries must be shared with the reporter. <b>The local authority must ensure that adult safeguarding practice consistently meets with the requirements of the WSP.</b>	Review of closure forms to ensure that subsequent actions have met the original concerns.	Michele Hingston Jayne Belton	By 30 <sup>th</sup> June 2024 and ongoing <b>Complete</b>	Complete. All closure forms are authorised by a manager before closing to ensure that actions have met the original concern. This was always the process, but it is recognised that there were some inconsistencies with recording in some cases. This has been addressed.	 Closure form.PDF
		Discussions with the team to ensure recording and reporting back is consistent.		By 30 <sup>th</sup> June 2024 <b>Complete</b>	Complete. Discussion held with the team to ensure compliance with reporting back to the referrer. When the process is completed after a strategy meeting, the Team Manager completes an audit of the case and checks that everything is there before closing. The referrer usually attends the strategy	




					meeting if there has been one.	
		Review of the Paris form to ensure that there is a relevant space to capture this.		By 30 <sup>th</sup> June 2024 <b>Complete</b>	Complete. There was no need to amend the PARIS form as the process was agreed to record on the case note rather than adding an extra box to the form.	 Feedback to referrer casenote.PD  Feedback to referrer 2.PDF
4.7	There are examples of people's social care assessments and safeguarding reports indicating they lack mental capacity to make decisions about their care. The quality and decision making of these records is variable. <b>The local authority must ensure practice consistently aligns with the requirements and principles of the Mental Capacity Act 2005 and the relevant Code of Practice.</b>	Practice Directive to be created to remind practitioners of the expectation of the quality of their recording their evidence.	Janet Bellis Chris Phillips Jo Taylor Jane Davies Jayne Belton Michele Hingston	By 30 <sup>th</sup> June 2024 <b>Complete</b>	Published.	 Mental Capacity Act Requirements.pdf
		One particular case highlighted an issue. Lessons Learnt will be undertaken and will drive further actions.		By 30 <sup>th</sup> June 2024	Review of service has lead to proposed changes to ways of working. These are being investigated further and taken through the relevant political processes for approval prior to any implementation.	 Discussion Group Meeting notes - Actio
4.8	In common with many other local authorities across Wales, people's rights are impacted by the waiting lists for Deprivation of Liberty (DoLS) assessments. <b>The local authority must ensure that arrangements for the provision for DoLS assessments are fit for purpose and responsive.</b>	Robust process is in place and is continually under review. Urgent cases are prioritised, the process is reactive.	Jane Davies Jayne Belton Michele Hingston	<b>Complete</b> and ongoing review	Process will remain continually under review.	 DOLS MULTI SS .xlsx  DOLs RAG.jpg
4.9	The current recording system does not support practitioners to capture people's strengths and outcomes in a meaningful way. <b>The local authority should take this into consideration, with the imminent procurement of an updated recording system.</b>	Circulation of good practice cases identified at monthly casefile audit sessions will continue to support compliance with the recording policy.	Jacque Slee	<b>Complete</b>	All the case file audit forms are circulated to the manager and service manager after the audit is completed for managers to use in team meetings and individual supervisions.	 288682 MD.docx
		Procurement for the new system will be approximately 3 years, this will be taken into consideration during this	Jane Davies Jacque	<b>In progress / Long term</b>		







		process.	Slee Claire Clements			
<b>Adult's Services</b>						
Finding		Action	Owner	Timescale	Commentary	Evidence
<b>Prevention - Areas for Improvement</b>						
6.7	Waiting lists for social care assessments and reviews are high and can impact negatively on people. Oversight of waiting lists for social care assessments is inconsistent across teams. Whilst we received verbal reassurance about oversight of waiting lists in teams, there was limited records to evidence this. <b>The local authority must ensure that waiting lists are appropriately and consistently monitored and key information is recorded to evidence appropriate prioritisation of cases.</b>	Paris will be updated to include a new enquiry priority option and a new casenote type/reason. This will ensure that action taken on Enquiries Manager before allocation can be clearly identified and evidenced.	Jan Bellis Chris Phillips Jacque Slee Claire Clements	<b>Complete</b>	Paris has been updated to include the new casenote type/reason. Communication has been sent to Team Managers.	 6.7.png
6.8	Care and support plans are not always reviewed in a timely manner. <b>The local authority must keep care and support plans under review to understand whether the provision of care and support is meeting the identified needs of the individual, and to consider if their needs have changed and if a re-assessment is required.</b>	Implemented changes to process for hospital discharges. Cases now sent directly to review meaning that they are reviewed sooner than going to locality. Further consideration of changes to processes is being undertaken within current resource restrictions.	Janet Bellis Chris Phillips Hannah Thomas	By 30 <sup>th</sup> June 2024 <b>Complete</b>	Care and support plans are kept under review, using a mixture of reactive and planned reviews in people's homes and in care settings.	
<b>Adult's Services</b>						
Finding		Action	Owner	Timescale	Commentary	Evidence
<b>Partnership - Areas for Improvement</b>						
8.5	Most partnerships are working well at an operational level; however, information is not always shared effectively due to different methods and systems for	Procurement of system to replace Paris is underway and will be complete in approximately 3 years.	Jacque Slee Claire Clements	<b>In progress / Long term</b>		







