



Integrated Risk Manager

A CAMMS SOLUTION

CSSIW Inspection Action Plan Update (Children's Services)

Flintshire County Council






Print Date: 05-Oct-2015


The Action Plan sets out:

- the Recommendations as described by CSSIW;
- the Outcome that will be achieved in response to the Recommendation;
- the Actions that are being taken in order to achieve the Outcome.


Progress towards the achievement of the Outcome for each Recommendation is measured as a Progress RAG.

PROGRESS RAG KEY:		
 GREEN	 AMBER	 RED
<i>Green = All Actions are on track to meet the Recommendation Outcome</i>	<i>Amber = Some delays but not expected to impact seriously on Recommendation Outcome</i>	<i>Red = Serious delays or expectation that Recommendation Outcome will not be achieved</i>

Audit No/Title: EXT1501-00 CSSIW Inspection of Children's Services

Recommendation No/Title: FN01 The council should progress its commitment to develop an early intervention framework that will deliver integrated services and provide early support to children, young people and families.	 GREEN
Outcome: Early intervention services provide support to Fieldwork Services, and are effective in supporting children and families, by December 2015.	

Scheduled Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN01-01 Restructure to ensure early intervention services dovetail seamlessly with core services	Vicky Allen - [SS] Safeguarding Services	In Progress	Team Around the Family have moved under the Social Services line management structure and are now located in Flint as part of Children's Services.	31-12-2015	87
FN01-02 Early intervention framework agreed and endorsed by council	Neil Ayling	Not started		31-12-2015	87

Recommendation No/Title: FN02 The council should establish effective systems to ensure that thresholds for assessments are consistent across the service and understood by staff and partners.	 GREEN
Outcome: There is an effective and timely referral process in place with thresholds which are understood and supported by partners and effectively screen the needs of vulnerable families, by December 2015.	

Scheduled Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN02-01 Review of thresholds for referral and intervention to be completed in connection with the development of the Single Assessment.	Vicky Allen - [SS] Safeguarding Services	In Progress	Facilitated work has commenced on developing the Single Assessment toolkit.	31-12-2015	87
FN02-02 Thresholds to be communicated with and agreed by partners and staff	Vicky Allen - [SS] Safeguarding Services	Not started	Will be linked in with work on the Single Assessment toolkit.	31-12-2015	56
FN02-03 Threshold policy to be agreed by the council following full consultation	Neil Ayling	Not started		31-12-2015	87

Recommendation No/Title: FN03 Multi-agency arrangements should be established to review repeat referrals and quality assure decision making.



Outcome: Decisions made on referrals are quality assured from a multi-agency perspective and are subject to effective scrutiny and challenge, as part of corporate policy, by February 2016.

Scheduled Audit Recommendations

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN03-01 Review repeat referrals and Quality assure through the Wrexham and Flintshire Safeguarding Children Delivery Group	Craig Macleod - [SS] Development and Resources	In Progress	An initial piece of work has been undertaken to review a small sample of repeat referrals to the Duty and Assessment Team. A more comprehensive review will commence in November.	31-12-2015	87
FN03-02 Report to Social and health overview and scrutiny committee regarding the review on a periodic basis	Vicky Allen - [SS] Safeguarding Services	Not started		01-02-2016	119

Recommendation No/Title: FN04 The consistency in quality and the timeliness of assessments and plans must be improved.




Outcome: The revised structure for Children's Services will support the implementation of the Single Assessment, which will provide a proportionate, effective and timely assessment of needs, by March 2016.


Scheduled Audit Recommendations

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN04-01 Restructure of children's services agreed and implemented to address any loss of cohesion in service	Vicky Allen - [SS] Safeguarding Services	In Progress	Initial meetings have taken place with Team Managers and Senior Practitioners on potential models for a new structure for Children's Services. A staff engagement event took place on 6 th October to gather feedback and give the opportunity for staff to have an initial input into the structural proposals.	29-02-2016	147
FN04-02 Implementation of Single Assessment Proposed timescale: Oct – Dec 15 Develop and pilot Jan – March 16 Review pilot, build assessment on PARIS and launch.	Vicky Allen - [SS] Safeguarding Services	In Progress	Facilitated work has commenced on developing the Single Assessment toolkit.	31-03-2016	178
FN04-03 Independent quality assurance review of the quality and consistency of assessments	Vicky Allen - [SS] Safeguarding Services	In Progress	Outline framework for quality assurance has been consulted on and will be endorsed at the next Performance & Quality Group (November 2015). The agenda will include a detailed discussion on quality and consistency of assessments.	30-11-2015	56
FN04-04 Report of the above 3 actions to be approved by the MSSB as part of the overall action plan	Neil Ayling	Not started		31-03-2016	178


