

OVERVIEW AND SCRUTINY BOARD

A meeting of **Overview and Scrutiny Board** will be held on

Wednesday, 7 November 2012

commencing at **5.30 pm**

The meeting will be held in the Meadfoot Room, Town Hall, Castle Circus,
Torquay, TQ1 3DR

Members of the Committee

Councillor Thomas (J) (Chairman)

Councillor Barnby	Councillor Kingscote
Councillor Bent	Councillor Pentney
Councillor Darling (Vice-Chair)	Councillor Stockman
Councillor Hill	Councillor Pountney

Co-opted Members of the Board

Penny Burnside, Diocese of Exeter

Working for a healthy, prosperous and happy Bay

For information relating to this meeting or to request a copy in another format or language please contact:

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OVERVIEW AND SCRUTINY BOARD AGENDA

1. Apologies

To receive apologies for absence, including notifications of any changes to the membership of the Committee.

2. Minutes

To confirm as a correct record the minutes of the meetings of the Board held on 12 September and 3 October 2012.

(Pages 1 - 5)

3. Declarations of Interest

a) To receive declarations of non pecuniary interests in respect of items on this agenda

For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda

For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(Please Note: If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)

4. Urgent Items

To consider any other items that the Chairman decides are urgent.

5. Children's Partnership Improvement Programme

To consider the following documents in relation to the Children's Partnership Improvement Programme:

(Pages 6 - 33)

- Children's Partnership Improvement Programme – Progress Update
- Children's Partnership Improvement Programme – Report Card
- Responses from the Director of Children's Services to questions previously asked by the Overview and Scrutiny Board
- Torbay Fostering Service Review – Outline Action Plan

(Consideration may also be given to the information relating to Children's Services in the Performance and Public Value Report and Revenue Budget Monitoring Report which are both scheduled to be published before the meeting of the Board.)



Minutes of the Overview and Scrutiny Board

12 September 2012

-: Present :-

Councillor Thomas (J) (Chairman)

Councillors Addis, Bent, Darling (Vice-Chair), Doggett, Hill, Kingscote,
Pentney and Stockman

Co-opted Members

Penny Burnside, Diocese of Exeter

(Also in attendance: The Mayor and Councillors Cowell, Davies and James)

22. Committee Membership

It was reported that, in accordance with the wishes of the Conservative and Liberal Democrat groups, the membership of the Board had been amended to include Councillors Addis and Doggett in place of Councillors Barnby and Pountney respectively.

23. Minutes

The minutes of the meetings of the Board held on 18 July and 6 August 2012 were confirmed as a correct record and signed by the Chairman.

24. Economic Regeneration

When seeking views from councillors and officers about the content of its Work Programme, the category with the most suggestions was Economic Regeneration. As a result, the Overview and Scrutiny Board determined that the Mayor be asked to provide a briefing note which addressed issues around his Economic Strategy (including specific questions about encouraging new businesses, job creation, sustainability and balancing the needs of the community against the needs of the tourist industry).

The briefing note was provided prior to the meeting and the Mayor attended to answer the Board's questions. The Chairman and Chief Executive of the Torbay Development Agency together with the Agency's Director of Economic Strategy and Performance also attended the meeting.

The Mayor presented his briefing note highlighting that the award of funding for the South Devon Link Road presented an opportunity of improved access, productivity and attracting new investment to the area. It was reported that the Link Road was forecast to create around 3000 new jobs. Closer working arrangements between

the Council and Teignbridge Council allowed for a focus on identifying sites that would be suitable for business development.

The Board had requested information on the **use of local labour** in the Council's capital contracts and a briefing note was considered by the Board on the use of local labour and apprenticeships in the contract for the South Devon Link Road. It was noted that a specific clause had not been included within the contract with Galliford Try. However, it had been agreed between the Council and Devon County Council that they would encourage the contractor to use local labour or supplies where possible although the cost effective delivery of the project was the key priority.

Whilst the contract was still in its infancy, it was noted that:

- Galliford Try had partnered with South Devon College to provide support to the contractor and its supply chain in education and training
- A number of adverts had been placed in the local newspaper for job opportunities on the project
- Galliford Try had appointed a local graduate to commence his training on the project
- The project was currently being run from offices in Newton Abbot with many of the key site staff already appointed living locally.

The Mayor went on to explain that he had instigated regular meetings with local banks to understand the local lending market, trends and business confidence. This had led to an initiative between Torbay Development Agency and a number of local lenders and finance sources on access to finance in Torbay which was part of the approach to encourage job growth and sustain local businesses.

Other issues which were discussed were:

- The establishment of the Torbay Manufacturing Group and the Hi-Tech Forum
- The continued successful management of the three Innovation Centres at Lymington Road, Vantage Point and Cockington
- The ongoing capital projects which were underway including the development of the former Palm Court site and the White Rock Business Park
- The need for young people and existing employees to improve their skills through a variety of means including apprenticeships

It was noted that the Mayor had requested that the current Economic Strategy be revised with consideration scheduled to be given to the new document at the meeting of the Council in December 2012.

Resolved: (i) that the encouraging direction of travel in relation to economic development be noted especially the continuing move away from a low-wage economy to a mid- to high-wage economy;

(ii) that, as part of the Youth Unemployment Review, clarification should be sought from the Interim Chief Operating Officer about Torbay Council's position (as an employer) in relation to apprenticeships;

(iii) that the Overview and Scrutiny Board be provided with the opportunity to critically engage with the consultation process on the emerging Economic Strategy;

(iv) that the emerging Economic Strategy should recognise that the South Devon Link Road will provide opportunity for inward and outward migration and that everything possible should be done to ensure that skills can be maintained and enhanced within Torbay; and

(v) that the emerging Strategy should include targets and milestones against which measure success.

(Note: Prior to consideration of the item in Minute 24, Councillor Bent declared a personal interest as a family member carried out work for the Torbay Development Agency.)

25. Work Programme Update

It was noted that the review of political governance arrangements would no longer be undertaken by the Overview and Scrutiny Board as it would duplicate work being undertaken by the Leaders Task Group.

Chairman



Minutes of the Overview and Scrutiny Board

3 October 2012

-: Present :-

Councillor Thomas (J) (Chairman)

Councillors Barnby, Bent, Doggett, Hill, Kingscote, Parrott and Pountney, Parrott

(Also in attendance: Councillor Davies)

26. Apologies

Apologies for absence were received from Councillor Pentney and Penny Burnside. Councillor Tyerman (as the relevant Executive Lead) had been invited to attend the meeting but had also sent his apologies.

