

Inspection of Interface between Residential & Fieldwork Child Care Services in Foyle Health & Social Services Trust

Report July 2006

Implementation Plan

09/10/06

ACTION PLAN

Interface between Residential and Fieldwork Child Care Services in Foyle Trust

Recommendation	Action Required	Evidence	Lead	Timescale
Interface between Residential and Fieldwork Services in Foyle Trust				
<p>1 The Board/Trust should give effect to their Corporate Parenting responsibilities. [paragraph 1.2d]</p>	<p>In collaboration with the WH&SSB the Trust has initiated a review of placements for LAC children identifying a number of key strategic aims for the configuration of LAC services.</p> <p>The Trust, in collaboration with WHSSB, has recently developed a detailed risk monitoring tool to identify contemporaneously any deficits or shortfalls in respect of statutory child care provision. This will be incorporated into the Programme of Care's Clinical and Social Care Governance reports. Also, the Trust now meets with the WHSSB on a monthly basis to consider issues arising.</p>	Action plan.	John Doherty, Director of Social Care, Tom Cassidy, Programme Manager, Family & Child Care, Katie Lavery, Service Manager, Residential Child Care.	0 – 6 months.
<p>2 The Board/Trust should review their allocation of resources for LAC and its residential provision to ensure its adequacy in terms of the numbers and types of places to meet the assessed needs of its under 18 population. [paragraph 1.4]</p>	As mentioned above the Trust is working with the WH&SSB on a review of placements for Looked After children. The Trust will continue to advocate for additional investment in these areas. Fees, training and support for foster carers under review	Action plan.	See 1	6 – 12 months.

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Findings Specific to the Trust's Residential Homes				
<p>3 The Trust should ensure that it reviews the recommendations made in recent RQIA inspection reports and develops an action plan to implement these. [paragraph 3.2]</p>	<p>The Service Manager for Residential Child Care Services has prepared a response in respect of each report prepared by RQIA following an inspection of the Children's Homes and detailed how the Trust will take forward each recommendation and requirement.</p> <p>The Trust will establish a Looked After Children Quality Improvement Forum chaired by the Director of Social Care.</p>	<p>Quality Improvement Plans for each unit.</p>	<p>Katie Lavery, Service Manager, Residential Child Care.</p> <p>John Doherty, Director of Social Care.</p>	<p>Immediate/Achieved.</p> <p>0 – 6 months.</p>
Pre Admission, Planning, Decision Making and Admission to Care				
<p>4 The Trust's Children's Resource Panel should ensure that:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> Social Workers seek information from the multi disciplinary agencies involved with the child/family and provide an up-to-date comprehensive assessment on every child to enable the Panel to consider the most effective option plan. <input type="checkbox"/> Children are placed in an environment that adequately and safely meets their assessed needs. <p>[paragraph 4.1a]</p>	<p>The Panel ensures that the views of all relevant parties are discussed and the most suitable placement is identified.</p> <p>Securing appropriate foster care placements for a number of children in residential care remains a challenge for the Trust. A major recruitment campaign for foster carers was recently held and its success is now being analysed. The DHSSPS is investing in foster care this year and the Trust is working closely with the WHSSB to ensure that this additional funding is used to assist with both the recruitment and retention of foster carers.</p>	<p>Interim Report on Fostering Campaign.</p>	<p>Tom Cassidy, Programme Manager and Pat Armstrong, Service Manager, Adoption and Fostering</p>	<p>12 – 18 months.</p>

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<p>5 The Board and Trust should take immediate steps to widely disseminate the findings from the June 2004 inspection of Child Protection Services, provide learning and development opportunities for fieldwork and residential staff and audit the outcome for children and families. [paragraph 4.1b]</p>	<p>The Programme Manager previously had disseminated copies to Service Managers. He has now ensured that all relevant Family and Child Care staff have received a copy of the report from the June 2004 inspection.</p> <p>Four x half day multi-disciplinary interagency workshops have been planned for 9/10 November 2006 to disseminate the lessons of the SSI report.</p>	<p>Programme Manager's Meeting minutes.</p> <p>Programme for Workshop.</p>	<p>Tom Cassidy, Programme Manager.</p> <p>Tom Cassidy, Programme Manager and Eileen Webster, Quality Development Manager</p>	<p>Immediate/Achieved.</p>
<p>6 The Trust should ensure that pre admission discussions are held regarding each child's admission and that a programme of planned visits is arranged to introduce the child to the other children in the home, their key worker and staff. [paragraph 4.1c]</p>	<p>When the Children's Resource Panel allocates a placement, it will ensure that appropriate pre admission planning takes place and this will be reviewed by the Service Manager for Residential Child Care Service Manager for Adoption & Fostering Services who sits on the Panel.</p> <p>This will be discussed at a Panel Development Day to be held on 13 October 2006.</p>	<p>Programme for day.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>0 – 6 months.</p>
<p>7 The Trust should ensure that all relevant documentation is prepared by the Social Worker and provided to the home on admission and that residential staff are provided with access to SOS CARE records. [paragraph 4.1d]</p>	<p>The Director of Social Care recently re-issued a directive that a placement cannot proceed in the absence of appropriate documentation. The Panel will keep it under review. Audit has begun to review it. Trust will ensure access to SOS CARE.</p>	<p>John Doherty's memo.</p>	<p>John Doherty, Director of Social Care.</p>	<p>0 – 6 months.</p>

