



Torbay Children's Services Improvement Plan 2015/16



1.0 Background & Purpose of the Integrated Improvement Plan

1.1 Purpose of the Integrated Improvement Plan

This plan gives Children's Services and its Partners clarity going forward as to how we will affect the changes necessary to improve the lives of all children and young people living in Torbay: to inform a single directorate culture; bring strategic clarity to the transformation of operational delivery, ensure delivery is coherent across Children's Services and deliver directorate priorities.

The improvement plan describes organisational development needed, the project structure supporting the improvement plan is made up of 8 workstreams and 35 work packages. Torbay Council has moved to become a 'commissioning' council, creating a Joint Commissioning Team / commissioning structure and an Operational Structure. Commissioning priorities include:

- **A Youth Trust including a free school**
- **SWIFT developments which includes the development of a Public Sector Trust and**
- **Children's services joining the Integrated Care Organisation.**

The Council's and the Joint Commissioning Team's aim is to ensure sustainability and quality in children and adult services, recognising that sustainable service delivery is obtained through organisational resilience.

Torbay has four clearly articulated priorities within its Children and Young People's Plan 2014-17. These priorities agreed across the Partnership are carefully framed to deliver better outcomes for all our children, and form the building blocks of this and all of our strategic and operational plans.

The priorities are:

- **Children have the best start in life**
- **Children and young people lead a healthy and happy life**
- **Children and young people will be safe from harm, living in their families and communities**
- **Opportunities to participate and engage in the community and in Public life**

The priority and plan for children and young people sits under the Corporate Plan and the Local Community Plans, whose priorities are the social, economic, environmental and health prosperity for the Bay. There are key strategic linkages with this and our Integrated Delivery Plan. The drivers, priorities and ambitions are the same, with the Delivery Plan giving operational detail to its parent plans, as well as building on the knowledge documented in our last 5 years' work. Torbay has worked hard to fully understand its children and families, and to put in place a strong framework that supports the planning, commissioning, delivery and review of services that will best improve their outcomes.

Within local improvement plans, Torbay sought to reduce the social and economic costs of high numbers of children looked after through a full analysis of its work. The plan that resulted is a financial business plan to sit alongside the improvement plan, with delivery strands aimed at 'keeping families together, safely'

delivering all the improvements needed to achieve the recommendations identified in the Torbay Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers report 5 January 2016.

Torbay established a Child Poverty Commission in 2012 which published recommendations in 2013. Its commentary stated that: *'Some of our recommendations will require culture change and resources which in this time of financial restraint will be challenging. But the cost of not addressing them will be more so.'*

With this in mind, its recommendations have been woven into key strategies and documents that are current:

- Corporate Parenting Strategy
- A new Housing Strategy was developed to focus on people rather than housing stock and environment.
- Building community resilience and capacity is a recommendation woven into our Partnership development of Community Hubs (or Early Help Practices).
- This is a priority that sits at the heart of our SWIFT (Social Work Innovation Fund Torbay) project, a DfE funded initiative building on the understanding of our population, opportunities we have created as a strong Partnership over the last five years, and our ambition to improve the lives of our children and families through workforce integration and local delivery models in spite of funding shortfalls.
- Through SWIFT, we capture past and current priorities and themes such as Our Troubled Families (Supporting Families) programme which addresses low income through worklessness and a raft of factors linked to poverty such as debt, poor school attendance, familial criminality, alcohol and substance misuse, and poor mental health. Troubled Families successfully completed its first phase and is now commencing its second phase with 1180 families targeted for support by 2020.
- Neglect is a priority for the annual TSCB business plan, and a TSCB strategy is being developed that will run parallel to the development of our Early Help Offer. Similarly an innovative approach to reducing the impact of domestic abuse on children.
- A partnership approach to 'whole family working' will focus on ensuring identification and support is as early as it needs to be to make a difference, and to prevent enduring problems and trauma that we know will otherwise lead to families in a high state of distress and potentially, dysfunction.
- The Health and Wellbeing Strategy 2014 aligns high level Partnership priorities across the Health and Social Care life-course, incorporating those recommendations, priorities and principles that repeat through the range of work above and more, that has led us to this point.
- A cross cutting priority for HWB is Early Help and Intervention, which is also a priority for the TSCB. Other cross cutting priorities are: Domestic Abuse (and the Domestic Abuse and Sexual Violence Strategy) Safer and Stronger Communities Board, with the TSCB focus on the impact of Domestic abuse on children.

