

# Wiltshire Council Children's Social Care Quality Standards for Managers

## 1. Introduction

These are the Quality Standards expected of all social care managers. We will train managers in the standards, monitor and report on impact to the Senior Management Team.

The Quality Standards include information on:

- The Behaviours Framework,
- Specific guidance and policies available for all Wiltshire Council Managers
- The Management Matters Programme
- Social Work Reform Board Standards for Employers of Social Worker's in England and Supervision Framework
- Wiltshire Council Practice Standards for Social Care Managers

## 2. The Behaviours Framework

The Behaviours Framework explains how all employees are expected to carry out their work at the Council. There is a Behaviours Framework Policy as well as specific Manager Guidance.

The Behaviours Framework is a set of principles which, when exhibited positively by managers and employees, will help to create a positive culture and working environment for all employees.

All managers are expected to manage employees in line with the framework and to demonstrate and be an exemplar for appropriate behaviour as outlined in job descriptions.

Managers should make sure employees know what constitutes unacceptable behaviour. Examples are given in the Behaviours Framework.

The Behaviours Framework can be found at:

<http://thewire.wiltshire.council/hrdirect/conductandperformance/thebehavioursframework.htm>.

## 3. Wiltshire Council Guidance for Managers

There is specific guidance for all Wiltshire Council managers available on the HR Direct website at: (<http://thewire.wiltshire.council/hrdirect/hrhome.htm>). A complete list of guidance for managers is included as Appendix 1.

## 4. The Management Matters Programme

The first Management Matters courses were launched in July 2010 following feedback and consultation with managers during live wire events.

Each module has been designed in collaboration with industry experts and delivers the best in current thinking and practice within the public and private sectors tailored. The focus is on acquiring practical tools, developing effective cross service relationships and sharing best practice, supporting managers drive forward the change and transformation required to achieve our goals.

Courses are aimed at heads of service, senior and middle managers, and are centred around the foundation module of personal leadership.

The programme focuses on:

- Inspirational Leadership
- Customer focus and continuous improvement
- Managing performance
- Leading change and innovation
- Coaching your team

**There is an expectation that all managers attend the Management Matters programme**

The Management Matters programme is available at:

<http://thewire.wiltshire.council/hrdirect/learninganddevelopment/ldmanagers/ldmanagersmgtmatters.htm> and course bookings can be made through SAP.

## **5. Social Work Reform Board Standards for Employers of Social Worker's in England and Supervision Framework**

The Social Work Reform Board has implemented the recommendations made by the Social Work Task Force to improve the quality of social work.

The Standards for Employers of Social Worker's in England and Supervision Framework contain information about the proposed social work standards, which suggest principles to ensure high-quality provision and maintenance of social work.

The Social Work Reform Board standards and supervision framework can be found at:

<http://www.education.gov.uk/swrb/employers/a0074263/standards-for-employers-and-supervision-framework> and state the following:

All employers of social workers should:

- Have in place a social work accountability framework informed by knowledge of good social work practice and the experience and expertise of service users, carers and practitioners.
- Use effective workforce planning systems to make sure the right number of social workers, with the right level of skills and experience, are available to meet current and future service demands.
- Implement transparent systems to manage workload and case allocation to protect service users and practitioners.
- Make sure social workers can do their jobs safely and have the practical tools and resources they need to practise effectively. Employers should assess risks and take action to minimise and prevent them.
- Ensure social workers have regular and appropriate social work supervision.
- Provide opportunities for continuing professional development, as well as access to research and practice guidance.
- Ensure social workers can maintain their professional registration.
- Establish effective partnerships with higher education institutions and other organisations to support the delivery of social work education and continuing professional development.

Supervision should:

- Improve the quality of decision-making and interventions.
- Enable effective line management and organisational accountability.
- Identify and address issues related to caseloads and workload management.
- Help to identify and achieve personal learning, career and development opportunities.

## **6. Supervision Policy and Standards**

Supervision in Children's Social Care is the single most important process to ensure that the necessary work is being carried out to keep children safe. Wiltshire Council Children's Services Staff Supervision Policy and Standards were revised in December 2015. The policy provides clear expectations of both managers and their supervisees so that both parties are clear about their responsibilities and that effective supervision is continuously available to all those working within the Service.