	<p>recording information. This means information regarding people’s care and support needs is not easily available across partners, to include some practitioners employed by the local authority. <b>The local authority should consider, whilst they are procuring a new recording system, how they can further promote information sharing.</b> All relevant practitioners in different teams within FCC such as locality, substance misuse, and community mental health teams should be able to access all records of the person they support. This would support information sharing and promote a greater oversight and understanding of a person’s circumstances.</p>	<p>Consider potential for access to Paris for FCC MH Social Workers.</p>		<p>By 30<sup>th</sup> June 2024 <b>Complete</b></p>	<p>This has been considered; however, it would have significant resource implications. All service users added to system is one off and significant but achievable. Ongoing management of this would result in significant duplication for practitioners having to record information on 2 systems, this is not practical. Procurement of new system to replace Paris will include functionality to link with other systems.</p>	
		<p>Discussion with Jo Taylor to investigate wider access to Paris for other team members – Jacque Slee to arrange a meeting.</p>		<p>By 30<sup>th</sup> June 2024 <b>Complete</b></p>	<p>Discussions inform that no further access required as intended team members do already have access to Paris.</p>	
<p>8.6</p>	<p>The local authority must strengthen its systems around carers assessments to ensure the rights and voice of all carers are fully promoted. Carers assessments are not adequately recorded or communicated with the local authority. We saw examples where practitioners are not aware of whether a carer’s assessment had been undertaken, and if so, the outcome of the assessment. <b>The local authority must have greater oversight of these assessments to be confident that it fully meets its responsibilities in line with the requirements of Part 3 and Part 4 of the Code of Practice (assessing and meeting the needs of individuals).</b></p>	<p>Explore options for specific Social Services individuals to have access to the NEWCIS Charity Log system to be able to access Carers Needs Assessments as and when required.</p>	<p>Jane Davies Janet Bellis Naomi Harper NEWCIS</p>	<p>By 30<sup>th</sup> June 2024 <b>Complete</b></p>	<p>Required staff have now been given access to Charity Log system to allow remote access to Carers Needs Assessments completed by NEWCIS. Some training is complete, training ongoing to ensure consistency.</p>	


Children's Services						
Finding	Action	Owner	Timescale	Commentary	Evidence	
<b>People - Voice and Control - Strengths</b>						
3.1	Overall children and young people's voice and choice is heard and well reflected in records. Section 47 enquiry records include direct quotes from children, focusing on what is important for them and what worries they have. A few core group minutes contained a voice of the child section which is <b>positive practice</b> although such practice would benefit from being more consistent.	TAF group established to conduct file audits on core group documentation and consider if they are they presenting the daily lived experience of the child and is that then fed through into the recording.	Jane Turvey / Peter Robson	By 30 <sup>th</sup> June 2024	12 months of core groups documentation has been reviewed. There is an ongoing review of the documentation that is in use to ensure that this is fit for purpose. Still reviewing process about core groups and reviewing policy. Actions from the review include: <ul style="list-style-type: none"> <li>• Ensure that practitioners have attended the Core Group Training.</li> <li>• Invite Team Around the Family to Core Groups to increase confidence around the step down.</li> <li>• Ensure that minutes are timely.</li> <li>• Develop a template for Core Group documentation.</li> </ul>	 CG template Apr24.pdf
		Dedicated core group training will be rolled out again. 12-month programme is set to start in May.	S/G and WDT	Beginning on 14 <sup>th</sup> May 2024	There is a rolling programme now in place. Training on Core Groups has been joined to create a full day of training on Child Protection Case Conferences and Core Groups. merged with Child Protection Case Conferences to create a full day of training on This is being delivered on a multi-agency basis. with many schools attending them now.	 Case conference and Core Group practice v
		Specified minute taker assigned for core groups. Individual will be included in training and will be key in ensuring the voice of the child is captured.	Shireen Rogers	By 30 <sup>th</sup> June 2024 <b>Completed</b>	New individual has been appointed and trained. This is now part of their role and will continue going forward.	 Core Group Minutes - Final Version.pdf
3.7	There are good examples of documentation which clearly captured the voice of a child, and positive examples of records written directly to the child, providing clarity and focus as to why the WSP have been instigated which is <b>positive practice</b> . This practice	Practice Directive to be created. Establish TAF group to write this as a training support.  Information: Consideration of tailoring the information to the age of the child and the literacy age of the parent.	Brigid Gribbin	March 2025	Progress to date: Brigid is leading on the ECP. The collaborative conversations training will be completed imminently. Mentor training to commence 6 <sup>th</sup> November. Sarah and Brigid have met with further trainers to discuss rolling out further training on the ECP and Risk 2. This is due to take place in early 2025.	