1.2 The Financial Business Plan

The financial business plan is illustrative of the strong commitment the council has for Torbay's children and Children's Services. At this time of contraction of Council funding and consequently service delivery, the financial business plan strengthens the financial footing of Children's Services and has provided support to Children's Services, the Plan runs from 2016 – 20. The 'plan' is monitored by the Executive Lead for Children's Services, Overview and Scrutiny and the Senior Leadership Team, whilst this evidences good governance, it also places issues for vulnerable children centrally in the Corporate and Political sphere.

1.3 Objectives & Structure

2. **Safer Families Supporting Children:** To support families to stay together and reduce the need for children to be looked after by ensuring a focus on early intervention and preventative action across Children’s Services wider Partnership.
3. **To manage risk confidently and provide support at the edge of care / custody** to make sure the right children come into care at the right time and that custody use is minimised and appropriate.
4. **To provide high-quality care placements that include appropriate education** so that all Children Looked After have a positive experience of care and education, whatever their needs.
5. **To give children clearly-planned journeys through care** which enable them to be reunited with family and friends where possible, have stable placements and exit the care system positively.

Summary of Objective 1: Safer Families, Supporting Children

To date we have:	Next we will:
<ul style="list-style-type: none">• Targeted Support from Children’s Centre: Refocused role to families where there is a risk of escalation towards social care thresholds• Early Help Referral Pathway and Coordination• Focus on Neglect: Graded Care Profile used to identify children who are at risk of neglect• Supporting Young people who care for others• The Childs Voice• Targeted tier 2 emotional health and wellbeing support in Schools• TESS: Targeted Education Safeguarding Support	<ul style="list-style-type: none">• Improve SW retention and reduced reliance on agency SW’s• Improving the enablers of high quality practice• Learning from children’s views in evaluation of service delivery.• Develop a ‘Whole Family’ approach to the ‘Team around the Child and Family’ Model – joint adult services and CYP family-based assessments• Early Help Practices funded and set up through the SWIFT programme• Torbay Schools Forum Project - Improving Outcomes for Vulnerable Children

Summary of Objective 2: Managing risk confidently

To date we have:	Next we will:
<ul style="list-style-type: none">• Staff skill Set development to support cultural change to 'Family Change'• Family Group Conference's successfully finding family based solutions• Targeted Support: Integrated Family Support Service and Family Intervention Teams• Prevention of youth homelessness and accommodation of young people with Housing Needs• Access to Resources: right resources / right child / right placement• Safeguarding 'Missing Children• Safeguarding Children at risk or engaged in Sexual Exploitation	<ul style="list-style-type: none">• Intensive support edge of Care and Criminality• Family Intervention Team (FIT)• Whole system approach to Domestic Violence.

Summary of Objective 3: High Quality Care Experience

To date we have:	Looking forward we will:
<ul style="list-style-type: none">• Improved Placement Commissioning and Matching Practice• jointly commissioned accommodation for children between the ages of 16 and 18• Mindfulness Training• Increased the number and capacity of fostering families• Innovation in securing parent and child assessment placements	<ul style="list-style-type: none">• Explore joint commissioning for 52-week holistic placements• Improve the skill level of foster carers to enable support for children with complex need.• Develop a range of alternative options to support families with children with complex disabilities.• Deliver on the Residential Strategy