## **7. Wiltshire Council Practice Standards for Social Care Managers**

The social care management standards included at Appendix 2 have been extracted from the children's social care quality standards.

In addition Managers at all levels are expected to lead, motivate, nurture and manage workers to ensure the service provided is effective and delivering positive outcomes. They do so by managing performance and quality assurance, resources and budgets. They contribute to and support the development of social work practice and the professional development of the team they lead by ensuring effective supervision arrangements and performance appraisals take place.

## **8. Quality Assurance standards**

Safeguarding children is complicated and complex and requires checks and balances within the system to ensure that work is being carried out to a high standard and which identifies and remedies any weakness. Regular analysis and interrogation of key data is important and should generate some key questions about the work of the Service or of a team. Managers will:-

- Attend regular Team Performance review meetings to discuss key issues relating to their team/service area.

- Use Management information reports to scrutinise the performance of their team/service area.
- Team Managers should observe social work practice 3 times per year as a minimum level within the Children in Care, Fostering and Adoption Service and 4 times a year within the Safeguarding and Assessment Service.
- 1x case audit service wide should be completed by all Managers on a monthly basis. As outlined within the Children's Social Care Case File Audit Policy and Procedure. The themes from the audits will be reported to the Audit Group.
- Managers will focus on the best interests of the child - not the best interests of the service or the practitioner when undertaking any quality assurance activity.
- Managers undertaking any quality assurance activity will do so in the best interests of children and will raise their concerns in a timely and straightforward manner with the practitioner and manager concerned
- Managers will undertake quality assurance activity in such a way to allow practitioner input and contribution as it is important that staff do not feel "done unto"
- Managers will accept critical feedback openly and not defensively acknowledging it is designed to improve outcomes for vulnerable children.

## **9. Management and Decision Making**

Separate from supervision is the frequent need that practitioners have to seek management decisions on their cases, whether they relate to the commissioning of resources or decisions about case management. Managers clearly have a duty to ensure scarce resources are well used and that case decision making is defensible and has regard to the needs of the organisation. However, both sets of decisions also have to be explicitly child-centred and seen to help improve circumstances for the child or family. Practitioners can also expect to have easy access to managers, including senior managers (up to and including the Director) and they can also expect that their voice and opinion will be heard in the making of those decisions.

## **10. Management and Decision Making Standards**

- All case decisions taken by managers will be recorded on the child's file with an explanation about what the decision was and why within 3 days.
- Access to any resource panels will be straightforward and well-publicised and panels will require the minimum paperwork necessary to enable them to make their decision
- All panels can offer a consultancy service – in complex cases it is perfectly acceptable for practitioners to not know what resources are required or what next steps may be and seeking advice and consultation will be readily available
- Managers will assume responsibility for the decisions they take and assume proper ownership of any risks associated with those decisions (for example, being ready to give evidence on them in Court hearings if required)

## **11. Workload Management Standards**

- Casework allocation will always take place directly either in 1:1 sessions or in team meetings
- Within the demands of the service, which must always take precedence, allocation will play full regard to the interests and professional developmental needs of individual practitioners
- Case allocation will use the standard workload management tool.
- Allocation will reflect the needs of newly qualified staff, those returning from extended absences and other individual circumstances
- Managers will explore the opportunities to jointly allocate work and/or to identify some activities as lending themselves to co-working as a way of sharing different skills and experiences

## **Appendix 1: Wiltshire Council Guidance for Managers**

The following guidance is all specific to managers within Wiltshire Council and is available on the Wiltshire Council HR website (<http://thewire.wiltshire.council/hrdirect/hrhome.htm>).

