

SOUTH & EAST BELFAST H&SS TRUST



SSI INSPECTION OF CHILD PROTECTION

ACTION PLAN

JANUARY 2007

Context

SSI Child Protection Inspection Action Plan

The Trust's Action Plan provides information on progress achieved against each of the recommendations requiring Trust action. To date the Trust has fully implemented, or has made substantial progress on 74 of the recommendations. The Trust anticipates that full implementation will be achieved by the end of 2007.

The implementation of the Action Plan is taking place within the context of the creation of the new Belfast Health and Social Services Trust. We recognise that a common approach to the strengthening of child protection services is essential and that recommendations will be acted upon together with North & West Belfast H&SS Trust. We are currently working with North & West Belfast Trust in the development of a residential child care strategy.

The inspection report has highlighted the importance of effective child protection systems and processes underpinned by sound quality assurance systems. The Trust would wish to emphasise that the initiatives described within the Action Plan are enhancements to existing systems.

The Trust welcomes the positive outcomes from the inspection process which have included significant additional financial investment in child care services and a range of other positive developments which have included the introduction of a new regional assessment framework.

The Trust also recognises that child protection can only be successful through a co-ordinated approach which fully involves other statutory and voluntary agencies, alongside a strategy which raises public awareness of this important issue. The Trust has, therefore, placed strong emphasis on strengthening multi-agency working in the following Action Plan.

SSI CHILD PROTECTION INSPECTION ACTION PLAN 2006/07 SOUTH & EAST BELFAST TRUST

Colour Code, Department Timescales

- Short Term; April 06 - September 06
- Medium Term; October 06 - March 07
- Long Term; April 07 - September 07

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
	Planning, Commissioning, Monitoring and Management, and Provision of Child Protection Services					
2	The Trust should ensure that appropriate priority is given to the core child care services and that its structures and reporting arrangements support this (Para 2.1(c)).		<p>The Trust has a long established integrated Children's Services Division and service planning arrangements.</p> <p>During September 2005 the Director of Children's Services reviewed the formal service planning arrangements to ensure that core child care services and child protection services received increased prominence and this has been reflected in the annual review undertaken during January 2006 and the subsequent service plan presentation to the Chief Executive and Senior Management Team during May 2006. Trust Board through the Director of Social Work receives regular updated progress reports on each Children's Home and has also established a Statutory Functions Committee, chaired by a Non-executive Director, to oversee the discharge of Corporate Parenting responsibilities and the discharge of other Statutory Functions.</p>	Director of Children's Services		In progress

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
3	The Trust should build on its multi-disciplinary planning processes and establish a monitoring system to assess their effectiveness (Para 2.1(d)).		As outlined above the Children's Division has reviewed its multi-disciplinary planning process to reflect this recommendation and has introduced formal mid year reviews of service planning to track progress. This review is chaired by a senior officer from the Trust's Planning & Performance Directorate. Particular emphasis is being afforded to the implementation of the multi-disciplinary recommendations from the Child Protection and Residential Child Care Inspections. Progress is monitored through the establishment of a Safeguarding Children Group chaired by the Trust's Director of Social Work , the Trust's Senior Management Team meetings and Trust Board. These processes are enhanced by formal annual Service Planning presentations and Accountability Reviews to the Chief Executive and other members of Senior Management Team.	Chief Executive Director of Children's Services Director of Service Development.		In progress
5	The Trust should continue to evaluate its approach of redeploying staff from existing duties to reduce the level of unallocated cases, giving particular attention to its impact on all aspects of its children's services (Para 2.1(e)).		The Trust evaluated this early in 2005, and provided the information to the EHSSB. The issue has been further addressed with the establishment of a second front line team. The Trust evaluated the impact of re-deploying staff early in 2005 and provided the EHSSB with their findings. Action was taken in May 2005 to re-deploy experienced child care staff to create a second team which would focus on serious Child Protection Investigations and the management of convicted sex offenders in the community. This action relieved the work pressure on the Initial Assessment Team. In order to assess the effectiveness of the structure and the quality of the service, the newly established Child Protection Team (CPT) and the Initial Assessment Team (IAT) are being reviewed. The review will be completed by the <i>end of 2006</i> . The terms of reference are available if required. Given the need to take decisive action to strengthen Child Protection arrangements we had little option but to increase the staffing complement without recurrent funding. The Trust is in discussion with the EHSSB regarding this issue.	Director of Children's Services	Completed.	

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
6	The Trust in collaboration with the ELBs in its area should review the working of child protection referral processes related to schools and out-of-schools services so as to ensure appropriate and timely interventions that secure the safety and well-being of children (Para 2.2(c)).		The ELBs established a regional Child Protection Support in Schools Service (CPSS) which offers schools advice/consultation and training on child welfare concerns and child safety issues. A representative from the CPSSS sits on the Trust Child Protection Panel. The development of the use of the UNOCINI model which we currently are using for new referrals will further enhance the interface between Education and Social Services. The School Liaison Groups for Primary Schools, which are operating in the TSN areas, has been an on-going good practice inter-agency model. A meeting will be arranged by 31 March 2007 to meet with the recently appointed Child Protection Officers in BEELB.	Directors of Children's Services & Social Work		In progress
7	The Trust should review all existing documentation to ensure it is consistent with and complementary to the Regional Procedures, ensuring that all redundant policies are withdrawn. All new procedures should be formally issued by the Chief Executive's office and dated (Para 2.3(a)).		On receipt of the Regional Procedures the Trust put a system in place for the circulation of the Regional ACPC Policies and Procedures to all staff who were required to formally sign for receipt. These procedures were issued by the Trust's Chief Executive. The redundant policies were simultaneously withdrawn.	Directors of Children's Services and Social Work.	Completed.	
9	The Trust should ensure effective monitoring of workloads and the management of referrals to ensure they continue to be allocated appropriately within CtSC timescales (Para 2.5(b)).		The Family and Child Care Programme has established a system of monthly meetings, chaired by a Principal Social Worker to oversee referrals. A named Child Protection Nurse will, from January 2007, meet weekly with the Team Leaders of the Initial Assessment Team (IAT) and the Child Protection Team (CPT) to discuss and monitor the management of referrals. A meeting is organised for Friday 8th December to finalise protocols. Discussion is underway with the PSNI Care Unit to ensure the involvement of the Inspector from the Unit in these meetings. Arrangements are in place for senior staff to regularly review workloads. Monthly reports are provided to the Director of Children's Services regarding unallocated cases. This is monitored quarterly by the Trust Board Statutory Functions sub-committee which is chaired by a non-executive Director of Trust Board.	Director of Children's Services	Completed.	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
11	The Board and Trust should ensure effective communication with regard to the demands and difficulties faced by the Trust in discharging its statutory duties in relation to safeguarding children and continue to audit the Trust's performance in this area (Para 2.5(b)).		<p>The Board and Trust have established improved communication systems in relation to Children's Services. This is evidenced through: - Board's Audit Programme - SSI Project Board - Statutory Functions reporting and feedback - Contract monitoring meetings</p> <p>Twice yearly Children's Services provides the Trust Board and the EHSSB with a Corporate Parenting Report, which is a response to Circular 3/02 (DHSSPS) and the Responsibilities of Directors for the Care and Protection of Children. This year the Trust drafted the first Quality of Care Review, which is required by the Children's Homes Regulations 2005. This will be an annual report and the Trust's response comprehensively sets out the difficulties there have been in the Children's Homes and the measures taken to address these difficulties.</p> <p>In relation to serious events there is regular discussion and formal reporting to the Eastern Board and RQIA.</p>	Directors of Children's Services Social Work and Planning and Performance.		In progress
12	The Board/Trust should review all service level agreements and ensure that they define the expected level of quality and service to be provided (Para 2.7(a)).		The Trust has issued Service Level Agreements to all voluntary sector providers, which specify <i>the</i> services to be provided. Quarterly monitoring returns and annual contract meetings are in place to monitor quality and services provided. Recent examples of the outcome of contract monitoring in response to changing need include: - increasing the number of supported lodging places - increasing the number of Community Placements and reducing the age range down to 12 years.	Directors of Children's Services and Planning and Performance	Completed.	

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
13	The Trust should urgently review its arrangements for the professional monitoring and oversight of practice and decision making with particular regard to the level of risk "accepted" in cases and ensure that it is consistent with the Trust's duty to safeguard and promote the well-being of children (Para 2.7(b)).		The Trust has established two new Principal Social Workers posts, (one of which one has been appointed). These posts are being developed to strengthen professional monitoring and oversight of practice through a systematic approach to auditing of case files and policies and procedures in Child Protection and Looked After Children. A comprehensive Quality Assurance programme has been developed and is being implemented. It is important to emphasise that this action is an enhancement to the core line management responsibilities, particularly supervision and monitoring of practice.	Directors of Children's Services and Social Work		In progress
14	The Trust and PSNI should jointly review the local operation of the Joint Protocol arrangements (Paras 2.7(c) and Recommendation 91, Para 7.2(c)).		The Director of Children's Services, through his membership of ACPC has raised this issue formally in writing with the Regional Core Group. The Family and Child Care Programme Manager will meet with the local PSNI by 31 March 2007 in order to develop a monitoring form for consideration by the Regional Core Group. Any constraints or difficulties arising from this process will be reported to ACPC and TCPP given the regional implications.	Director of Children's Services		

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
15	The Trust should ensure that induction training and support for all newly qualified staff is in place in line with the Assessed Year in Employment guidance and enable post-qualifying opportunities to be actively pursued (Para 2.8(c)).		In relation to the Assessed Year in Employment, staff and managers have met with a Learning and Development Consultant and were provided with an information pack on the NISCC Guidance and Regulations. An Independent Consultant is meeting with this group to provide additional supervision and support. In relation to Post-Qualifying Award, a range of opportunities are available which staff are required to uptake. An in-house Programme is also available for staff to undertake the PQ Award. Candidates are working towards PQ1, PQ6, Accredited courses, Child Care Award, Foundation Family Therapy, Intermediate Family Therapy and Practice Teachers Award.	Director of Human Resources, Social Work & Children's Services	Completed	
17	The Trust should ensure that the CPP is functioning in line with CtSC guidance and seek to strengthen the links between the Trust CPP, its board and the ACPC (Para 2.11(b)).		The Trust's Child Protection Panel has reviewed its role and responsibilities in line with CtSC and has dual membership in ACPC and TCPP. The TCPP provides regular reports to Trust Board, SMT alongside Annual Report. The TCPP has reviewed its role and responsibilities and substantially improved communication about Panel business with Trust Board members and other Senior Officers in the Trust. Information from the TCPP and the Safeguarding Children Group is conveyed by the Chairs of each group to the Governance Board which is chaired by the Chief Executive. The Director of Children's Services has recently made arrangements for the minutes of the TCPP to be sent to members of the Statutory Functions Committee. This Committee is chaired by a non-Executive Director of the Trust Board. A Senior Officer from the EHSBB who is also a member of the Eastern Area Child Protection Committee attended the TCPP Planning Day in March to advise regarding ACPC priorities. The ACPC minutes are circulated to all members of the TCPP.	Director of Children's Services	Completed	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
18	The Trust should ensure that supervision policies for all disciplines are implemented on a consistent basis and provide staff with the guidance and support they require. Implementation should be monitored by the Trust to ensure effectiveness (Para 2.12(a)).		The Trust has developed and is implementing an overarching Supervision Framework for all disciplines. A survey of all NISCC priority groups including all professional social workers was carried out in March 2006. This demonstrated high compliance with supervision standards. A report was completed with a number of recommendations, which are being implemented. A revised Social Work Supervision Policy has been developed and is currently being consulted upon within the Trust. Following this an audit of social work supervision files will be carried out. The Health Visiting supervision recording systems has been improved. A three day course on Supervision which is targeted at SSW was delivered in November 2006. This will be repeated in 2007.	Director of Human Resources Directors of Social Work & Children's Services		In progress
19	The Trust should ensure that each staff member receives an annual appraisal and ensure that information about training needs is collated to inform its staff training strategy (Para 2.12(a)).		The implementation of KSF will identify the knowledge and skills that individuals need to apply to fulfil their role. Staff will be required as part of this process to evidence the application of their knowledge and skill, i.e. performance, on a yearly basis to their reviewer. Staff and their Managers will jointly produce a Personal Development Plan on the basis of this evidence. All staff will receive training in this process. The Knowledge and Skills Framework, which the development review process is based is designed to: "promote effectiveness at work with managers and staff being clear about what is required within the post and how an individual can be more effective through the appropriate learning and development opportunities". The development review is an ongoing cycle of review, planning, development and evaluation of staff linked to organisational and individual development needs. It is anticipated that KSF Outlines will be developed for all posts and that the initial development reviews will identify individual training needs.	Director of Human Resources		In progress