Summary of Objective 4: Quality planning through care

To date we have:	Looking forward we will:
<ul style="list-style-type: none">• Permanence Panel: improve our permanence planning to eliminate drift in care planning• Families Together: a reunification approach• Success in Adoption	<ul style="list-style-type: none">• Increase the capacity of foster carers to care for older children and enable children to remain with their carers utilising Special Guardianship Orders.• Regionalising Adoption• Ensuring sustainability of fostering and adoption post regionalisation

1.4 Torbay Children Services Ofsted Improvement Plan

Torbay Children's Services Improvement Plan pulls together the improvement work across Torbay Children's Services. The Children's Improvement Board (CIB) in response to the Ofsted Inspection and in the context of wider developments for services to children in Torbay have been drawn up to provide the on-going monitoring and evaluation of the improvement process for services to vulnerable children in Torbay. They explicitly recognise the outcome of the Ofsted Inspection but recognise that, to comprehensively respond to the improvement challenge, certain other key factors need to be taken into account within the;

- Children's Services social work practice needs to improve.
- Social work practice does not exist in isolation and partners have a central role to play in the improvement process.
- The role of the LSCB needs to be improved and all partners have a responsibility to achieve this.
- Parallel developments in services for children are key to the improvement process and to the long term sustainability of services.

CIB Aim

To lead the delivery of the improvements across services to children securing excellent outcomes for children via the highest quality professional practice, leadership, management and partnership working.

CIB Objectives

- To monitor and direct the implementation of all the recommendations identified by Ofsted.
- To evaluate, support and challenge the progress being made across the partnership in improving safeguarding services and support for children.
- To manage and oversee the mitigation of risks and issues arising and where necessary remove the barriers to improvement.
- To provide added reassurance to the Department of Education that the appropriate pace and scope of improvement across children's safeguarding is being achieved.
- To commission external support to the improvement process where appropriate (Peers, LGA, Ofsted).
- To ensure that all developments in Children's Services contribute and enhance the on-going improvement of the service and outcomes for children and young people.

The Children's Improvement Board (CIB) will need to co-ordinate the work of others, directing and maintaining focus across the whole system to achieve immediate and long term sustainable changes. This will be achieved through the structure as set out in Appendix 1, with each element reporting on progress to the CIB.

The CIB will meet initially on a six weekly cycle to review progress and provide direction. This structure will be in place for 12 months and subject to review and progress the Local Safeguarding Children's Board will resume its full role in leading the partnership improvement agenda, alongside the Corporate Parenting Board assuming a high support / high challenge role in the improvement of outcomes for looked after children and care leavers.

The membership of the CIB is relatively small to reflect its coordinating role and to ensure that it does not duplicate the membership and work of its constituent bodies. Within these sub-groups a broad partnership of agencies will be represented. Appropriate secondments can be made when particular themes or issues are explored and each sub-group will provide minutes for the CIB to monitor and where necessary direct their work.

Children's Improvement Board Membership (Secretariat for the Children's Improvement Board will be provided by Children's Services)

CLlr Julien Parrott Executive Lead for Children and Adults, Torbay Council
David Taylor TSCB Independent Chair
Steve Parrock Executive Director, Torbay Council
Richard Williams Director of Children's Services
John Bostock Department for Education
CLlr Jane Barnby Children's Lead – Overview and Scrutiny
Caroline Taylor Director of Joint Commissioning (DAS)
Mairead McAlinden Chief Executive, South Devon Healthcare Foundation NHS Trust
Claire Burgess Local Government Association

1.5 Practice Improvement Board

The Practice Improvement Board (PIB) has been drawn up to provide the on-going implementation and monitoring of the improvement of for services to vulnerable children in Torbay. They explicitly recognise the outcome of the Ofsted Inspection but recognise that, to comprehensively respond to the improvement challenge and the requirements to meet the 5 year plan, certain other key factors need to be taken into account;

- Children's Services social work practice needs to improve.
- Parallel developments in services for children are key to the improvement process and to the long term sustainability, in finance and quality terms, of services.
- Social work practice does not exist in isolation and partners have a central role to play in the improvement process.
- The role of the LSCB needs to be improved and all partners have a responsibility to achieve this.