### Pay, expenses and reward

- Completing a Job Description
- Debt recovery from ex-employees

### Flexible working and time off

- Talking to your team about flexible working
- Career breaks

#### Conduct and performance

- Individual, operational and group appraisals
- Equal opportunities in appraisals
- SAP appraisal guidance
- Template – Putting the Behaviours Framework into practice
- Guidance for managers to the Behaviours Framework
- Equal Opportunities and the behaviours framework
- Alcohol and Substance Misuse
- Taking informal action to resolve disciplinary matters
- Equal opportunities in disciplinary matters
- Format of disciplinary hearings
- Carrying out investigations
- Holding meetings
- Managing the grievance procedure
- Equal Opportunities in grievance matters
- Appeals
- Improving Work Performance
- Setting objectives with employees
- Equal Opportunities in improving work performance
- Sanctions in improving work performance
- Completing a Job Description
- Giving advice on policies
- IT information security requests
- Dignity at work
- Equal Opportunities in dignity at work

#### Sickness Absence Management

- Sickness absence management policy and procedure
- Equal Opportunities in absence management
- Occupational Health referrals
- How to report sickness absence

#### Leaving the Council

- Managing leavers
- Death of an employee outside of work

#### Recruitment and New Starters

- Guidance for managers to recruitment
- Manager guide to e-recruitment
- Agency Worker Regulations

#### Managers Learning and Development

- Managing time to train request process
- Equal Opportunities in time to train

#### Equality and Diversity

- Dignity at work
- Equal Opportunities in dignity at work matters

#### Occupational Health and Safety

- Corporate Health and Safety Managers Version
- Managers guide to completing an online incident form

## Appendix 2: Practice Standards for Social Care Managers

The practice standards for social care managers have been extracted from the children's social care quality standards.

PRACTICE STANDARDS		PERSON RESPONSIBLE
<b>1</b>	<b>REFERRAL AND INITIAL RESPONSE</b>	
<b>1.4</b>	<p><b>The referral is finalised within 24 hours unless it is a child protection referral which should be completed within 2 hours</b></p> <p>Upon receiving a referral, further information should be gathered and the referral evaluated on the day of receipt. Where a referral is progressed to an initial assessment, this ensures the child receives a timely intervention and response.</p>	MASH Assistant Team Manager /EDS Social Worker
<b>1.10</b>	<p><b>The referral records details of the reason for the referral and services being requested. This should include an evaluation of the information provided and details of any additional information sought to inform the decision making process</b></p> <p>The referral should outline the information provided by the referrer and their reason for referring the child/young person at this time. In reaching a decision about the referral, the officer may seek additional information from other sources about the child, e.g. school or health. Details of the information gathered should be included in the referral. The duty manager should evaluate the information received and highlight any immediate safeguarding concerns.</p>	MASH Assistant Team Manager/ EDS Social Worker
<b>1.11</b>	<p><b>The referral gives full consideration to indicators of risk and significant harm.</b></p> <p>In evaluating the information received and in the context of any available historical information, the duty manager should identify any risk to the child and the likelihood of significant harm. The referral should explicitly outline the nature of the concerns, how and why they have arisen including details of any allegation, and what appear to be the needs of the child and family.</p>	MASH Assistant Team Manager/EDS Social Worker
<b>1.12</b>	<p><b>The referral records details people consulted in reaching decision on the referral in particular any advice from managers.</b></p> <p>In determining further action to be taken in relation to information received, the duty manager should consult with colleagues or their manager or another manager on proposed action to be taken. It is important this is recorded to evidence management oversight and decision making.</p>	MASH Assistant Team Manager/ EDS Social Worker

PRACTICE STANDARDS		PERSON RESPONSIBLE
<b>1.13</b>	<p><b>The referral records the decision made and outline the reason for this.</b></p> <p>Once the referral is complete the duty social manager should, in consultation with their line manager if necessary, make a decision of what further action, if any should be taken in response to the referral. It is crucial that the reason for this decision is recorded to provide an explanation of the decision made should there be any future scrutiny of that decision.</p>	MASH Assistant Team Manager EDS Social Worker/CYPDT Manager
<b>1.16</b>	<p><b>The referral is finalised by the duty manager</b></p> <p>The duty manager is responsible for reviewing the information recorded by the MASH Information Officer or the duty social worker and quality assurance of the referral. Once a referral has been completed by the social worker it should be forwarded to the duty manager to review and authorise.</p>	MASH Assistant Team Manager/CYPDT Manager/ EDS Social Worker
<b>1.17</b>	<p><b>The case is allocated to a suitably trained and experienced worker who has the capacity to complete the work.</b></p> <p>When allocating a Single Assessment the duty manager should consider who would be most appropriate to complete the assessment. Factors which should be taken into consideration in this regard include:</p> <ul style="list-style-type: none"> <li>• That they are a qualified worker</li> <li>• That they have the relevant experience</li> </ul>	Assistant Team Manager Safeguarding/ CYPDT Manager