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
20	The Trust should ensure that interventions in each child care case have identified outcomes, that these are routinely monitored and that lessons from CMRs are disseminated to inform practice in these areas (Para 2.12(b)).		The Trust is currently involved in the pilot of the Regional Assessment Framework which will assist with ensuring focus on outcomes, alongside improved supervision and training initiatives referenced at 18 and 19. Co-ordination of the dissemination of information from CMR's is being co-ordinated through the Trust's Safeguarding Children Group chaired by the Director of Social Work. Seminars and Workshops are being organised within the EHSSB for relevant staff from different agencies and organisations in line with CtSC guidance in January/February 2007. In order to ensure monitoring the Trust has developed an Audit Plan for 2006/07 which is being implemented within the constraints of current resources. In addition, the Trust has developed and is implementing a Quality Assurance programme for the oversight of professional practice. This sets out the regular internal checking and audit of practice.	Director of Children's Services, Director of Social Work		In progress
21	The Trust should ensure that complaints made in respect of personal social services for children are dealt with according to the Children Order Representation Procedures (Para 2.13(a)).		A revised pro-forma has been introduced to assist with processing complaints. This issue is monitored through the Trust's Complaints and Statutory Functions Sub-Committees.	Director of Children's Services and Social Work.	Completed.	
22	The Board/Trust should, as a matter of priority, reach agreement on the "J" CMR and consider the lessons for each of their respective roles in relation to the safeguarding of children. The learning from the report should be discussed and dissemination agreed at the DHSSPS' CtSC Forum (Para 2.13(b)).		The Trust has endorsed the recommendations arising from 'J' Case Management Review and is implementing the Action Plan. The Action Plan has been shared with the Trust's CPP. The Action Plan was reviewed on 10th July 2006 and a progress report was forwarded to the Chair of the Eastern Area ACPC. The Trust's Safeguarding Children Group, which is chaired by the Director of Social Services and meets once a month, is monitoring the implementation of the Action Plan.	Chief Executive, Directors of Social Work, Medicine, Nursing & Children's Services	Completed	

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
23	The Trust should review the role of its Audit Officer ensuring clarity in relation to his function within field and residential social work services. Consideration should be given to extending the role to include qualitative professional audit of case files and issues which interface between field and residential services (Para 2.13(c)).		The Trust has reviewed the role of its Audit Officer. This role will be extended to include qualitative professional audit of case files and issues which interface between field and residential services. This will commence before end March 2007.	Directors of Planning and Performance, Corporate Services, Children's Services & Social Work		
	The Purpose of Services					
24	The Board/Trust should establish a range of mechanisms to involve young people, and where appropriate parents, in consultations and in the planning and reviewing of services (Para 3.1(a)).		It is proposed that over the next year the Child and Young People's Committee should; Develop key principles in relation to user participation. Explore with other organisations and bodies a set of quality standards in respect of participation. Clarify with the NI Youth Forum if they could support the CYPC. Identify which existing agencies could assist CYPC in either informing, consulting or involving young people and carers in the work of the Committee. To take this work forward it will be necessary for a member of the Committee to take lead responsibility of these issues. The Board will take the lead role in taking forward this process.	Director of Service Development & Children's Services		
25	The Board/Trust should ensure that children and their families have appropriate access to family support and/or child safeguarding services based on an up-to-date assessment of their needs having particular regard to the threshold of significant harm (Para 3.1(b)).		The introduction of the Regional Assessment Framework and the Eastern Area Family Support Strategy will inform this recommendation. The Trust is participating in the piloting of the Regional Final Assessment Framework. The Trust implemented the Brearly/Kelly risk assessment model in March 2006. This Risk Analysis Model has assisted more robust decision making especially within case conferences. The EHSSB and Trust will agree a process by 31 March 2007 to develop a shared understanding of thresholds across the Board area and to produce an Action Plan to address variation.	Directors of Children's Services & Social Work		In Progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
26	The Trust should ensure that either the then DHSS "Guide for Parents" or a similar leaflet outlining the statutory nature of the Trust's services is made available to families receiving a service from Child Care Social Workers (Para 3.1(c)).		The Trust has ensured that copies of the booklet referred to in this recommendation are available in all Family and Child Care offices. The Trust has also introduced an information pack, which social workers give to all families receiving a social work service. This includes the DHSSPS Circular for Parents. These are now being sent to all members of the public and external agencies who make a child protection referral, and requires a service. All other Family and Child Care Teams have been advised to ensure that families in receipt of family and child care services are provided with an information pack.	Directors of Children's Services & Social Work	Completed	
27	The Trust's CCP's Action Plan should establish clear objectives, specify associated actions, set timescales for completion and assign lead responsibility (Para 3.2(a)).		The Trust's CPP has agreed this recommendation and developed the 2006/07 Action Plan accordingly. The Action Plan was developed at a Planning Day held on 14th March 2006. The Action Plan was updated on 3rd August 2006 and October 2006. The Action Plan was presented to the Trust's Safeguarding Children Group, which is chaired by the Director of Social Work and meets once a month. The Action Plan was also presented to the Governance Board on 5th September 2006. The Governance Board is chaired by the Chief Executive of the Trust. A Senior Officer from the EHSSB was involved in the development of the Action Plan and attended the workshop held in March 2006.	TCPP & Director of Children's Services	Completed	
28	The Trust should increase awareness among children and parents about its statutory responsibilities and the range of services available by further developing its website and collating its existing leaflets into a comprehensive database available at appropriate locations such as public libraries and its new Community Treatment and Care Centres. These centres should provide service users with easy access to the website (Paras 3.4(b) and 4.1(b)).		A meeting with the Director of Children's Services will be organised by March 2007 to agree the following proposals; An additional link on the Children's Services section of 'Our Services' on our website which offers a summary of the Trust's statutory childcare responsibilities. Children's Service staff to review the information currently on our external site, identify any gaps and provide updated material as appropriate. Collating all relevant leaflets and making them available on the relevant Children's Services information pages. In addition, a link will be provided from the Children's Services Home Page to an A-Z listing of all Children's Services leaflet.	Directors of Service Development, Corporate Services & Children's Services		

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
29	The Community Forum model should be developed and include specific opportunities to consult directly with young people and with parents (Para 3.4(b)).		The Child Care Partnership will include in its Action Plan for 2007/08 proposals to consult with young people and parents. This will be developed by 31 March 2007.	Director of Service Development & Children's Services		In Progress
30	The Trust should ensure that there is a section in all its leaflets inviting feedback from service users in the form of comments, suggestions, compliments or complaints. It should further ensure that all services users, particularly children, are advised of the Children Order Representations Procedure and know how to make a complaint. Confirmation that this information has been provided should be recorded on case files (Para 3.5(g)).		<p>In all future leaflets and reprints of existing leaflets the following clause will be inserted. If you would like to make a comment, suggestion or compliment about our services, or if you wish to make a complaint, please let us know. You can contact our Consumer Relations Officer at Trust Headquarters, Knockbracken Healthcare Park, Saintfield Road, Belfast BT8 8BH, phone (028) 9056 5604 or email consumer.relations@sebt.n-i.nhs.uk. The Children's Homes have drawn up a child friendly version of the home's Statement of Purpose which includes a section advising them of the Children Order Representations Procedure. The Admissions Procedure for young people in Residential Care identifies the need for staff to explain the Complaints Procedure to each young person and to give a copy of the "Your Right to Complain" leaflet.</p> <p>This will be evidenced by the young person signing a leaflet stating that they have received a leaflet and understand the contents. This will be filed in Section 7 of each young person's file. The APSW for residential services will audit the residential files as part of the monthly monitoring procedure to ensure that this practice is followed through with each young person.</p>	Directors of Service Development, Corporate Services, Children's, Adult and Treatment Services		
31	The Trust should take steps to ensure that its staff act proactively to discuss with parents and young people arrangements for case conferences in order to improve this aspect of service delivery (Para 3.6(b)).		A Case Conference Working Group has been established to address this recommendation. The Chairs of Case Conferences have been meeting regularly to review the practice of chairing case conferences. This includes improving practice in the involvement of young people and parents in the Case Conference process. The Child Protection Training also addresses user involvement. The Family and Child Care Programme in September/October 2006 held sessions for all staff on child protection procedures with particular emphasis case conference processes. The number of parents and young people attending Case Conferences are being collated on a data base to record the levels of involvement.	Directors of Social Work, Children's Services		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
32	Trust's senior managers should ensure that a clear purpose is defined prior to the provision of family support services and establish arrangements to evaluate the impact of these services on all individual families. The use of formal agreements setting out mutual expectations and obligations should be further developed and actively promoted by the Trust (Para 3.7(a)).		The Introduction of the Draft Regional Assessment Framework has ensured a specific assessment of the needs of children and families, at the point of referral and assessment. Case planning meetings outline the plan of work with agreed time scales and outcomes to be achieved. This includes developing the use of formal agreement to clarify the issues needing to be addressed. Family Support Packages are reviewed regularly through formal supervision to ensure the required outcomes are being achieved. As part of the Quality Assurance Programme the APSWs met in September 2006 to develop the processes for Peer Reviewing a number of Family Support Cases to look at thresholds interventions.	Directors of Children's Services, Social Work		In progress
33	The Trust should undertake work with health visitors to evaluate existing referral arrangements to personal social services, and assess their ongoing appropriateness (Para 3.7(a)).		As part of the review of the Initial Assessment Team and the Child Protection Team discussions have taken place with nurse managers involved in Child Protection Case Conferences in order to evaluate existing referral arrangements. The review will report by the end of December 2007 taking account of the introduction of Gateway Team and the Regional Assessment Framework. Improvements to the referral system will be fully implemented by March 2007. An interface meeting between Family and Child Care Managers and Health Visitors Managers has been arranged for Friday, 8th December, 2006 to assist with this process.	Director of Children's Services, Director of Nursing		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
	Access to Services					
34	The Trust should update and further develop its website to enable both service users and referral agents to have ready access to information about its services and how they can be accessed. The Trust's website should include: information on referral services, including advice for parents and young people on what to do if they need support/advice and for members of the public on how to share concerns about a child or make a referral; and information on the emergency duty service (Para 4.1(b)).		The Trust's public website currently provides information on all Children's Services, including referral information www.sebt.n-i.nhs.uk. The Home Page provides referral information if someone has a concern about the safety or welfare of a child. A poster has been developed and sent to GP Surgeries, Care and Treatment Centres and Community Groups on what to do if the general public are concerned about a child within working hours and out of hours. A workshop will be arranged by June 2007 to update the website. The Trust has also developed its internal website to include details on the role and membership of the Trust's Child Protection Panel. 1) Information on making a Child Protection Referral 2) Information on the Trust's Child Protection training programme 3) Key messages for social work, mental health, health visiting and learning and development arising from the inspection of Child Protection Services.	Directors of Service Development, Corporate Services & Children's Services		
35	The Board/Trust, in conjunction with its ACPC/CP, should develop a strategy to ensure that families and young people who need support are clear about what services are available and how to access them (Para 4.3(a)).		The Trust and Board in conjunction with the ACPC/TCPP will agree arrangements to progress this strategy by 30th September 2007. This action is referenced in the ACPC 2006/07 Action Plan. The Trust will ensure that this issue is taken forward within the new Safeguarding Board arrangements.	Directors of Children's Services & Social Work,		
36	The Board/Trust, in conjunction with ACPC/CP, should review the adequacy of arrangements for informing those with child protection concerns on how to make a referral and assess and improve the first point of contact for those making a child protection referral (Para 4.3(a)).		The Board /Trust will conduct an audit to assist in the assessment of the adequacy of current arrangements. Following this an Action Plan will be developed in conjunction with the ACPC/TCPP. This will be achieved by March 2007. Cross reference to No. 34 of the involvement of the Trust. A workshop to raise awareness of community groups was held at Malone House during November 2006.	Directors of Children's Services, Social Work, Service Development & Corporate Services		