Aims

To manage the delivery of implementation of the improvements across services to children securing excellent outcomes for children via the highest quality professional practice, leadership, management and partnership working.

Objectives

- Conditions are created to enable children's Services social work practice to deliver improved outcomes for children and families.
- To monitor and implement of all the recommendations identified by Ofsted.
- To support, monitor and evaluate the actions within each work streams.
- To support, monitor, resolve the risks and issues arising from work streams and where necessary escalate to the CIB.
- To ensure the momentum, appropriate pace and scope of improvement across the work streams and is implemented.
- To commission external support to the improvement process where appropriate (CIB, Peers, LGA, Ofsted).
- To ensure that all developments in Children's Services contribute and enhance the on-going improvement of the service and outcomes for children and young people.

The Practice Improvement Board (PIB) will need to manage the work of the 8 work streams, supporting and monitoring focus across the improvement plan to achieve immediate and long term sustainable changes. This will be governed through the Children's Improvement board.

The Improvement & Integration Advisor, Assistant Director of Children's Services and the Director of Children's Services will meet weekly to review progress of the improvement process. The PIB will meet formally on a four weekly cycle to review & monitor progress and provide support and scrutiny. This structure will be in place for 12 months and subject reporting 6 weekly to the Children's Improvement Board leading the partnership improvement agenda. Every 2 weeks the Director Children's Services, Assistant Director of Children Services meet with the lead Member for children to update on the progress of the improvement work programme.

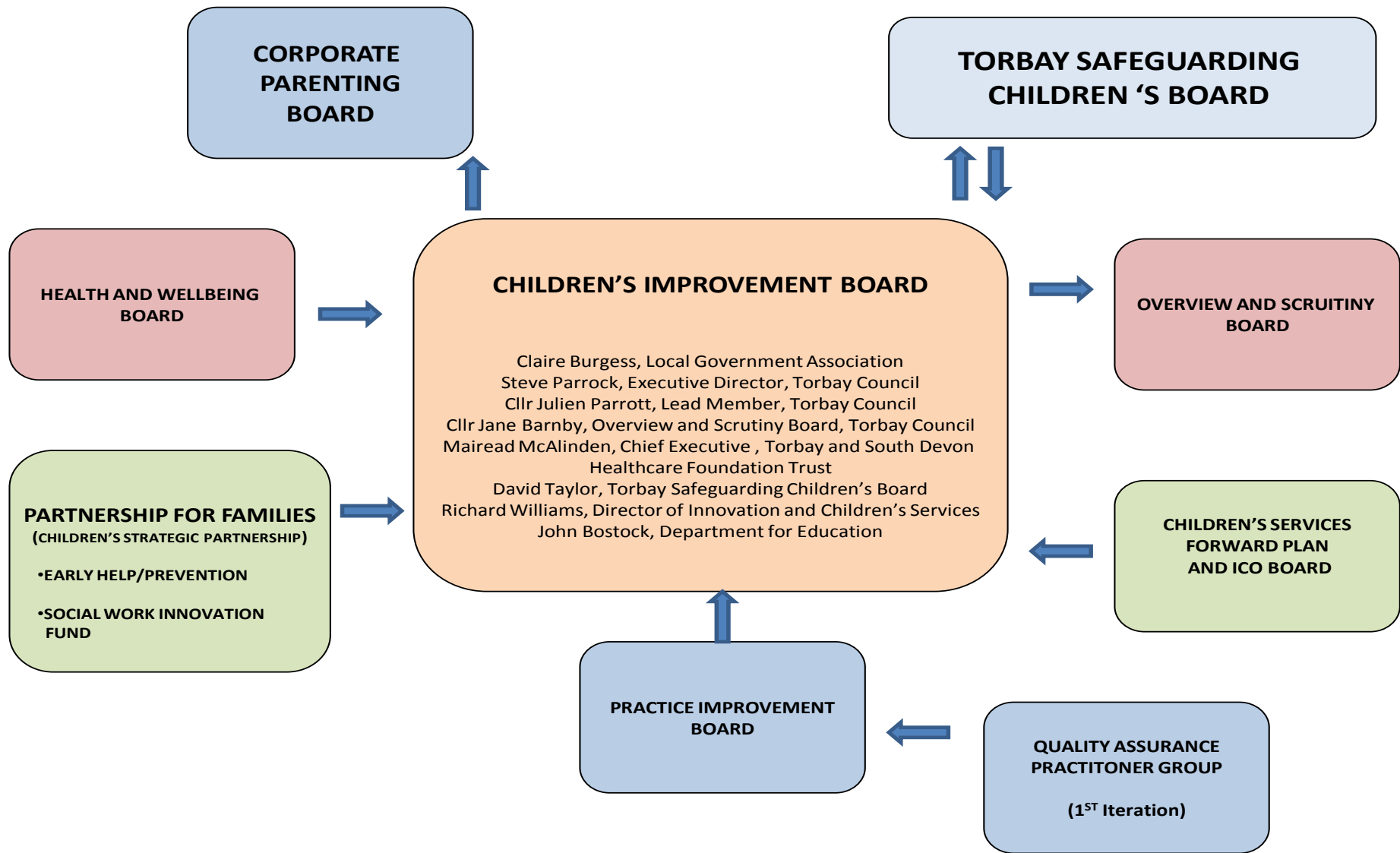
The membership of the PIB reflects its monitoring and completion role. Within these sub-groups a broad partnership of agencies will be represented. Appropriate representatives are made when particular themes or issues are explored and each work stream will provide information for the PIB to monitor and evidence their work securing improvements required:

Practice Improvement Board Membership

Jacqui Jensen Chair – Assistant Director Children's Services
Fiona Green Implementation & Integration Advisor
John Higgs Chief Inspector Devon and Cornwall Police
Anne Proctor Community Rehabilitation Company
Cathy Williams Integrated Care Organisation
Cathy Hooper CCG: Health Commissioning

PIB Workstream Leads

Matt Gifford Project Manager - Implementation & Integration
Russell Knight Principal Performance Manager
Nick Hollins Principal Business Manager
Giselle Jones Safeguarding and Family Support, Community Services
Vashti Wickers Head of Service - MASH and Single Assessment
Lisa Walker Head of Service - Early Intervention
Amanda White Head of Service - Specialist Services
Lisa Jennings Head of Service - Quality Assurance



1.5 Resources

- Torbay Council will provide the resource to support the administration of the Children Improvement Board. It will also reappraise existing resources in support of the internal improvement process. This will be managed in parallel with the financial strategy for the service that has recently been reviewed, thereby ensuring that there is one plan.
- Torbay Council has already reached agreement with Ofsted to follow their prescribed package of improvement support. This will include a set of regular audits (six cases on a monthly cycle), a quarterly report summarising the outcome of the audits and a one week progress inspection within the next year.
- Discussions are currently ongoing with the LGA through their regional support offer to access specific support on a range of issues highlighted in the Ofsted report. This will specifically target those areas considered 'quick' wins such as the development of an enhanced performance dash board.
- The parallel developments with the SWIFT project bring resources that are already targeted at aspects of the improvement programme. For example, the Integration Champions provide the perfect forum to shape the Early Help offer and process and the Public Service Trust will provide a potential funding vehicle to fill any potential gaps.
- The proposed integration agenda will bring in additional expertise into the Integrated Care Organisation through the engagement of an interim Director of Children's Safeguarding.
- The priority of this post will be to undertake the due diligence necessary to satisfy the Torbay and South Devon NHS Foundation Trust of the benefits of integration, both to them as an organisation but also to children and young people in Torbay. However it is inevitable that a post at this level of experience and knowledge will make a substantial contribution to an improvement programme, although not in a direct operational context.
- Collectively the contributions either directly or indirectly will provide an encouraging start to the work of the CIB in driving the improvements necessary. Further discussions are still to be held with the DfE to ascertain the nature of their intervention/contribution to the programme of work.