It was also reported that, in accordance with the wishes of the Liberal Democrat and Non-Coalition groups, the membership of the Board had been amended to include Councillors Doggett and Parrott in place of Councillors Darling and Stockman respectively.

27. Council Tax Support Scheme

The Board has previously received briefing information about the introduction of local Council Tax Support Schemes and reduction of 10% in the expenditure allocated to the localised schemes.

At the meeting, the Board received a report which set out how the Council had worked with other Devon local authorities to establish a common framework for the new Scheme. It was noted that the Council was proposing to adopt the existing Council Tax Benefit Scheme but, in order to make up the losses from the reduction of the grant subsidy, there would need to be changes to some elements of the scheme.

The proposals which had been subject to consultation were:

- Limit the maximum level of support to 75% of their Council Tax Liability
- Restrict the maximum level of support to a Band D charge
- Withdraw the second adult rebate
- Reduce the upper capital/savings limit from £16,000 to £6,000

The Council had consulted with residents, especially those who will be affected by the proposal, about the proposals through a survey which had been developed in conjunction with other Devon authorities. The consultation had run for eight weeks until 1 October 2012 and had been available in a variety of forms. A draft impact assessment had also been drafted which would be reviewed and updated

following the consultation feedback and then used to inform the final recommendations which would be considered by the Council at its meeting in December 2012.

A range of issues were discussed at the meeting including the risk associated with collecting Council Tax from residents who had never previously had to pay, the impact on residents in a variety of circumstances and the methods used to consult with the public.

Resolved: (i) that the following findings of the Board be incorporated into its report:

1. The Board recognises that the Government requirement to introduce a Local Council Tax Support Scheme (taken with other welfare reforms) is likely to have a substantial, adverse impact on the local economy and that awareness of this should be raised by a range of different means.

2. In understanding the impact, it would be helpful for a view to be taken on the areas of Torbay in which the residents lived who would now, if the proposals were implemented, be required to meet at least 25% of their Council Tax liability.

3. In addition, the specific impact that the introduction that the Local Council Tax Support Scheme will have on children in Torbay be considered and that the Strategic Welfare Group and the Child Poverty Commission be urged to continue to work together to mitigate this impact.

4. The Board have every expectation that residents will pay their Council Tax and will recognise that the Council is being required to make these changes as a result of Government legislation. Equally, the Board endorse the need for there to be robust procedures in place to collect Council Tax. There will, however, be a need to assess the impact on the Collection Fund as the Local Council Tax Support Scheme is implemented.

5. The Board congratulated the officers involved in undertaking the consultation but were disappointed at the response rate. It was felt that, whilst various means of raising awareness with the public of the consultation had been pursued, those means may not have been wide enough.

6. The Board felt that the broader details of the Hardship Fund needed to be defined prior to the final Council Tax Support Scheme being agreed and that, in order for proper consideration to be given to these criteria, those groups of people who will be disproportionately affected needed to be identified.

(ii) that the results of the consultation, the final Equality Impact Assessment and the draft Local Council Tax Support Scheme be considered by the Overview and Scrutiny Board prior to them being considered by the Council.

Chairman

Agenda Item 5



Title: **Children's Partnership Improvement Plan – Progress Update and Report Card**

Wards Affected: **All**

To: **Overview and Scrutiny Board** On: **7 November 2012**

Contact Officer: **Russell Knight**

☎ Telephone: **01803 208958**

✉ E.mail: **russell.knight@torbay.gov.uk**

1. **Key Points and Summary**

- 1.1 This report updates the Board on the progress made across the projects that make up the Children's Partnership Improvement Plan. It also provides an overview of progress via the improvement report card (appendix 1).

2. **Programme action progress**

Project 1 – Management development

- 2.1 **Performance Management** -A competency framework and appraisal tool based on the national professional competency completed for practice managers is in place and senior practitioners' framework is being consulted upon. A generic appraisal tool is operational. The development of professional specific competencies continues. For example, the Outcomes UK supported trial of the Principal Social Worker role will aid the development of all further social worker competencies. It will also identify solutions to other practice issues like the operation of senior practitioners.

All staff have been instructed to complete an appraisal and professional development plan by April 2013.

- 2.2 **Improved Case Supervision** – A supervision policy has been formally agreed and signed into operational use across Children Services. Formal supervision for social care staff has been delivered and will be complete by the end of October. Evidence from case audits is showing greater compliance with supervision standards. Additional profession specific addendums are to be added. This work package will move to close down in the next 2 months.
- 2.3 Both the improved supervision policy and competency framework form part of the overall quality assurance work package that will be rolled out during the autumn with the support of the outcomes UK. (SEE item 3.24 below).

Project 2A – remodelling social work structures

- 2.4 **Restructuring Social Work** – is now closed. Ongoing monitoring of the impact will be continued through the Children's Improvement Board report card via (T26,

T28 & 29) and the new services level report card that has been developed from the Quality Assurance Framework developed under Project 5 work package 3.

- 2.5 **Recruitment and Retention** – Torbay’s new ‘make an impression’ campaign was formally launched in the 2nd week in August. First round of interviews have taken place and 1 Practice Manager, 5 Social Workers and 2 Service Managers have been appointed. This includes the promotion of 1 member of staff. A further 9 applications received for short listing. In addition, 4 grow your own social workers will be offered priority interviews in December.
- 2.6 **Re-engineering of Business processes and systems.** Simplified assessments screens are live on PARIS. Immediate remedial actions for adoption service and changes to the Child Protection (CP) module following feedback on the CP format introduced earlier in the year are being prioritised. Core adoption data necessary for measuring and tracking key milestones is live on PARIS. Additional core financial information (Service Planning module) is being tested during October and will go live in January. This will enable Children’s Services to track all expenditure relating to children.
- 2.7 Partnership access to Paris has been rolled out to over half of the schools and the numbers of professionals inside children services using the system has increased i.e. housing options team. Take up from designated professionals amongst partners still needs further work.

Project 2B – remodelling Fostering and Adoption

- 2.8 Overall 30% of the planned actions put in place following the diagnostic that are now subject to the 5 new work pages have been completed
- 2.9 **Fostering and Adoption compliance and data quality.**
At the current time the PARIS team is prioritising the remaining changes to the system to ensure each adoption record has a secure element. 40% of the draft self assessment has been developed ahead of the inspection and the teams are being prepared for this process.
- 2.10 **Development of Fostering and adoption policy and procedures.**
New policies for fostering and adoption are under development but not yet in final draft.
- 2.11 **Restructuring Fostering and Adoption.**
A structure has been produced and is 95% agreed. However recruitment to the fostering front line and Manager is proving difficult.
- 2.12 **Development of Fostering and Adoption information governance.** Expertise from across the council is being sought to lead on the updating of complaints information and the handling and sharing of data. All historical paper adoption files are now secured within the council’s dedicated record store.
- 2.13 **Development of Adoption Panel.** The membership of the panel has been renewed and a new chair appointed and steps to secure a permanent new panel are underway. The posts will be advertised shortly.