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
37	The Trust should evaluate its Community Placements Scheme with a view to supporting and sustaining it as a service option (Para 4.4(a)).		A joint review is being undertaken of the Community Placement Scheme in partnership with Barnardos. The review is currently waiting for the outcome of a recent tendering exercise for the Regional Fostering Scheme as this will have an impact on the Community Placement Scheme. Due to the delay of the notification of the Fostering Scheme the Trust meet in November 2006 to agree a new proposal of managing the scheme. A meeting will be arranged with Barnardos by 31 March 2007 to discuss and action. Since the Inspection staff vacancies have been filled and the scheme has been working well.	Directors of Children's Services, Social Work & Planning and Performance		In progress
38	The Trust should build on existing arrangements to ensure that information about services is available to the increasingly diverse ethnic minority communities living within its area (Para 4.5(a)).		<p>The Trust has developed strong links with the minority ethnic groups living within south and east Belfast and Castlereagh. The Chinese Welfare Association (CWA), the Northern Ireland Council for Ethnic Minorities (NICEM) and The Multi Cultural Resource Centre (MCRC) have all worked with the Trust on several needs assessment and service development initiatives over many years. One member of our Community Development team is specifically tasked with liaison with local ethnic minority groups.</p> <p>In association with the CWA and the MCRC the Trust has developed the First Steps to Health and Social Care information project. This was produced through enabling ethnic minority groups identify and select the information of most relevance to them. This information was subsequently produced in ten different languages, and a range of formats including DVD and audio tape. Copies are available at all Trust facilities, at the CWA and MCRC and on our web site www.sebt.n-i.nhs.uk A number of additional languages have been added in response to an identified need by asylum seekers and refugees from North Africa and eastern Europe. Other Trusts have adopted this project for use with minority ethnic groups in their areas.</p>	Directors of Service Development, Corporate Services and Children's Services	Completed.	

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
39	The Board/Trust should ensure the Trust meets its wider responsibility to discharge its statutory duties to children on existing caseloads (Para 4.6(b)).		The Family & Child Care Service have implemented a peer review of files at APSW level to enhance monitoring arrangements. This will be supplemented by a sampling of files at PSW level with reporting arrangements to the F&CC Services Manager. A review of monitoring arrangements to be undertaken by Team Leaders is also being actioned. The Trust has also reviewed its structures at senior management level to enhance arrangements and a Co-operating to Safeguard Group chaired by the Director of Social Work has been established. The F&CC Services Manager will report quarterly to this group in relation to enhancing professional monitoring and oversight of practice arrangements. Trust arrangements remain the subject of review by the senior management team and the Statutory Functions Sub Committee of Trust Board. An audit of the case plans of a range of children on the Child Protection Register and who are Looked After will be conducted by October 2007.	Chief Executive, Directors of Social Work, Children's Services & Corporate Services		In progress
40	The Trust should ensure that appropriate training is provided for child care social workers on: the features and prognosis of the mental illnesses, and their likely impact on parental functioning and capacity to bond with children and prioritise their needs; the consequences of alcohol and drug dependency for family life and the adverse impact on children's physical and emotional well-being (Para 4.6(b)).		A modular three-day programme will be piloted in February 2007. In addition, a half-day seminar, scheduled for January 2007 which will launch the 'Protocol to Promote Collaborative Working between Mental Health and Children's Services', will also address these issues. The training material is based on Crossing Bridges (DOH).	Director of Human Resources		
41	The Trust should ensure that appropriate multi-disciplinary training on child protection is provided for all mental health professionals, including psychiatrists and addiction social workers, to ensure that they are alert to the signs and symptoms of child abuse and know their role within the wider child protection process (Para 4.6(b)).		The Trust has provided an extensive multi-disciplinary child protection training in accordance with the CtSC framework, which is accredited by the EHSSB ACPC Training Sub - Group. This training is provided to all relevant staff including mental health professionals, psychiatrists and addiction social workers. This two-day programme has been delivered since April 2005. To date 423 staff have attended the course out of an eligible pool of 500. Monthly training sessions are scheduled until June 2007.		Completed.	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
42	The Trust should ensure that the management of cases reflects an appropriate balance between working in partnership with parents to avoid family breakdown and safeguarding children/promoting their life chances through challenging harmful situations and using social work authority to effectively intervene (Para 4.7(d)).		The Family & Child Care programme is developing a comprehensive system of professional oversight at senior APSW & PSW levels utilising a rolling audit programme systematic sampling of case files for review.	Directors of Children's Services, Social Work		In progress
43	The Trust should conduct regular audits of practice to ensure that the threshold of significant harm has not been breached, or where it has that appropriate action has been taken to safeguard and promote children's well-being (Para 4.7(d)).		The Trust have commenced a programme of regular audits and will take any action deemed appropriate to safeguard and promote children's wellbeing. The Family and Child Care Programme has consulted with the Audit Inspector and Audit Manager to develop a format for a number of scheduled audits. The Audit proforma that have been developed are planned to be repeated regularly. These are as follows: - Referral, allocation, initial assessment regarding the Child Protection and Initial Assessment Team. This has been tested and refined. Looked After Children Reviews, a proforma has been developed and will be tested from December 2006. Whilst developing the audit proforma, manual audits have been undertaken in respect of Looked After Reviews, Residential case files, Child Protection files, Case Conference Reports and children on the Register over two years and de-registered within six months. Any learning from these audits has been disseminated to all relevant staff in the Family and Child Care Programme.	Directors of Children's Services, Corporate Services, Planning and Performance & Social Work		In progress
44	The Trust should consult with parents and children to assist it in reaching decisions about the future location of certain child care services (Para 4.8(c)).		The Trust will review the services including Child Care Services which have been earmarked for the Castlereagh Community Treatment and Care Centre, the third and final CTCC. This consultation will be completed by 31 March 2007.	Directors of Service Development & Children's Services		
45	The Trust should actively seek regular feedback from service users about the operation of the new Community Treatment and Care Centres and involve service users in maximising the potential of the new centres (Para 4.8(c)).		The Project Manager from the Community Treatment and Care Centres (CTCCs) will be meeting with the Principal Social Worker responsible for Family and Child Care Services based in the CTCCs to discuss opportunities for obtaining regular feedback from service users. These meetings will be completed by 31 March 2007.	Director of Service Development		

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
46	The Board and its Trusts should review the systems by which the EDT communicates with Trust staff in relation to existing cases. Trusts should monitor repeat referrals to assess the reasons for them and to take appropriate action to redress any difficulty identified (Para 4.8(e)).		The EHSSB will take the lead in reviewing communications systems between the EDT and the Trusts. Improvement in the administrative support for the two teams has facilitated more efficient data collection and a system for "flagging up" any repeat referrals. Recommendations will be identified and implemented by 31 March 2007.	Directors of Children's Services & Social Work		
47	All referral forms should be filed at the beginning of the case file for ease of access (Para 4.8(e)).		A systematic review was undertaken to ensure this recommendation was met by March 2006. This will form part of ongoing monitoring arrangements. The current procedure is that all referrals received by the Initial Assessment Team and Child Protection Team are placed in chronological order on case files. This has made it easier to assess the risks in relation to receiving further referrals. This issue was further discussed with the PSWs and APSWs in April 2006 when reviewing the recommendations of the draft Action Plan (Child Protection Inspection). A further letter has been sent to all the teams across the Programme advising that referral forms should be placed in chronological order. A Quality Assurance Programme is in place for Team Leaders, APSWs, PSWs, and Senior Managers to review case files. Implementation of this recommendation has been audited.	Director of Children's Services	Completed.	
	Assessment, Case Planning, Case Management and Record Keeping					
48	The Trust should finalise its protocol on child protection and mental health as a matter of urgency and issue it to all relevant staff. Staff should receive training in the protocol as advised by the Trust's Training Officer (Para 5.1(a)).		A multi-disciplinary Working Group, chaired by a Consultant Psychiatrist was established to develop a protocol and training strategy. The protocol is now in its third draft and nearing finalisation. Family and Child Care and the Young People's Centre Senior Managers have been meeting bi-monthly from the Summer to look at interface issues and improve communication. On the 8th December 2006 the two services have organised to meet at the Family and Child Care Programme Good Practice Meeting to develop further interface issues with a wider staff group from each Programme. The protocol will be launched in January 2007 and training dates have been scheduled for January 2007. Children's services have developed a multi-disciplinary forum where complex cases can be discussed for advice and support. A joint presentation by the Young People's Centre and Family & Child Care was presented to this Forum on 14th November.	Director of Medical and Clinical Services Director of Human Resources		
						In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
50	The Trust should ensure that the IAT responds to child protection referrals in line with CtSC (Paragraphs 5.11 to 5.19) and the Regional Policy and Procedures (2005) (Para 5.2(g)).		Training in respect of the Regional Policy and Procedures has been provided for all staff and this is now regularly monitored at PSW and APSW levels and is ongoing for any new staff. The IAT response to to Child Protection referrals is now regularly monitored at PSW and APSW levels with monthly reports to the Director of Children's Services and quarterly reports to the Trust Board Statutory Functions Committee.	Director of Children's Services and Social Work	Completed.	
51	Health visitors and professionals from other disciplines, including education and PSNI, have a responsibility to formally bring their concerns to senior management where there are delays in allocating cases of a child protection nature, particularly when these delays could adversely impact on a child's well-being (Para 5.2(g)).		Relevant Trust staff have been reminded of their responsibility to report any concern promptly to their senior managers. The Trust's Director of Children's Services has formally advised the members of the Trust's Child Protection Panel of their responsibility to bring any concern to senior management where there are delays in allocating child protection cases. This issue will be monitored as a standing item in future CPP meetings. From January 2007 an experienced Nurse Manager will spend regular time with the Child Protection Team and Initial Assessment Team to Review Health Visiting Child Protection referrals. The purpose of this is to improve joint working and has already been referred to in Recommendation 9. In broader terms a review of the effectiveness of Child Protection Services relationships with key partners, including the PSNI and Education is underway. This review which is being conducted by an independent consultant is due to report in October 2006. The issue of concerns about unallocated cases is factored into this review.	Directors of Children's Services, Social Work & Nursing,	Completed.	
52	The Trust should ensure that residential social work managers receive training on safeguarding children and that they understand when the child protection procedures should be invoked in situations of abuse by other young people (Para 5.2(g)).		Three days induction training has taken place for all new residential care staff. The three Residential Care Team leaders and the Fieldwork Assistant Principal Social Workers have been fully appraised by the Programme Manager about the need to invoke child protection procedures when peer abuse occurs. Refresher training has been arranged for all first and second line managers and will address significant event reporting and associated actions and will include reference to peer abuse. Training was delivered on the following dates: 24th October 2006, 30th October 2006 and 31st October 2006.	Director of Children's Services and Social Work	Completed.	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
53	The Trust should monitor and audit on an ongoing basis the quality, timescale and standard of responses to referrals about child protection and more general child care concerns and ensure that other agencies, as well as parents, are included in the monitoring process (Para 5.2(h)).		The Trust has improved monitoring arrangements and has developed a computerised audit system to test the quality, timescale and standard of responses to referrals about child protection. As part of the audit process the PSW applies a standardised audit to the Child Protection and Initial Assessment Teams. The audit report is sent to teams where practice needs to be adjusted, copies are also sent to the Director of Children's Services and Director of Social Work. As part of the audit the referral process for quality and timescales was tested in September and is in place from November, 2006.	Directors of Social Work, Children's Services & Corporate Services		
54	The Trust should ensure that the CPP devises, pilots and establishes mechanisms to ensure that written referrals from the inter-agency network become standard practice. Levels of compliance with this requirement should be subject to audit (Para 5.2(h))		This will be agreed through the Trust's Child Protection Panel and levels of compliance reviewed by 31 March 2007.	Director of Children's Services		
55	The Trust should evaluate recording across its family and child care services to ensure that information is appropriately recorded, that there is a structure to the recording and that it is the basis for analysis, assessment and directing the effort of staff. The Board and Trust should also work together to review the recording proforma currently in place for children's social services, with a view to updating it. (Paras 5.2(h) and 5.4(b)).		The Trust has completed a revision of the Referral Form but this has been superseded by the introduction of the Regional Assessment Framework (UNOCINI). The Trust is participating with North & West Belfast HSS Trust in the pilot and both the Child Protection Team and the Initial Assessment Team have undertaken training in referral taking. The Board and Trusts have not yet commenced work to review and update other recording proformas. This will be discussed and action agreed by 31 March 2007. The Reforming Children's Services Project Group are reviewing recording processes across the Region. This work will be completed by April, 2007 and will revise recording practices and forms.	Directors of Children's Services, Social Work & Corporate Services		In progress
56	The Trust should ensure that it conducts a programme of regular auditing and monitoring of how referrals entering the child care system are processed from intake through to allocation and initial assessment stages. This should include ensuring that prior to a case being transferred from the IAT that a written initial assessment is provided and an assessment of the quality of practice (Para 5.2(k)).		Action taken has been outlined at Recommendation 53. A written initial assessment is provided.	Directors of Social Work, Children's Services & Corporate Services		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
57	<p>The Trust should revise the content of the basic family information sheet and ensure that a fully completed copy is accessible at the front of each child's case file. This should be updated on a regular basis and confirm who has parental responsibility, the child's current legal status, current placement details, information about child protection registration, serious health issues, and details of all involved professionals / agencies.</p> <p>A system of regular audits should be established to ensure the family information sheets are completed to an acceptable standard (Para 5.4(a)).</p>		<p>The Family and Child Care programme is now meeting with North & West Belfast HSS Trust on a regular basis to plan the establishment of a Gateway Team. Discussions will include the use of a basic family information sheet and how this recommendation complements the proformas being introduced as part of the Regional Assessment Framework. Once agreement is reached audit of compliance will be included in the audit schedule.</p>	<p>Directors of Social Work, Children's Services, Nursing & Medicine</p> <p>Directors of Children's Services & Corporate Services</p>		
58	<p>The Trust should ensure that an up-to-date case summary is available at the front of each case file. This should set out a summary of the reason for social services intervention, the key issues requiring to be addressed and the programme of work required. It should include details about other teams and services within the Trust providing a service to the family, and those voluntary and community organisations providing an input (Para 5.4(a)).</p>		<p>The Trust is currently working on the essential date required for the "up-to-date summary" and the accompanying guidance for staff. This recommendation will be implemented by 31 March 2007.</p>	<p>Directors of Social Work, Children's Services</p>		<p>In progress</p>
59	<p>Separate files for each individual child in a family should in all cases be cross-referenced as appropriate (Para 5.4(a)).</p>		<p>There are separate files for each child on the Child Protection Register and each Looked After Child. Action will be taken by March 2007 to ensure cross-referencing is in place.</p>	<p>Directors of Social Work, Children's Services</p>		<p>In progress</p>

