

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

Adult’s Services					
Finding		Action	Owner	Timescale	Evidence of success
<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. <i>Practice in this area, however, needs to be more consistent because there were also examples of less comprehensive and person-centred assessments.</i>	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>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	
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 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>	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 Jo Taylor	Ongoing with monthly meetings	
		Consideration is to be given to introducing a consistent duty social worker role to each Locality Team pending outcome of current trial.		Review by 30th June 2024	

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 service information data.</li> </ul>	Jan Bellis Chris Phillips Jo Taylor	By 30 <sup>th</sup> September 2024	
2.10	<p><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></p>	<p>Practice Directive to be created to remind practitioners on the requirements of recording and evidencing communication attempts.</p> <p>The Practice Directive will include a refresher on the basics as well as including some good practice examples.</p> <p>This will be reviewed and monitored on an ongoing basis through casefile audit process.</p>	Jan Bellis Chris Phillips Jo Taylor	By 30 <sup>th</sup> June 2024	
2.11	<p>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></p>	<p>Practice Directive to be created to remind practitioners of the advocacy offer available, information on the new advocacy contracts as well as detail on the differences and appropriateness for family advocacy vs. formal advocacy will be included in this directive. The Practice Directive will emphasise the need to record the advocacy offer in documentation along with the considerations given during the investigation of whether advocacy is required.</p>	Jan Bellis Chris Phillips Jo Taylor Jane Davies Jayne Belton Michele Hingston	By 30 <sup>th</sup> June 2024	

		Audit checklist to be amended and expanded to ask if advocacy was used and if not, why not.	Jacque Slee	Complete	Audit checklist now includes this question.
		Advocacy providers will be invited to deliver information sessions for teams, giving information about the new offer and answer questions.	Workforce Development Team	By 30 <sup>th</sup> June 2024	
		Create a report in Paris to investigate how many are completing advocacy information to monitor the progress with commentary.	Jacque Slee	Complete	Data is available and able to be provided from Paris as and when required. This will be monitored at the Quarterly Performance Review meeting.

Adult's Services					
Finding	Action	Owner	Timescale	Evidence of success	
<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	
<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	
		Discussions with the team to ensure recording and reporting back is consistent.		By 30 <sup>th</sup> June 2024	
		Review of the Paris form to ensure that there is a relevant space to capture this.		By 30 <sup>th</sup> June 2024	
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	By 30 <sup>th</sup> June 2024	
		One particular case highlighted an issue. Lessons Learnt will be undertaken and will drive further actions.	Jane Davies Jayne Belton Michele Hingston	By 30 <sup>th</sup> June 2024	
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	Complete / Ongoing	Process will remain continually under review.
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	Complete	Will be circulated to Team Managers to review with Teams on an ongoing basis.
		Procurement for the new system will be approximately 3 years, this will be taken into consideration during this process.	Jane Davies Jacque Slee Claire Clements	In progress / Long term	

Adult's Services					
Finding		Action	Owner	Timescale	Evidence of success
<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	Paris will be updated to include a new enquiry priority option and a new casenote	Jan Bellis Chris Phillips	Complete	Paris has been updated to include the new casenote type/reason.

	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>	type/reason. This will ensure that action taken on Enquiries Manager before allocation can be clearly identified and evidenced.	Jacque Slee Claire Clements		Communication has been sent to Team Managers.
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	

#### Adult's Services

Finding	Action	Owner	Timescale	Evidence of success
<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 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.	Procurement of system to replace Paris is underway and will be complete in approximately 3 years.	Jacque Slee Claire Clements	In progress / Long term
		Consider potential for access to Paris for FCC MH Social Workers.		By 30 <sup>th</sup> June 2024
		Discussion with Jo Taylor to investigate wider access to Paris for other team members – Jacque Slee to arrange a meeting.		By 30 <sup>th</sup> June 2024

8.6	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>	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.	Jane Davies Janet Bellis Naomi Harper NEWCIS	By 30 <sup>th</sup> June 2024	
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### Children's Services