Project 3 – Improving Assessment & Case planning

- 2.14 **Children In Need (CIN) Planning Process, Integrated Assessments and Improving Chronologies.** Outcomes UK have been appointed and have laid out the outline plan for the development of a single assessment and plan. This input will conclude with a final report to Senior Leadership Team (SLT) in Jan 2013. An interim report will be produced by the 26/10. It will draw on the learning from the CIN case audits.
- 2.15 **Introduce Practice Standards/Process Manual.** A comprehensive process manual (how to guide) is under development and a draft will be agreed by SLT before the end of 2012. This will be agreed and implemented via a training programme in January.
- 2.16 **Commissioning of Specialist Assessments.** This project has delivered its main objective and is under consideration for close down subject to further discussion with the work package lead.
- 2.17 **Prevention from Harm.** The piloting of core screening questions will be completed in November. The outcomes of this work package will be formally linked into the outcomes UK work on the single assessment that is due to complete by Jan 2013.

Project 4 - Integrating frontline practice

Work packages in this project have been adjusted and changed.

- 2.18 **Multiagency workforce development** – Initiation meetings have taken place to review the underpinning Independent Management Review actions. The newly formed work package will take forward the development of shared workforce development opportunities including, shared induction and greater opportunity for cross professional peer learning through job shadowing etc.
- 2.19 **Intensive Family Support Services** – The final evidence to support the close down of this work package are still being sought. The ongoing monitoring of this service will be maintained through the CIB and Children's Services report card (T11).
- 2.20 **The Child's Journey** – The process of close down is being pursued. Ongoing monitoring of the impact of the child's journey will be possible through the CIB report card (indicators T1, T2, T4 and T6). The Evaluation of the child's journey will be feed into the outcomes UK work on the single assessment.
- 2.21 **Improving infrastructure for receiving referrals** – A Safeguarding Hub Enquiry Form has been developed and is currently being piloted. Evidence to support the close down of this work package is being sought. The learning will be fed into outcomes UK work on the single assessment. Ongoing monitoring of the impact of the child's journey will be possible through the CIB report card (indicators T1, T2, T4 and T6).
- 2.22 **Improving the response to domestic violence** - Work on the development of services to address domestic violence is being taken forward by community safety. An action plan for the development of this provision is due in November.

- 2.23 **Outcomes Star Performance Measurement** - The piloting of the outcomes star model for developing family led targets has begun and an evaluation of the initial impact brought forward to January 2013. Early anecdotal evidence has been positive and the work has been shared with the 3rd sector to support the process by voluntary groups can evidence impact of the services provided.

Project 5 – Improving the Quality and Management of Child Protection

- 2.24 **Developing local CP policy & guidance** – How to guide is being developed under Project 3 and a work package led is being identified to lead on the updating of local procedures.
- 2.25 **Developing and Implementing Quality Assurance Framework** – Core business tool kit containing all the necessary elements to support quality assurance was rolled out to managers at the end of September. Outcomes UK have been appointed to aid the implementation of quality assurance with service teams over the coming months. The implementation of Quality Assurance will generate business plans.
- 2.26 **Review all existing CP plans** – With additional dedicated management time allocated to this task all CP plans will be audited by the end of October. An overall summary of the learning and actions taken will form the evidence on which this package will be put forward for closure.
- 2.27 **Partnership Engagement – SERF and MAPPA**. Evidence is being sought to support the close down of this work package.
- 2.28 **Review Emergency Duty Service (EDS) arrangements** - Review of EDS is being led Health as the lead commissioner. An external person has been secured to review the operation of EDS. The review is ongoing.

Project 6 – Development of Governance

- 2.29 **Partnership responsibilities and relationships Torbay Safeguarding Children Board (TSCB)**. All the core products required by this work package have been developed. The next phase will see the consultation and implementation of these products.
- 2.30 **Raising awareness of Safeguarding**. The 2nd phase of this work package will be led the voluntary sector CPIP lead. This will see the publication of additional materials relating to the learning from Serious Case Reviews and publication of the business plan. An evaluation will then need to take place to assess the impact of this work. A baseline has already been established through the TSCB staff survey.
- 2.31 **Commissioning for improved safeguarding standards** – The core products have been delivered and this work package is on schedule to finish by December 2012. The next step is for the TSCB to sign off on these standards.
- 2.32 **Information Sharing** – A new work package has been created at the request of health colleagues to address the information sharing issues experienced by community health practitioners.

Project 7 – Involving the community and using Knowledge and skills

- 2.33 **Remodelling, including co-location (prevention)** – 3 initial Kick start sessions have been delivered and the work package is on track for the planned trial of the prevention arrangements as part of the community hub model over the next few months.
- 2.34 **Childhood poverty including corporate responsibility** - This work package is now in line for close down following the approval and publication of the call for action and the creation of a poverty commission.
- 2.35 **Developing social capital** – The voluntary sector are part of a joint £250K bid with Torbay Development Agency to the coastal communities fund and links to the prevention work package. Revisions are being discussed to link this work with the development of the community hub model.
- 2.36 **Torbay Community directory** - A new whole council community directory is on track to be operational before the end of the year. This may not now include in the initial launch information for services to adults in the wellbeing section of the directory.

Richard Williams
Director of Children's Services

Appendices

Appendix 1 Children's Improvement Board – Report Card

CIB REPORT CARD

CIB PI ref	Description	2010/11		2011/12 Torbay		Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun 12	Jul 12	Aug-12	Sep-12	DOT
		Stat neigh AV	Nat AV	Stat neigh AV*	Outturn 2011/12															
C 1	Number of contacts				7913	680	552	769	678	629	769	624	621	553	609	569	554	467	558	
C 2	No. of referrals to social care			2580	3218	280	232	316	303	246	336	264	202	238	242	201	193	209	211	
C 3	Number of children in care			285	247	250	246	244	245	256	262	252	247	248	247	251	249	259	253	
C 4	CIC per 10,000		59	75	97	98.5	96.9	96.1	96.5	100.8	103.2	99.0	97.2	97.6	97.2	98.8	98	102	102.1	
C 5	No. of children subject to CP plans		196	245	287	249	253	268	283	282	289	288	287	253	242	240	256	252	239	
C 6	CP per 10,000		53.3	66	114.2	98.1	99.6	105.5	111.4	111.4	113.8	113.6	114.2	100.0	95.3	94.5	101.1	99.2	96.4	
C 7	Number of children in need			2168	1376.0				1149.0	1134.0	1391.0	1483.0	1376.0	1183.0	1172.0	1174.0	1143	1118	1130	
C 8	Number of children in need per 10,000		395.3	485	616.8				409.6	404.3	495.9	528.7	583.2	465.9	461.5	462.3	450.1	440.2	455.8	

CONTEXT - How much are we dealing with and workload?