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
60	The Trust should provide training in the purpose and methods of recording factual information, professional opinions of colleagues in other disciplines, children's wishes and parents views as well as the individual worker's assessment of the family situation and the child's circumstances (Para 5.4(b)).		Legal Issues in Recording Course provided by Rosemary Wilson, LLB was delivered on 22nd June 2006, 27 September 2006 and 8 November 2006. In addition recording has been specifically addressed through training on significant incidents with residential workers (half day x 3 plus 1 day x 2), 2 one-day courses for the Initial Assessment Team and half day for 20 other staff. The latter courses focused on UNOCINI and the regional assessment framework and how to record using this format. In addition, Court Skills provided by Bond Solon focuses on the presentation of written report. Barnardos Domestic Violence Risk Assessment Model and Child Protection Level 2 also refer to accurately recording of information.	Directors of Children's Services, Social Work, Human Resources		In progress
61	A chronology of significant events should be used in all health files; information should be structured and recorded succinctly and appropriately to enable greater understanding of the issues for the child and family (Para 5.4(d)).		The Regional Health Visiting records has been implemented on PARIS to ensure compliance with Recommendations 61 and 62.	Directors of Children's Services, & Nursing		
62	The Trust should ensure that each health visiting case file contains an assessment, which informs the work required in each case (Para 5.4(d))		See Recommendation 61	Directors of Children's Services, & Nursing		
63	The Trust should provide mandatory training for all staff groups at all levels to improve the standard of recording practice and put in place appropriate monitoring and auditing of this by senior managers (Para 5.4(d)).		Agency standards for record keeping are addressed through supervision and mentorship when an individual joins the Trust. Staff also avail of more formal teaching through in-house courses. An example of these is detailed in Recommendation 60. There are now audit systems to monitor quality. Where there are gaps in practice this may be addressed at an individual level or if it is more widespread the training needs are fed back to the Learning and Development Team and actioned.	Directors of Human Resources, Service Development, Nursing, Medicine, Social Work, Children's Services		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
64	The health visiting supervision record should be further developed to identify outcomes, which can be monitored and measured over time (Para 5.4(e)).		The development of the Health Visiting Supervision document has been completed and now includes the monitoring of actions, which can be measured over a period of time. Health Visitors have received training in the purpose and use of the revised supervision document. The revised supervision document became operational on 1st October 2006. The Nurse Managers plan to audit performance at the end of the first quarter post-introduction.	Child Health Services Manager (quality assured by Director of Nursing)	Completed	
65	The Trust should review the role and responsibilities of the child protection nurse lead with particular reference to health visiting services (Para 5.4(e)).		The Trust has conducted a review of the role and responsibilities of the Child Protection Nurse to ensure consistency of practice. The recommendation will be implemented by March 2007.	Directors of Children's Services & Nursing		
66	Social work and nursing operational managers should ensure that case files are reviewed on a regular basis, dated and signed. When cases are discussed with line managers in supervision, a record of the actions agreed should be placed in the file and dated and signed by the line manager (Para 5.5(b)).		The Family and Child Care Programme has introduced in December, 2006 the Quality Assurance Programme which will address the first part of this recommendation. The Audit Programme also includes this. The Trust will ensure that this is included in supervision policies currently being revised and that appropriate monitoring arrangements accompany this.	Directors of Children's Services, Nursing, Social Work		
68	The Trust should ensure that all relevant staff attend training in assessing high risk situations including alcohol and drug abuse, parental mental illness, domestic violence, neglect and sexual abuse and the adverse impact of these on children, to ensure appropriate interventions, support for children and/or families and good quality decision-making (Para 5.6(a)).		The Trust's Training and Development Plan for 2006/07 provides courses on the assessment of high risk situations. All relevant staff are facilitated to attend as quickly as possible and as operational demands permit. As minuted at a Project Board meeting held on 21st February 2006 (SSI Inspection), it was agreed that the Training Plan would be developed in close liaison with the ACPC Training Sub-Committee. In addition, all Social Services Child Care Managers received training in the use of the Kelly/Brearily Risk Assessment Model. A further 2 sessions were provided for social work and health visiting staff (20 staff attended). Level 2 Child Protection training now includes an input on the Kelly/Brearily Risk Assessment Model. The Trust is participating in the pilot of the Regional Assessment Framework. As part of this, the Trust's Initial Assessment Team received a one day training input, which included risk assessment.	Director of Human Resources	Completed.	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
69	The Trust should establish mechanisms for quality assuring the case conference process to ensure consistency of approach and to quality assure decisions taken. It should also ensure that an appropriately trained minute taker minutes all child protection case conferences and reviews (Para 5.6(b)).		The Trust has established a Case Conference Working Group which Assistant Principal Social Workers (APSW) who chair case conferences attend. Issues already addressed include a consistent approach to introducing the Case Conference and consistent usage of the Kelly Risk Analysis Model. The APSWs have also identified their training needs in respect of effective chairing of Case Conferences.	Directors of Social Work, Children's Services		In progress
70	The Trust should ensure that discussions with medical/paediatric personnel form part of the strategy discussion (Para 5.7(b)).		The Family and Child Care Programme Manager has formally advised all relevant staff to record the contact involvement of medical/paediatric personnel in strategy discussions. An internal monitoring system has been established to monitor this through the use of the Regional Assessment Framework pro forma.	Director of Social Services	Completed.	

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
71	In all investigations of traumatic child protection incidents, including child sexual abuse social services should encourage the young person to have at least a consultation with a medical practitioner with specialist knowledge and experience of the impact of abuse (Para 5.7(b)).		<p>In cases where a traumatic child protection incident occurs, the child or young person is advised to have a consultation with a specialist practitioner. the Trust monitors this practice through the following processes;</p> <ul style="list-style-type: none"> - The Significant incident monitoring system - Case Conference monitoring - Looked After Children reviews <p>The Trust refers Children to a range of services, which can respond to the needs of Children affected by trauma. These include the</p> <ul style="list-style-type: none"> - Child Care Centre - Family Trauma Centre services - The designated Consultant paediatrician for child protection - Psychologist for residential child Care - CAMHS - Young Peoples Centre - Barnardos Beyond the Shadows Project <p>This recommendation has also been incorporated into two relevant training programmes.</p> <ul style="list-style-type: none"> - Inductions and Foundation Programme training for residential child care staff. - Sexual Exploitation of Children. <p>Where services are unable to respond to the needs of young people who have experienced trauma this will be brought to the attention of the Director of Children's Services, the Director of Social Work and the EHSSB.</p>	Directors of Human Resources & Children's Services, Social Work	Completed.	

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
72	The Trust should explore the development of joint medical assessments by Paediatricians and Forensic Medical Practitioners in child sexual abuse and other cases where there is evidence of significant physical abuse (Para 5.7(c)).		The Trust's Director of Child Care Services wrote to the Chair of the ACPC advising that this recommendation needed to be addressed regionally. Following this correspondence the issue was discussed at the ACPC meeting on the 6th July 2006 and it was agreed that the EHSSB's Deputy Director of Social Services would lead on the implementation of this recommendation.	Director of Children's Services	Completed	
73	Trust Senior Managers and PSNI should ensure that Strategy Discussions are held in accordance with the guidance provided in CtSC, and that the outcome of these are recorded in writing and placed on the relevant child's file (Para 5.7(e)).		This is being jointly reviewed by the Trust and PSNI and monitored through the work of the TCPP. A series of training events are currently underway to provide managers and practitioners with refresher training in the management of Significant Events which occur in children's homes. The training is focusing on safe-guarding issues including when to invoke the Joint Protocol. The Team Leader from the Child Protection Team meets with the Sergeants from the Care Unit on a weekly basis. The audit undertaken in relation to referral, allocation, assessment and case conferences also includes this aspect. The PSNI and Family and Child Care are arranging to meet to discuss jointly completing the data information requested by the Regional Core Group for January 2007 on Joint Protocol Investigations. This will further ensure that processes are being completed by both agencies and can be shared at the Trust Child Protection Panel meeting. Audit processes in place to review practice. Recommendation 43.	Directors of Children's Services & Social Work		