<ul style="list-style-type: none"> <li>• Cultural/language issues</li> <li>• Planned leave/training</li> <li>• Current workload</li> <li>•</li> </ul> <p>Where the assessment is likely to be complex due to long history, factors related to numbers of children or multiple concerns e.g. drugs, substance abuse, neglect and housing, then consideration should be given to the proportionality and duration the assessment will take. For complex cases there should be consideration of the allocation of an ATM</p>	
<p><b>1.18 A 'face to face' discussion should take place between the worker and the allocating manager at the point of allocation.</b></p> <p>Although allocation should take place electronically within the Carefirst System this should <u>not</u> replace the need to speak with the worker. This discussion should include:</p> <ul style="list-style-type: none"> <li>• The nature of the concerns</li> <li>• Historical facts to take into account</li> <li>• Timescale for visit to the child/family</li> <li>• Who the worker should speak to following the initial visit.</li> <li>• The timescale for the assessment 10,25 or 40 days</li> </ul> <p>The Line Manager will review the progress of a single assessment with the social worker at day 7 when a decision will be made as to whether the assessment is complete or needs to be extended due to presenting issues.</p>	<p>Assistant Team Manager Safeguarding</p> <p>CYPDT Manager</p>
<p><b>1.19 There is clear record instruction as to the work to be completed during the course of the Single Assessment.</b></p> <p>The duty manager should clearly record within the instruction the tasks which have been discussed with the worker. These will include:</p> <ul style="list-style-type: none"> <li>• Requirement to commence a Social Work chronology</li> <li>• Requirement to visit the child in a specified timescale</li> <li>• Partner agencies with whom to consult/undertake joint visit.</li> <li>• Additional assessment tools to be used</li> </ul>	<p>Assistant Team Manager Safeguarding/C YPDT Manager</p>

PRACTICE STANDARDS	PERSON RESPONSIBLE
<b>2 SINGLE ASSESSMENT</b>	
<p><b>2.1 The duration of the assessment is determined by complexity. The assessment will be completed within 40 working days.</b></p> <p>The assessment record should detail the start, review and end dates for the assessment. The assessment will be regarded as completed once it has been signed off/approved by the Social Workers line manager.</p> <p>Where the assessment is not completed within timescales, the reason for this should be recorded on the assessment.</p>	<p>Social Worker</p> <p>Assistant Team Manager / Team Manager</p>
<p><b>2.12 The assessment is authorised by the line manager</b></p> <p>It is the role of the team manager to ensure that the quality of the assessment meets the required standards and that the decisions reached are based on a sound <b>analysis</b> of the information gathered and will safeguard the child and promote his/her welfare. Once the assessment has been completed by the social worker it should be forwarded to the manager to review and authorise. Authorisation is recorded in the</p>	<p>Assistant Team Manager/Team Manager</p>