* Average relates to those 5 authorities who return figures on request

56 Neighbourhoods

Local Authority ALL DATA
AS AT 31.03.12

Number of Referrals	Number of Initial Assessments Completed	Number of Core Assessments Completed	Number of Children in Need as at 31/3/12	Children in Need per 10K	Children Looked After at 31/3/12	Children Looked After per 10K	Number of Child Protection Plans Open as at 31/3/12	Children with Child Protection Plans per 10K	Number of Sec 47's	% of Initial Assessments on time	% of Core assessments on time
1966	1648	920	788	232.4	172	50.7	72	21.2	483	98.20%	90.30%
3748	2536	3018	6049	578.97	478	45.75	408	39.05	1409	79.67	79.22
					385	75.6					
					160	54.7					
					300	70.7					
					240	64.2					
2487	1291	826	1325	351.5	300	79.6	221	58.6	658	58.60%	80.87%
2819	2075	814	1854	634.3	454	148.5	301	103.0	214	86.30%	73.40%
					160	53.5					
1,246	1011	659	1465	495	251	85	185	62.5	369	88.80%	86.30%
3,218	1629	974	1529	616.8	251	99	285	113	638	60.50%	44.90%
1,294	922	703	1118	440.2	253	102.1	239	96.4		77.70%	66.70%

(in month) (in month)

CIB Pl ref	Description	Project interface	2010/11			2011/12												Targets					
			Stat neigh AV	Nat Av	Torbay	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Numerator/ Denominator	DOT	By Dec 2012	By Jul 2013	
T1	Referrals going on to initial assessment in month	Project 4 - infrastructure. Childs journey integrated working early help	71.6	72															124/138	D	65%	76.0%	
T2	number of contacts going on to CAF (new and existing) - in month	Project 4 - infrastructure. Childs journey integrated working early help																		...	50+		
T3	Number of case files audited - quality of practice	Project 3 practices standards																		I	60+ month	75+ month	
T4	% active cases audited (cases audited/CIN number)	Project 1 performance management. Project 3 practice standards. Project 4 workforce development. Childs journey and integrated early help. Improving infrastructure for receiving referrals. Project 5 assessment tools and implementation of QAF																					5 to 10%
T5	% of case files judged adequate or better	Project 1 performance management. Project 3 practice standards. Project 4 workforce development. Project 5 assessment tools and implementation of QAF																					
T6	% of repeat referrals within 12 months	Project 4 - infrastructure. Childs journey integrated working early help	25.4	25.6																			25

T1 has been recalculated to reflect just those referrals going on to statutory assessments.

T3 The is figure does not include those children audited in the latest round of audits completed by managers highlighted in Agend item 4.

T6 This figure relates to all referrals i.e. Those following both early intervention and statutory interventions.

CIB PI ref	Description	Project interface	2010/11		2011/12												Targets							
			Stat neigh AV	Nat AV	Torbay	Outturn	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Numerator/Denominator	DOT	By Dec 2012	By Jul 2013	
T7	% Initial assessments completed in 10 days - 12 month rolling	AS below	83	79.6		60.5	57.1	58.9	60.1	59.9	60.1	60.1	60.1	59.8	66.4	63.8	66.1	68.7	71.6	72.5	606/836	I		
T8	Initial Assessments on time by month	Project 1 performance management, Project 2 restructuring social work, Project 3 practice standards, Project 4 workforce development, Project 5 assessment tools					66.3	70.7	71.2	57.9	61.9	58.7	48.9	66.4	62.3	73.0	77.6	84.5	77.7	87/112	D		79%	88.0%
T9	Timing of core assessments - 12 month rolling	AS below	76	75.1		44.9	41.9	42.9	45.4	45.6	45.4	46.3	44.9	48.1	56.2	61.5	64.2	67.7	67.5	455/674	I			
T10	Core Assessments by month	Project 1 performance management, Project 2 restructuring social work, Project 3 practice standards, Project 4 workforce development, Project 5					76.1	50.0	63.2	47.8	43.8	60.0	24.5	48.1	58.1	77.4	71.3	82.7	66.7	52/78	D		70%	76.0%
T11	Number families supported by FSS cumulative	Project 4 intensive family support, integrated working and early help				22.0						18.0	22.0	29.0	39.0		52.0	66.0	77.0				98	215
T12	% Initial ICPC completed in 15 days - 12 month rolling	AS below	89.5	69.2		70.6			60.5	63.8	68.1	70.0	70.6	77.8	76.8	74.8	81.5	83.4	85.4	300/351	I			
T13	Cumulative from april Initial GP Conferences on time	Project 5 developing local policy and guidance Project 3 practice standards							88.9	86.7	86.4	96.3	96.1	55.5	81.3	66.6	81.4	85.0	84.8	25/25	---		70%	87.5%

CIB PI ref	Description	Project interface	2010/11			2011/12												Targets					
			Stat neigh AV	Nat AV	Torby	Outturn	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Numinor/ Denominator	DOT	By Dec 2012	By Jul 2013
T14	% of health reviews for CIC on time cumulative	Project 5 developing local policy and guidance Project 3 practice standards	89.2			70.8	50.3	47.3	54.0	54.6	58.1	64.9	70.8	7.4	14.0	20.8	31.7	33.8	41.6	164/394	I	80%	90.0%
T15	% of ICP's attended by the Police (compared to invites)	Project 5 developing local policy and guidance Project 3 practice standards					97.0	86.0	91.0	100.0	96.0	95.0	100.0	100.0	100.0	100.0	100.0	72.7	93.3	14/15		100%	
T16	% of strategy meetings attended by the police (compared to invites)	Project 5 developing local policy and guidance Project 3 practice standards					90.0	100.0	100.0	100.0	90.0	75.0	100.0	100.0	100.0	100.0	100.0	90.0	87.5	14/16		100%	
	Reviews of child protection cases on time 12 months trailing	Project 5 developing local policy and guidance, review of all cp cases Project 3 practice standards, Project 1 improving case supervision and case management Project 2 BPR	96.3	97.1		94.4	96.2	95.3	93.4	93.4	93.4	91.9	94.0	99.4	98.4	97.4	97.2	98.9	98.9	175/177	---	95	97%
	Participation of CIC in reviews	Project 1 improving case supervision and case management				89.1	93.6	90.6	90.3	90.4	90.7	90.5	89.1	64.9	87.6	89.9	89.6	88.7	89.5	162/181	I	97%	97.0%
T19	Average length of core proceedings	Project 1 improving case supervision and case management, Project 2 BPR, Project 3. Commissioning of specialist assessments							861	794.1	2553.0	634.1	537.0	186.8	111.7	310.0	322.9	311.0	371.6		I		

