

**CSSIW Inspection 2012 – Areas for Improvement**

<b>Criteria A</b>	<b>Area for improvement</b>	<b>Update/Tasks</b>	<b>By Whom</b>	<b>Commentary</b>
4.11.1	Ensure that thresholds for services are consistently understood by all workers.	Ensure that the thresholds document is on the agenda for all team meetings during June/July for discussion and reminder	Children's Service Manager (Fieldwork)/Fieldwork Team Managers	<p>There were plans within the senior management team to refresh/amend the current threshold document but this was placed on hold at the point the consultation on the Social Service Bill was launched in March 2012 as the Bill makes reference to the development of national eligibility criteria. This will remain the case as the improvement required is around the understanding of the thresholds not the need for review. The Welsh Government has asked the SSIA to undertake some scoping work in relation to national eligibility criteria and Flintshire will be contributing to this work.</p> <p>UPDATE:</p>

				Still awaiting outcome of work by WG on National thresholds criteria.
4.11.2	Ensure a consistent understanding of the requirement to conduct core assessments.	<ol style="list-style-type: none"> <li>1. Reminder note to be developed by the relevant service manager for the Head of Service to circulate as RFM1/CCC [POLICY NOTE] based on the guidance within the Framework for Assessment of Children in Need and their Families.</li> <li>2. This will be a focus for Senior Managers File Audit for review 6 months after the RFM is issued to check consistency of application.</li> </ol>	Children's Service Manager (Fieldwork) and the Senior Management Team	A reminder note will be circulated to staff in September 2012.
4.11.3	Develop a more consistent approach to the application of risk assessment, the tools that are used and how	<ol style="list-style-type: none"> <li>1. Re-issue the disc which contains pack of information some time ago which provides detailed information on</li> </ol>	Children's Service Manager, FWLSCB Trainer, Safeguarding Managers.	August 2012 and ongoing. UPDATE: <ol style="list-style-type: none"> <li>1. Reminder note sent to managers disc to be re-issued to teams who</li> </ol>

	<p>recording is processed.</p>	<p>assessment tools.</p> <ol style="list-style-type: none"> <li>2. Continue with the launch of and training in the new neglect tool which has been developed in conjunction with Conwy and Denbighshire.</li> <li>3. Ensure that the intention to promote consultation with the Safeguarding Unit is realised in order to provide an additional layer of advice and guidance for frontline practitioners.</li> <li>4. Continue to promote the use of Community Care Inform and Research in Practice</li> </ol>	<p>All Managers</p>	<p>require it.</p> <ol style="list-style-type: none"> <li>2. A Focus Group that will be launching the new Neglect tool will have completed their work by October 2012.</li> <li>3. The Safeguarding unit are continuing to promote their consultation role with the teams via a round of individual team visits. Consultation is currently happening on a case by case basis but cohesive approach was placed on hold due to the absence on sick leave of the two IROs between April and September 2012.</li> <li>4. No further update required.</li> </ol>
--	--------------------------------	--	---------------------	---

		websites amongst staff.		<p><b>ADDITIONAL NOTES:</b></p> <p>We are now (from Sept. 2012) a pioneer authority for the Social Services Improvement Agency (WAG Initiative) that is looking at the best use of Assessment Tools to Promote Outcome Focused work. This project that involves 4 Social Workers, will provide the services with the expertise of recognised practice experts and is linked to the Research of Cordis Bright who advise the Welsh Assembly on Social Work practice.</p>
4.11.4	Consistent social worker commitment to ensuring attendance at, and timeliness of, reviews for looked after children.	Commissioning letter already sent to a respected trainer in the area of LAC to provide an ongoing mentoring programme during 2012/13 across the	Head of Social Services for Children, Service Managers, Independent Reviewing Officers and external specialist.	<p><b>UPDATE:</b></p> <p>The trainer has met with teams/individuals. This work will marry up with the work on the assimilation of the Safeguarding Unit via a</p>

		teams. This programme will be to promote the standards of engagement with LAC and assist with the further development of best practice tools for processing and monitoring activity.		“meeting of minds” 30 <sup>th</sup> November 2012.
4.11.5	Ensure the new safeguarding structure maintains the integrity of the Independent Reviewing Officers (IROs) role.	Work is already underway to bring together the Children Safeguarding Managers and Independent Reviewing Officers (IROs) as the Children Safeguarding Unit under the Head of Social Services for Children. This work commenced on 01.12.11, and escalation protocol has been developed for CSMs and IROs to deploy in appropriate cases. There will be in built mechanisms to afford challenge when the Head of Social Services for Children /IROs feel this is necessary by utilising senior staff from	Head of Social Services for Children, IROs, Colleagues across North Wales.	<p>UPDATE: See comments previously regarding the absence of the IROs. The following work has progressed:</p> <ul style="list-style-type: none"> <li>• Unit meeting held on 17.08.12 when both IROs returned to their duties.</li> <li>• Processes developed to reflect the unit’s identity including shared drives, admin support systems, etc.</li> <li>• Administrators share one office.</li> <li>• Support sessions (as pairs) have continued.</li> <li>• CSMs and IROs as advisors to S4 process</li> </ul>