<p>required authorisation field in Carefirst. An entry by a team manager in this section confirms the assessment has been agreed and authorised.</p> <p>If the assessment identifies that only one child should be a child in need then with Team Manager sign off the assessment can be duplicated to all children and only one CIN plan completed for the specific child</p> <p><b>2.13 A Single Assessment should be completed at specific points for a child/young person:</b></p> <ul style="list-style-type: none"> <li>• When a Section 47 Enquiry has been initiated</li> <li>• Where the child/young person has been an open case for 12 months and it is proposed that they remain open for a further period</li> <li>• Prior to a child/young person becoming looked after</li> <li>• Where the line manager believes it would be necessary</li> </ul> <p><b>A Single Assessment should be updated as a minimum at least once in any 12 month period. Specific points where the update should be actioned for a child/young person are:</b></p> <ul style="list-style-type: none"> <li>• When there is a proposed significant change to a child/young person's care plan</li> <li>• Prior to a young person's Pathway Plan being commenced.</li> <li>• Where the line manager believes it would be necessary.</li> </ul> <p>Assessment should be an ongoing process ,with the impact of services informing future decisions around action</p> <p>(Working Together 2013)</p>	<p>Team Manager</p>
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PRACTICE STANDARDS	PERSON RESPONSIBLE
<b>CHILD IN NEED PLAN</b>	
<p><b>3.7 A date is set for a review of the plan and the maximum 'life' of a plan is 9 months. If objectives have not been achieved within this timescale a new plan will be formulated and consideration given to Child protection procedures being initiated to prevent drift.</b></p> <p>Plans are developed based on assessment on need and a child's needs are likely to change over time. The plan should clearly state when the plan will be reviewed and who is responsible for initiating this.</p>	<p>Assistant Team Manager / Team Manager</p>

PRACTICE STANDARDS	PERSON RESPONSIBLE
<b>4 REVIEW OF CHILD IN NEED PLAN</b>	
<p><b>4.1 A child in need planning meeting will be held at day 15 for all cases where the assessment identifies the child is in need or where the assessment will take 25 or 40 days. The second CIN review should take place 6 weeks after the first CIN review and every 3 months as a minimum.</b></p> <p>Reviews will include the child and family and other professionals as appropriate. Plans should be regularly reviewed by the multi agency team around the child to ensure that the plan remains relevant, the services delivered are effective and time-scales for action are being achieved.</p> <p>For overnight short break arrangements under s17 there will be an initial placement meeting following which reviews will be held at intervals of no more than six months.</p>	<p>Assistant Team Manager / Team Manager</p>

Where possible the placement review will be combined with the CIN review	
<b>4.2 The review monitors progress against the implementation of the plan and this is explicitly recorded with any concerns or changes to the plan.</b>	Assistant Team Manager / Team Manager
<b>4.3 Any new information received about the child is evaluated and responded to.</b>  Through the child in need review process, the team around the child should share information about the child and this information evaluated in the context of the assessment and plan. Assessment should continue throughout the period of intervention and professionals need to keep their judgements under constant critical review being willing to respond to and challenge new information.	Assistant Team Manager / Team Manager

<b>6 CASE RECORDING</b>	
<b>6.5 If a child has not been seen within departmental guidelines or in line with the plan the team manager will be informed and any agreed actions recorded in the case records</b>	Team Manager
<b>6.9 Case records are subject to review and quality assurance in both supervision and file audit</b>  Social workers and managers should always reflect the latest research on the impact of neglect and abuse when analysing the level of need and risk faced by a child. This should be reflected in the case recording.  (Working Together 2013)	Assistant Team Manager/ Team Manager/ Service Manager

<b>PRACTICE STANDARDS</b>	<b>PERSON RESPONSIBLE</b>
<b>7 CASE SUPERVISION</b>	
<b>7.1 Each child/young person's case is supervised on a minimum of two monthly basis or for children subject to protection plans minimum of monthly basis.</b>  Regular supervision is essential to safe social work practice. It should provide a safe but challenging space to oversee and review cases.  Critical reflection through supervision should strengthen the analysis in each assessment. Effective professional supervision can play a critical role in ensuring a clear focus on a child's welfare (Working Together 2013)	Assistant Team Manager/ Team Manger/ Service Manager
<b>7.2 Records of cases to be supervised should be reviewed by the manager either prior or during the case supervision</b>  In order to effectively supervise a case, managers must prepare for case supervision by reviewing the child's record to appraise themselves of the up to date circumstances regarding the child, to quality assure the standards of practice and be reassured that the intervention with the child is outcome focussed and complies with procedures	Assistant Team Manager/ Team Manger/ Service Manager
<b>7.3 A case supervision record is completed each time the case is supervised and explicitly details:</b>  <ul style="list-style-type: none"> <li>• Significant events since the last supervision</li> <li>• Any key decisions made</li> </ul>	Assistant Team Manager/ Team Manager/ Service Manager