CIB PI ref	Description	Project interface	2010/11			2011/12		2012												Targets			
			Stat neigh AV	Nat Av	Torbay	Nat Av	Outturn	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Numerator/Denominator	By Dec 2012	By Jul 2013
120	Duration on a CP Plan (rolling 12 month)	Project 5 developing local policy and guidance, review of all CP Project 3 practice standards.	4.7	6	8	5.4	5.4	4.9	4.9	5.4	5.8	5.2	5.8	5.1	5.3	3.4	3.2	3.2	3.2	3.1	9/289	5.5%	4.5%
121	Placement Stability**	Project 1 improving case supervision and case management	13.1	10.7	12.8	15.4	15.4	9.5	7.1	11.1	11.5	15.5	0.8	0.8	2.0	2.0	3.1	3.1	3.6	9/253	1	12.5%	10.7%
122	Long term stability of children looked after (rolling 12 month)	Project 5 developing local policy and guidance Project 3 practice standards, commissioning specialist assessments Project 1 improving case supervision and case management	69.8	68.6	75	68.4	68.4	69.3	72.0	68.0	68.0	70.7	67.1	67.5	70.5	68.4	67.9	68.4	68.9	51/74	1	75	75.0%
123	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days) cumulative from 1/4/12 3 year average (2009-2011) shown for 2010/11	Project 5 developing local policy and guidance Project 3 practice standards, commissioning specialist assessments Project 1 improving case supervision and case management		625	731	688.0	688.0						480.0	368.0	434.0	451.0	549.0	750.0	750.0	1		660	639
124	Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days) Cumulative from 1/4/12 3 year average (2009-2011) shown for 2010/11	Project 5 developing local policy and guidance Project 3 practice standards, commissioning specialist assessments Project 1 improving case supervision and case management		171	292	280.0	280.0						252.0	197.0	253.0	285.0	250.0	312.0	312.0	1		260	213
125	% Adoptions of children looked after (BVP 163) - Cumulative	Project 5 developing local policy and guidance Project 3 practice standards, commissioning specialist assessments Project 1 improving case supervision and case management	16	11	7.9	2.0	2.0	2.5	2.5	2.5	2.5	2.5	0.0	0.5	1.5	2.0	3.0	4.1	4.1	8/197	1	10%	15.0%

CIB PI ref	Description	Project interface	2010/11			2011/12												Targets				
			Stt neigh AV	Nat Av	Torby	Outturn	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Numertor/ Denominator	By Dec 2012	By Jul 2013
126	% of CIC allocated to GSW	Project 1 Management Development Project 2 restructuring social work;Project 3 Improving Assessment and Care Development				97.7	98.8	98.8	97.6	98.2	98.6	96.8	100.0	99.6	99.6	99.6	99.6	100.0	100.0	253/253	100%	
127	% of cases supervised in last 2 months	Project 1 Management Development					60.9	63.1	66.6	69.4	67.5	40.7	46.7	49.0	55.1	58.8	45.7	46.2	54.4	740/1357	90%	95.0%
128	Safeguarding and Families Team average caseload per social worker	Project 2 restructuring social work;																		534/46.35	18.00	18.00
129	Initial Response Team average caseload per social worker	Project 2 restructuring social work;																		166/11.81	20.00	20.00
130	Permanence Team average caseload per social worker	Project 2 restructuring social work;																		138/12.51	15.00	15.00
	Vacancy rate for Social care (managers and frontline)	Project 2 recruitment and retention										40.0%									25%	15%

CIB PI ref	Description	Project interface	2011/12												Targets						
			2010/11	Outturn	Sep-11	Oct-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Numerator/Denominator	DOT	By Dec 2012	By Jul 2013	
132	Cases allocated to CAIU	Project 5 Improving the Quality and Management of CP		160 Qrt total		180 Qrt total															
133	% of health and school nurse caseloads that involve more than 70% of CP cases	Project 5 Improving the Quality and Management of CP		Available from April 2012											0.0	50 in month					
134	Health Visiting/School nursing sickness																				
135	Health Visiting/School nursing turnover																				
136	Health Visitor vacancy																				
	Midwifery long term sickness rate																				
	midwifery vacancy rate																				

Responses from the Director of Children’s Services to Questions from the Overview and Scrutiny Board

<p>How is effective partnership working being embedded across Children’s Services? In particular, how are Children’s Services and Community Safety working together to address issues around domestic violence?</p>	<p>There are a number examples of effective partnership working to address issues of domestic abuse, examples include:</p> <ol style="list-style-type: none"> 1. Perpetrator work: IDAP & imminent community based interventions such as the <i>Making Change</i> project currently being delivered in by Probation in Plymouth through Carr-Gomm. Therapeutic intervention/provision 2. Victim Work: MARAC, Refuge, Sanctuary Scheme, Westcountry Support Worker, SEEDS, DVAs x2, DASS Outreach/Floating Support, Pattern Changing, Victim Support, Routine Enquiry through Primary and Acute Care 3. Mainstream including domestic abuse focus: FIP, IVSS, Children’s Centres, all mainstream front end services with a child protection focus 4. Child and Family: Children’s Groups and Children’s Worker (through Refuge) including therapeutic intervention/provision 5. Preventative work: awareness raising campaigns, RESPECT Toolkit <p>Safer Communities Torbay is the strategic lead for Domestic Abuse in the council. They chair and run a bi monthly multi agency steering group to lead and develop activity and services to effectively tackle domestic abuse.</p> <p>The Domestic Abuse strategy group is in the process of producing a partnership action plan which will also incorporate any outstanding CPIP actions in relation to Domestic Abuse and reflect the ambitions of the Integrated Working strategy.</p> <p>Whilst there is clear evidence of effective partnership working to tackle domestic abuse, both service areas recognise the importance of tackling this crime at the earliest opportunity and are committed to ensuring Torbay Council’s staff are well trained and equipped to deliver the best outcomes for the people we serve.</p>
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	<p>Safer Communities are currently working with a number of agencies including children services, supporting people, police, probation and health to review the current service delivery both internal and commissioned services and an options paper is being prepared to recommend a way forward.</p>
<p>What are the outcomes of the recent (ongoing?) recruitment campaign?</p>	<p>Torbay's new 'make an impression' campaign was formally launched in the 2nd week in August. First round of interviews have taken place and 1 Practice Manager, 5 Social Workers and 2 Service Managers have been appointed. This includes the promotion of 1 member of staff. Grow your own manager scheme planned to start November 2012 (9 identified for first cohort). Initial cohort includes a mix of recently appointed and aspirant managers. A further 9 applications received for short listing. In addition, 4 grow your own social workers will be offered priority interviews in December.</p>
<p>What has been the result of the pilot in relation to multi-agency enquiry forms?</p>	<p>Multi-agency partners involved in the development of the form</p> <p>Multi-agency partners involved in piloting of the form – Health visitors – Torquay South; Midwifery; Schools – selected primary and secondary, Substance Mis-Use service, IFSS, Locality Services Housing Options Action for Children West Country Housing – young parents</p> <p>Form piloted in some agencies with a view to integrating processes – this is still being developed to ensure smooth transition between Early Help and any new CIN processes</p> <p>Outcome: With a few amendments to the format the form will be presented to the Health and Well-Being Board (by John Skinner) for ratification. The proposal is that this form will be</p>