		neighbouring authorities as sounding boards and consulting the Director when the Independent Reviewing Officers (IROs)/Head of Social Services for Children (HOSSFC) cannot come to an agreement on case conduct matters.		and all will undertake chairs role in due course. (Target date Dec 2012) <ul style="list-style-type: none"> <li>Initial thoughts on unit logo being developed to reinforce unit identity.</li> </ul>
<b>Criteria B</b>				
5.9.1	The availability of appropriate accommodation for homeless young people.	As a result of the Southwark Judgement discussions have been ongoing with the Housing Department and, arising from a two day workshop on 9 <sup>th</sup> & 10 <sup>th</sup> November 2011, an action plan developed. Crucial to this is the development of an integrated team for homeless young people, an objective of which has been realised.	Head of Housing, Head of SSFC and relevant managers across the directorate.	Action plan ongoing which includes a pilot scheme for the development of shared facilities for young people who are homeless.  UPDATE: Two other pieces of work will feed into the solution here:  1. Arising from a whole Service Day SSFC have proposed the development of a Vulnerability Panel to rationalise other panels which are active across

				<p>Children's Services/Youth Justice Service and ensure key partners are able to contribute to the youth homelessness initiative. The first meeting of this Panel is to be held on 17/9/12 led by the Service manager for Fieldwork Services.</p> <p>II.A recently completed piece of work conducted by BAAF on behalf of the Head of Social Services for Children surrounding Supported Lodgings will be shared with colleagues in housing as it contains useful recommendations linked to the housing needs of young people in the care system. The Director has asked that a Directorate wide response to the BAAF work is developed.</p>
--	--	--	--	--

				<p>UPDATE:</p> <ul style="list-style-type: none"><li>• Fieldwork Service Manager presented to CYPFB on 13<sup>th</sup> June 2012, Prevent and Deter Panel agenda item on 22<sup>nd</sup> August 2012, but panel sceptical re: capacity to expand their role at the moment. Fieldwork Service Manager leading further discussions on feasibility</li><li>• Supported lodgings evaluation commissioned by HOSSFC concluded and circulated. Director wants a cross-directorate response / action plan. Logged for CSDMT discussion.</li></ul> <p>[Need update from Clare on Southwark action</p>
--	--	--	--	---



				plan]
<b>Criteria C</b>				
6.9.1	Ensure appropriate component of experienced workers within duty system.	<p>This has been an ongoing challenge for SSFC for a number of years and various solutions have been attempted including additional senior practitioner capacity to enhance the skills/experience levels on the team, the retention of experienced agency staff for short periods and recruitment of experienced staff from Canada and Germany.</p> <p>The development of the Consultant Social Worker [Level 4 Practitioner] role within the Care Council for Wales provides an opportunity to pilot this initiative within the Duty Team to enhance skill levels. For short periods, at times of additional pressure on the team, the Head of Social Services for</p>	Senior Management Group, HR Advisors.	<p>During 2012 continue to develop the Consultant Social Worker role on the Duty Team and assess the impact of this and other initiatives referred to earlier.</p> <p><b>UPDATE:</b> We have strengthened the Senior Practitioner's role on the team during July 2012. We have ensured that immediate interim arrangements were made when the present Team manager left in July 2012. The positive development of the Staff Group continues to be a priority. A whole service approach to the demands of this team remains in place.</p> <p>Development of Consultant Social Worker role has been discussed. HOSSFC</p>

		<p>Children has requested other teams to assist and this will continue to be the case as a whole service approach to service/skills gaps needs to be deployed.</p> <p>There will also be the need to ensure the support , terms and conditions to front line officers remain competitive in the local / regional context.</p>		<p>awaiting JD/PS from HR to progress further.</p>
6.9.2	<p>Train first-line managers in order to ensure a more consistent quality of professional supervision.</p>	<p>The supervision policy has been reviewed and relaunched within the past 2 years and is fit for purpose. An annual audit of supervision is conducted and reported to the Senior Management Team to ensure that staff receive supervision in line with the policy. The quality of supervision records has been the subject of senior managers' file audits. During 2011 the Head of Social Services, in response to a</p>	<p>Head of Social Services for Children, Senior Management Team, Training Officer</p>	<p>Training due to be repeated Spring 2013.</p> <p>UPDATE: Supervision Audit conducted in the summer has been re-circulated due to disappointing returns from teams, analysis discussed at SSCSMT 20.9.12.</p>