	could be more consistent.	This will be reinforced through roll out if the programme the “ <i>Effective Child Protection</i> ” model.			The creation of the Practice Directive will follow the training programme.	
3.10	There are systems in place to review the standard and quality of practice which include file audits. However, some practitioners were unaware of these systems. Therefore, whilst there is evidence of learning across the workforce, <a href="#">this could be improved with wider dissemination of relevant information.</a>	Review communication lines for information dissemination.	Suzanne Johnston	By 30 <sup>th</sup> June 2024 <b>Completed</b>	Changes have been made to process to include various groups of staffing levels, feedback will also be shared at Team Managers and disseminated to Team Meetings. Standard Team Meeting agenda and minutes document has been created to ensure that items are covered and recorded at every meeting. The minutes will be stored on the L Drive and accessible to all to review. <b>Naomi to send out template once Craig/Sarah has agreed.</b>	 Team Meeting Agenda.docx   Reflective team meeting - practise ch
		Ensure that feedback from File Audits is presented at Team managers Meetings.	Peter Robson Jane Turvey Suzanne Johnston	By 30 <sup>th</sup> June 2024 <b>Completed</b>	Information now goes to Team Managers meetings, and they are expected to disseminate learnings to their own teams. Working to include more Deputies and Senior Social Workers in this process. See team meeting agenda action above.	See agenda above.
		Include information on File Audit process in the Induction Pack to inform newly qualified, newly appointed team members.	Naomi Harper	End March 2024 <b>Completed</b>	Complete, documents published.	 Induction Pack Children's Services A
3.12	A few respondents (16%) expressed concerns about leadership and culture. They wanted their feedback and concerns to be taken into greater account, to feel more valued and respected, and they wanted the management and support of staff to be more consistent.	Commissioned “ <i>Leaderful Action</i> ” to deliver compassionate leadership workshops with Management Team.	Craig Macleod	By 30 <sup>th</sup> September 2024 <b>Completed and ongoing</b>	Workshops are ongoing and are having a positive impact on managers and how they are delivering their roles. Anecdotal feedback has been received from staff who have noted a positive impact. One result of the workshops has been the introduction of monthly “Themed Sessions” with teams putting together presentations to deliver to other teams to keep them up to date on what’s going on across the service. Sessions have been received positively and staff are reporting that they are learning a lot and are building relationships with other staff outside of their teams.	One result of the workshops has been introducing monthly “Themed Sessions” where teams present for other teams to keep them up to date on what’s going on across the service. Sessions have been received positively. Staff


						report they are learning a lot and building relationships with staff outside of their team.
		Progressing through the Workforce Resilience Project workstreams, in particular the creation of a staff Retention Plan.	Craig Macleod Peter Robson Suzanne Johnston Jane Turvey	Ongoing with monthly meetings <b>Completed</b>	Resilience Project now complete which looked at recruitment, retention and resilience in the workforce. As a result of this project, work has been undertaken to engage and open lines of communication with staff. The supervision policy and in particular the supervision templates have been updated and re-published as part of this workstream. Work has gone into promoting staff well-being options.	 Supervision Policy 2023.pdf  Supervision Template - Caseload June 2024.  Supervision Template - Personal & Caseload  Supervision Template - Personal June 2024.  2425-17109+Wellbeing+infographic July 2
3.13	People's Welsh language needs are considered and recorded. We saw an example of the Active Offer being implemented in practice and a parent being able to converse verbally in the Welsh language in line with their wishes. <b>However, when Welsh is noted as a preferred language, this should also be the language in which documentation is written.</b> Unless it is the person's preference to have documentation in	Practice Directive to be created to set the expectation and ensure understanding of processes behind this. Practice Directive will be issued to both Adults' and Children's Services.	Jane Davies	By 30 <sup>th</sup> June 2024 <b>Completed</b>	Complete – Practice Directive published across Adults and Children's Services	 Welsh Language Active Offer - PRAC I

	the English language and a record is made to that effect.					
<b>People - Voice and Control - Areas for Improvement</b>						
3.14	Disabled children and young people have to wait long periods of time for short overnight breaks in a residential provision. The local authority aims to provide alternate support in the meantime through direct payments for example. However, <b>the local authority must so far as is reasonably practicable, ensure it is able to provide looked after and other accommodated children with accommodation that is within the local authority's area and that meets the children's needs. This in line with Code of Practice 6 (Looked After and Accommodated Children).</b>	Update and issue a revised Commissioning Placement Strategy that identifies placement needs, and local authority placement/commissioning intentions within the context of Welsh Government's policy and legislative framework for removing profit from Childrens social care.	Craig Macleod Jo Taylor	September 2025	Met with Commissioners in Wrexham to discuss a shared approach to respite service development. They are keen to work in partnership with us on new options to provide respite across both counties.  Identifying the resources for new services is a longer-term challenge and work on this is ongoing.	 NDIP Project Plan 2024-25 Bid.docx  NDIP Project Level Case Study Template
3.15	As a result of the fragility in the social care workforce, children and young people experience changes in social workers. Children are supported through a duty system rather than an allocated worker at times. Changes in social workers makes it challenging for children to develop trusting relationships. We heard from one young person how they are aware their social worker will soon change. Parents also have to repeat their stories and views to social workers. As a result of changes in practitioners, support can be delayed, with oversight of children and young people's	Progressing through the Workforce Resilience Project workstreams, looking at a) improving our success in recruitment and b) what can be done to retain our current workforce.	Craig Macleod Peter Robson Suzanne Johnston Jane Turvey	Ongoing with monthly meetings <b>Completed</b>	Resilience Project now complete which looked at recruitment, retention and resilience in the workforce. Advertising campaigns were undertaken which did show some success in attracting applicants. Work streams to improve our success at recruitment are now business as usual and ongoing. Ongoing workstreams currently include: <ul style="list-style-type: none"> <li>• Currently looking at the adverts to make them more appealing and positive and better. Looking at First contact initially which is where we do have some agency staff in roles. Looking to make the adverts more appealing and interesting.</li> <li>• Managers are working with WDT to give experience of Children's services to students through short rotations to support them to explore the service as a career opportunity.</li> </ul>	 Options Appraisal - Social Work Recruitm  Sponsoring overseas workers - initial consi  2024 05 07 109508 - OT and SW Attraction  CREED campaign analysis.docx