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
74	The Trust should urgently advise and train its staff on the model of assessment in use (Para 5.8(a)).		All Managers received training on the Kelly/Breareley Model of Assessment in February, 2006. Two further training events targeted at nursing and social work practitioners were delivered prior to the implementation of the risk assessment model on the 1st March, 2006 (20 staff attended). The Trust are actively engaging in the piloting of the Regional Assessment Framework. The Draft Regional Assessment Framework is a standing item for discussion at the Trust's Child Protection Panel. A further session on developing the skills of initial assessments has taken place on 25th October 2006 for the Child Protection and Initial Assessment Team. This will be extended to the other Teams in January 2007.	Directors of Children's Services, Social Work, Human Resources	Completed.	
75	The health visiting Case Conference report format should be revised and centile charts should be routinely attached for children aged 0 - 4 years (Para 5.8(b)).		Following a Case Management Review in the EHSSB area this matter was addressed and since 2004 the reports were reviewed and centile charts are routinely attached for children 0-4 years. The Nurse Managers see the Health Visitor's reports prior to presentation at a Case Conference and are, therefore, able to monitor compliance with this recommendation.	Directors of Children's Services and Nursing.	Completed.	
76	The Trust should review the arrangements for referring children for general medical and paediatric assessment and ensure compliance with the Multi-Disciplinary Child Protection Policies and Procedures (Para 5.8(b)).		The Trust will raise this issue through the ACPC and TCPP to agree arrangements to ensure <i>this</i> recommendation is implemented by March 2007.	Directors of Children Services & Social Work		
77	Medical reports should comment on the emotional, developmental and behavioural impact of abuse on the young person (Para 5.8(b)).		The Director of Children's Services asked the Trust's Child Protection Paediatrician to raise this issue with the Child Protection Special Interest Group (CPSIG) with a view to developing a recording proforma, which could meet this requirement. Progress will be fed back to the Trust's CPP and Eastern Area ACPC. At the next CPSIG meeting there will be discussion as to how recommendation 77 will be comprehensively incorporated into a standardised paediatric assessment. This has been tabled for the meeting on 12/12/06.	Directors of Children Services & Social Work		

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
78	The Trust should ensure that the individual needs of each child of the family are assessed and addressed and that this work forms the basis of future work with the child and where appropriate his/her family (Para 5.8(c)).		The Initial Assessment Team and the Child Protection Team are participating in the Pilot to introduce the Understanding the Needs of Children in Northern Ireland (UNOCINI) Assessment Framework. Training has been undertaken by the teams to improve the quality of referral-taking and initial assessment and this includes focus on individual children's needs. As the quality of work improves at the point of Referral and Initial Assessment it is expected that future work with a child will be better informed. Family and Child Care are also piloting a programme to provide newly qualified social workers with casework consultation by an Independent Consultant. This work focuses on high-risk cases and this recommendation influences the approach taken to the consultation. The social workers have all been given the Department of Health Book "Parental Capacity". In September 2006 six complex cases were reviewed by an Independent Consultant from the Scottish Institute for Residential Care.	Directors of Children's Services & Social Work		In progress
79	The Trust should review the level of medical time/staffing levels required to meet child protection requirements in terms of assessments and contributions to case conferences and ensure an adequate staffing complement is available to meet demands (Para 5.8(d)).		Staffing will be reviewed and a report provided which will identify resource issues required in respect of this recommendation by 31 March 2007.	Director of Children's Services		
80	The Trust should ensure that there is a Comprehensive Assessment completed in respect of each child which informs interventions and the child protection plan and these are subject to regular auditing (Para 5.9(a)).		The Piloting of the Regional Assessment Framework Model will ensure a standardised comprehensive Assessment is introduced across the Region. The Trust volunteered to participate in the Regional Pilot Project, which is preceding introduction of the Northern Ireland Assessment Framework (UNOCINI). The Initial Assessment Team and the Child Protection Team have had two half-day training sessions on referral-taking and use of UNOCINI proforma. These initiatives have improved the quality of assessment, intervention and protecting planning and this has been evidenced by recent case presentations at the Referral Panel. A further half day training was introduced to the two teams in October, 2006 to look further at assessments. Audit Process - reference Recommendation 43.	Directors of Children's Services, Social Work & Corporate Services		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
82	The Trust should ensure that initial and review case conferences are convened in line with all of the requirements of CtSC (Para 5.11(a)).		A database has been developed to monitor adherence to these requirements and to ensure that appropriate action is taken with any non-compliance. Since April 2006 Family and Child Care has developed a database to monitor adherence to these requirements and to ensure that appropriate action is taken with any non-compliance by regular reports. This was recently reviewed by the Audit Manager who has refined the database to give more information and will be accessible from January 2007. The monthly supervision arrangements also ensure this process is in place. Refer to Audit processes in place Recommendation 43.	Directors of Social Work, Children's Services		In progress
83	The ACPC/PPP, in collaboration with the Trust's Training Team, should ensure training is provided on case conferences protocols and procedures and the content of case conference reports for education and police (Para 5.11(a)).		<p>Training for Chairs of Child Protection case conferences was delivered during 2005-2006 and has also been incorporated into the Trusts training programmes for 2006-2007.</p> <p>The Department of Education is currently developing new pastoral care policy and procedures for schools and will include guidance on the content and format of case conference reports for teachers attending child protection case conferences. Training will also be provided to designated teachers as part of the improvements in child protection recently announced by the Minister for Education.</p> <p>After a meeting with the ACPC the Police Service of Northern Ireland are to issue new guidance to officers on the content and format of case conference reports."</p>	Directors of Children's Services, Social Work & Human Resources		In Progress
84	The ACPC and the Trust's CPP should collate information on the attendance of parents and young people at case conferences (Para 5.11(b)).		Arrangements have been put in place to monitor the attendance of children, parents and others at Child Protection Case Conferences.		Completed	
85	The Chair of the Child Protection Case Conference should ensure that the focus remains on the needs of the child(ren) and that parents' capacity to meet these needs is fully assessed (Para 5.11(c)).		The Trust has put a system in place to monitor this aspect of case conference. The Piloting of the Regional Assessment Framework Model will assist in this recommendation. Please refer to progress under 87.6 as these Recommendations have been combined.	Directors of Social Work, Children's Services		

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
86	The Trust should ensure that there is always a competent and informed Senior Nurse contribution to child protection case conferences. It should also consider the need for the profession to be represented by the designated Child Protection Nurse Specialist (Para 5.11(e)).		Nurse Managers are trained and competent to contribute to Child Protection case conferences. They attend all initial and contentious case conferences. Given the referral rate to the Child Protection teams in this Trust, full implementation will require a formal bid being prepared for additional resources. This bid was submitted in June 2006.	Directors of Children's Services & Nursing		In progress
87	The Trust should ensure that Case Conference Chairs are clear about their role in leading the case conference in the following process:		Training of Case Conference Chairs has been completed. Training will be provided to new APSWs to ensure that they can undertake this role. Case Conference chairs are meeting regularly as peer support to discuss practice issues and any new changes required.	Directors of Children's Services, HR & Corporate Services.		In progress
87.1	- summarising information from the range of agencies working with families;		The Trust's Case Conference Working Group is currently reviewing the whole case conference processes outlined in recommendation 85 and will make recommendations by January 2007. The F&CC programme is reviewing a sample of case conferences on a bi monthly basis as part of its quality assurance system. The APSWs are undertaking case peer review audits on a quarterly basis and case conferences are part of this process.			In progress
87.2	- analysing the needs and risks in respect of individual children and whether the requirements for registration are met;					In progress
87.3	- assessing the parents' and families' strengths and qualities and their existing network of supports;			Directors of Social Work, Children's Services & Human Resources		In progress
87.4	- clarifying the deficits and the kinds of supports required to address these;					In progress
87.5	- establishing what needs to change and what standards have to be achieved for children's names to be removed from the register; and		The Trust has implemented a standardised risk analysis model and has provided training for staff. An APSW group is looking at the effectiveness of the Risk Assessment tool in the context of case conferences. The Case Conference process has been reviewed and the following has been undertaken: Refresher Training for Assistant Principal Social Workers who chair Case Conferences and two newly appointed APSWs have been trained. In addition the APSWs who chair case conferences have met twice to review the chairing process to ensure consistency of sharing.			In progress
87.6	- in more serious situations determine whether the threshold of significant harm has been reached (Para 5.11(f)).					In Progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
88	The Trust should ensure that all staff and managers follow the guidelines for child protection plans in CtSC and the new Regional ACPC Policy and Procedures and monitor arrangements to ensure compliance (Para 5.12(a)).		A comprehensive training programme continues to be implemented and arrangements to monitor progress will be reviewed in October 2006. A comprehensive training programme including Level 1 and Level 2 is provided. April 2006-September 2006 Level 1 : 109, Level 2 : 204. April 2005-March 2006 Level 1 : 283, Level 2 : 219. In addition a Primary Level is provided for support staff. 36 staff attended.	All Directors		In progress
89	The Trust should review arrangements for preparing parents and young people to make effective contributions to case conferences through appropriate preparation and sharing of reports in advance as required by CtSC (Para 5.13(a)).		The Case Conference Working Group has re-written the leaflet for parents who are attending Case Conferences. The Draft leaflet is with the Trust's Public Relations Department. The Case Conference Working Group plan to re-draft the leaflet for children by March 2007. Focus is also being placed on the Chair of the Case Conference ensuring that they meet with parents or young people 15 minutes in advance of the meeting as required by the Regional Policies and Procedures.	Directors of Social Work, Children's Services		In progress
90	The Trust should ensure that parents and young people can routinely provide feedback on their experiences of case conferences (Para 5.13(a)).		The Case Conference Working Group plans to develop questionnaires as part of a feedback process by March 2007. One or two of the Fieldwork Teams will be asked to pilot use of the questionnaires in April 2007.	Directors of Social Work, Children's Services		
	Protecting Vulnerable Children in Specific Circumstances					
91	The Trust should ensure that the IAT routinely shares referrals from Domestic Violence Officers to Social Services with Health Visitors and other relevant professionals (Para 6.4(a)).		The Domestic Violence Forum has addressed this recommendation. Health Visitors are notified whenever children under 7 are living in a home where domestic violence has occurred.	Directors of Children's Services & Social Work		In progress
	Quality Assurance and Managing Performance of Services					
92	The Trust's Director of Children's Services should liaise with the CARE Unit Inspector to jointly consider how the Joint Protocol requirements can be fully implemented within the Trust's area (Para 7.2(c)).		The Trust and PSNI are currently reviewing local arrangements. Any constraints or difficulties arising from this process will be reported to ACPC and TCPP given the regional implications. The Trust's Director of Children's Services has tabled this issue for discussion at the Trust's Child Protection Panel on the 14th November 2006. The Inspector from Willowfield Care Unit is aware of this issue and attended this meeting. This recommendation cross references with recommendation 93 which the Board are taking forward.	Director of Children's Services		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
94	The Trust should monitor the effective implementation of the PARIS System to ensure that information is accurate, timely and pertinent to planning and delivering services (Para 7.5(a)).		A set of Trust-wide data quality protocols have been developed to assist managers in the monitoring of information on PARIS following implementation of their service. Managers and staff have direct access to a suite of reports on PARIS which allow them to monitor that information is input in a timely manner. A process is in place for the organisation and Managers to request reports as required to assist them in service planning and development.	Directors of Service Development, Children's, Adults & Treatment Services		In progress
	The Establishment and Operation of the ACPC and CPP.					
106	The Trust should ensure continuity of chairing of its CPP and monitor attendance levels to enable it to take any necessary remedial actions to ensure shared commitment and ownership from other participating agencies (Para 8.13(a)).		The Director of Children's Services chairs the Trust Child Protection Panel and attends the EHSSB Area Child Protection Committee. The Trust's CPP has shown commitment between participating agencies through attendance at meetings, planning events and the production of an Action Plan for 2006/07. The Trust CPP 2006/07 Action Plan was developed at its planning day event held on the 14th March 2006. The SSI recommendations in relation to the Trust's CPP have been incorporated into its 2006/07 Action Plan.	Directors of Children's Services & Social Work	Completed.	
107	The Trust should work collaboratively with PSNI to agree a protocol for referring and responding to requests for information in relation to young people who come to the attention of YDOs (Para 8.15(b)).		The Trust will address this recommendation early in 2007 and be able to give a fuller response by February 2007. This may be a recommendation which could be addressed through the TCPP and ACP.	Directors of Children's Services & Social Work		
	Interface between Residential and Fieldwork Services.					
113	The Trust should review its residential provision to ensure its adequacy in terms of the number and type of places available to meet the needs of its under 18 population (Para 11.3).		In collaboration with the Trust's Planning Department a review of residential provision is underway. The Family and Child Care's Clinical Psychologist and the Operations Manager of the Young People's Centre have been involved in the review process. Liaison meetings have been established with North & West Belfast HSS Trust in anticipation of the RPA merger, to share SEBT review of needs of placements. By the two Trusts merging their resources this will ensure more choice and effectiveness of the services to meet with the complex needs of young people.	Director's of Children's Services, Social Work & Planning and Performance		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
114	The Trust should ensure that each home has a Statement of Purpose and Function which is used to inform admission arrangements and the professional practice of the residential staff (Para 11.3).		The Statement of Purpose of each Children's Home will remain the subject of continuous review and this recommendation will form part of the Review of Residential Care outlined at Recommendation 123. North Road Children's Home has temporarily transferred use of the building to Ulster Community and Hospital Trust. The Statement of Purpose for College Park Avenue and Bawnmore Children's Homes are available.	Directors of Children's Services, Social Work & Planning and Performance	Completed.	
115.0	The Trust should ensure that it reviews the recommendations made in recent RQIA inspection reports and develop an Action Plan to implement these over a specified time scale. Particular attention should be afforded to:		A review of residential child care chaired by an external Consultant has commenced to develop and implement an action plan. Recommendations with details of resource implications will be shared. In respect of every written report issued from RQIA a system is in place where an action plan is compiled and addresses; what the requirements/recommendations are, who has been notified, what actions have been agreed and by whom, and what date it has been completed. The Action Plan is then circulated to Senior Managers to be agreed and signed off. The Action Plans's progress reports are sent to the Director of Children's Services and Social Work. These reports are tabled regularly at the Trust Governance Committee. Internal arrangements to monitor implementation of RQIA recommendations have been reviewed and improved.	Directors of Children's Services, Social Work, Human Resources & Corporate Services		In progress
115.1	- ensuring that admissions to children's homes occur on a planned basis, that an assessment of need informs the choice of placement and that there is a clear programme of work identified for the child from the commencement of placement. In those circumstances where an emergency admission is necessary an initial assessment and programme of work should be provided within 5 working days;		The review of the Referral Panel which is being completed will address the issues of planned admissions to children's homes. This review <i>has been</i> chaired by an external consultant. A review of the Referral Panel is being completed and addresses the issues of admissions and choice of placement. It is now the practice that prior to an admission to a Children's Home fieldworkers complete all relevant reports and risk assessment. These reports are discussed at the pre-admission meeting and inform the identified work programme. However, the nature of work within Family and Child care will not always allow for planned admissions. A system is in place were in the instances of emergency admissions an initial assessment and Care Plan is provided within 5 working days. A Looked After Review will be reconvened within 14 days.	Directors of Children's Services, Social Work, Human Resources & Corporate Services		