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<p>8 All assessment reports should be made available by Social Workers prior to the Children's Resource Panel meeting to inform the placement decision. [paragraph 4.1e]</p>	<p>Before a decision is taken, the Panel now requires all relevant information to be provided to inform appropriate decision making.</p> <p>This issue will be discussed at the Development Day for the Children's Resource Panel which will take place on 13 October 2006.</p>	<p>Programme Development Day.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>0 – 6 months.</p>
<p>9 The Trust should ensure that the mix, age range and risk behaviour of each child is thoroughly reviewed by the Placement Resource Panel before any admission to care is agreed. The Panel, on consultation with the residential Manager, should assess the impact of the admission on the total group of children. [paragraph 4.1f]</p>	<p>The Service Manager for Residential Child Care is a member of the Children's Resource Panel and ensures that the impact of any admission on all the children in a unit is fully considered.</p>	<p>Service Manager regularly attends.</p>	<p>Katie Lavery, Service Manager, Residential Child Care.</p>	<p>Immediate/Achieved.</p>
<p>10 The Board/Trust should immediately implement the revised protocol and ensure that any arrangements for the placement of children outside the Trust area are appropriately monitored and that children are appropriately safeguarded. [paragraph 4.1g]</p>	<p>The WHSSB in consultation with the Trust devised a revised protocol for placements outside of the Trust. This policy has been adopted and implemented by the Trust, pending a regionally agreed protocol.</p>	<p>Interim Policy.</p>		<p>Immediate/Achieved.</p>

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<p>11 The Trust should conduct an independent audit on:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> The quality of the decision making of the Children’s Resource Panel. <input type="checkbox"/> Pre admission and post admission care planning and ascertain if relevant services have been provided and ensure outcomes are measured. [paragraph 4.1h] 	<p>The Trust has designed an audit of the Children’s Resource Panel which will cover both issues.</p> <p>This audit is currently underway and a meeting has been arranged for 19 October 2006 to finalise the Audit recommendations.</p>	<p>Audit Tool.</p>	<p>Eileen Webster, Quality Development Manager.</p>	<p>Immediate/Achieved.</p>
<p>12 The Board/Trust should review the terms of reference of the Trust’s Children’s Resource Panel and consider the value of a representative from children’s homes Managers in order to provide that expertise and balance to the decision making process. [paragraph 4.1h]</p>	<p>As mentioned in 9 above, the Service Manager for Residential Child Care Services now sits on the Children’s Resource Panel and provides expert advice to enhance decision making.</p> <p>The general terms of reference will also be reviewed at the Development Day for the Children’s Resource Panel to take place on 13 October 2006.</p>	<p>See 9.</p> <p>Programme Development Day.</p>	<p>Katie Lavery, Service Manager, Residential Child Care.</p> <p>Eileen Webster, Quality Development Manager.</p>	<p>Immediate/Achieved.</p>

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<p>13 The Trust should introduce formal admission contracts to include:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> Clarity for the child on the rationale, purpose and expected outcome of the admission to care. <input type="checkbox"/> The contact arrangements and clarity of role and tasks of residential workers vis-à-vis the fieldworker and follow up arrangements regarding social work statutory visits, family contact and review arrangements. [paragraph 4.1i] 	<p>The Programme Manager with relevant Service Managers will develop the protocol and ensure its implementation.</p> <p>The Quality Development Manager will develop a draft template which will be shared with young people with the assistance of VOYPIC and with staff before being implemented throughout the Trust. This process is underway.</p> <p>The LAC Quality Improvement Forum chaired by the Director of Social Care will address the issue.</p>	<p>Meeting arranged for 20 October 2006.</p>	<p>Tom Cassidy, Programme Manager.</p> <p>Eileen Webster, Quality Development Manager.</p> <p>John Doherty, Director of Social Care.</p>	<p>0 – 6 months.</p>
<p>14 The Social Worker responsible for the placement of the child should meet with the residential key worker to ascertain their views about the child's placement, clarify the work plan and agree jointly the actions required to meet the assessed needs of the child. [paragraph 4.1i]</p>	<p>This will be raised at the Child Care Programme Managers meeting and actioned.</p> <p>Four x half day multi-disciplinary interagency workshops have been planned for 9/10 November 2006 to disseminate the lessons of the SSI report.</p>	<p>Minute.</p> <p>See 5.</p>	<p>See 5.</p>	<p>0 – 6 months.</p>