<ul style="list-style-type: none"> <li>• <b>Actions to be taken by social worker with timescales</b></li> <li>• <b>Evidence of reflective challenge</b></li> </ul> <p>The risk assessment tool R1 should be completed to promote discussion, critical evaluation and ensure managerial oversight and decision making.</p> <p>Supervision should support professionals to reflect critically on the impact of their decisions on the child and the family. The social worker and the manager should review the plan for the child. Together they should ask if the help given is leading to a positive change for the child and if the pace of change for the child is appropriate.</p> <p>(Working Together 2013)</p> <p>The case supervision template should be fully completed and this will promote discussion, critical evaluation and ensure management oversight and decision making.</p>	
<p><b>7.4 Case supervision demonstrates evidence of strong and effective management oversight</b></p>	<p>Assistant Team Manager/ Team Manger/ Service Manager</p>
<p><b>7.5 A copy of the case supervision record is stored in the child's record to highlight the case has been supervised.</b></p>	<p>Assistant Team Manager/ Team Manger/ Service Manager</p>

<p><b>8 STANDARDS FOR VISITING</b></p>	
<p><b>8.1 All children should be visited by their social worker at an individually determined level agreed by the social worker and line manager through planning or supervision process which enables the effective delivery of services.</b></p> <p>The child's plan should clearly detail the minimum frequency at which the child is visited by his/her social worker and visits carried out at least in accordance with this minimum level. It is essential that children are seen and spoken to regularly by their social worker and this will often need to be more frequently than the minimum level outlined in the plan. Good social work practice will be guided by professional judgement based on the needs of the child. In order to safeguard children and ensure that minimum standards are in place, the service has determined minimum visiting standards as follows:</p> <ul style="list-style-type: none"> <li>• Children in Need – 4 weekly</li> <li>• Children in Need under 1 yrs- every 2 weeks.</li> <li>• Children subject to protection plans – Children subject to protection plans must be visited every 2 weeks (every 14 days, every 10 days when just counting Monday to Friday). 50% of these visits must take place in the home.</li> <li>• Children Looked After – Within 5 working days of placement and thereafter minimum of 6 weekly for the first year and three monthly thereafter if the placement has been formally agreed to be until the child is 18.</li> </ul>	<p>Social Worker/ Assistant Team Manager/ Team Manager</p>

<ul style="list-style-type: none"> <li>• If a child is placed with a parent under an ICO or with a connected person (Reg 24) temporarily approved as a foster care visits at least weekly until the first review. Then the visits should be at intervals of not more than four weekly until the carer is approved or the final care proceedings hearing has been completed.</li> <li>• If a child is placed under a Care Order with parents –within one week of the making of the Order then at least 6 weekly.</li> <li>• Children placed for adoption – within 5 working days of placement and weekly until the first review, thereafter minimum of monthly until adoption is finalized</li> <li>• Children who receive overnight stays, subject to short break regulations, require placement visits within three months of the first placement day and then subsequent visits must be at intervals of no more than six months These must be visits specifically to the child, not combined with reviews</li> </ul> <p>Visiting Frequency for CiN in Children and Young People’s Disability Teams</p> <p>All CIN cases are reviewed 6 monthly. Visiting frequencies will be agreed in supervision for each case. The categories will be:</p> <p>Cases comparable to safeguarding teams will be in keeping with the social work standards</p> <p>CIN: minimum standard of every 4 weeks (20 working days)</p> <p>CIN under 1: Minimum standard for visiting babies under 1yr old subject to CIN Plans should be 2 weekly</p> <p>CYPDT CIN complex cases: (e.g. multiple or changing needs) Minimum standard of every 8 weeks</p> <p>CYPDT CIN active cases (e.g. monitoring or adjustment required) 6 monthly reviews but combined with 3 monthly visits (4 visits per year in total).</p> <p>CYPDT CIN stable cases (e.g. low level unchanged package of support) 6 monthly review only (2 visits per year in total)</p>	
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<b>9 PRE-BIRTH ASSESSMENTS-Refer to the WSCB pre-birth protocol and the Bruce Thornton Pre-birth Assessment</b>	
<b>9.2 The Single Assessment should clearly summarise the presenting issues and identify next steps in the assessment and decision making process.</b>	Assistant Team Manager/ Team Manager
<b>9.8 The assessment should be agreed by the allocated workers line manager. The Manager should finalise the assessment and make recommendations regarding appropriate further action.</b>	Assistant Team Manager/ Team Manager