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
			The APSW for Residential Services reviews two residential case files monthly and this is reported on the Monthly Residential Report to RQIA and the Trust. This is subject to audit, which takes place on a quarterly basis and its findings discussed as part of the referral panel. Refer to audit processes in place Recommendation 43.			In progress
115.2	- ensuring that the number, training, support and supervision of residential staff is adequate to the discharge of their of duties;		An extensive training programme for Team Leaders and residential staff has been completed.Details are reported in the 2006 Quality of Care report on the Trusts three childrens homes. Supervision arrangements have been reviewed to ensure that staff receive formal supervision on a monthly basis.	Directors of Children's Services, Social Work, Human Resources & Corporate Services	Completed	
115.3	- ensuring that all Significant Event Records are reviewed by a manager outside the day-to-day management of the homes who can assess the nature of the incidents, whether or not they are significant in nature, identify any training needs for staff and provide trend data on the nature of the incidents across the homes. The trend data should be considered alongside information on staff leave, vacancies or the use of casual staff to establish if there are any linkages;		A number of measures have been actioned to improve the review of Significant Events, these include, a training programme for residential staff, improvements to the Significant Events reporting form, clear reporting structure to Directors of Children's Services and Social Work, EHSSB and RQIA . Significant Incident data base has been developed, and a pilot of the DATIX software is planned to be introduced into one of the childrens's homes. In addition one of the APSWs takes responsibility for the overall monitoring of Significant Incidents. Significant Events Training has now been extended to all staff in the Programme. Two sessions have taken place in October 2006 and a follow-up session will occur. "Referresher" training has already been referred to in the response to Recommendation 52. A Quarterly Risk Management meeting is chaired by the Risk Manager to review reported incidents by residential staff. This group reviews trends and learning for practice.	Directors of Children's Services, Social Work, Human Resources & Corporate Services	Completed	
115.4	- ensuring that staff have the time allocated within the roster to undertake individual work with children;		This issue has been reviewed to ensure time is allocated and used for individual work with children.	Directors of Children's Services, Social Work, Human Resources & Corporate Services	Completed	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
115.5	- ensuring that monitoring of the children and the home is undertaken at field social work, Monthly Monitoring Officer and senior management levels and that an Annual Monitoring Statement is provided in respect of its children's homes as required by Circular CC 1/98; and		Statutory visiting by fieldwork staff continues to be reviewed through supervision and any failures reported through line management. The content of the monthly monitoring reports is now more comprehensive and timescales have improved. Residential staff have been reminded to record fieldwork visits. The Annual Monitoring Report has been replaced by the Quality of Care report as agreed with the EHSSB. The Review of Quality of Care under Part V of Section 33(2) of the Children's Homes Regulations (NI) 2005 was forwarded to the Regulation and Quality Improvement Authority, the Northern Ireland Commissioner for Children and Young People and the EHSSB in August 2006. The Report gives a full account of the Trust's performance in relation to providing residential care services for children. A one-day course communicating with children was delivered in November 2006 and a three-day course on the role of the Key Worker is being developed. It will revolve around the use of Person Centred Thinking Skills. Refer to audit arrangement of residential case files Recommendation 43.	Director of Children's Services, Social Work, Human Resources & Corporate Services.	Completed	
115.6	- using its Annual Monitoring Statement to inform the development of a strategic vision for its residential homes placed within its wider strategy for child welfare services.		The Trust has commenced a strategic review of its residential care services. This review will involve Directors of Social Work and Children's Services and the Director of Performance and Planning alongside Family and Child Care staff. The Trust will involve NWBT and the EHSSB in this process in light of the emergence of the new Belfast Trust. A Draft Residential Child Care Strategy has been developed and been shared with senior management and Children's Services. Family and Child Care are working in co-operation with NWBT in view of the Review of Public Administration, in order to plan for the reconfiguration of the service and make the best use of resources. The first meeting took place on 12th October 2006 with the two Trusts to start this process and further meetings have been set up. An Independent Consultant from the Scottish Institute for Residential Care facilitated this workshop. Cross reference with Recommendation 113.	Directors of Children's Services, Social Work, Human Resources & Corporate Services, Social Work, Planning and Performance.		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
116	The Trust should ensure that a pre-admission discussion is established in relation to children being admitted to a residential placement to ensure that residential staff are alert to the individual needs of each child. Pre-admission arrangements should include: ensuring that each child has a programme of phased visits prior to admission to the home to introduce him/her to other children resident in the home, and staff (Para 11.17).		The membership of the Placement Panel has been reviewed and participation has been broadened to include an independent social worker, fostering and residential managers and the community services manager to ensure good practice in the admission process and to ensure the full range of options are considered. The performance of the Placement Panel is being reviewed and recommendations will be available in October 2006. It is expected that improved performance at the Placement Panel will enhance the quality of decision-making. Improved auditing of case files referred to elsewhere in this report will facilitate audit of compliance with the recommendation regarding pre-admission arrangements. An Operational Policy has been developed following the review. The Policy has been shared with Managers and will be implemented by mid December, 2006.	Directors of Children's Services & Social Work	Completed	
117	The Trust should ensure that it has clear Terms of Reference for its Placement Panel and that it has appropriate representation, including residential Team Leaders, and that it is chaired at a level above APSW grade. The Panel should also have an external independent element to ensure decisions are needs rather than resource led. The Panel's remit should be extended to enable it to consider all cases where admission to a placement maybe required. The Panel should ensure that it has the appropriate information, including an assessment of the child's needs, in order to consider each child's individual needs, what placement arrangements will best meet these needs and to reach an informed decision (Para 11.17).		A review of the Placement Panel has been completed. Following on from the review an Operational Policy for the Panel has been drafted and addresses each element of this recommendation. The new Operational Policy is currently being introduced to staff in the Family and Child Care Programme. The policy will be implemented by 31 March 2007.	Directors of Children's Services & Social Work		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
118	The Trust should ensure that family support services are provided on the basis of an assessment of need and that there is regular monitoring to ensure that these services are making a difference to the standard of care provided for the child (Para 11.21).		The introduction of the Regional Assessment Framework will contribute to a more structured approach to the assessment of need. As part of the Programmes quality assurance system a PSW will now provide formal professional oversight and monitoring of the use of family support services. Family Support cases are reviewed three monthly, then six monthly by the APSWs through the supervision process. The Quality Assurance Programme will enhance the Family and Child Care Programmes capacity to comply with this recommendation.	Director of Children's Services and Social Work	Completed	
119	The Trust should consider extending its Placement Panel's remit to include the use of respite care to ensure that respite is used appropriately rather than to delay a more appropriate placement within either its fostering or residential services. It should ensure that decisions to use respite care are part of a planned programme of work with children, which is capable of meeting their assessed needs (Para 11.21).		The Operational Policy for the Placement Panel specifies that respite care is one of the range of options considered for children referred to the Panel. The stated aim of the Placement Panel includes reference to improving assessment and planning for children.	Directors of Children's Services, Social Work	Completed.	
120	The Trust should ensure that mechanisms are established to ensure that all requests for admission from either a child or a parent which are refused are reported in writing to the Programme Manager detailing the reason for the decision and setting out what services are being provided which appropriately obviate the need for a placement (Para 11.22).		Reference is made in the Operational Policy for the Placement Panel for the need to inform the Programme Manager when there is absence of an appropriate placement for a child and there are safe-guarding concerns. This Programme Manager will issue instructions to all staff regarding keeping her informed of situations which do not come to the attention of the Placement Panel. However, as recommended in the SSI Inspection Report (Recommendation 117), it is expected that all cases where admission to a placement may be required will be referred to the Placement Panel.	Directors of Children's Services, Social Work		

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
121	The Trust should develop systems to ensure that the absence of a placement, where there are safeguarding concerns regarding a child, are immediately reported to the Programme Manager who should:		The Trust has introduced a protocol for applications for secure accommodation which includes risk management if a child is not allocated a place. The Trust has taken measures to address the issues raised by this recommendation. 1) A protocol has been introduced to guide social workers when they are making an application for Secure Accommodation, which includes risk assessment and management if a child is not allocated a place. 2) The review of the Referral Panel (which the SSI has referred to as the Placement Panel) will include a protocol for informing the Programme Manager when an appropriate placement is not available for a child. The programme will then be able to assess the quality of risk assessment and management.	Director of Children's Services, Social Work	Completed	
121.1	- assess the resulting level of risk and arrange for services to mitigate these risks; and		The Placement Panel which is now chaired by a PSW, is where placements are discussed. If a placement is not available this is discussed at weekly meetings to review the options and also assess the risks in relation to this. The relevant PSWs and Family & Child Care Services Manager are notified. A Protocol has been developed in relation to young people who require a Secure Accommodation place. The Protocol has been tested and amended accordingly. The revised Protocol has been forwarded to staff. This Protocol ensures that all Managers are aware of the position and the risks are reviewed weekly. A C14 form is completed and forwarded to the PSW who will keep a data base. The Programme Manager will be given monthly progress reports which are relayed to the Director of Children's Services /Director of Social Work and EHSSB.	Directors of Children's Services and Social Work	Completed	
121.2	- collate this information to provide reports to the Trust's board on a regular basis and to assist the Head of Children's Services plan an appropriate level of provision within the Trust (Para 11.22)		A database has been established to monitor this matter. These arrangements will be extended to fully address this recommendation.	Director of Children's Services and Social Work		In progress