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<p>15 The Trust should ensure that the arrangements for educational provision for each LAC are agreed prior to admission and shared with child/parents/school and relevant others. [paragraph 4.1j]</p>	<p>This proves a significant challenge and discussion between WHSSB, WELB and the Trust will take place to consider how best to take forward.</p> <p>Considerable joint work between the Trust & WELB has already taken place re the development of a LAC Personal Educational Plan.</p>	<p>PEP</p>	<p>Pat Armstrong, Service Manager, Adoption and Fostering and Ann McDuff, Service Manager, Looked After Children.</p>	<p>0 – 6 months.</p>
<p>16 The Trust should ensure that information about children on the Child Protection Register is shared with the hospital on the child's admission and their medical records updated accordingly. [paragraph 4.1k]</p>	<p>On 22 August 2006 the Programme issued a practice note to this effect.</p>	<p>Practice Note.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>Achieved.</p>

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<p>17 The Board/Trust should put in place a monitoring system to ensure that information on the complaints procedure is provided to children/parents, and audit the outcome of complaints, which should be reported in the CC3/02 report to the Board and Trust. [paragraph 4.1]</p>	<p>In collaboration with the Project Manager, when appointed, the Trust and the WHSSB will develop an appropriate monitoring system.</p> <p>The number of complaints received and how quickly they were responded to is included in the Programme Manager's quarterly Clinical & Social Care Governance report. An Annual Report is presented to Trust Board.</p> <p>It is fully intended to implement the project managed approach on an RPA wide basis. The WHSSB and Foyle have agreed the approach and a further recruitment process will be initiated. The Duty and Assessment Team give each client a copy of the complaints procedure and the Programme Manager reviews all complaints received by the Programme as part of his Clinical Social Care Governance arrangements.</p>	<p>Clinical and Social Care Governance report.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>0 – 6 months.</p>
<p>Assessment</p>				
<p>18 The Trust should promote active partnerships with parents and:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> Work together to a shared agenda which will promote the child's welfare. <input type="checkbox"/> Ensure each assessment is focused and informs the work with the child to achieving the stated goals in the care plan and shared 	<p>There are examples of good practice within the Trust and this practice will be promoted throughout the Trust. However, it is important to note that their engagement is dependent on the willingness of parents to engage with the Trust.</p> <p>The Trust has developed a rolling programme of Assessment Skills Training which is compulsory for all practitioners. Two x two day workshops have already</p>	<p>Programme and workbook.</p>	<p>Tom Cassidy, Programme Manager and Eileen Webster,</p>	<p>0 – 6 months.</p>

with parents. [paragraph 4.2b]	been delivered. By March 2007 we plan to have trained 150 staff. It specifically addresses this requirement.		Quality Development Manager.	
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19 The Trust should review its access to psychological and psychiatric services for LAC and:- <ul style="list-style-type: none"> <input type="checkbox"/> Take action to ensure children in residential homes have prompt access to these services. <input type="checkbox"/> Take account of the residential home's staffing complement and the professional training skills and expertise required in order to meet the children's mental health needs. [paragraph 4.2c] 	The Trust has appointed a Clinical Psychologist for LAC who engages in direct work with children, advises staff on a consultative basis and contributes to a training programme for residential staff. CAMHS staff do provide support to children and staff. However, there are issues to do with capacity which are currently subject to discussion with the WHSSB.		Dr Lyn McLaughlin, Clinical Psychologist for Looked After Children. John Doherty, Director of Social Care.	12 – 18 months.
20 The Trust should ensure that all staff are aware of signs/symptoms of abuse and where evidence of sexual activity and other high risk behaviour is evident in a risk assessment that this is reflected in the comprehensive assessment and informs the initiation of child protection procedures. [paragraph 4.2c]	The Programme Manager in consultation with Service Managers will ensure this practice is made uniform throughout the Programme. The Assessment Training as mentioned at 18 above has already commenced. This programme is delivered by staff and derived from best assessment practice within the Trust.	Child Care Programme Manager's Meeting and LAC Quality Improvement Forum. See 18.	Tom Cassidy, Programme Manager and John Doherty, Director of Social Care. See 18.	0 – 6 months.