situation also impacted. <b>The local authority must continue with its current efforts to ensure a consistent, sufficient, qualified, and competent workforce to meet its statutory duties, and should consider an exit strategy for ending the reliance on the commissioned managed agency team.</b>				This has seen success with some students selecting children's services as a career path.	 SCW Board Visit - R&R170724.pptx  New advert to be added once complete.
	Where possible encourage a crossover period where cases are handed between teams.	Peter Robson Suzanne Johnston Jane Turvey	Review by 30 <sup>th</sup> June 2024 <b>Completed</b>	Transfer policy has been reviewed, is in place and is being applied consistently. Handover visits are happening meaning smoother transition for children and families. Internally there has been some feedback that this process could still be improved. This was discussed at the last team managers meeting. The Team Managers are reviewing and updating the policy again to resolve the current internal issues. This will be done and republished by the end of <b>November.</b>	Insert new policy once complete.
	Trial one-page profiles in Children's Services to ensure that the need for repetition is prevented.	Peter Robson Suzanne Johnston Jane Turvey	By 30 <sup>th</sup> December 2024	Progress to date: One-page profiles have been trialed in our in-house children's homes and this is underway. The Permanency and Pathways Team have the 'This is me' document which group acknowledged priority to have this for all children. Discussions underway to decide whether to replace This is Me with one-page profiles throughout the service. Item to be reviewed at next QPR in November and to be discussed at Children's Team Meetings to consult on changes.	
<b>Children's Services</b>					
Finding	Action	Owner	Timescale	Commentary	Evidence
<b>Well-being - Strengths</b>					




5.3	<p>There is evidence of exceptional strengths-based practice utilised by individual practitioners. This is <b>positive practice</b>. <b>For this approach to become embedded, the local authority should consider a model of practice that highlights what needs to change in families, with greater focus on how family and wider community networks can be facilitated to keep children safe.</b></p> <p>A model would promote a shared understanding across agencies of safeguarding practice and management of risk. It would also provide practitioners with consistent tools and templates in relation to recording and maintaining focus on risk. It is acknowledged that the local authority is on a journey to fully implement a model of practice. This has already commenced with an initial focus on neglect, with the local authority having purchased a neglect-graded profile tool through the National Society for the Prevention of Cruelty to Children (NSPCC) to support practice. This is a <b>positive</b> response by the local authority to a high number of children affected by neglect on the child protection register (CPR).</p>	<p><i>Implement the first phase of "Effective Child Protection" Model.</i> This is a 3-year programme to develop our approach to working with families whose children are on the child protection register.</p>	<p>Craig Macleod Peter Robson Suzanne Johnston Jane Turvey</p>	<p>Phase 1: 31<sup>st</sup> March 2025</p>	<p>Progress to date: Brigid is leading on the ECP. The collaborative conversations training will be completed imminently. Mentor training to commence 6<sup>th</sup> November. Sarah and Brigid have met with further trainers to discuss rolling out further training on the ECP and Risk 2. This is due to take place in early 2025. The creation of the Practice Directive will follow the training programme.</p>	
		<p>The Graded Care profile 2 is an evidence-based tool to assess and manage neglect. The tool has been purchased from NSPCC. The tool will support practitioners to identify and appropriately manage risks relating to neglect. A project will be developed in April 2024 to implement the tool with a training programme delivered through to the end of 2025.</p>	<p>Craig Macleod Peter Robson Suzanne Johnston Jane Turvey</p>	<p>End of 2025</p>	<p>Progress to date: The project to roll this out is due to start once training on the ECP model has been completed.</p>	
<b>Well-being - Areas for Improvement</b>						
5.6	<p>There is indication the threshold for significant harm is not always applied consistently when considering removing children from the CPR. We heard this</p>	<p>Re-issue laminated sheets (and have digital option) with categories and definitions. Training on definitions and registration/deregistration included</p>	<p>S/G Team</p>	<p>By 30<sup>th</sup> June 2024 <b>Completed</b></p>	<p>Laminated sheets have been updated and re-issued. These are now consistently in use in conferences.</p>	 <b>5.6.jpg</b> (also see 3.8 –