Finding	Action	Owner	Timescale	Evidence of success	
<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.	Jayne Belton	By 30 <sup>th</sup> June 2024	
		Dedicated core group training will be rolled out again. 12-month programme is set to start in May.	Safeguarding and Workforce Development Teams	Beginning on 14 <sup>th</sup> May 2024	
		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.	Jayne Belton Shireen Rogers	By 30 <sup>th</sup> June 2024	
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 could be more consistent.	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.	Jayne Belton Brigid Gribbin	By 30 <sup>th</sup> June 2024	

		This will be reinforced through roll out if the programme the “Effective Child Protection” model.			
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, <b>this could be improved with wider dissemination of relevant information.</b>	Review communication lines for information dissemination.	Peter Robson Jane Turvey Suzanne Johnston	By 30 <sup>th</sup> June 2024	
		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	
		Include information on File Audit process in the Induction Pack to inform newly qualified, newly appointed team members.	Naomi Harper	End March 2024	Complete, documents published.
		Develop peer audit model.	Peter Robson Jane Turvey Suzanne Johnston	By 30 <sup>th</sup> June 2024	
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 “Leaderful Action” to deliver compassionate leadership workshops with Management Team.	Craig Macleod	By 30 <sup>th</sup> September 2024	
		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	
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 the English language and a record is made to that effect.	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	

People - Voice and Control - Areas for Improvement					
3.14	<p>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></p>	<p>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 Children's social care.</p>	<p>Craig Macleod Jo Taylor</p>	<p>By 30<sup>th</sup> September 2024</p>	
3.15	<p>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 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></p>	<p>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.</p>	<p>Craig Macleod Peter Robson Suzanne Johnston Jane Turvey</p>	<p>Ongoing with monthly meetings</p>	
		<p>Where possible encourage a crossover period where cases are handed between teams.</p>	<p>Peter Robson Suzanne Johnston Jane Turvey</p>	<p>Review by 30<sup>th</sup> June 2024</p>	
		<p>Trial one-page profiles in Children's Services to ensure that the need for repetition is prevented.</p>	<p>Peter Robson Suzanne Johnston Jane Turvey</p>	<p>By 30<sup>th</sup> December 2024</p>	

Children's Services				
Finding	Action	Owner	Timescale	Evidence of success
<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> 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.. This is a 3 year programme to develop our approach to working with families whose children are on the child protection register.</i></p>	<p>Craig Macleod Peter Robson Suzanne Johnston Jane Turvey</p>	<p>Phase 1: 31<sup>st</sup> March 2025</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>
<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 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>Re-issue laminated sheets with categories and definitions. Training on definitions and registration/deregistration included as part of the conference and core group training programme over 12 months from May.</p>	<p>Safeguarding Team</p>	<p>By 30<sup>th</sup> June 2024</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>By 30<sup>th</sup> June 2024</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.	Peter Robson Suzanne Johnston Jane Turvey	By 30 <sup>th</sup> June 2024	
5.7	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>	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.	Brigid Gribbin Claire Clements Jacque Slee	By 30 <sup>th</sup> June 2024	
		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.	Jane Davies Jacque Slee Claire Clements	In progress / Long term	
5.8	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>	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.	Brigid Gribbin	By 30 <sup>th</sup> June 2024	
5.9	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</b>	Establish a TAF group to investigate and share learnings.	Jane Turvey Suzanne Johnston Peter Robson	By 30 <sup>th</sup> September 2024	
		Seek advice and expertise on the implementation of the <i>"Effective Child Protection"</i> .	Craig Macleod Jane Turvey Suzanne Johnston Peter Robson	By 31 <sup>st</sup> March 2025	