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<p>21 The Trust should assess the respective strengths and weaknesses of the family in meeting the needs of the child and consider the implications of these for the child and other family members and ensure that:-</p> <p><input type="checkbox"/> This information is used to inform the care plan.</p> <p><input type="checkbox"/> The decision about contact and home-on-trial and its benefits is based on evidence of improvement noted before children are permitted renewed contact or returned home to high risk situations. [paragraph 4.2d]</p>	<p>Programme Manager will again reiterate this at Child Care Programme Managers meeting to ensure compliance.</p> <p>Regular file audit will be introduced by Programme Manager and Quality Development Manager.</p> <p>The WACPC Audit Sub Committee will be involved in the development of the template for this audit.</p>	<p>Minutes.</p>	<p>Tom Cassidy, Programme Manager.</p> <p>Tom Cassidy, Programme Manager.</p> <p>Eileen Webster, Quality Development Manager and Siobhan McIntyre, Service Planner at WH&SSB.</p>	<p>Immediate.</p>
<p>22 The Board, in conjunction with the Trusts, should develop a multi disciplinary strategy to tackle parental alcohol and drug misuse and dependency and the adverse effects on children's physical and emotional wellbeing. [paragraph 4.2e]</p>	<p>The Trust /Board in collaboration with the strategy for alcohol and drugs will set up a Project Team to look specifically at this issue. The Foyle Child Protection Panel has actively addressed the issue and had a presentation on this in its February meeting.</p> <p>The Programme Manager has invited the Senior Social Worker, Addiction Services to sit on the Trust's Child Protection Panel.</p>	<p>Minutes.</p> <p>Letter of invite.</p>	<p>Tom Cassidy, Programme Manager.</p> <p>Tom Cassidy, Programme Manager.</p>	<p>12 – 18 months.</p>

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<p>23 The Trust should ensure that appropriate training is provided:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> For child care workers on the features and prognosis of mental illness, alcohol/drug abuse and their likely impact on parental functioning and capacity to bond with children. <input type="checkbox"/> For all mental health professionals to ensure that they are alert to the signs and symptoms of child abuse and neglect and understand their role within the wider child protection process. [paragraph 4.2e] 	<p>The Director of Social Care is responsible operationally for both Mental Health and Family and Child Care. He will establish a Cross Programme Group to ensure appropriate training is provided on a reciprocal basis.</p>		<p>John Doherty, Director of Social Care.</p>	<p>0 – 6 months.</p>
<p>24 The Trust should ensure that family and child care Social Workers conduct joint assessments with Social Workers in mental health, in cases where decisions are being made about contact/rehabilitation home. These decisions should be informed by:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> A full and comprehensive assessment of the home situation and parental ability to provide the safeguards and stability required. <input type="checkbox"/> The use of child development theory, including bonding and attachment, and detailed analysis of the previous social care history. [paragraph 4.2e] 	<p>The Cross Programme Group mentioned in 23 above will be tasked with drawing up appropriate protocols to promote great collaboration by staff in both Programmes of Care.</p> <p>The holistic nature of child care assessments is stressed to participants in the assessment training programme previously mentioned.</p>		<p>John Doherty, Director of Social Care.</p>	<p>6 – 12 months.</p>

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<p>25 The Trust should ensure that every child has their annual health assessment completed and respond promptly to the health needs of Looked After Children. [paragraph 4.2f]</p>	<p>In general, this requirement is met. However, the Trust will review its arrangement to ensure it is met in full.</p>		<p>Ann McDuff, Service Manager, Looked After Children, Pat Armstrong, Service Manager, Adoption and Fostering and Katie Lavery, Service Manager, Residential Child Care.</p>	<p>0 – 6 months.</p>
<p>26 The Trust, in collaboration with education, should build on the good foundations established and promote, develop and improve the educational outcomes for children in care. [paragraph 4.2g]</p>	<p>The Trust is currently exploring with the WHSSB ways to promote greater collaboration with the education sector.</p>	<p>PEP Plan.</p>	<p>Pat Armstrong, Service Manager, Adoption & Fostering and Ann McDuff, Service Manager, Looked After Children.</p>	<p>0 – 6 months.</p>
<p>Risk Assessment and Management</p>				
<p>27 The Board/Trust, in collaboration with PSNI and RQIA, should ensure that management information systems are developed to collate and aggregate information on looked after children, inform key areas of risk requiring action, assist in service planning and quality assure decisions taken. [paragraph 4.3g]</p>	<p>The Trust will liaise with WHSSB, PSNI and RQIA to develop appropriate management information systems. The Trust takes part in review meetings with the WH&SSB and the PSNI.</p> <p>In the interim, the Service Manager for Residential Child Care Services provides copies of the monthly reports for each unit to the Programme Manager and the Director of Social Care.</p>		<p>John Doherty, Director of Social Care and Tom Cassidy, Programme Manager.</p> <p>Katie Lavery, Service Manager, Residential Child Care.</p>	<p>6 – 12 months.</p>

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<p>28 The Trust should ensure that a risk assessment is completed in each case where there is potential for abuse, either as a victim or a perpetrator and:-</p> <ul style="list-style-type: none"> □ Develop a risk management strategy to support both the individual child and the residential group. □ Review the criteria for acceptable and/or unacceptable risk including criteria for referencing any issues which warrant urgent consideration by their Audit/Risk Committee, the Board and placement/host Trust. [paragraph 4.3h] 	<p>The Programme Manager will highlight and promote the examples of good practice in operation within the Trust to standardise performance.</p> <p>The Project Manager, when appointed, will take the lead in reviewing the criteria for determining acceptable/unacceptable risk and the criteria for processing urgent concerns to senior management and to the appropriate committee.</p> <p>It is fully intended to implement the project managed approach on an RPA wide basis. The WHSSB and Foyle have agreed the approach and a further recruitment process will be initiated. The Programme Manager has studied each recommendation of this report with his Senior Managers at their monthly meeting and reinforced the need to action this recommendation.</p> <p>The Programme Manager will write to the Residential Care Service Manager to ask her to provide on a monthly basis for each Unit</p> <ul style="list-style-type: none"> ○ The number of untoward incidents; ○ The nature of these incidents eg abscondings and the number of children involved; ○ Any trends that may be emanating from each unit eg possible training issues. 		<p>Tom Cassidy, Programme Manager.</p> <p>Project Manager.</p>	<p>6 – 12 months.</p>