	<p>may be as a result of a misplaced conception that maintaining a child's name on the CPR is a means of ensuring continued support services for a child and their family. <b>The local authority should consider sharing guidance more widely with relevant partners and stakeholders to ensure consistent and shared understanding of thresholds and information sharing protocols.</b></p>	<p>as part of the conference and core group training programme over 12 months from May.</p>				<p>core group training presentation).</p>
		<p>Practice Directive will be created to improve information sharing through FCC and other agencies. Directive will ensure social workers work proactively with IAA and EHH to identify support available if deregistered and a clear step-down plan is in place prior to discussions around deregistration.</p>	<p>Jane Turvey Suzanne Johnston</p>	<p>End of November 2024</p>	<p>Work on this Practice Directive is underway and due for completion by the end of November 2024. Suzanne is working on this. Naomi to publish once complete.</p>	
		<p>Through Supervision meetings, managers will ensure that the thorough consideration has been given and documented to support conversations and decision-making processes during de-registration meetings.</p>	<p>Peter Robson Suzanne Johnston Jane Turvey</p>	<p>End of November 2024</p>	<p>Supervision template document is being updated to ensure that this is consistently discussed and captured. Suzanne is working on this. Naomi to publish once complete.</p>	
5.7	<p>Risks are appropriately considered, with timely progression to the right service for children and families. There are, however, delays for some families subject to child protection procedures as enquiries are not always completed promptly. It is not always clear what the determination is post completion of a Section 47 enquiry. <b>Managers must ensure that, following the timely conclusion of a child protection enquiry, next steps are explicitly recorded with clarity and rationale in relation to the determinations under Section 3 Part 1 of the Wales Safeguarding Procedures.</b></p>	<p>It is recognised that our processes and systems on our PARIS IT system need to be re-engineered. This will involve the S47 and Part 3 assessment documentation on Paris to be separated to bring greater clarity of process and timelines.</p>	<p>Brigid Gribbin Claire Clements Jacque Slee</p>	<p>By 30<sup>th</sup> June 2024 <b>Completed</b></p>	<p>Completed</p>	 5.7.jpg
		<p>To fully improve our workflow and performance management systems we will need to replace the current PARIS system. We will need to work with Procurement to ensure that we are commission a new system that supports practice and provides effective and timely performance management.</p>	<p>Jane Davies Jacque Slee Claire Clements</p>	<p><b>In progress / Long term</b></p>	<p>Procurement for the new system will be approximately 3 years, this will be taken into consideration during this process.</p>	

5.8	<p>As Section 47 enquiries are not always completed in the required timescales, this impacts on timely decision making as to whether a child's name should be included on the CPR. <b>The local authority should ensure that when it has been determined that a child is experiencing or is at risk of experiencing harm, abuse or neglect, a child protection conference is convened within 15 working days of the strategy discussion/meeting, or the last strategy discussion/meeting (if more than one has occurred), which initiated the Section 47 enquiry.</b></p>	<p>Agree a process for the MASH, including the recording of decisions, that is compliant with the WSP. This action is also linked to action 5.7.</p>	<p>Brigid Gribbin Jane Turvey</p>	<p>By 30<sup>th</sup> June 2024 <b>Completed</b></p>	<p>MASH (now called Safeguarding Hub) now in place. A process map has been developed and is in use.</p>	 HUB flow chart.docx
5.9	<p>Some care and support protection plans viewed are service led, with a focus on compliance instead of outcomes. Care and support protection plans are not routinely updated after core group meetings. It is acknowledged that recent training commissioned by the local authority has focused on clarifying roles and responsibilities for social workers. <b>An outline care and support protection plan devised at first conference should be developed into a more detailed plan at the first core group meeting as is highlighted in the WSP. Subsequent core groups should specifically review progress of outcomes for the child's safety. Leaders should ensure practitioners have clear systems and standards for developing plans which are child-centred and</b></p>	<p>Establish a TAF group to investigate and share learnings.</p>	<p>Jane Turvey Suzanne Johnston Peter Robson</p>	<p>By 30<sup>th</sup> September 2024</p>	<p>The local authority has currently employed a worker whose role is to minute core group meetings, type up the minutes, share them with the social worker and other professionals within 5 working days of core group being held. Once SW has agreed they are a true reflection of the meeting.</p> <p>The original Care and support protection plan is shared in the initial core group with all core group members, this is then recorded in the minutes and any updates to the plan or changes are then recorded and shared, these will then be copied onto the next core group minutes and shared on a rolling basis so the minutes are recording any completed or new actions to the plan, this enables the plan to be a live document with movement to show progress and challenges within the Care and support protection plan. These are then recorded on the child's file so there is a clear plan of the family's journey whilst open to a plan.</p> <p>Other professionals who may become involved with families, due to work identified when devising a plan are then invited to attend Core groups to</p>	




