

**Contact, Referral and Assessment Action Plan from the Inspection of Services carried out in February 2012**

**Last Updated: June 2012**

	<b>Areas for Development</b>	<b>Action</b>	<b>Evidence</b>	<b>Date to be completed</b>	<b>Person Responsible</b>	<b>Progress RAG</b>
1	Of the supervision records seen by inspectors there were significant gaps in the frequency it was held. In one area office some staff reported being under significant pressure and it was not always evident on the supervision records what action had been taken to address this. Supervision files seen were generally of variable quality and most did not include annual appraisals. <i>(Inspection of Contact, Referral &amp; Assessment Processes)</i> .	Strengthen supervision model to include reflective practice.	<p>Training records show that training has been completed.</p> <p>Final observations of supervision in practice will take place on 22/23 May and feedback provided on quality of supervision.</p>	01/07/2012	Strategic Service Manager – Children & Families	<b>A</b>

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2	The council's performance information highlights the decline in the timeliness of both initial and core assessments and inspectors found a number of cases where this resulted in delay in completing work. The council are aware of this and have effective systems in place to regularly review performance at senior management level and measures recently taken have resulted in increased management capacity within one area team particularly affected by the increase in referrals to help improve performance. <i>(Inspection of Contact, Referral &amp; Assessment Processes)</i> .	Managers are not to allocate assessments where a social worker is on leave or undertaking CADT duties within the timescale for the assessment.	Assessment timescales improve on 2011/12 baseline.	01/07/12	Practice Managers	<b>A</b>
3		Managers to ensure that training commitments and court hearings are also taken into account if these take place within the timescale of the assessment.	Assessment timescales improve on 2011/12 baseline.	01/07/12	Practice Managers	<b>A</b>
4		Managers to meet with their team on a daily basis and check with each team member the progress on each assessment and target date for completion will be met.	Assessment timescales improve on 2011/12 baseline.	01/07/12	Practice Managers	<b>A</b>
5		Practice Managers to formally report to their Principal Team Manager on a weekly basis reasons for non-compliance with timescales	Barriers preventing completion in timescale are identified and addressed	01/07/12	Practice Managers	<b>A</b>

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6	The council's performance information highlights the decline in the timeliness of both initial and core assessments and inspectors found a number of cases where this resulted in delay in completing work. The council are aware of this and have effective systems in place to regularly review performance at senior management level and measures recently taken have resulted in increased management capacity within one area team particularly affected by the increase in referrals to help improve performance. <i>(Inspection of Contact, Referral &amp; Assessment Processes).</i>	Principal Team Managers to formally report to District Manager on a fortnightly basis compliance with timescales, any performance or capability issues with staff and action taken to address and steps taken to address barriers	Assessment timescales improve on 2011/12 baseline  Staff issues are appropriately managed in a timely way	01/07/12	Principal Team Managers	<b>A</b>
7		District Managers to formally report on a monthly basis to the Strategic Service Manager	Assessment timescales improve on 2011/12 baseline	01/07/12	District Managers	<b>A</b>

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8	Most cases make reference to equality and diversity issues, and inspectors found some good examples of social inclusion issues in assessments. Ethnicity and cultural needs are not routinely recorded and given full consideration in assessments, plans and reviews. While the local authority has made progress in addressing this area of practice, this is not yet fully embedded. This was an area for development in the safeguarding and looked after children inspection in 2011. ( <i>Inspection of Contact, Referral &amp; Assessment Processes</i> ).	Social Workers are to ensure that children's views are recorded including 0-3 year olds who can indicate their like and dislikes.	Quality Audits indicate an increase in the number of children who express a view.	01/10/2012	Strategic Service Manager - Children & Families	<b>A</b>
9		Provide PAMS Training to Family Support Staff in order to consider issues related to disability and learning difficulties of both parents and children.	PAM's training delivered to nominated Family Support Workers.	01/09/2012	Strategic Service Manager - Children & Families	<b>A</b>
10		Provide locally based PAMS training for staff in order to consider issues related to disability, learning difficulties and depression of parents and children.	PAM's training delivered locally to staff.	01/12/2012	Strategic Service Manager - Children & Families	<b>A</b>
11		Social Workers are to ensure that assessments effectively consider issues related to disability, learning difficulties and depression of parents and children.	Team Manager Audits indicate that assessments effectively consider these issues.	01/03/2013	Strategic Service Manager - Children & Families	<b>A</b>