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<p>29 The Trust should review the practice of using taxi firms to transport children who have run away from Children’s Homes and ensure that appropriate safeguards are in place in line with the Protection of Children and Vulnerable Adults guidance. [paragraph 4.3i]</p>	<p>The Trust will ensure that only the approved taxi firms will be used in these circumstances.</p>	<p>Taxi Contract.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>Immediate/Achieved.</p>
<p>30 The Board/Trust, in liaison with PSNI, should establish a strategic overview of the total management responses required in situations where children are coming to the attention of the PSNI and other agencies. [paragraph 4.3k]</p>	<p>Local protocols are in place with the PSNI in Foyle and Limavady District Command Units in relation to children who abscond. Meetings referred to in recommendation 27 are taking place.</p>	<p>Protocols. Minutes of Meeting.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>6 – 12 months.</p>
<p>31 The Board, Trusts and PSNI, as part of the recent Board Action Plan in relation to one home, should provide guidance and training on the full range of powers available to their staff to assist with the safeguarding of children e.g., Risk of Sexual Harm Orders and their powers under Articles 67 and 68 of the Children Order. Guidance for staff on when to involve PSNI when children leave the home should also be closely monitored. [paragraph 4.3k]</p>	<p>A one day workshop was provided on 07.03.06 for staff in the Western area to promote greater understanding of the range of powers available to them in safeguarding children.</p> <p>A further workshop is planned which will not only again confirm the range of powers available, but will also provide detailed advice on how to apply for such Orders.</p> <p>The Trust is aware that a regional policy on PSNI involvement in residential care is pending.</p>	<p>Programme for Workshop.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>0 – 6 months.</p>

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<p>32 The Trust should ensure that there are appropriate therapeutic support and intervention arrangements in place, where children are returning to Children’s Homes, following a period of running away and known to be sexually active and at risk. [paragraph 4.3k]</p>	<p>This requirement is met and compliance is monitored by the Director of Social Care and the Programme Manager who get copies of all untoward incident reports.</p> <p>See workshops referred to in 14. above.</p>		<p>Tom Cassidy, Programme Manager and John Doherty, Director of Social Care.</p>	<p>Immediate/Achieved.</p>
<p>33 The Trust should review:-</p> <p><input type="checkbox"/> The policy on children entering each others rooms and the effectiveness of this including the actions to be taken when staff cannot gain entrance.</p>	<p>Progress has already been made in respect of some key areas. For example, staffing levels are supplemented when a young person is deemed to be a risk to themselves or others.</p> <p>However, it is important that the issues arising from this one unit are considered by all residential units within the Trust. The Service Manager, Residential Child Care Services, along with Social Work Managers will review policies, procedures and arrangements identified.</p> <p>These issues will be considered by the Looked After Children Quality Development Forum which will be established in October 2006.</p> <p>The Quality Development Forum has been established and this issue is on the agenda of the February meeting.</p>	<p>Governance.</p>	<p>John Doherty, Director of Social Care.</p>	<p>0 – 6 months.</p>

Recommendation	Action Required	Evidence	Lead	Timescale
<input type="checkbox"/> The locking arrangements for all internal doors throughout the home to ensure staff can gain access at all times. <input type="checkbox"/> The implementation of the Trust Anti Bullying Policy and ensure this is taken forward as part of the child protection process and that the children receive follow up counselling. <input type="checkbox"/> The staffing levels where there are known risks to children and closer monitoring required. <input type="checkbox"/> The safety and security features on windows in Children's Homes to prevent children from running away.				
<input type="checkbox"/> The procedures for informing other Boards and Trusts of the problems and agreeing a strategic approach to the resolution of these. [paragraph 4.3m]				
Recording, File Management and Individual Work with Children				
34 The Trust should ensure that each file contains a front section with a chronology that is regularly updated with information on the child/family. [paragraph 4.4a]	The Programme Manager established a Recording Policy Group which revised the existing policy. It ensures that this recommendation is taken into account.	Draft Policy.	Tom Cassidy, Programme Manager and Pat Armstrong, Service Manager, Adoption & Fostering.	0 – 6 months.