	<b>outcome-focused.</b>				ensure that information shared is timely and correct, if they cannot attend a report is requested of the worker identified. Recent training in Core groups has been rolled out and is delivered by LA staff to LA workers and other outside professionals who regularly attend core groups.	
		Seek advice and expertise on the implementation of the <i>“Effective Child Protection Model”</i> .	Craig Macleod Jane Turvey Suzanne Johnston Peter Robson	By 31 <sup>st</sup> March 2025	Progress to date:  Brigid continues to have conversations with Dafydd Paul in Gwynedd with plans to commence ECP training 26 <sup>th</sup> November 2024.	
		Include in the conference and core group training programme over 12 months from May.	S/G and WDT	Beginning on 14 <sup>th</sup> May 2024	There is a rolling programme now in place. Training on Core Groups has been joined to create a full day of training on Child Protection Case Conferences and Core Groups. merged with Child Protection Case Conferences to create a full day of training on This is being delivered on a multi-agency basis. with many schools attending them now.	(see 3.8 – core group training presentation).
		Review and amend format of the Protection Plan documentation. Consider how this documentation displays how the daily life of the child will be changed through the identified plan.	FIT Manager Brigid Gribbin S/G Managers	By 31 <sup>st</sup> March 2025	Progress to date:  Child Protection Case Conference Reports will be adapted following completion of the ECP programme to incorporate the steps to change model.	
5.10	We saw examples of disclosures by police about an individual’s criminal background, with a potential risk for a child, having been appropriately considered to promote children’s safety.	Establish specific timescales to define our expectation of “timely”.	Brigid Gribbin	By 30 <sup>th</sup> June 2024 <b>Completed</b>	Conversations with the police have taken place and agreed that the disclosure wording will be provided within 24 hours.	









	<p>However, sharing of the information was not always completed in a timely manner with pressures of work cited in one example as the reason for the delay.</p> <p><b>When the local authority is aware of such information, and it has been agreed they can share information with relevant individuals to promote a child's safety, this must be done in a timely manner.</b></p>	In recognition of delays from other agencies, agree timescales and process for escalation.	Brigid Gribbin	By 30 <sup>th</sup> June 2024 <b>Completed</b>	As above. Raise with the police officer initially and following this raise with more senior officers.	
<b>Children's Services</b>						
<b>Finding</b>		<b>Action</b>	<b>Owner</b>	<b>Timescale</b>	<b>Commentary</b>	<b>Evidence</b>
<b>Prevention - Strengths</b>						
7.4	<p>The local authority has developed a toolkit in response to the Public Law Outline (PLO) refresh implemented in January 2023 by the judiciary across England and Wales. It contains a range of new documentation which will further promote continuity of strengths-based practice. It also provides clarity to parents about what the concerns are about their children, and what changes are required to reduce the concerns. Children who are ten years of age or over will also be allocated a PLO buddy, similar to a conference buddy, to ensure their voice is obtained as part of these pre-court proceedings specifically. This is <b>positive practice</b> as it further promotes the voice of children and their families.</p> <p>Practice can be improved by ensuring that records sufficiently detail when and where a decision was made to commence PLO proceedings, and to</p>	<p>Establish TAF group to audit quality of documentation in recording LAM minutes.</p>	<p>Peter Robson Jane Turvey Suzanne Johnston</p>	<p>By 31st October 2024 <b>Completed</b></p>	<p>LAM form has been revamped and is in pilot with the Social Workers. It has already been shown that the form now captures more information and shows significant improvement in quality.</p>	 <p>Legal Advice Request Form Final.docx</p>
		<p>Standard letter sent out following PLO, consider whether this is captured on records.</p>	<p>Jane Turvey</p>	<p>By 30<sup>th</sup> June 2024 <b>Completed</b></p>	<p>Working with Paris team and is now an embedded document as standard.</p>	 <p>Flintshire County Council PLO Toolkit O</p>
		<p>Ensure that this is consistently applied, and referrals are made where children cross the age threshold for a Conference Buddy.</p>	<p>Jane Turvey</p>	<p>Review by 30<sup>th</sup> June 2024 <b>Completed</b></p>	<p>This is reiterated frequently to the teams. Poster has been created to give info on conference buddies, mediation and family groups.</p>	 <p>FMS poster.docx</p>