<b>CHILD PROTECTION STANDARDS</b>
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<b>10 A STRATEGY MEETING/DISCUSSION</b>	
<b>10.1 A strategy meeting/discussion takes place within a maximum 3 working days of referral.</b>  A strategy meeting should take place in sufficient time to protect the child and within a maximum of three working days except in the following circumstances:	Assistant Team Manager/ Team Manager EDS Social Worker

<ul style="list-style-type: none"> <li>• For allegations/concerns indicating serious risk to the child the strategy meeting/discussion should be held on the same day as the receipt of the referral</li> <li>• For allegations of penetrative sexual abuse, the strategy meeting/ discussion should be held on the same day as receipt of referral to ensure forensic evidence</li> <li>• Where immediate action is required the strategy meeting/discussion must be held within 1 working day</li> <li>• For allegations against staff that may result in disciplinary procedures within 1 working day</li> <li>• Where the concerns are particularly complex the strategy meeting must be held within a maximum of 5 working days but sooner if there is a need to provide immediate protection</li> <li>• Strategy Meetings/discussions should be led by a practitioner with line management responsibilities</li> </ul>	
<p><b>10.2 The strategy gathers information from and consults with key professionals involved with the child.</b></p> <p>Strategy discussion/meeting must involve children’s social care, the police, the referring agency and other agencies, in particular the child’s nursery/school and health.</p>	<p>Assistant Team Manager /Team Manager EDS Social Worker</p>
<p><b>10.3 The reason for the strategy meeting/discussion is recorded.</b></p>	<p>Assistant Team Manager /Team Manager/ EDS Social Worker</p>
<p><b>10.4 The strategy record outlines information shared and an analysis of risk to the child.</b></p> <p>The tasks of the strategy meeting/discussion are to:</p> <ul style="list-style-type: none"> <li>• Share available information</li> <li>• Decide whether section 47 enquiry/core assessment should be initiated based on whether there is evidence of likelihood of significant harm</li> <li>• Agree the conduct and timing of any criminal investigation</li> <li>• Plan how the section 47 enquiry should be undertaken including the need for medical treatment</li> <li>• Agree any action required to secure the immediate safety of the child</li> <li>• Determine what information will be shared with the family</li> <li>• Determine if legal action is required.</li> </ul>	<p>Assistant Team Manager /Team Manager EDS Social Worker</p>
<p><b>10.5 Information shared and action agreed is considered within the context of child’s racial, cultural, religious or linguistic background</b></p> <p>This will include establishing whether an interpreter is required</p>	<p>Assistant Team Manager /Team Manager EDS Social Worker</p>
<p><b>10.6 Any need arising from a disability is taken into consideration and appropriate plans put in place</b></p>	<p>Assistant Team Manager /Team Manager/ EDS Social Worker</p>
<p><b>10.7 The strategy record details the decision of the discussion/meeting and reason for this.</b></p> <p>Any information shared, all decisions reached and the basis for those decisions should be clearly recorded by the chair of the strategy meeting/ discussion and circulated within one working day to all parties to the discussion.</p>	<p>Assistant Team Manager / Team Manager EDS Social Worker</p>