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<p>35 The Trust should provide guidance on the recording of risk in order to achieve a balance between a minimal style and an unnecessary detailed and repetitive approach to recording. [paragraph 4.4b]</p>	<p>As above (34)</p>	<p>Draft Policy.</p>	<p>Tom Cassidy, Programme Manager and Pat Armstrong, Service Manager Adoption & Fostering.</p>	<p>0 – 6 months.</p>
<p>36 The Trust should evaluate/audit recording across its Family and Child Care Services and ensure that information is appropriately collated, analysed and recorded from all relevant disciplines and that this forms the basis for the assessment, risk assessment and intervention required. [paragraph 4.4b]</p>	<p>The Programme Manager and Quality Development Manager are in the process of introducing a rolling programme of file audits. This will be carried out monthly on a sampling basis. This arrangement will ensure that this requirement is met.</p>	<p>See 21.</p>	<p>Tom Cassidy, Programme Manager and Eileen Webster, Quality Development Manager.</p>	<p>0 – 6 months.</p>
<p>37 The Trust should ensure that information received on Looked After Children is appropriately shared with relevant professionals, that the risks are analysed and the information informs the actions required on the care plan and that this is recorded in the child's file. [paragraph 4.4b]</p>	<p>The Programme Manager and Quality Development Manager are in the process of introducing a rolling programme of file audits. This will be carried out monthly on a sampling basis. This arrangement will ensure that this requirement is met.</p>	<p>See 21 above.</p>	<p>See 21 above.</p>	<p>0 – 6 months.</p>

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<p>38 The Trust should retain in the file one completed comprehensive set of Essential Information Record Forms, records should be typed and filed in date order and files should be audited routinely by Trust senior management. [paragraph 4.4c]</p>	<p>The Recording Group has addressed the need to have appropriate records and files.</p> <p>If the Trust is to meet the requirement to have all records typed, substantial additional resources will be required. The Trust will carry out an exercise to determine the resource needed in order to have all files typed.</p> <p>The Recording Policy has been developed and approved by the Trust Board. It specifically states that this action should happen. Training on this policy will be rolled out between now and March 2007.</p>	<p>See 34 above.</p>	<p>See 34 above.</p>	<p>12 – 18 months.</p>
<p>39 The use of case summaries and transfer report should be promoted by the Trust. [paragraph 4.4c]</p>	<p>The Recording Policy specifically addresses this requirement and a proforma has been developed. The Programme Manager and Quality Development Manager are in the process of introducing a rolling programme of file audits. This will be carried out monthly on a sampling basis. This arrangement will ensure that this requirement is met.</p>	<p>See 34 and 21 above.</p>	<p>See 34 and 21 above.</p>	<p>0 – 6 months.</p>
<p>40 The Trust should ensure that the use of telephone calls or text messages by Social Workers does not act as a substitute for the direct therapeutic intervention that is needed when a child is distressed or has suffered a traumatic life event. [paragraph 4.4d]</p>	<p>Programme Manager has informed Managers that this is unacceptable. This has been disseminated to all relevant staff.</p>	<p>Child Care Programme Manager's Meeting Minutes.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>Achieved.</p>

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<p>41 The Trust should conduct a file audit and ensure that the dates of LAC reviews are recorded on file, the record is updated in terms of contact and statutory visit is monitored and countersigned by the Senior Social Worker. [paragraph 4.4e]</p>	<p>Programme Manager and Quality Development Manager are to introduce a regular audit of files to ensure compliance with this recommendation.</p>	<p>See 21 above.</p>	<p>See 21 above.</p>	<p>0 – 6 months.</p>
<p>42 The Trust should use simple, friendly language to impart decisions on the outcome of looked after review meetings to children bearing in mind their age/vulnerability/literacy and that they may seek to access their records in future years. [paragraph 4.4h]</p>	<p>The Recording Policy emphasizes the need to use simple language. The Trust will consult with VOYPIC on the use of appropriate language.</p>	<p>See 34 above.</p>	<p>See 34 above.</p>	<p>0 – 6 months.</p>
Individual Work with Children				
<p>43 The Trust should ensure that the good practice evident in a number of cases within residential care is consistent across the Trust and:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Social Worker’s contact with children is therapeutically focused and consistent with their assessed needs and care plan. <input type="checkbox"/> Team Leaders in residential care and children sign and comment on the records of the residential workers and the achievements at the end of individual work sessions. [paragraph 4.4o] 	<p>The Service Manager and the Social Work Managers in Residential Child Care Services will ensure that models of good practice are promoted and consistently applied.</p> <p>Workshops have been arranged for 9/10 November 2006 which will emphasise the need for both Team Leaders and children to sign the records of residential workers.</p>	<p>See 14 above.</p>	<p>See 14 above.</p>	<p>0 – 6 months.</p>