2.0 Torbay Ofsted Inspection for Children in need of help and protection, children looked after and care leavers Inspection date 12/10/15 – 5/11/15, report published 05/01/16 concluded an overall judgement of inadequate. The following summarises the recommendations from the report:

Ofsted Recommendations (OR)		
OR Number	OR Narrative	OR paragraph numbers
1	The Chief Executive should ensure that leadership in Torbay is strong, consistent and sharply focused on improving and sustaining outcomes for children throughout children’s social care services.	111–131
2	Improve the quality of performance management and monitoring through an improved and robust suite of data, effective and challenging management oversight and rigorous action planning.	112–119, 123–124, 129– 130
3	With partners, ensure that multi-agency thresholds are understood and consistently applied across the partnership.	19, 20, 26, 30
4	Ensure that timely decisions are made on contacts and referrals and that initial visits to children are prompt	21, 22
5	Work effectively with partners to ensure that children receive timely and effective early help and those assessments and plans are in place for each child.	18
6	Ensure that assessments are timely, proportionate and effectively identify the risks, needs and protective factors, leading to appropriate and measurable plans.	22, 27
7	Ensure that 16- and 17-year-olds who are homeless are given the opportunity to have a comprehensive assessment and help and support according to their needs.	32
8	Ensure that the threshold for a referral to the designated officer is well understood across the partnership.	131
9	Ensure that all children who go missing from home or care are offered a timely and comprehensive return interview and that information from these interviews is collated to inform effective targeting of preventative and protective services.	37, 60

10	Monitor the progress of children looked after more closely at Key Stage 4 and pay greater attention to ensuring that they achieve five GCSE grades A* to C, including English and mathematics .	63
11	With partners, ensure that timely and effective services are in place, particularly in relation to domestic abuse, adult mental health, Child and Adolescent Mental Health Services (CAMHS) and the emergency duty service.	28, 31, 43, 62
12	Review the permanency policy and ensure that permanence planning is pursued for all children in a timely manner and that consideration is routinely given to Fostering to Adopt arrangements and concurrent planning, where appropriate (paragraphs 78, 83).	78, 83
13	Strengthen the quality assurance role of independent reviewing officers and child protection conference chairs and ensure that reviews and conferences result in effective information sharing and purposeful, timely plans for children.	26–27, 53–55
14	Develop ways for care leavers to receive clear and effective advice and guidance on their next steps, which include more formal communication to them of their entitlements.	95
15	Ensure that the quality of pathway plans is consistently good and that care leavers are actively encouraged to contribute to the development and content of these plans.	103 - 104
16	Ensure that learning from audit activity and training is systematically evaluated and contributes to a learning culture within the organisation.	116

THEME 1 – Help & Protection: MASH Single Assessment – Lead Head of Service Vashti Wickers

Background

MASH went live in March 2015. It has been recognised that this was without appropriate governance arrangements, operational procedures or sufficient staffing. Consequently, we cannot be assured of the effectiveness of MASH at this time. In particular, contacts and referrals are not consistently being screened in a timely manner. In addition, partner agencies are not consistent in applying the thresholds to referrals, seeking appropriate consent or providing sufficient information to make decisions. MASH Partnership Board includes Health, Police, Children’s Services, Probation, Education, Community Safety are all involved in this work.

1.1 Improve planning and eradicate drift & delay

1.2 Assurance of Single Assessment Team Effectiveness

1.3 Emergency Duty Team

Ofsted Recommendation and paragraph numbers:

2 (para 112 – 119, 123 – 124, 129 – 130), 3 (para 21, 22), 5 (para 18), 6 (para 22, 27), 8 (para 131)