	<p>adopted as the document to make an enquiry into Torbay Safeguarding Hub by all professionals and agencies unless there are immediate safeguarding concerns.</p>
<p>How are Children's Services ensuring that joint working with the new health commissioners is effective? For example, how is the troubled families agenda being pursued on a multi-agency basis?</p>	<p>The Troubled Families Programme is progressing well locally. Troubled families have been identified as a priority group by the Health and Wellbeing Board. The families meeting the framework criteria have been identified using appropriate data sets from within the local authority and some partner agencies. The new Integrated working strategy has been published which sets out the future direction for working with families in an integrated way, the troubled families programme will be delivered through this approach rather than a standalone scheme. The community hub model is being progressed (led by health) following a number of start up consultation events with an initial prototype starting in Hele and Watcombe. The restructuring of early help services within Children's services will provide a platform for further integration and collaborative working at a partnership level as the implementation of the strategy progresses.</p> <p>There is already increased partnership activity with Job Centre Plus and Adult Substance misuse in particular to ensure families are being supported to access work and that parents have the opportunity to access parenting programmes. The investment already made in the FIP and IFSS provides the foundations of effective partnership working will be enhanced when combined with a new service delivery structure that meets the needs of all families in Need, including troubled families.</p>
<p>How are we progressing capacity building in communities to assist in the early intervention agenda</p>	<p>This is at the heart of the preventative approach of a community team, professionals and communities working together to build capacity within the community to enable them to be involved with sustainable measures for early support and identification for children and families. This model is to be piloted in Hele and Watcombe, commencing December 2012. At the same time work will be undertaken with other identified communities to assess their knowledge and progress with capacity building and identify development work that can be undertaken</p>

At the last meeting, members also gave consideration to the Adoption Peer Review and it was agreed that the Board would consider the action plan (with completed actions and dates) and “draft review of fostering” at their next meeting.

Adoption: The low level of performance has been thoroughly explored by an independent team who have also validated the plan put in place by Torbay to address these deficits. The following key actions have been undertaken:-

- The service is now legally compliant – both the adoption and fostering panels has been renewed and new interim chair appointed. Statement of purpose has been updated. Job descriptions have been developed and evaluated.
- Draft structure has been developed and 95% agreed and is pending the necessary HR processes.
- Core business process have been mapped in readiness for the new structure and the full inclusion of all adoption information on to PARIS.
- Key core information on adoption milestones has been added to PARIS – 30+ children are on the permanence pathway.
- A permanence panel has been designed and will begin operating in OCT. This will review all children in care.
- A short list of suitable candidates to lead the service will be interviewed in the next few weeks.
- 8 children have been adopted so far this year compared to 4 during the whole of 2010/11.

TORBAY COUNCIL

Outline Action Plan

Torbay Fostering Service Review v1.5

Graham Puckering Interim Service Manager – modified and updated by Steven Trippier

10/22/2012

A detailed review of Torbay's current policies, processes and procedures has taken place and its compliance has been matched to the National Minimum Standards and Regulations, Fostering Guidance, and previous inspection reports. A further review of Fostering practice in Torbay against nationally recognised standards is underway. This outline action plan has been drawn up and will be further developed as information and needs are identified.

Fostering Service Review

Outline Action Plan October 2012

No.	Issue of Concern	Action	% Task Complete	Review of action/outcome
1	<p>a)There is no permanent or clear temporary Responsible individual or registered Manager identified with OFSTED for Torbay Fostering Service.</p> <p>b)Unclear if OFSTED have been notified of changes to structure with respect to the fostering service.</p> <p>c)OFSTED currently have the incorrect address for the service registered.</p>	<p>a)Identify individuals for responsible individual and registered manager positions.</p> <p>b)Notify OFSTED of interim arrangements and change of office.</p> <p>c)Inform OFSTED of changes to structure of the team.</p>	<p>completed</p> <p>completed</p> <p>completed</p>	<p>This has been completed and new information is evident on OFSTED's website</p>
2	<p>Recommendations from previous Fostering inspection August 2011 may not be fully addressed and adhered to.</p>	<p>a)Review each of the recommendations from previous Fostering inspection August 2011 in detail and identify evidence to demonstrate. If recommendation is not met then add key issue to action plan and address fully.</p> <p>a) ensure that all carers are provided, prior to placement, with information and training on</p>	<p>0</p> <p>completed</p>	<p>Outstanding</p> <p>This is done at the matching meeting & placement planning meeting</p>

		<p>how to meet any specific medical needs (NMS 6.8)</p> <p>b) ensure that all carers complete the Children's Workforce Development Council's Training programme (NMS 20.2)</p> <p>c) ensure carers are provided with a comprehensive placement plan prior to the placement of any young person (NMS 15.2)</p> <p>d) implement an effective strategy to ensure there are sufficient foster carers to meet current and predicted demands and introduce a system that ensures that all exemptions have a clear rationale and are time limited (NMS 13.1)</p> <p>e) ensure there are efficient and robust administrative systems and that information is recorded and stored within a system that avoids unnecessary duplication and provides ready access. (NMS 27.1)</p>	<p>90%</p> <p>Started</p> <p>70%</p> <p>completed</p>	<p>As of 19/10/12 we have only 2 carers outstanding for period 07/11 to 07/13</p> <p>Exemptions are down from 13 in 09/10 to 4 in 09/12 and work regarding this is ongoing.</p> <p>There is a recruitment campaign planned for 11/12 to look at short falls in carer supply.</p> <p>All files have been audited & new structure in place regarding effective maintenance of files. PARIS is used for recording.</p>	
	<p>Children's guide of the fostering agency is not reflective of current legislation/addresses and contact details.</p>	<p>b)Set up a working group to develop a new set of guides for the adoption agency and adoption support. Young people should be involved in this</p>		<p>Working group is in place on this area working across adoption and fostering</p>	