Recommendation	Action Required	Evidence	Lead	Timescale
<p>44 The Trust's Children's Resource Panel should ensure that discussions are held about the actions required to:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> Resolve behaviours evident in a placement before agreeing to transfer the child to another environment. <input type="checkbox"/> Share the learning from previous exit plans in terms of challenging behaviour and what works best for the child. <input type="checkbox"/> Consider the impact of "endings", loss and attachment and ensure children are managed appropriately when transferring between units. [paragraph 4.4q] 	<p>The Trust believes that the recommendation is best achieved via the Looked After Children process and not the Children's Resource Panel. The Programme Manager will ensure that this recommendation is taken forward via the LAC process.</p> <p>The Programme Manager will in collaboration with his Independent Chairs will establish a Forum to look at these issues.</p>	<p>Child Care Programme Manager's Minutes.</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>0 – 6 months</p>

Recommendation	Action Required	Evidence	Lead	Timescale
<p>Care Planning</p> <p>45 The Trust should promote the use of Family Group Conferencing to offer the child and family an opportunity to fully explore a range of options which could best meet the child's needs and particularly prior to any decisions being made about admission to residential care services. [paragraph 4.5a]</p>	<p>As part of its Reform and Modernisation Programme, the Trust has re-modelled its Family Support Team to deliver Family Group Conferencing. It has a Team Leader and four Social Workers dedicated to the provision of Family Group Conferencing.</p> <p>The Family Group Conferencing Team commenced work on 1 April 2006. Formal launch of the model is scheduled for November 2006. This will be complemented by two interagency multi-disciplinary awareness-raising workshops and a skills workshop for managers and staff that are actively involved in family group conferencing. The Trust, along with the WHSSB and SLT, is currently examining ways to extend the Family Group Conferencing model into Foster Care and Leaving and After Care. Preliminary discussions have also taken place to consider the development of a cross-Trust Family Group Conferencing service.</p>	<p>Family Group Conference Newsletter.</p> <p>Draft Programme.</p>	<p>John Meehan, Service Manager, Family Support.</p> <p>John Meehan, Service Manager, Family Support.</p>	<p>Achieved/Immediate.</p>
<p>46 The Trust should afford a high priority to identifying children in their care who would benefit from the security of permanency planning and help children live in families that offer continuity and lifetime relationships. [paragraph 4.5b]</p>	<p>The Trust has established a Permanency Panel which is chaired by the Service Manager for Adoption and Fostering. This Panel ensures that permanency planning takes place as early as possible and that there is no drift.</p>	<p>Minutes.</p>	<p>Pat Armstrong, Service Manager, Adoption & Fostering.</p>	<p>Achieved/Immediate.</p>

Recommendation	Action Required	Evidence	Lead	Timescale
<p>47 The Trust should ensure that the full involvement of the child/parents and relevant disciplines/agencies is considered before completing care plans. Care plans should be clearly documented and comply with regulatory requirements. (para 4.5e)</p>	<p>The Trust makes every effort to ensure all relevant views are considered in the care planning process.</p> <p>At times compliance is dependent on the willingness of parties to participate.</p>	<p>Minutes of LAC Reviews.</p>	<p>Independent Chairpersons.</p>	<p>0 – 6 months.</p>
<p>48 The purpose and outcome of tasks and action required needs to be explicit in the minutes of LAC Reviews and the outcome of these audited for effectiveness. [paragraph 4.5e]</p>	<p>The Independent Chairs will ensure that this requirement is met.</p>	<p>Minutes.</p>	<p>Independent Chairs.</p>	<p>0 – 6 months.</p>
<p>49 The Trust should provide revised training to staff on the legislative and regulatory framework associated with the Children Order in respect of assessment and care planning. [paragraph 4.5e]</p>	<p>As mentioned at 18 above, a programme of Assessment Skills Training has commenced and it addresses this requirement.</p>	<p>See 18 above.</p>	<p>Tom Cassidy, Programme Manager and Eileen Webster, Quality Development Manager.</p>	<p>0 – 6 months.</p>

Recommendation	Action Required	Evidence	Lead	Timescale
<p>50 The Trust should ensure that issues identified in risk assessments are taken into account in the comprehensive assessment and that the care plan is appropriately amended. The child protection arrangements for children must be explicit, followed through and reflected on at next LAC meeting. [paragraph 4.5f]</p>	<p>In addition to the steps taken at 20 above, the Trust will ensure that the Independent Chairs monitor arrangements to ensure this recommendation is met.</p>	<p>Minutes.</p>	<p>Independent Chairpersons.</p>	<p>0 – 6 months.</p>
<p>51 The Trust should establish one assessment standard in relation to presentation of information to the courts, particularly in relation to residential care. [paragraph 4.5g]</p>	<p>The Project Manager, when appointed, will take the lead in reviewing existing frameworks and the production of a single model for the Trust.</p> <p>It is fully intended to implement the project managed approach on an RPA wide basis. The WHSSB and Foyle have agreed the approach and a further recruitment process will be initiated.</p> <p>The Trust is one of the pilot Trusts for the new UNOCINI and regional draft assessment framework.</p>		<p>Project Manager.</p>	<p>0 – 6 months.</p>

