THE RISK SENSIBLE IMPLEMENTATION PLAN UPDATE

Introduction:
Why do we need the model?

It was agreed when Linda Clegg became DCS for CSC that Mick Muir would assist Lancashire in implementing a risk management model. This would ensure that the CON and thresholds within Lancashire are consistently understood and applied. This will make decision making around thresholds explicit, justifiable and 'risk sensible'. It is evidentially based and prevents referrals and decision making based on 'what if's' and 'just in case' referrals which can lead to the authority managing multi agency anxieties rather than the safety and needs of children.

It is, therefore, a risk sensible model that enables practitioners and other multi agency partners to ascertain and identify the children that really are at risk (section 47 level 4), and the children that require complex statutory CIN provision from CSC (section 17 level 3) and those that require CIN provision from WBEH (CAF level 2). This would be in line with the new refreshed Con which would be a clear unambiguous framework supported by a risk sensible social work model. This would greatly assist an ASYE workforce and our multi agency partners in understanding thresholds.

The implementation of this model, and the creation of 12 Advanced Practitioner posts has been agreed. These Advanced Practitioner posts are pivotal to the success of this model as they in essence act as the agents of change in practice with the new model and embed it across teams until it becomes second nature.

There will be 12 across county:
3 North
5 Central
4 East

Internal interviews scheduled in May and external will July. It is envisaged that not only will they embed this risk management model but they will embed the audit process making it meaningful so practice improves, undertake practice workshops, joint visits and also link with the adoption and fostering leads re permanence planning in order to assist in increasing SHOPA decisions which have decreased by nearly two thirds.

It has been agreed that in order for this risk management model to be effective the Continuum of Need in Lancashire needs updating as it is too complex and leads to a confusion of thresholds and provision of services. It also leads to confusion around what is risk and what is need. This is underway and will be completed in June. It is anticipated that this refreshed CON and the risk management model for Lancashire will both be initially launched on 11th 12th and 13th July 2016.

These will take place on a North, Central and East locality footprint and will be multi agency.
It is imperative that the model is implemented as a priority within MASH/CART as it is the front door to the service and sets the direction and threshold for statutory children's services. There is currently a diagnostic of MASH being undertaken and it would be useful if Mick and I had sight of these findings as soon as possible.

The auditing processes within Lancashire are in the process of being revised in line with BWD retaining some of Lancashire's work so that the quality assurance frameworks are fit for purpose and have capacity to measure the implementation of this model and its outcomes. A new tool and framework for auditing will be launched and training provided to managers on the 13th May and 18th May.

**Proposed model how it needs to work:**

**12 AP’S AND THEIR ROLE IN THE RISK SENSIBLE MODEL**

12 AP’s to embed the model, deliver workshops to support it and audit work to ensure the model is being used effectively on a locality footprint basis. The APs will have a range of other functions, such as obtaining the results and analysis from audits collated by the QA team and embedding them in practice as well as delivering workshops, reflective supervision and support to ASYEs etc.

![Diagram of AP's and their roles](image)

Role and function document has been completed:
Implementation group

In order for this model to work, Advanced Practitioners are pivotal, however, so are the district teams and to this effect Champions within the CSC that represent locality and each district are required for an implementation group.

Reps from the East team managers x1
Reps from Central team managers x1
Reps from the North team manager x1
Reps from WPEH Charlotte Ennis x1
Rep from IRO and Cart/Mash service
AP x1 Angela Duffy
Sendiass rep x1
YOT rep x1

Dates of meetings (follow the operation improvement group)
Friday 22nd July at 3.30pm
Friday 30th September at 3.30pm
Friday 25th November at 3.30pm

These champions will lead and understand the model within districts. This group will be led by Mick Muir and the QA manager (who has audit findings), APs with the PSW to ensure buy in, understanding and monitor progress.

Timescale: by May 2016 to have reps in place, first meeting July 2016

Mick and PSW are meeting to 'Lancashirise' the risk management model and it will be ready to launch along with the refreshed CON week beg 11th July

Timescale by May 2016

There initially needs to be a 3 day course running to train people in this toolkit delivered by Mick Muir across county starting with managers:

- HOS, and Senior Managers in CSC WBEH SIA F&A YOT SEND IRO and legal department 1 day overview required x 3 cohorts (75 places altogether)
  3 Dates to choice from: 19th, 20th and 26th July

- Team and Practice Managers/ IROs , WBEH CSC SIA SEND YOT x 6 cohorts 3 days
  23rd August, cohort 1 day 1
  24th August, cohort 2 day 1
  30th August cohort 1 day 2
  31st August cohort 2 day 2
  6th September cohort 1 day 3
  7th September cohort 2 day 3
  27th September cohort 3 day 1
  28th September cohort 4 day 1
  4th October cohort 3 day 2
  5th October cohort 4 day 2
  11th October cohort 3 day 3
  12th October cohort 4 day 3
8th November cohort 5 day 1
9th November cohort 6 day 1
15th November cohort 5 day 2
16th November cohort 6 day 2
22nd November cohort 5 day 3
23rd November cohort 6 day 3

6 cohort choices of 3 days

- Half day for IROs on QA function, Mick will talk to Andy Smith about this dates to be set
- A separate trainer the trainer session will be completed with the APS by Mick, as they will then go out training social workers.

29th and 30th November 2016 train the train sessions

APs will deliver training to social workers observed by Mick on:
6th, 7th, 13th, 14th, 20th and 21st December 2016. APs will need to deliver future social work training sessions in January, February and March 2017. There is an expectation that APs will deliver a rolling programme of training throughout the year including refreshers

- The PSW will attend as many as possible with any APs who are in post. PSW and Mick will meet with learning and development to plan the venues etc.

Timescale by August 2016 (MASH first)

The risk model will need to be embedded within MASH first as a priority and this work will be undertaken by the PSW and Mick Muir, along with any APS as soon as the launch and training is done. Meeting to be held with Andy Smith and Rose Howley prior to this in June 2016 to discuss.

Timescale by July 2016

The AP’s need to deliver training to social workers in districts therefore we may need to pay the APS to do this prior to them starting in post via them taking unpaid leave from current employer if not Lancashire. If Lancashire to have agreement to them doing training prior to starting

Timescale: July 2016 onwards

Mick will attend a LFJB to talk through the model and implementation plan in September

Timescale next LFJB after May

PSW and Mick will meet with Peter Hollebone at Legal this is set for June 2016

Timescale June 2016

PSW and Mick to meet with the QA team namely David Hynes and Viv Murray

Timescale April / May 2016

Communications strategy required around this new model to both our own staff and multi-agency partners, to ascertain the best way of doing this and also whether merchandise is required i.e., Pens etc. entitled ‘Risk Sensible’ so it becomes a brand and way of thinking and talking about thresholds and risk. Would require a budget
Could be combined with the marketing and refresh of CON.
Timescale July 2016

Mick to attend the improvement board and talk through the model
Timescale June 2016

Mick to attend the LSCB for consultation and sign off (Linda Clegg attending)
Timescale June 2016

Discussion to take place about 2 TM posts being required within the QA and audit team as there will be 17 staff, this has been done and it has been agreed a business case will be completed

Louise Storey
Principal Social Worker