FN04-05 Formal review of the implementation of the Single Assessment (structure and design of assessments) to be reviewed by external facilitator and through the Children's services Performance Management Group	Craig Macleod - [SS] Development and Resources	Not started		31-03-2016	178
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Recommendation No/Title: FN05 Children's services' approach to risk assessment and risk management should be more effectively shared and understood by partner agencies.	 GREEN
Outcome: Risk assessment and management are effectively embedded in the Single Assessment process and subject to multi-agency quality assurance, by December 2015.	

Scheduled Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN05-01 Risk assessment and risk management approaches reviewed and incorporated into Single Assessment framework (to be discussed with all partner agencies)	Vicky Allen - [SS] Safeguarding Services	In Progress	Facilitated work has commenced on developing the Single Assessment toolkit.	30-11-2015	56
FN05-02 Thematic audit of risk assessment approaches undertaken through the Regional Safeguarding Board structure	Neil Ayling	Not started		31-12-2015	87


Recommendation No/Title: FN06 The council should progress its intention to review children's services structure and ensure arrangements are in place to support the appropriate engagement of staff, partners and service users.	 GREEN
Outcome: All stakeholders support and have confidence in revised structure, by December 2015.	

Scheduled Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN06-01 Take forward full consultation with staff, partners and users concerning proposed new structure	Vicky Allen - [SS] Safeguarding Services	In Progress	Initial meetings have taken place with Team Managers and Senior Practitioners on potential models for a new structure for Children's Services. A staff engagement event took place on 6 th October to gather feedback and give the opportunity for staff to have an initial input into the structural proposals.	31-10-2015	26
FN06-02 Approve and implement new structure for children's services with support of staff, partners and users Neil Ayling, Vicky Allen by December 2015	Neil Ayling	Not started		31-12-2015	87


Recommendation No/Title: FN07 The council should ensure that managerial leadership is sufficiently aligned to the professional experience needed to manage the complexity of discrete areas of operational delivery.	 GREEN
Outcome: Senior Managers are effectively trained and supported, and fully involved in service developments as appropriate, by November 2015.	

Scheduled Audit Recommendations					
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Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN07-02 Appraisal and management support of key managers to include addressing any areas of improvement.	Neil Ayling	In Progress	To be incorporated into existing appraisal process.	30-11-2015	56
FN07-03 Ensure Children's Services joint service development meeting arrangements include appropriate managers from CID/ Transition service	Neil Ayling	In Progress	Senior Practitioner (CIDS) is a member of Children's Services Senior Practitioners' Forum.	31-10-2015	5
Completed Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Days
FN07-01 Senior Managers to access bespoke training programme for Heads of Service operational roles	Neil Ayling	Completed	Senior Managers accessed and are now undertaking the SSIA Leadership Programme which incorporates mentoring opportunities.	21-09-2015	N/A

Recommendation No/Title: FN08 Strong political and corporate support for children's services must continue to ensure the service improvements needed are prioritised and the pace of improvement sustained.	 GREEN
Outcome: Services are effective and responsive, and benefit from effective governance, leadership and oversight, by December 2015.	