Objectives to create change	Actions	Success Measures	RAG
<p>1.1 Improve planning and eradicate drift & delay</p> <p>Increase capacity in the MASH to manage the volume of contacts and referrals to meet statutory guidelines</p>	<ul style="list-style-type: none"> • 2 x new practice managers in post in MASH • Adult SPOC x 3 in MASH • 2 x experienced SW’s recruited in MASH • CCW advert out and interviews booked for 19.01.2015 • Police researcher in MASH • MASH operational procedures completed, signed off and on TSCB website • MASH partnership board set up 	<ol style="list-style-type: none"> 1. RAG rating performance information provided and weekly monitoring. 2. Data – timeliness of first decision making (drift and delay will reduce) 3. Data – timeliness of allocation to destination team (drift and delay) 4. Data – timeliness and partner engagement in strategy meetings 	<p>Amber</p>

<p>Assurance of MASH effectiveness in meeting statutory requirements and evidence best practice</p> <p>Improve partners understanding of thresholds and making appropriate referrals.</p> <p>Ensuring that the threshold for a referral to the designated officer is well understood across the partnership</p> <p>Improved adherence to new TSCB agreed operational procedures</p>	<ul style="list-style-type: none"> • Letter to Partner agencies from TSCB complete and sent • Letter from MASH to partners when no consent/poor quality complete • MASH governance documents complete and signed off (info-sharing) • Joint investigation protocol written – awaiting peninsula Task & Finish Group • Joint review of Police Protection initiated with police • Task & Finish group set up to review Safeguard Hub Enquiry Form, and ‘good’ referral • Appoint and Induct 2 x CCW’s in MASH • Appoint and Induct 2 x Business Support in MASH • Continue to send out letters from MASH re consent/quality • Joint investigation protocol and S47 process agreed peninsula wide • Joint review of PP’s complete and recommendations produced • Senior Practitioner interviews held and appointments made • Safeguarding Assurance Visit (unannounced) to evaluate MASH functioning / improvements to take place in March ‘16 	<ol style="list-style-type: none"> 5. Data – timelines of s.47 enquiries 6. Data – poor quality and missing consent referrals – evidenced by number of referrals sent back. 7. Reduction in referrals going through to the Single Assessment Team 8. Report to TSCB regarding Improvements 	
<p>1.2 Assurance of Single Assessment Team Effectiveness</p>	<ul style="list-style-type: none"> • Senior Practitioner x 3 advert complete and currently out to teams for SAT • Timescale expectations/standards produced for Single Assessment team • Reissue unborn baby protocol, pre-birth concerns are shared in a timely way to support earlier assessment and decision making. • Assessment timescales reduced to 20 days for SAT in practice & reporting 		Amber
<p>1.3 Emergency Duty Team Emergency Duty – ensure through shared script expectations for CP and LAC activity.</p>	<ul style="list-style-type: none"> • Provider Head of Service to draft a service improvement plan, • Incorporate the plan into the Improvement Plan 		Amber

THEME 2 - Safeguarding & Supporting Families Lead Head of Service Giselle Jones

Background

Torbay Children's Services currently have a significantly greater number of children entering care than their statistical neighbours. This needs to be addressed to achieve more positive outcomes for children and reduce costs to Torbay's budget. The Intensive Family Support Service (IFSS) has been operational for four years and was originally developed to work with families in crisis and children on the edge of care. In the last 2 – 3 years due to resource limitations the service criteria has been expanded to work with families who are often either in legal proceedings or on the cusp of legal proceedings. Evidence would suggest this is often too late to prevent family breakdown and children ultimately require more significant court ordered and high cost specialist assessments or therapeutic support, which often results in them entering local authority care. April 2015 the court work separated out from CIN / CP, this has caused drift and delay. A review of the Court Team concluded the Court Team to reintegrate back into CIN/CP (now Safeguarding & Supporting Families) and review of processes.

Improve the quality of performance management and monitoring through an improved and robust suite of data, effective and challenging management oversight and rigorous action planning. Ensure that timely decisions are made on contact and referrals and that initial visits to children are prompt. Ensure that assessments are timely, proportionate and effectively identify the risks, needs and protective factors, leading to appropriate and measurable plans.