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12	Most cases make reference to equality and diversity issues, and inspectors found some good examples of social inclusion issues in assessments. Ethnicity and cultural needs are not routinely recorded and given full consideration in assessments, plans and reviews. While the local authority has made progress in addressing this area of practice, this is not yet fully embedded. This was an area for development in the safeguarding and looked after children inspection in 2011. ( <i>Inspection of Contact, Referral &amp; Assessment Processes</i> ).	Social Workers are to regularly ask young people and parents about their culture and include this within plans and agreements.	Team Manager Audits indicate that plans and agreements reflect cultural identity.	01/09/2012	Strategic Service Manager - Children & Families	<b>A</b>
13		Social Workers are to consider religious beliefs as part of the assessment and ensure within plans that opportunities are provided to follow beliefs.	Team Manager Audits indicate that assessments and plans evidence a consideration of religious belief.	01/10/2012	Strategic Service Manager - Children & Families	<b>A</b>
14		Issue practice guidance for staff on the different protocols for visiting households and provider to each team.	Practice Guidance issued to staff with copies in Team Rooms.	01/07/2012	Business & Performance Manager	<b>A</b>
15		All Social Workers complete the Elumos On-line Equality & Diversity Training	Training to be monitored.	01/08/2012	Strategic Service Manager - Children & Families	<b>A</b>
16		Update the options that can be selected on ICS to include "No Religion" and other options	Changes made to ICS	01/08/2012	Performance Information Manager	<b>A</b>

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17	Most cases make reference to equality and diversity issues, and inspectors found some good examples of social inclusion issues in assessments. Ethnicity and cultural needs are not routinely recorded and given full consideration in assessments, plans and reviews. While the local authority has made progress in addressing this area of practice, this is not yet fully embedded. This was an area for development in the safeguarding and looked after children inspection in 2011. ( <i>Inspection of Contact, Referral &amp; Assessment Processes</i> ).	CADT to include the monitoring of race on ICS to ensure that this is routinely recorded.	Monitoring indicates improvement in the recording of race.	01/08/2012	CADT Practice Manager	<b>A</b>
18		Team Meetings to be used in order to consider and discuss cultural differences to include guest speakers.	Team Meeting minutes evidence discussions	01/09/2012	Strategic Service Manager - Children & Families	<b>A</b>
19		Ensure that the use of Language Line, for telephone interpreting services, is picked up by the Assessment Team as a part of the referral.	Evidenced via audit of relevant referrals	01/09/2012	Strategic Service Manager - Children & Families	<b>A</b>
20		Guidance to be agreed by which face to face interpreting services for initial visits may be arranged without the needs for a HOB1.	Guidance agreed and issued.	01/09/2012	Head of Branch – Children’s Social Care	<b>A</b>
21		Ensure that greater placement choice is developed as part of the sufficiency plan.	Sufficiency Plan completed	01/12/2012	Strategic Service Manager - Resources	<b>A</b>

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22	Most cases make reference to equality and diversity issues, and inspectors found some good examples of social inclusion issues in assessments. Ethnicity and cultural needs are not routinely recorded and given full consideration in assessments, plans and reviews. While the local authority has made progress in addressing this area of practice, this is not yet fully embedded. This was an area for development in the safeguarding and looked after children inspection in 2011. ( <i>Inspection of Contact, Referral &amp; Assessment Processes</i> ).	Ensure that Family Placement Social Workers place children appropriately with carers and children from similar cultural backgrounds.	Monitored via the Fostering Dataset	01/04/13	Family Placement Manager	<b>A</b>
23		Training to be provided to staff based in CADT on the Minicom system.	Training provided	01/07/2012	CADT Practice Manager	<b>A</b>
24		Training / instructions to be provided to staff on how to use the Hearing loop system for meetings.	Training / Instructions provided alongside hearing loop systems.	01/07/2012	Organisational Development Manager	<b>A</b>
25		All social workers to record disabilities within the Health section in ICS.	Reports from ICS	01/09/2012	Strategic Service Manager - Children & Families	<b>A</b>

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26	While most staff report having manageable workloads which are regularly reviewed by their managers some NQSW have very high caseloads and hold complex work including child protection cases. While managers have increased the level of supervisory support to NQSW the work load is not always commensurate with their level of experience. ( <i>Inspection of Contact, Referral &amp; Assessment Processes</i> ).	Employer Standards group to review and consult on models of caseload management	One model is identified as appropriate and resources needed to implement are identified	01/07/2012	Strategic Service Manager Children and Families	<b>A</b>
27		Implement caseload management model	Model in place and caseloads are appropriate to skills and experience	01/10/2012	Strategic Service Manager Children and Families	<b>A</b>