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
122	The Trust should ensure that the operation of its children's homes is raised to a level, which ensures that social workers feel confident about placing a child within its residential care provision, and that residential care is viewed as a placement of choice informed by a child's needs assessment, not as a "last resort" (Para 11.22).		Management arrangements to monitor standards of care within Children's Homes are being enhanced. The role and operation of the Referral Panel has been amended to address the requirements to meet this recommendation. Management arrangements to monitor standard of care within Children's Homes are being enhanced by improved Programme of Quality Assurance which will audit a wide range of the management and practice in relation to all Looked After Children. Training in Leadership and Management for the Team Leaders of the three Children's Homes referred to in the response to Recommendation 52. The Trust's Accountability Review and the Review of Quality of Care under Part V of Section 33(2) of the Children's Homes Regulations (NI) 2005. This systematic approach to all recommendations will improve the quality of the residential care service and restore confidence in the service. The Trust in response to SSI Recommendations 113 and 123, is reviewing the residential care provided by Children's Services to ensure it is capable of meeting the needs of its resident population.	Directors of Children's Services & Social Work	Completed	
123	The Trust should undertake a review of its children's residential services to ensure that it is capable of meeting the full range of needs of its resident population and in collaboration with its commissioning Board to ensure appropriate provision is made for children with psychiatric or psychological needs (Para 11.23).		The Trust will review its Children's Residential Services in collaboration with the EHSSB to ensure that it meets the full needs of its residential population. This review will include the psychiatric and psychological needs. The Trust has developed a Draft Review of residential services which includes the Psychiatric and Psychological needs as well. Refer to Recommendations 115.6 and 48. The Family and Child Care Programme promote staff being involved in strategies and services. Some of the groups staff are involved in are as follows:- EHSSB Working Group on Secure Accommodation, Decant Implementation Group, EHSSB Youth Justice Working Group, EHSSB Joint Strategic Planning Group for LAC and Education.	Director's of Children's Services, Social Work & Planning and Performance		

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
124	The Trust should ensure that residential staff working with children with mental health needs are supported to enable them to meet the specific needs of children. Where children with mental health needs are placed in a children's home the Trust should ensure that it takes account of the staffing complement and their professional training, skills and experience (Para 11.23).		The Trust's Children's Homes have experienced difficulties managing situations when the mix of children includes some with serious mental health needs. In Spring 2006 a Child Psychotherapist facilitated a one and a half day course for staff working with children with attachment problems. A small group now meet with the Psychologist to continue to explore practice issues. In April 2006 staff attended a two-day course about Adolescent Self-harm and Suicide. Both these courses will be repeated in 2006/07. The temporary decant of North Road has facilitated increasing staffing levels in the Children's Homes when required. The Trust looks forward to the expansion of Intensive Foster Care and the introduction of Intensive Support Units. Both these developments will improve the range of options available for children including those with mental health needs.	Directors of Children's Services, Social Work & Human Resources		In progress
125	The Trust should ensure that a risk assessment is completed in each case where there is a potential for abuse, either as a victim or a perpetrator, and that a risk management strategy is developed to support both individual children and the residential group (Para 11.24).		<p>Staff have been further trained in applying risk models to assess this recommendation. In addition a risk strategy meeting is being convened and reviewed on a regular basis. The Family and Child Care Programme is implementing the Trust's Risk Management strategy. A standardised Risk-Analysis has been introduced across Community and Residential Care Services. The model is a Risk-Analysis model based on the Brearley Model and adapted by the School of Social Work in Queen's University Belfast (Kelly). Elements 1-6 are completed by the Social Worker prior to the Case Conference and is attached to the Social Worker's Report. Element 6 covers:- 1) strengths 2) weaknesses 3) growth and change 4) help/services. At the Case Conference participants, including the parents, can add or subtract from this section.</p> <p>Elements 10-13 are completed as part of the conclusion-reaching and decision-making undertaken by the Case Conference participants as a multi-disciplinary team. The Draft Quality Assurance Family and Child Care Programme includes reference to auditing compliance with risk assessment and management audit.</p>	Directors of Children's Services, Social Work & Corporate Services	Completed	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
126	The Trust should ensure that requests made by children for a placement are dealt with appropriately and that fieldwork staff ensure the child has a placement which safeguards and promotes their needs before going off duty (Para 11.26).		Additional guidance will be provided to staff which ensures that the full requirements of these recommendations are met and its implementation monitored by senior staff within the Programme. The fieldwork staff have been advised that a placement is required to be dealt with before going off duty. The EDT need to be advised and also Residential Managers have an on-call system to follow up any enquiries after 5.00 pm if required. It is planned that an admissions pack will be available to all staff in December 2006 at the meeting to discuss the interface between residential and fieldwork staff regarding admissions to care.	Directors of Children's Services, Social Work		
127	The Trust should develop Protocols with the out-of-hours duty service to ensure that all children admitted to care are accompanied by a social worker and that every effort is made to secure admission information to assist residential staff. It should also ensure that each child on admission to a children's home has the support of his/her social worker (Para 11.26).		A protocol will be agreed with North & West Belfast Trust which manages After Hours Services. A meeting has been organised with NWBT in order to develop the necessary protocols. Refer to 60 and 63 for an outline of training provision. The Regional Reforming Children's Services Working Group are reviewing recording as one of the areas to be progressed. The outcome of this work will influence the recording systems to be put in place. Family and Child Care are planning to participate in this work. This is required to be completed by April 2007.	Directors of Children's Services & Social Work		
128	The Trust should review existing recording practices with a view to identifying the training, support and monitoring arrangements required to ensure recording is of a high standard, and that it is used purposefully to direct the work of staff (Para 11.32).		A significant amount of training has been provided by the Trust's Training Team for recording practices and also in completing Significant Events. Training took place on the 10 October 2006 and 19th October 2006. Children's Residential files are being monitored by the APSW and the PSW for residential care on a monthly basis and any gaps or missing information is brought to the attention of the Field Social Worker and the Residential Social Worker to rectify. There is a Quality Assurance System implemented to also assess the standard and quality of recording to ensure that it is of a high standard and that it is used purposefully to direct the work of staff. It is also expected that recording is covered in professional supervision and case recording and files will be audited on a monthly basis by the Team Leader.	Directors of Children's Services, Social Work & Human Resources		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
129	The Trust should promote and encourage the development of a learning culture to support staff to reflect on and learn from their practice (Para 11.32).		<p>The Trust achieved the Investors in People Award during 2005. The Trust places a strong emphasis on learning and providing staff with opportunities to reflect on and develop their practice. This takes place on several levels: PQI Workshops; provides a forum for newly qualified workers to consolidate their practice. Assessed year in practice; this process was implemented in April 2006. A Learning and Development Programme is being delivered to meet the identified needs of Children's Services. Within residential care a Learning and Development Consultant is piloting a Reflective Spaces initiative to enable staff reflect on practice. The Residential Teams annual training event will also incorporate a time to reflect and develop practice.</p> <p>A quarterly Good Practice Forum for Team Leaders has been established. The Annual Celebration of Achievement continues to mark the achievements of staff. A number of additional initiatives are in place:- Following the Children's Services Planning Day it was agreed that multi-disciplinary forum would be set up for staff to present complex cases, first meeting is on 16th November 2006. Residential and fieldwork staff held meetings to review practice in managing cases to learn from the incident or the complexity of the case. Family and Child Care had introduced a Quarterly Good Practice meeting. On 26th September 2006 and Independent Consultant from the Scottish Institute of Residential Care reviewed six complex cases with staff.</p>	Director of Children's Services Director of Human Resources	Completed	

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
130	The Trust should ensure that social work staff have a stated purpose regarding their contact with children based on an ongoing assessment of their needs. Case recording should record this purpose and the outcome. The Trust should also ensure that there is a planned programme of individual work developed in respect of each child whom it looks after (Para 11.34).		Training will be provided for staff on the importance of clarity in their recording in respect of this issue and monitoring arrangements confirmed. Residential staff have completed training on Recording. Guidance on all forms/reports required for Children's Residential Care has been developed and shared with staff. The Team Leader and staff continue to plan and review individual work programmes for young people during supervision. Team Leaders comment and sign recordings of this work. Monthly auditing of Young People's Residential files by line managers will ensure compliance with this recommendation. Refer to Recommendation 60 and 63 on training that has been and will be provided. The three-day Key Worker Course planned for February 2007 will address this. Meantime, this has been addressed with Residential Staff through Team Meetings and Supervision.	Directors of Social Work, Children's Services & Human Resources		
131	The Trust should ensure that residential Team Leaders and young people develop the current practice of signing and commenting on records at the end of individual work sessions (Para 11.34).		This is currently being addressed through supervision and management arrangements with Team Leaders at Children's Homes and the APSW and PSW responsible for Residential Child Care Services will develop monitoring arrangements to oversee its consistent implementation. Through monthly Team Leader's meetings and Supervision the APSW for Children's Residential Care alongside Team Leaders has continued to develop this practice in the Children's Home. Team Leaders now comment on and monitor all individual work. The Team Leader and staff plan and review individual work programmes for young people during supervision. These programmes are based on a monthly Assessment completed on each young person. Young People also continue to sign and comment at the end of individual work. Monthly auditing of Young People's residential files by line managers will ensure compliance with this recommendation.	Directors of Social Work, Children's Services		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
132	The Trust should ensure that a business case is developed, in collaboration with its commissioning Board, for the provision of a Looked After Children Support Team comprising teaching, nursing, psychology, psychiatry, social services and the youth sector representation to ensure early targeted intervention is available to children to address the current difficulty of extended waiting times to receive a service (Para 11.37).		The Eastern Board in collaboration with the Youth Justice Agency are progressing a Looked After Children support model. A seminar was held on 18 September 2006 to advise Trusts of this development and the Eastern Board is discussing the application of this model in the Eastern Area with the Child Care Policy Directorate at the DHSS&PS.	Directors of Children's Services, Social Work, & Planning and Performance		
133	The Trust should ensure that education staff are apprised on any recent developments in the life of a child, which may impact on his/her behaviour or performance within an education setting (Para 11.38).		Action will be taken early in 2007 to ensure that staff are systematically keeping teachers and others in the education system apprised of recent developments in the life of a child.	Directors of Children's Services & Social Work	Completed	
134	The Trust should quality assure the standard of review and care planning processes to ensure that both the documentation and the process are linked to the assessed needs, are of a good standard and capable of delivering good outcomes for children. It should also ensure that managers at a range of levels audit at regular intervals review care plan documentation to ensure they are fit for purpose. The Trust should further ensure that management and monitoring arrangements are in place to identify discharge decisions which are likely to compromise either the standard of care provided to young people or the Trust's discharge of its statutory responsibilities for young care leavers (Para 11.45).		Management, monitoring and audit arrangements are currently being reviewed to meet the requirements of this recommendation. A Looked After Children group is now meeting regularly to review the processes within the Leaving Care planning and to look at ways of improving health and outcomes for Looked After Children. This Working Group includes representatives from Health.	Directors of Children's Services, Social Work & Corporate Services		In progress