	<p>Only one children's guide to fostering is available and does not fully reflect differing ages and abilities of children.</p> <p>There is no children's guide to private fostering. Any completed should be reflective of the children's age and abilities who may need to use it.</p> <p>No evidence of children (where appropriate) being given a copy of the children's guide of the fostering agency.</p>	<p>development.</p> <p>c)Consider children's rights service involvement in the development of the guides.</p> <p>d)Children's guides should be reflective of the services and the diversity of the young people using them.</p> <p>e)Once completed evidence of distribution to children and young people should be available.</p>	<p>75%</p> <p>75%</p> <p>75%</p>	<p>Work in progress – aim for completion of guide by 26/11/12</p>
3	<p>a)Statement of purpose is out of date and does not reflect fully the correct information in line with guidance</p> <p>b)Formal approval of the statement of purpose is required and should be evidenced accordingly.</p> <p>c)No evidence of Carers families and children (where appropriate) being given a copy of the statement of purpose of the adoption agency.</p>	<p>a)Set up a working group to develop a new statement of purpose which is reflective of the adoption service and meets the criteria and guidance set out in the standards.</p> <p>b)Review similar agency documentation.</p> <p>c)Formal approval of new statement of purpose to be made and evidenced</p> <p>d)Once completed evidence of distribution to service users should be available.</p>	<p>90</p> <p>90</p> <p>90</p> <p>0</p>	<p>This has commenced and is also focussing on a consistent document for both adoption and fostering</p> <p>Statement of purpose completed in draft form, and with</p>
4	<p>a)Fostering policies and</p>	<p>a)All current policies that are not</p>	<p>Starting</p>	<p>Obsolete policies are</p>

	<p>procedures are generally out of date and are not fit for purpose or adhere to the Fostering guidance Feb 11 in terms of content or process development or review.</p> <p>b)There are missing policies not available to the fostering service.</p> <p>c)Fostering panel policy and procedure documents do not fully reflect the recent changes and are not detailed enough to ensure clear understanding of responsibilities and roles.</p>	<p>compliant with current standards and regulations and guidance should be removed</p> <p>b)New policies should be drawn up to reflect all areas of fostering practice and should be compliant with guidance and standards</p> <p>c)Panel policies and guidance should be drawn up once changes to panels and its membership have been agreed.</p>	<p>Starting</p> <p>completed</p>	<p>being removed will be completed by Nov 2012.</p> <p>Meetings booked for 6,7,8/11/12 to begin process</p> <p>Some policy development has occurred but is hindered by lack of clarity on format and process</p> <p>Panel policy draft policy has been drawn up</p>
5	<p>Address recommendations from the last inspection</p> <p>Central list for the current fostering panel.</p> <p>Produce policies or procedures on the recruitment to and maintenance of the central list.</p> <p>Establish evidence of Quality Assurance feedback from the panel to the agency</p> <p>Put in place vice chair.</p>	<p>a)Review of adoption panel roles and functions, membership and full compliance with current regulations to be undertaken within 1 week.</p> <p>b)Specific action plan to be drawn up to address all areas of need to meet requirements.</p> <p>c)Prioritise and implement progress of outstanding work.</p> <p>d)Quality assurance feedback to be drawn up from panel business over the</p>	<p>completed</p> <p>0</p> <p>0</p>	<p>Panel work being undertaken by G Puckering</p> <p>Panel chairs contract ended and interim chair identified</p> <p>Some policy development has taken place</p>

	<p>Put in place induction, training of panel members.</p> <p>Annual joint training with panel members and the fostering service.</p> <p>Annual review and associated processes.</p> <p>The timing and completion of minutes and decision making are not within the guidance.</p> <p>Clarify the line management responsibilities for the panel.</p> <p>Establish panel advisor with appropriate skills and no conflicts identified.</p> <p>Establish policy or procedural guidance in relation to complaints regarding the fostering panel</p> <p>Clarify fostering panel membership and roles.</p> <p>Address link between agency decision maker decisions and panel. Minutes and decisions are separate.</p>	<p>last 6 months.</p> <p>e) Consider the formation of fostering and permanence panels.</p>	<p>0</p> <p>0</p>	
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6	Management information is part of guidance has not been produced in recent months.	Provide a report to the executive of the Local Authority of up to date management information. Consider whether this should be done retrospectively.	20 0	This has not fully occurred (– <i>Ofsted returns sent back recently</i>)
8	Recording and information management is not consistent across the service with some elements of recording being completed electronically and others not.	Review current recording mechanisms and identify those which can be changed or developed. Be mindful of current corporate policies and systems regarding recording.	completed	Monthly supervision of carers is recorded on new carer supervision form and held on file. Date and who visited recorded on PARIS. Other matters in relation to placements are recorded on PARIS. Electronic daily log for fostering duty recording has been developed – currently in test for start on 29/10/12
9	Fostering assessment process for new applicants has potential significant delays built in. There is not always a level of consistency in approach.	a) Review current practice and process. Ensure that the process is in keeping with fostering assessment timeframes set out in the guidance. b) Develop a policy and procedure which reflects more fully the issue of timeliness in assessment	50 0	This is being informally addressed by the locum manager and delay in allocation has reduced. Formal processes still need to be agreed
10	No identified liaison officer for the IRM	a) Identify a liaison officer and clarify roles and responsibility.	completed	<i>An identified liaison officer now in place</i>

		b)Complete appropriate documentation for liaison and associated policy documents	completed	
11	<p>The existing fostering service and recruitment strategy is out of date and does not fully reflect the needs of the service currently. The 2010 is not a strategy in itself</p> <p>There is no clear corporate parenting strategy.</p> <p>There is no sufficiency strategy. Without these it will be difficult to develop a clear strategy</p>	<p>a)Monitor and evaluate the appropriateness of the current strategy and then identify a new strategy that meets with the guidance and needs of the service.</p> <p>b)Identify and set up a monitoring and evaluation of the recruitment strategy on an ongoing basis.</p> <p>c)Develop of fostering strategy to identify aims and objectives</p>	25 0 0	<p>(link into commissioned services)</p>
12	<p>Sharing agency decision makers decision with foster carers and applicants not within identified timescale</p>	<p>a)Identify how this information is communicated and then how it is recorded.</p> <p>b)If necessary create policy and/or procedure and documentation to ensure this is meeting the standard.</p>	90 Starting	<p>(go through panel meeting minutes etc)</p> <p>Meetings booked for 6,7,8/11/12 to begin process</p>
13	<p>Staff employment and recruitment issues need to be carefully reviewed to ensure compliance with all area's.</p> <p>Compliance with telephone checks on references and recording of these to be clarified</p>	<p>a)Liaise with HR and undertake audit of staff recruitment records and processes.</p> <p>b)Ensure checks processes are clear within recruitment policy and guidance.</p> <p>c)Ensure system and recording process for telephone checks on references.</p>	0 0 0	<p>This is being addressed via adoption CPIP project</p>
14	<p>No clear policy or procedural guidance in relation to complaints regarding the Fostering agency.</p>	<p>a)Develop a clear complements and complaints policy and guidance specific for fostering.</p>	0	<p>(feedback from panels and where it goes!)</p>