## 11 SECTION 47 ENQUIRIES

<p><b>11.1 The section 47 enquiry/single assessment should be led by a qualified</b></p>	<p>Assistant Team</p>
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<p><b>and experienced social worker and completed within 3 days and written up in 5 days.</b></p>	<p>Manager /Team Manager/ EDS Social Worker</p>
<p><b>11.2 All children in the household must be visited, seen and spoken to during a section 47 enquiry and their views recorded. Those who are the focus of the concern should be seen alone, subject to age and with parental permission.</b></p> <p>Children are a key and sometimes the only, source of information about what has happened to them. Accurate and complete information is essential for taking action to promote the welfare of the child. It is important that discussions with children are conducted in a way that minimizes distress; leading or suggestive communication should always be avoided. Children may need time and more than one opportunity to develop sufficient trust to communicate any concerns they may have.</p>	<p>Assistant Team Manager /Team Manager/ EDS Social Worker</p>
<p><b>11.3 Consideration should be given to seeing the whole of the household – including bedrooms.</b></p> <p>Particularly where concerns which have led to the Section 47 Enquiry are around neglect or sexual abuse it is important for the social worker to have a picture of the physical layout of the house. Ascertaining for example if children have their own beds.</p> <p>A decision in these cases not to view the children’s bedrooms should be overseen by the Social Workers line manager.</p> <p><b>The child’s parents/carers should be interviewed and their views recorded.</b></p> <p>The Local Authority has a duty to work in partnership with parents. In the majority of cases, children remain with their families following Section 47 enquiries, even where concerns about abuse or neglect are substantiated. As far as possible, enquiries should be conducted in a way that allows for constructive working relationships with families and parents/carers are given an opportunity to express their views and these are taken into consideration.</p>	<p>Assistant Team Manager /Team Manager/ EDS Social Worker</p>
<p><b>11.7 At the completion of the enquiries, the line manager with the social worker considers whether there is evidence that the child has suffered and is at ongoing risk of significant harm, and whether the threshold is met for an initial child protection conference or support can be provided within a child in need plan</b></p> <p>Children’s social care should decide how to proceed following section 47 enquiries after discussion between all those who have conducted or been involved in those enquiries including relevant professionals and the child/ parent. The information should be recorded on the Outcome of Section 47 Enquiries.</p>	<p>Assistant Team Manager /Team Manager/ EDS Social Worker</p>

<p><b>12 CHILD SUBJECT TO A PROTECTION PLAN</b></p>	
<p><b>12.1 An initial child protection conference must be convened following a section 47 enquiry that concludes that a child is suffering significant harm and remains at risk of harm or likely to suffer significant harm.</b></p>	<p>Assistant Team Manager /Team Manager</p>
<p><b>12.2 The initial child protection conference (ICPC) is held within 15 working days of the strategy meeting/discussion that commenced the S47 enquiries.</b></p>	<p>Assistant Team /Team Manager</p>
<p><b>12.10 The protection plan clearly outlines what action should be taken in the event that parents/carers do not cooperate with the protection plan.</b></p> <p>Consideration of a contingency plan and the circumstances that would necessitate its use.</p>	<p>Team Manager/ Assistant Team Manager</p>

<b>12 CHILDREN LOOKED AFTER</b>	
<p><b>12.3 Alternative to care - Kinship care options have been thoroughly explored.</b></p> <p>Care by a relative should be considered in all cases before any decision is made that a child should come into care. Family group conferences are a good way of ensuring that all resources within the child's wider social networks have been tapped to benefit the child.</p>	<p>Social Worker/Assistant Team Manager/Team Manager</p>
<p><b>12.5 The Placement Plan is completed prior to the placement (except in emergency placements when it should be completed within 5 days from the start of the placement), is authorised by the line manager and signed by all parties and distributed.</b></p>	<p>Social Worker/Assistant Team Manager/Team Manager</p>
<p><b>12.6 The child is allocated to a qualified social worker.</b></p>	<p>Assistant Team Manager /Team Manager</p>
<p><b>12.7 The Care Plan is fully completed prior to the placement or in emergency situations within 10 working days. The Plan identifies intended outcomes and how these will be achieved.</b></p> <p>The child's care plan should be based on an up to date assessment of the child's needs and detail the services to be provided to meet these. The overall aim of the care plan is to reflect the plan for permanence for the child as agreed at the second review.</p>	<p>Assistant Team Manager /Team Manager</p>
<p><b>12.16 A Permanence Plan is in place for the child/ young person by the four month review.</b></p> <p>Prompt action should be taken to assess and secure looked after children in permanent placements either through their return home to parents or through indentifying an alternative permanent placement via adoption, fostering or residential care. For each child looked after, a Permanence Planning meeting should be held prior to the four month review to ensure that a permanence plan is in place for the review.</p>	<p>Assistant Team Manager /Team Manager</p>