	reflect that decision making in this respect is timely.					
<b>Prevention - Areas for Improvement</b>						
7.5	Children who are neurodiverse or who are awaiting diagnosis of a potential neurodiverse condition, and their parents, do not always receive prompt and adequate support and communication. Delays in support impact on their well-being. It is acknowledged that the local authority is well-sighted on this and has recently developed their service to include having a dedicated role to respond and support parent/carers sooner, whilst their children are awaiting a neurodiverse assessment/diagnosis. <b>The local authority should continue to have oversight and monitor the effectiveness of this development and the impact of this for children and families.</b>	Successful application for NDIP funding has resulted in a new social worker in post from January 2024 to specifically support 16–25-year-olds who are Neurodiverse, in all aspects of their lives. This post has been highly successful and has received very positive feedback. Monitor the effectiveness of this post and the impact that it is having on young people and their families. Use the evidence of this to submit applications for funding for further posts to support other age groups.	Jo Taylor	Review in June 2024 <b>Completed</b>	The performance information for this post confirms it is supporting achievement of outcomes. Will be monitored in accordance with Grant conditions for the future.	 1 NDIP Progress Report Template 202-
<b>Children's Services</b>						
<b>Finding</b>		<b>Action</b>	<b>Owner</b>	<b>Timescale</b>	<b>Commentary</b>	<b>Evidence</b>
<b>Partnership - Strengths</b>						
9.2	Overall, at a strategic level, work with partners is based on a shared understanding and cooperation. Partners described leaders as being transparent and open to challenge. There is regular communication across sector leads, although persistent change in managers in partner agencies was cited as a	Continue and build upon the work to develop relationships with our partners, ensuring communication is strengthened so that they are aware of our thresholds. This will be delivered through monthly meetings with health and education. We will also develop 6 monthly meetings with 3 <sup>rd</sup> sector to ensure they have	Jane Turvey	Review 30 <sup>th</sup> October 2024	Arranged a conference for partners to discuss the Framework of support. A programme of quarterly meetings with education has been put in place. Senior Managers and Team Managers meet regularly with Q&A sessions to drive improvements. For example, these meetings have resulted in the education direct line to the front door which has seen significant success. (See 9.6)	 Flintshire Framework for Intervention final-c   Agenda 05.07.24.docx

	challenge in working consistently. <b>Some third sector partners considered their work with children’s services could be improved in relation to inclusivity and their participation in planning of services.</b>	the opportunity to participate in service planning.			Our Framework for support is being updated and will be re-launched with partners once complete to ensure a consistent understanding across all agencies. Work is ongoing to improve relationships with health to ensure regular and consistent attendance at Safeguarding meetings.	
9.3	Information sharing between agencies through Section 47 enquiries, initial child protection conferences and core groups is evident. <b>In further meetings such as review conferences, there can be diminishing contribution from partner agencies. Partner agencies expressed they wished to be more involved in initial strategy discussions/meetings. There is work already underway to establish a MASH (Multi Agency Safeguarding Hub) within the local authority which will further promote involvement and multi-agency working.</b>	Include in the conference and core group training programme over 12 months from May.	S/G and WDT	Beginning on 14 <sup>th</sup> May 2024	There is a rolling programme now in place. Training on Core Groups has been joined to create a full day of training on Child Protection Case Conferences and Core Groups. merged with Child Protection Case Conferences to create a full day of training on This is being delivered on a multi-agency basis. with many schools attending them now.  MASH (now called Safeguarding Hub) now in place. A process map has been developed and is in use.	(see 3.8 – core group training presentation).  (see 5.8 – Safeguarding Hub Flow Chart).
9.5	Care leavers benefit from continued support once they leave care. This in the form of the ‘When I am Ready’ scheme, whereby young people remain with foster carers whilst they transition into adulthood. Young people told us how they valued this provision. <b>However, they said they feel hurt that the documentation refers to them as tenants rather than family members of the foster carers they choose to continue to live with. They very much regard themselves as part of the foster carers’ family and vice versa. The local authority should consider how they can influence a</b>	Use of language is restricted due to the technical terms in the SSWBA (14) that refers to “When I am Ready” placements. Ensure that Personal Advisor Team provide our Leaving Care Young People with explanations and rationale behind it. This will form part a wider piece of work on ‘Mind Your language’ which identifies that terminology and language that our children and young people prefer/ want us to avoid.	Peter Robson	By 30 <sup>th</sup> September 2024	Work is underway to consider the appropriate implementation of one-page profiles within the Children’s services more widely following the successful pilot in our in house children’s homes. The implementation of these One-page profiles will support children and young people to give their opinions on the language that is used specifically for them on a local level.  On a national level, as a member of the Fostering Network, work has begun to raise this and use this forum to discuss regionally and then nationally to gain support to lobby the Welsh Government for changes to legislation allowing the change in terminology.	