		<p>b)Ensure this is centrally recorded.</p> <p>c)Identify where possible how complaints and allegations regarding the adoption agency are currently recorded.</p> <p>d)Policy which reflects how children are consulted and given information about how to complain.</p>	<p>0</p> <p>0</p> <p>0</p>	
15	<p>No clear policy or system in place for notification of significant events to appropriate authorities</p>	<p>a)Consider whether all events that require notification have been notified.</p> <p>b)Any outstanding notifications to be sent</p> <p>c)Identify process and procedure for recording both on individual files and centrally.</p>	<p>0</p> <p>0</p> <p>0</p>	<p>This has not been progressed</p>
16	<p>No evidence of a business continuity plan</p>	<p>a)Draw up a business continuity plan to include both provision of premises and safeguarding/backup of records</p> <p>b)Ensure plan is available to all staff to access</p>	<p>0</p> <p>0</p>	<p>Require corporate engagement from CP</p>
17	<p>a)No clear policy on the format and content of agency files foster carers</p> <p>b)Data protection, confidentiality and process of managing information and files has no</p>	<p>a)Create a written policy that clarifies the purpose format and content of information to be kept on the agency's files</p> <p>b)Develop a system for monitoring the quality and adequacy of record keeping</p>	<p>completed</p> <p>completed</p>	<p>File audit complete – new guidance placed on each file, file content changed to match guidance. Monthly file audit to be introduced as part of staff supervision – this</p>

18	<p>policy.</p> <p>a)Unclear how children are given information about advocacy services and access to the children's Rights Director</p> <p>b)Unclear how children's wishes and feelings are gathered recorded and addressed within the process of fostering.</p> <p>c)Unclear how the agency records children's wishes feelings and views and how these are taken account of for the purposes of agency monitoring and service development, including</p>	<p>a)Develop information and recording opportunities to demonstrate this occurs.</p> <p>b)Identify resources which will meet this standard and the needs of children placed.</p> <p>Identify mechanisms for children to gain feedback on concerns or complaints.</p> <p>c)Demonstrate how children's views are taken into account in monitoring and developing the service.</p>	<p>0</p> <p>completed</p> <p>completed</p>	<p>will include PARIS check</p> <p>Work in progress – aim for completion of children's guide by 26/11/12</p> <p>Current system of looked after children feedback at point of carers annual review remains in place</p> <p>Views are discussed at carers annual review and child's wishes (if any) recorded as a part of the pre-placement matching meeting process</p> <p>This has not commenced</p> <p>This has not commenced</p> <p>(visits to Bournemouth ,Swindon, etc)</p>
20	<p>Policy with regard to financial support in all areas of permanence support needs to be clarified</p>	<p>Review all financial policies and processes and develop a coherent policy and process that is reflective of guidance.</p>	<p>25</p>	<p>This has not commenced</p>
21	<p>To develop process maps to illustrate the processes within fostering and use as a guide for the development of policy and procedure.</p>	<p>a)To create accurate process maps and link to standards and regulations.</p> <p>b)Develop links through process maps to IT systems and policy development</p>		<p>This has not commenced</p>
22	<p>Consider statistical neighbours, strengths and challenges and identify key messages to inform development of the fostering service.</p>	<p>a)To gain an understanding of services and processes that are going well.</p> <p>b)Use the information gained to inform the development of the service in Torbay.</p>	<p>50</p> <p>0</p>	<p>(visits to Bournemouth ,Swindon, etc)</p>

23	<p>a) Concern about the number and appropriateness of exemptions made within Torbay</p> <p>b) Exemptions are not routinely presented to panel.</p> <p>c) Concerns around exemptions were noted within the last fostering inspection</p>	<p>a) Review exemptions currently in place</p> <p>b) Establish current process policy and delegation for agreeing exemptions</p> <p>c) Introduce a system that ensures that all exemptions have a clear rationale and are time limited (NMS 13.1)</p>	<p>completed</p> <p>20</p> <p>completed</p>	<p>Complete – centrally recorded and produced monthly to the fostering panel</p>
24	<p>Significant concerns have been identified with the volume of private fostering work currently being undertaken in Torbay</p> <p>There are no designated qualified social work in put into the work</p> <p>Outstanding recommendation for OFSTED inspection of private fostering has not been completed</p>	<p>a) Review volume of work currently being undertaken</p> <p>b) Develop a process policy and protocols for private fostering</p> <p>c) Review resource implication as part of the structure review</p>	<p>0</p> <p>50</p> <p>0</p>	<p>The resource implication has been addressed within the structure review and more widely</p> <p>A draft policy has been drawn up – ready for</p>
25	<p>Work around connected people assessment and support is not clear within the service and is likely to be an underrepresentation of the volume of work.</p> <p>b) There are no clear policy or procedures relating to connected people</p> <p>c) The assessment of connected</p>	<p>a) Review decisions and processes around connected people. Ensure assessments are completed on carers where children have been placed with family or friends.</p> <p>b) Develop a clear policy and process for connected people assessments and support.</p> <p>c) Agree appropriate assessment</p>	<p>20</p> <p>70</p> <p>completed</p>	<p>Outline policy has been drawn up</p> <p><i>Work on-going.</i></p> <p><i>Understanding where placements are being made...</i></p> <p><i>Sect 17 payments...</i></p> <p>Complete – note still issues with getting</p>

	<p>people is not within timescale or following an appropriate assessment processes</p>	<p>frameworks and ensure timescales are adhered to.</p>		<p>viability studies completed.</p>
26	<p>Special Guardianship Order assessments and support are not routinely undertaken within the service. There is no clear policy and there appears to be a blanket common practice approach on support plans and allocation of cases.</p>	<p>A review of the process and practice of special guardianships. Additionally assessment framework support and financial policy needs to identified</p>	<p>0 0</p>	