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
135	The Trust should ensure that appropriate input to care planning is promoted across the multi-disciplinary/inter-agency team, and parents and children, and that the Care Plan is circulated as per regulatory requirements (Para 11.45).		A Trust LAC sub group has been established. An audit of current performance in this area of practice will be completed by 31 March 2007. Any improvements to care planning and the sharing of care plans will be implemented by June 2007.	Directors of Children's Services, Social Work,		In progress
136	The Trust should ensure that a contingency plan is developed in situations where a placement is described as fragile to promote higher standards of planning for children (Para 11.45).		<p>A comprehensive analysis of the current placements of young people in Residential Care has been undertaken. Professional oversight systems at senior APSW and PSW have been implemented. Since the last Project Board meeting the Trust has appointed a second Principal Social Worker. This member of staff is leading on the management of the interface between residential and fieldwork services for Looked After Children. This recommendation is concerned with ensuring the child's care plan is appropriate and is regularly updated. A number of actions have been undertaken: 1) A system of sampling care plans at source, APSW and PSW level has been introduced. 2) An assessment of the needs of the young people affected by the change in use of North Road Children's Home has been completed. 3) The membership of the Placement Panel has been reviewed to include fostering and residential managers to ensure a full picture of needs is available.</p> <p>4) The PSW chairs a monthly meeting with all the relevant APSWs to discuss fragile placements and contingency planning across services. 5) A monthly reporting system is in place on fragile placements and contingency planning to the Programme Manager. 6) The Programme Manager advises the Deputy Director of Social Services in the EHSSB about unmet need in community placements. This is formally reported to the EHSSB through the annual statutory functions report and issues such as children waiting for CAMHS services are reported to the Trust Board and the EHSSB twice a year in the Corporate Parenting Report.</p>	-	Completed	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
137	The Trust should consider extending the remit of its Placement Panel to review discharge decisions in respect of young people aged under 18 years to ensure that accommodation and support arrangements are appropriate and are capable of meeting their assessed needs (Para 11.45).		The Operational Policy for the Placement Panel has been extended to include reference in its terms of reference to reviewing discharge decisions (3.ii).	Directors of Children's Services & Social Work		
138	The Trust should ensure that a risk assessment and management plan is provided whenever a child is transferred from one unit to another for safeguarding purposes (Para 11.52).		Trust to conduct an audit of risk assessment relating to the transfer of children from one unit to another. Through monthly Team Leader's meetings, Supervision and developing a policy on admitting children into care the APSW for Children's Residential Care alongside Team Leaders now ensures that a risk assessment and management plan is provided whenever a child is transferred from one unit to another for safeguarding purposes . It is now the practice that prior to admission to a Children's Home a risk assessment is completed by fieldwork staff and is provided at the pre-admission planning meeting.	Directors of Children's Services, Social Work, Corporate Services		
139	The Trust should ensure that the risk assessment proforma used within homes includes a section detailing how identified risks are to be managed and that both the risk assessment and the individual programme of work is subject to monthly review by the residential Team Leader, who should report in writing any ongoing concerns to the APSW (Para 11.52).		A risk assessment proforma has been introduced to meet this requirement. A monitoring system will be established to ensure the requirements of this recommendation are fully met. A standardised risk-analysis model has been introduced across Community and Residential Care Services. The model is based on the Brearley model and adapted by the School of Social Work in Queens University, Belfast (Kelly). All managers received training in respect of this model in February 2005. Training for staff on risk analysis and risk management remains a high priority within Residential Care. The Team Leader and staff identify, monitor and review the individual young people's risk assessments on a monthly basis during supervision or more regularly if required. Individual work programmes are then agreed in order to manage and minimise the risk's associated to young people. This work is regularly shared with field social workers and direct work regarding individual work plans shared.	Directors of Children's Services, Social Work & Corporate Services		In progress

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
140	<p>The Trust should provide guidance and training to staff on what constitutes a Significant Event.</p> <p>It should further ensure that all Significant Event Reports are analysed and trends noted to enable it to address proactively issues relating to the overall operation of each of its units (Para 11.52).</p>		<p>The Family and Child Care programme have held 9 workshops for all staff in the programme about notification of Significant Events which occur in Residential Care. The workshops made reference to the Children's Homes Regulations (NI) 2005, Schedule 5 and DHSSPS Circular CC3/02 - Roles and Responsibilities of Directors of Trusts and Boards. The Programme Manager has established a database which will assist monitoring trends and compliance with notification requirements.</p>	<p>Directors of Corporate Services and Human Resources</p>		<p>In progress</p>
141	<p>The Trust should ensure that there is a complete record on children's case files of all decisions made or action taken (Para 11.56).</p>		<p>This is currently being addressed through supervision and management arrangements with Team Leaders at Children's Homes and the APSW and PSW responsible for Residential Child Care Services will develop monitoring arrangements to oversee its consistent implementation. Monthly auditing of young people's residential files has been implemented to monitor compliance with this recommendation. It has been clarified that any non-compliance will be brought to the immediate attention of the relevant manager and practitioner to rectify immediately.</p>	<p>Directors of Social Work, Children's Services</p>		<p>In progress</p>
142	<p>The Trust should ensure that staff are aware of signs and symptoms of abuse and are facilitated to use the child protection processes as required to safeguard looked after children (Para 11.57).</p>		<p>All residential staff have completed level 2 child protection training. This recommendation is specifically about residential care staff. All staff have undertaken level 1 and 2 training. Representatives from the Children's Homes have attended the training referred to in the response to Recommendation 144.</p>		<p>Completed</p>	
143	<p>The Trust should ensure that it provides guidance and associated training to staff on managing bullying and complaints (Paras 11.57 and 11.62).</p>		<p>The Trust introduced an Anti-Bullying Policy in July 2006 and all residential care staff have received training. Reference to bullying has specifically been made in the workshops referred to in the response to Recommendation 140. The Principal Social Worker for Residential Care will take the lead in reviewing the policy by July 2007.</p>	<p>Directors of Children's Services & Human Resources</p>		<p>In progress</p>

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
144	The Trusts should ensure that children who present a risk to others or who are victimised by others have access to counselling to address their behaviours (Para 11.57).		The Family and Child Care Programme through Risk Management and Significant Event notification training have raised awareness about peer abuse and bullying and the need for adherence to Child Protection Procedures when incidents of this nature occur. There are close working relationships with Baranado's staff who specialise in work with young people who are a risk to other young people. The case example used in the Significant Event notification training, referred to above, highlights issues in relation to both the young victim and the young perpetrator. The Anti-Bullying Policy makes specific reference to the needs of the young perpetrator.		Completed	
145	The Trust should ensure that senior managers regularly review Significant Event Reports to check that all child safeguarding issues are appropriately identified and addressed. Reports on this should be provided annually to the Trust's board (Para 11.58).		The Programme Manager has established a database to monitor Significant Events including compliance with Child Protection Procedures. A report is provided annually to the Trust Board in addition the Annual Report regarding the Discharge of Statutory Functions is provided to Trust Board and EHSSB. The Child Health Services Manager has implemented a quarterly review of significant events. This commenced in September 2006.	Directors of Children's Services, Social Work, Medicine, Corporate Services & Nursing		In progress
146	The Trust and the PSNI should ensure that they provide 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, Sexual Harm Orders and their powers under Articles 67 and 68 of the Children Order (Para 11.59).		A Risk of Sexual Harm Order is being applied for in relation to an adult who poses a risk to children in residential care by the Trust and the PSNI. This is the first time this has been used locally and provides a learning opportunity. The Trust will ensure the learning is disseminated throughout the Programme and the CPP. The Trust will ensure that staff are informed of these powers through team brief, this will also be incorporated into training courses. This will be incorporated into Child Protection course for the residential workers and Beyond the Shadows training programme. The Trust has been liaising the PSNI in relation to applying for a Sexual Harm Order. It is hoped that this will be granted within the next two weeks.	Director of Human Resources		In progress

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
147	The Trust should provide guidance for residential staff on when to involve the PSNI when children leave the unit, this should require residential staff to make preliminary checks before reporting a child as missing (Para 11.61).		There is an existing procedure relating to children who go missing from care. The protocol that presently exists has been developed through ongoing contact with the PSNI. This is an interim arrangement as there is also a Draft Regional Procedure for children who go missing from care that has been circulated by the Board and comments are expected by the 3rd December 2006 with the expectation that implementation will take place in early 2007.		Completed	
148	The Trust should ensure that the decision to charge a child with criminal damage to Trust property is made after a full assessment of the situation and at Programme Manager level (Para 11.61).		Staff have been advised that the decision to charge a child with criminal damage can only be taken at Programme Manager level after full assessment of the situation.	Directors of Children's Services & Social Work,		In progress
149	The Trust should ensure that its residential staff revise the current "level system" used within its children's homes as these create a perverse incentive for misbehaviour (Para 11.62).		The Trust will research other models and replace the current levels system. Residential staff have revised the "level system" used within the Children's Homes. Work is continuing in order to ensure that the management of young people's behaviour is based on clear assessment. Thus, programmes, specific to an individual young people's needs and issues are developed. The Trust's Psychologist responsible for Looked After Children also supports staff in strategies to manage young people's behaviour.	Director's of Children's Services & Social Work,		
150	The Trust should give consideration to the employment of waking night staff (Para 11.64).		The Trust's Director of Children's Services initiated correspondence on this issue to the EHSSB in November 2005. This correspondence advised the EHSSB of the need for waking night staff in the Trust's three Children's Homes. The issue of waking staff has more recently been raised at the Programme Manager's meeting which reinforced the pressing need to ensure waking staff in Children's Homes on a continuous basis. The EHSSB advised the Trust that they have bid through the HWIP process for resources to achieve this for Children's Homes in the EHSSB area. The Trust has proceeded to recruit permanent waking staff for the Children's Homes. The posts have been advertised and interview dates set up.	Directors of Children's Services, Social Work, Planning and Performance, Finance & Human Resources	Completed	

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No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
151	The Trust should ensure that the practice of the APSW covering the roster in children's homes is reviewed and appropriate staffing arrangements put in place (Para 11.66).		The Trust will proactively pursue a further Recruitment and Selection campaign to ensure full staffing is available to ensure the APSW does not have to cover the roster in emergencies. Any resource implications will be highlighted. A PSW is leading on the recruitment and selection in residential childcare. Meeting with HR have resulted in a fast tracking process for advertising vacancies. The Assistant Principal Social Worker for Residential Care has not been on the roster in the Children's Homes since March 2006. He has been asked by the Programme Manager not to take part in the roster and to inform the Principal Social Worker immediately such an eventuality has to be considered.	Directors of Children's Services, Social Work & Human Resources		In progress
152	The Trust should ensure that residential files are regularly monitored on a sample basis by staff at APSW and PSW levels (Para 11.67).		A formal monitoring process has been established to monitor residential files. This involves the Principal Social Worker and Assistant Principal Social Worker reviewing a number of files from each children's home on a quarterly basis. An audit pro-forma has been developed to support this quality assurance process. This pro forma is currently being reviewed by the Trust's Audit Officer, but is available as required. The Assistant Principal Social Worker responsible for Residential Care, after he has read the monthly Residential Care Monitoring Report, select files to examine for quality assurance purposes.	Directors of Children's Services & Social Work	Completed	
153	The Trust should prepare an Annual Monitoring Statement in respect of its residential services and shared it with its commissioning Board (Para 11.68).		The Trust has produced its first report on the review of the Quality of Care in each of the Trust's three Children's Homes. The review is a requirement of the Children's Homes Regulations (NI) 2005. This report was forwarded to the Director of Social Services at the Regulation, Quality Improvement Authority, the EHSSB and the Northern Ireland Commissioner for Children and Young People on the 4 August 2006. This report replaces the Annual Monitoring Statement. The Trust has commenced a strategic review of its residential care services. This review will involve Director of Social Work and Children's Services and the Director of Performance and Planning alongside Family and Child Care staff. The Trust is involving NWBT and the EHSSB in this process in light of the emergence of the new Belfast Trust. The Trust will complete this strategic review by January 2007.	Directors of Children's Services, Social Work & Planning and Performance	Completed	

No.	Recommendations	Time-scale	Description of Action	By Whom	Completed	In Progress
154	The Trust should ensure that senior managers and its board Members regularly visit children's homes both to assure themselves on the standard of care provided and to indicate to residential staff that they and the tasks they discharged are valued (Para 11.69).		The Trust's Chief Executive, Trust Board Members and Service Managers have completed a schedule of visits to the Trust's three children's homes during 2005/06. A schedule for visiting has been prepared for 2006/07.	Chief Executive, Directors of Children's Services & Social Work	Completed	