	<b>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 outcome-focused.</b>	Include in the conference and core group training programme over 12 months from May.	Safeguarding and Workforce Development Teams	Beginning on 14 <sup>th</sup> May 2024	
		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 Safeguarding Managers	By 30 <sup>th</sup> June 2024	
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. 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. <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>	Establish specific timescales to define our expectation of "timely".	Brigid Gribbin	By 30 <sup>th</sup> June 2024	
		In recognition of delays from other agencies, agree timescales and process for escalation.	Brigid Gribbin	By 30 <sup>th</sup> June 2024	

<b>Children's Services</b>					
<b>Finding</b>		<b>Action</b>	<b>Owner</b>	<b>Timescale</b>	<b>Evidence of success</b>
<b>Prevention - Strengths</b>					
7.4	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	Establish TAF group to audit quality of documentation in recording LAM minutes.	Peter Robson Jane Turvey Suzanne Johnston	By 3 <sup>rd</sup> October 2024	
		Standard letter sent out following PLO, consider whether this is captured on records.	Jane Turvey	By 30 <sup>th</sup> June 2024	

	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. <b>Practice can be improved by ensuring that records sufficiently detail when and where a decision was made to commence PLO proceedings, and to reflect that decision making in this respect is timely.</b>	Ensure that this is consistently applied and referrals are made where children cross the age threshold for a Conference Buddy.	Jane Turvey	Review by 30 <sup>th</sup> June 2024	
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**Prevention - Areas for Improvement**

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	
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**Children's Services**

Finding	Action	Owner	Timescale	Evidence of success
<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 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>	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 the opportunity to participate in service planning.	Jane Turvey	Review 30 <sup>th</sup> October 2024

9.3	Information sharing between agencies through Section 47 enquiries, initial child protection conferences and core groups is evident. 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.	Include in the conference and core group training programme over 12 months from May.	Safeguarding and Workforce Development Teams	Beginning on 14 <sup>th</sup> May 2024	
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. 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 change in terminology.	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	
<b>Partnership - Areas for Improvement</b>					
	<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.	Jayne Belton	Review 30 <sup>th</sup> June 2024	
		Safeguarding Business Support team to be included in child protection / core group training programme	Jayne Belton	Beginning on 14 <sup>th</sup> May 2024	
		Improve professional's knowledge on where referrals should be sent to i.e., correct mailbox. Create Practice Directive to 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.	Jayne Belton Brigid Gribbin	By 30 <sup>th</sup> June 2024	

9.7	<b>Children’s services must ensure that appropriate agencies are invited to strategy discussions /meetings in line 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.</b>	Continue to work to include agencies in discussions where possible and appropriate in line with WSP. The establishment of the Safeguarding Hub will support this development.	Brigid Gribbin	Review by 30 <sup>th</sup> June 2024	
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 3rd Sector carer’s support agencies to ensure that they have sufficient experience with carers of children with disabilities.	Jo Taylor	By 30 <sup>th</sup> June 2024	
		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	

9.9	<p>We saw examples of children who were leaving care having to present as homeless to receive housing support. 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>	Explore the development of multi-agency hub(s) to support young people with all elements of independence, to include housing.	Paul Calland (Housing Portfolio)		
		Continue to work to develop preventative strategies for “rare, brief and non-repeat” homelessness.	Martin Cooil (Housing Portfolio)	By 30 <sup>th</sup> September 2024	
		Development of new Parenting Strategy – building in resilience for 16/17-year-olds with preventative measures.	Peter Robson	By 30 <sup>th</sup> September 2024	
		Investigate broadening Local Solutions Supported Lodgings services.	Lisa Pearson (Housing Portfolio)	By 30 <sup>th</sup> September 2024	
		Investigate the potential to explore shared tenancies in local authority / housing association properties.	Jen Griffiths (Housing Portfolio)	By 30 <sup>th</sup> September 2024	
		Make connection with Flintshire's Ending Homelessness board and actions that are progressing through this workstream.	Jane Davies Homelessness Board	Review by 30 <sup>th</sup> June 2024	
		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.	Peter Robson  Personal Advisor Team	By 30 <sup>th</sup> June 2024	