	<a href="#">change in terminology.</a>					
<b>Partnership - Areas for Improvement</b>						
9.6	<b>Children's services must communicate information about duty to report outcomes in a timely manner to the person who made the initial report.</b> There are inconsistencies in current practice in relation to this.	Continue to work with Business Support Teams on the process and improve access points for partner agencies.	Jane Turvey / Brigid	Review 30 <sup>th</sup> June 2024 <b>Complete</b>	A direct line for education colleagues to report safeguarding referrals, seek advice ahead of a potential safeguarding referral, and also get feedback following a safeguarding referral has been established.	 Education Phoneline.docx
		Safeguarding Business Support team to be included in child protection / core group training programme.	Jayne Belton	Beginning on 14 <sup>th</sup> May 2024	There is a rolling programme now in place. Training on Core Groups has been joined to create a full day of training on Child Protection Case Conferences and Core Groups. merged with Child Protection Case Conferences to create a full day of training on This is being delivered on a multi-agency basis. with many schools attending them now.	(see 3.8 – core group training presentation).
		Improve professional's knowledge on where referrals should be sent to i.e., correct mailbox.	Jayne Belton Brigid Gribbin	By 30 <sup>th</sup> June 2024 <b>Complete</b>	Work is ongoing to constantly review this. The Corporate Safeguarding panel enables portfolio leads to be updated on the referral processes and pathways. The Regional safeguarding board delivery groups also provide the same opportunity to update partner agencies. Attendance at level 3 DSP Education training by Children's First Contact and Safeguarding team reps ensures what education leads are fully updated on the correct referral pathways. A direct line for education colleagues to report safeguarding referrals, seek advice ahead of a potential safeguarding referral, and also get feedback following a safeguarding referral has been established which has proven to be very invaluable.	 Education Phoneline.docx
		Establish proportionate approach, to include - when it is appropriate to give feedback, who gives feedback and how it is given as well as what evidence is required once feedback is provided.	Jane Turvey / Brigid Gribbin	By 30 <sup>th</sup> June 2024 <b>Complete</b>	A template has been created to send out feedback to appropriate referrers which is in place and in use.	 referral response.docx
9.7	<b>Children's services must ensure that appropriate agencies are invited to strategy discussions /meetings in line</b>	Continue to work to include agencies in discussions where possible and appropriate in line with WSP. The establishment of the Safeguarding	Brigid Gribbin	Review by 30 <sup>th</sup> June 2024 <b>Complete</b>	Complete.	

	with the WSP, to include but not limited to, a practitioner making the report and practitioners from education and community-based health services if relevant.	Hub will support this development.				
9.8	The views and experiences of parent/carers of disabled children indicated that the availability of support to them could be strengthened and more flexible. They told us the support offered was not always suitable for their and their child's needs. <b>The local authority must ensure the parent/carer is involved as a full partner in assessing to what extent they are able to meet their personal outcomes, or with the support of others who are willing to provide that support; or with the assistance of services in the community to which they have access.</b>	Support to upskill new 3rd Sector carer's support agencies to ensure that they have sufficient experience with carers of children with disabilities.	Jo Taylor	July 2025	Due to timescales for the procurement of new services this is a longer-term objective.	
		Ensure that all workers are aware of the flexibility of the direct payment offer and the ability of the direct payments to offer a unique and bespoke package of support.	Jo Taylor	By 30 <sup>th</sup> December 2024 <b>Complete</b>	Information on Direct Payments has been recirculated to staff to ensure understanding and awareness of the flexibility of Direct Payments.	 Direct Payments Policy and Practice Gu  DP for Carers - Practice Directive FINA  Direct-Payments-Support-in-Flintshire-Mar  DP for Carers Leaflet FINAL.pdf  SSA-A12PP-Pooling-Direct-Payments-Guida  SSA-A12-Direct-payments.pdf
9.9	We saw examples of children who were leaving care having to present as homeless to receive housing support.	Explore the development of multi-agency hub(s) to support young people with all elements of independence, to include housing.	Paul Calland (Housing Portfolio)	Long term	Update coming in late autumn 2024? (Craig)	

<p>Practitioners also shared that accommodation for young people is an ongoing challenge and an area for improvement. There are clear longer-term options to support young people in general with housing support, in line with the well-being objectives in the Council Plan for 2023-2028. An example is a strategic plan, informed by a multi-agency approach, to create a young person's homeless hub which will offer accommodation as well as support services. <b>However, the local authority must continue to prioritise its programme of ensuring appropriate housing options for young care leavers and relevant 16–17-year-olds.</b> This in both the longer and shorter term, and where possible, avoiding the need for care leavers to present as homeless.</p>	<p>Continue to work to develop preventative strategies for “rare, brief and non-repeat” homelessness.</p>	<p>Martin Cooil (Housing Portfolio)</p>	<p>By 30<sup>th</sup> September 2024</p>		
	<p>Investigate broadening Local Solutions Supported Lodgings services.</p>	<p>Lisa Pearson (Housing Portfolio)</p>	<p>Review progress by December 2024</p>	<p>Progress has been delayed slightly, but conversations are underway and ongoing to take this forward.</p>	
	<p>Investigate the potential to explore shared tenancies in local authority / housing association properties.</p>	<p>Jen Griffiths (Housing Portfolio)</p>	<p>By 30<sup>th</sup> September 2024</p>		
	<p>Make connection with Flintshire's Ending Homelessness board and actions that are progressing through this workstream.</p>	<p>Jane Davies Homelessness Board</p>	<p>Review by 30<sup>th</sup> June 2024</p>	<p>Connection made, work ongoing. Updates will be provided as actions progress.</p>	
	<p>Ensure that Housing Support and Homeless Service are alerted promptly as part of the 16<sup>th</sup> pathway plan to allow forward planning. This needs to be consistent across all individuals including those with low level/no needs). Run report from Paris to check for birthdays coming up in 12 months and ensure plans are in place.</p>	<p>Peter Robson Personal Advisor Team</p>	<p>By 30<sup>th</sup> June 2024 <b>Complete</b></p>	<p>Report is in place on Paris which Performance Team will share regularly.</p>	