Recommendation	Action Required	Evidence	Lead	Timescale
Management/Monitoring and Governance Arrangements				
<p>52 The Board/Trust should identify the key areas arising out of inspection findings and Trust critical incidents and agree and conduct a formal programme of audit, which should be appropriately disseminated to key staff in order to improve practice and outcomes for children. [paragraph 4.6b]</p>	<p>The Project Manager, when appointed, will take the lead in identifying key areas arising out of the inspection findings in both Trusts. He/she will also agree with the WHSSB and the two Trusts an audit programme.</p> <p>The recently established WACPC Audit Sub Committee on which Foyle is represented is addressing these issues.</p>		Project Manager.	0 – 6 months.
<p>53 The Trust should discuss with the Board, Sperrin Lakeland Trust and PSNI, the findings and learning from the Armstrong Review and disseminate the learning from this critical event across the Board area and within PSNI and agree and take forward an appropriate training programme. [paragraph 4.6c]</p>	<p>The Trust tasked the Service Manager for Adoption and Fostering Services to prepare a report incorporating the lessons from this critical event. This report was presented to staff across the Programme of Care. The Trust is happy to assist the WHSSB and Sperrin Lakeland in disseminating the learning.</p>	Report	Pat Armstrong, Service Manager, Adoption & Fostering.	0 – 6 months.

Recommendation	Action Required	Evidence	Lead	Timescale
<p>54 The Board/Trust should review the adequacy of their monitoring arrangements in respect of the delegation of statutory functions to ensure they meet the legislative requirements with regard to admission, assessment and care planning for LAC. [paragraph 4.6d]</p>	<p>The Quality Development Manager samples all LAC Reviews and Child Protection minutes to ascertain if there are deficits which need to be brought to the attention of line Managers.</p> <p>Information systems have been developed to determine if assessments and LAC Reviews are outstanding. If so, these are brought to the attention of the relevant line Manager.</p> <p>The Trust will collaborate with the WHSSB in reviewing these arrangements.</p> <p>The Trust is aware that a Regional group has been established to produce an agreed regional template for Delegated Statutory Function reports which will be adapted by Trust when finalised.</p>	<p>Risk Monitoring Template.</p>	<p>Eileen Webster, Quality Development Manager.</p>	<p>0 – 6 months.</p>
<p>Views of Children and Young People</p>				
<p>55 The Trusts should ensure that their practice is focused on the rights of the child to meaningfully engage in decisions about their life, in an age appropriate manner, and conduct a review of child protection case conferences and LAC reviews to ensure they are child centred and child friendly. [paragraph 5.6a]</p>	<p>In the light of this recommendation and the findings of NICCY Review of Children and Young People’s Participation in the Care Planning Process, the Trust appreciates that this is an area which requires significant attention if children are to meaningfully engage in decisions about them. VOYPIC are attending the Trust’s Child Care Programme Manager’s Meeting in September to inform us of the findings of the review.</p>	<p>Minutes of Meeting</p>	<p>Tom Cassidy, Programme Manager.</p>	<p>0 – 6 months.</p>

Recommendation	Action Required	Evidence	Lead	Timescale
<p>56 The Trust should take steps to ensure that post involvement in the care system, children and young people experience the highest quality care that is individually tailored and in the best interests of that child. [paragraph 5.6b]</p>	<p>The Trust has put in place a comprehensive Leaving and After Care Service to support young people who leave care.</p> <p>In respect of younger children who leave the care system, every effort is made to continue to support them and to provide continuity of care.</p> <p>Arrangements will be kept under review and amended or strengthened as appropriate.</p>		<p>Stephen McLaughlin, Service Manager, Leaving & After Care Team.</p>	<p>0 – 6 months.</p>
<p>57 The Trust should also take further action to help realise the goals for all young people in the LAC system by providing:-</p> <ul style="list-style-type: none"> <input type="checkbox"/> Staff training on children’s rights. <input type="checkbox"/> Greater continuity of social work personnel. <input type="checkbox"/> Increased availability of therapeutic assessment and support. <input type="checkbox"/> Unfettered access to complaints procedures. <input type="checkbox"/> Reviewing the age and gender mix of units. <input type="checkbox"/> Developing responses to bullying and other inappropriate 	<p>Progress has already been made in respect of some key areas e.g.,</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increased availability of therapeutic support with the appointment of a Psychologist for LAC and a specialist Social Worker in CAMHS for foster children. <input type="checkbox"/> Mainstreaming. <p>Some other areas will require further attention. These issues will be considered by the newly established LAC Quality Improvement Forum.</p> <p>The Quality Development Forum has been established and this issue is on the agenda of the February meeting.</p>	<p>Governance.</p>	<p>John Doherty, Director of Social Care</p>	<p>12 – 18 months.</p>

<p>behaviour.</p> <ul style="list-style-type: none"><input type="checkbox"/> Mainstreaming use of residents meetings.<input type="checkbox"/> Developing greater consistency in practice in terms of house rules and disciplinary procedures. <p>[paragraph 5.6b]</p>				
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