		<p>recommendation from the 3 County Serious Case Review in South Wales, commissioned <u>specific</u> training on supervision of staff involved in Safeguarding Activity. The course is to be repeated early in 2013. A further audit of the <u>quality</u> of supervision of staff will be undertaken as part of the senior management File Audit FWP.</p>		
6.9.3	<p>Continue to address staff sickness issues in some areas, considering the cause and impact</p>	<p>The Head of Social Services for Children in conjunction with HR have commissioned compliance audits within the YJS and CIDS which were entirely satisfactory. The outcome of a recent audit within the fieldwork teams was completed but the results are still awaited. The Director and HoS responded proactively to a period of high sickness level on the teams in March this year. The</p>	<p>Director and Senior Management group with the assistance of PPQA Team.</p>	<p>Recent compliance audit outcome to be reported to the Senior Management group by HR by the end of June 2012.</p> <p>Staff availability/unmet need/workload measurement returns are a standing item on the SMT FWP each month.</p> <p><u>UPDATE:</u> Compliance audit within fieldwork not completed as</p>

		collation of workload measurement/staff availability/unmet need statistics on a monthly basis will continue and will give early warnings to the Director and the Senior Management Group of pressures caused by staff absence.		HR rep currently on maternity leave. Needs revisit and conclusion.
<b>Criteria D</b>				
7.11.1	Ensuring that assessment documentation is only authorised by managers when in a completed state.	Systems adjustments needed	PARIS group and Managers	UPDATE: Item concluded. PARIS user meetings continue.
7.11.2	Continue to improve the timeliness of case conference minutes and their subsequent distribution.	An external review of the Children's Safeguarding function was commissioned by the Head of Social Services for Children and led to a successful Budget Pressure Bid for a second Children's Safeguarding Manager and additional administrative support due	Safeguarding Unit and Head of Social Services for Children	SU FWP 2012/13  UPDATE: At w/e 24.08.12 There were <u>no</u> minutes outstanding. Additional administrative capacity has achieved success in a short timeframe, alongside initiatives to improve processes.

		<p>to the numbers of children on the Child Protection Register which had been static at circa 100 for a number of years. The second Children's Safeguarding Manager was appointed in October 2011, more recently a scale 2 administration post has been filled to undertake functions outside of the minuting of child protection conferences (e.g. filing, photocopying, distributing minutes, etc.) In consultation with the FWLSCB a shorter minutes format has been developed for review conferences and secure electronic distribution to all agencies is the aspiration. The additional management capacity within the Safeguarding Unit has allowed for a systems review which is already reaping rewards.</p>		
--	--	---	--	--

		The Head of Social Services for Children will be personally overseeing improvements in this area during 2012/13.		
7.11.3	Ensure a consistent level of competent use of computer systems by all staff.	PARIS support to continue	PARIS Team	Ongoing. UPDATE: PARIS Team support continues.
7.11.4	Ensure that data is promptly and consistently recorded within the computer system.	<p>Development issues within PARIS.</p> <p>Flintshire was a pilot for the Integrated Children's System which has now been examined as part of Professor Munro's review in England and described as unwieldy. We await the WG's response to the Munro Review but we are in the interim attempting to ease the administrative burden on Social Workers via discussions within the PARIS user group. An external review of processes within the Duty Team was commissioned</p>	PARIS Team and Internal Lean Management Team	<p>Lean Review (2) to be completed by Dec 2012 to focus upon systems to ensure timely empty of data by the teams.</p> <p>UPDATE: HOSSFC has been unable to secure capacity as yet from the internal Lean Review Team. Small piece of benchmarking work to commence in September with DCC/CCBC [other N.Wales PARIS users] around inputting of referrals to the Duty Team. To involve Interim Manager of Duty Team,</p>

		<p>by the Head of Social Services for Children from Alexander [Lean Systems Review] in 2011. She is awaiting confirmation from the internal Lean Team identified employees to assist with Phase 2 of the implementation of that review.</p>		<p>Performance Manager and Business Systems Team rep.</p> <p>The managers will by virtue of their managerial oversight activities ensure that the electronic system for recording case work is maintained to a high standards.</p> <p>These are regular Senior Managers file audits that also look at the quality of the data inputted onto the electronic system.</p>
--	--	---	--	--