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28	<p>The council has in place a robust action plan to address the deficiencies of the current integrated children's system as highlighted at recent inspections. Since the last inspection the council has implemented a revised template for recording assessments and this has resulted in user friendly assessment documents. However, managers and staff report the system remains cumbersome and not all templates are user friendly. This was an area for development in the last inspection 2011. (<i>Inspection of Contact, Referral &amp; Assessment Processes</i>).</p>	Consult with the DASS IT Systems Review Team on their requirements and seek, where appropriate, to align our approach in seeking to procure a replacement Case Management system.	Outcome of consultation to be provided in report to Cabinet	06/06/2012	Principal Manager ICT / Business & Performance Manager	<b>A</b>
29		Prepare and submit a report to Cabinet for approval to enter into a tender process for a replacement Case Management System.	Cabinet report submitted	01/07/2012	Principal Manager ICT / Business & Performance Manager	<b>A</b>
30		Subject to Cabinet approval prepare service specification and complete the tender process.	Tender documents completed and issued.	01/12/2012	Principal Manager ICT / Business & Performance Manager	<b>A</b>
31		Start to implement the project plan for the replacement Case Management system, subject to successful tender and Cabinet approval.	Project Plan completed and implementation of the plan started.	01/05/2013	Principal Manager ICT / Business & Performance Manager	<b>A</b>

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Areas for Development identified by the Service from the OFSTED Inspection letter that it wishes to address in addition to the 'Areas for Development' identified by OFSTED.

	Areas from the Text for Development	Action	Evidence	Date to be completed	Person Responsible	Progress RAG
32	Children assessed at risk receive a timely and appropriate response and most subject of child protection plans are supported by effective actions and partnership working. However some plans are not sufficiently clear of what action needs to be taken by parents or specify the consequences if outcomes agreed are not achieved. ( <i>Inspection of Contact, Referral &amp; Assessment Processes - Text</i> ).	Signs of Safety model embedded in all areas of safeguarding assessment and planning	Plans have a clear evidence base of risk and how it is managed and this is evidenced in audits and IRO monthly trigger reports	01/07/2012	Strategic Service Manager Children and Families	A
33		Revised templates for Working Agreements, Child in Need and Child protection plans to be implemented and consistently used	Audits evidence use of templates and areas are covered in sufficient detail	01/10/2012	Strategic Service Manager Children and Families	A

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34	Overall completed assessments were satisfactory, some were very good identifying both risk and protective factors and underpinned by good risk analysis. Some initial assessments that progressed to core assessments were incomplete and the rationale for decision making not always clear. This potentially weakened the development of effective plans and services. <i>(Inspection of Contact, Referral &amp; Assessment Processes - Text)</i> .	Initial Assessment Practice Guidance to be revised to make this clearer	Rationale for decision-making is consistently evidenced in assessment audits	01/07/2012	Strategic Service Manager Children and Families	<b>A</b>
35	Overall case records are up to date and inspectors found good evidence of management oversight reflected in signed and dated records. However, the use of chronologies is not routinely evidenced but the council is working towards strengthening its practice in this area. <i>(Inspection of Contact, Referral &amp; Assessment Processes - Text)</i> .	Continue to embed the practice guidance on chronologies through audits, supervision, practice workshops and training	Case file audits demonstrate improvement	30/09/2012	Strategic Service Manager Children and Families	<b>A</b>

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36	Training is good which includes a comprehensive programme for newly qualified social workers (NQSW). Lessons learned from serious case reviews from both local and national findings are regularly disseminated to staff via briefing sessions, some of which are mandatory for all staff. However some staff report that the competing demands of their work can impact on the opportunity to attend training available. ( <i>Inspection of Contact, Referral &amp; Assessment Processes - Text</i> ).	Managers to use the training log in supervision files to ensure training is appropriate to individual worker's learning and development needs. Training must be planned in advance and must be honoured. Only reason accepted for non-attendance will be sickness, emergency or unplanned court attendance or inspection.	Supervision training logs.  Key Issues exchange.  Staff Training records.	01/08/2012	Practice Managers	<b>A</b>
37		Principal Team Managers to monitor on a monthly basis all booked training which has been attended and not attended by staff and record reasons why training has not been attended. Action must then be recorded to address any barriers.	A reduction in cancellation of training.  Staff report that attendance at training has improved.	01/09/2012	Principal Team Managers	<b>A</b>