Scheduled Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN08-02 New Service Restructure to address any remaining areas of service needing investment	Neil Ayling	In Progress	Initial meetings have taken place with Team Managers and Senior Practitioners on potential models for a new structure for Children's Services. A staff engagement event took place on 6 th October to gather feedback and give the opportunity for staff to have an initial input into the structural proposals.	31-12-2015	87
FN08-03 Regular formal SSMTs and meetings with Cabinet Member.	Neil Ayling	Ongoing	Cabinet Member is part of monthly SSMT meetings, is an active member of the Children's Services Forum, and attended engagement event on new structure proposals.	31-10-2015	26
Completed Audit Recommendations					
Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Days
FN08-01 Modernising Social Services Board to provide continued corporate and political support and scrutiny to children services	Neil Ayling	Ongoing	Action Plan and governance arrangements presented to Modernising Social Services Board on 5 th October.	5-10-2015	N/A

Recommendation No/Title: FN09 The children's forum should continue to focus on ensuring that ambitious outcomes for looked after children and young people are achieved, and support improved mechanisms to gain the views of service users.	 GREEN
Outcome: Effective governance and strong corporate parenting ensures that children's voices are heard and that good outcomes for children are enhanced, by March	

2016.

Scheduled Audit Recommendations

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN09-01 Work Programme of Children's Services Forum reviewed to refocus on outcomes for children and young people	Vicky Allen - [SS] Safeguarding Services	Not started	Forward Work Programme to be considered at next meeting of the Children's Services Forum.	30-11-2015	56
FN09-02 Views of children and young people encouraged through new and refreshed engagement groups for older and younger children linked to the forum	Peter Robson - [SS] Development and Resources	In Progress	The Children's Participation Officer is leading on new approaches and will report progress at the Children's Services Forum.	31-10-2015	26
FN09-03 Implementation of the National Outcomes Framework	Craig Macleod - [SS] Development and Resources	Not started		31-03-2016	178

Recommendation No/Title: FN10 The workforce strategy should include leadership and development programmes to build resilience within the operational management team.



Outcome: Senior staff are effective in their roles, to ensure effective management at present and in the future, by January 2016.

Scheduled Audit Recommendations

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN10-01 Workforce Strategy to be developed for Senior and Service Managers taking into account strengths and weaknesses, building on existing appraisals	Neil Ayling	In Progress	Development of Strategy is in progress to encompass the wider management team.	31-12-2015	56
FN10-03 Development of middle management development programme that commences at Senior Practitioner – linked to succession planning framework	Vicky Allen - [SS] Safeguarding Services	Not started		31-01-2016	118

Completed Audit Recommendations

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Days
FN10-02 Senior Managers given access to SSIA Head of Service Training and /or mentoring opportunities.	Neil Ayling	Completed	Senior Managers accessed and are now undertaking the SSIA Leadership Programme which incorporates mentoring opportunities.	01-10-2015	N/A

Recommendation No/Title: FN11 The draft Quality Assurance Framework must be systematically implemented across the service. Performance management and quality assurance arrangements, including scrutiny of service demand and routine auditing of the quality of practice, should be embedded across the service.



Outcome: Quality assurance arrangements are embedded across the service with effective governance, by February 2016.

Scheduled Audit Recommendations

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
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FN11-01 The Quality Assurance Framework implemented in full	Neil Ayling	In Progress	The outline framework has been consulted on and will be endorsed at the next Performance & Quality Group (November 2015). The document will be a live document to respond and adapt to emerging quality initiatives and priorities.	30-11-2015	56
FN11-02 Report on the Quality Assurance Framework to be incorporated into the Quarterly Performance reports for scrutiny and the Modernising Social Services Board	Neil Ayling	Not started		29-02-2016	147

Recommendation No/Title: FN12 The quality of supervision should be reviewed to ensure there is sufficient resource and capacity available to manage it effectively.

Outcome: Regular quality assurance of supervision is implemented to ensure that practitioners are effectively supervised and supported through the service restructure and are able to continue to respond to the needs of children and families, by December 2015.



GREEN

Scheduled Audit Recommendations

Corrective Action	Responsible Officer	Status	Progress Update	Due Date	Due days
FN12-01 Supervision reviewed through the Quality Assurance Framework	Neil Ayling	In Progress	Draft supervision audit tool has been developed and will be reviewed by Performance & Quality Group in November.	30-11-2015	56
FN12-02 Restructure implementation to ensure spans of supervision are sustainable and promote effective supervision	Neil Ayling	In Progress	Staff are able to contribute to restructure process through consultation and engagement events.	31-12-2015	87