2.1 Edge of Care / Ambit

2.2 Reintegration of Court Work into CP/CIN Service

2.3 Improve Care Planning and Eradicate Drift & Delay in SG & Supporting Families

2.4 Partners understanding of thresholds and Early Help Panel

2.5 Children's Disability Service

2.6 Family Group Conferencing pathways & processes

Ofsted Recommendation and paragraph numbers:

2 (para 112 – 119, 123 – 124, 129 – 130), 3 (para 21, 22), 5 (para 18), 6 (para 22, 27), 8 (para 131), 9 (para 37, 60), 11 (para 28, 31, 43, 62), 13 (para 26-27, 53-55), 16 (para 116).

Objectives to create change	Actions	Success Measures	RAG
2.1 Edge of Care / Ambit a. To develop a systemic therapeutic approach to working with children and families by adopting an AMBIT	To reduce the existing budget deficit through preventing children entering high cost residential placements <ul style="list-style-type: none"> ● Identifying and intervening earlier in neglectful situations ● Domestic Abuse Intervention ● Proceedings case tracking / QA 	<ul style="list-style-type: none"> ● Retention of children within family ● Performance data will evidence drop in ● Reduction in numbers of children being looked after 	

THEME 2 - Safeguarding & Supporting Families Lead Head of Service Giselle Jones

<p>metallisation based therapy) model of practice.</p> <p>b. To improve family resilience to prevent long term costs due to on-going statutory intervention.</p> <p>c. To intervene in a timely way at the first opportunity to prevent family breakdown</p> <p>d. To significantly improve children’s outcomes</p> <p>e. To increase whole family resilience and capacity to effectively meet the needs of their children and seek support when they need it.</p>	<ul style="list-style-type: none"> • IFSS will work with families where children are genuinely at risk of family breakdown • Crisis response referrals will only be responded to where imminent risk of family breakdown is considered likely based on the information received. • IFSS will only work with open cases where there is evidence of the likelihood of a child entering local authority care without intervention. • IFSS will work closely with the CAMHs High Risk team, having a reciprocal referral arrangement for direct access to Tier 3/4 treatment where necessary. 	<ul style="list-style-type: none"> • Evidence of reduced referrals for children i.e. Educational attendance, missing episodes, CSE referrals • Improved outcomes for families i.e. less police call outs for DA incidents, debt reduction • Family feedback on service success and outcomes • Budget Monitoring spreadsheets • RAG rating performance information provided and weekly monitoring • Data – timeliness of first decision making (drift and delay will reduce) • Data – timeliness of allocation to destination team (drift and delay) • Data – timeliness and partner engagement in strategy meetings • Data – timelines of s.47 enquiries • Data – poor quality and missing consent referrals – evidenced by number of referrals sent back 	
<p>2.2 Reintegration of Court Work into CP/CIN Service</p>	<ul style="list-style-type: none"> • Review S & SF structure and identify staff resources ensuring sufficient management oversight. • Accommodation planning, Move of staff & budget planning with finance colleagues 	<ul style="list-style-type: none"> • Reduction in referrals going through to the Single Assessment Team 	
<p>2.3 Improve Care Planning and Eradicate Drift & Delay in SG & Supporting Families</p>	<ul style="list-style-type: none"> • Review processes and procedures. • Draft practice standards – good practice expectations • Staff / team consultation • Practice manager development workshop • Evidence of improved practice: new data set planning 	<ul style="list-style-type: none"> • Report to TSCB regarding Improvements • Development activity underpinned by SOS • Clear expectation on timeliness and impact on drift • Good analysis of information and evidence • Risk assessments skills evident and recorded on all plans • Childs voice clear and captured • Direct work outcomes • Distance travelled by the child recorded • Outcome based child centred planning 	

THEME 2 - Safeguarding & Supporting Families Lead Head of Service Giselle Jones

<p>2.4 Partners understanding of thresholds and Early Help Panel To ensure multi-agency partners, the community and families understand the EH referral pathway and process.</p> <p>To support partners to ensure they understand threshold so they make appropriate referrals into both the Safeguarding Hub and the Early Help SPA. .</p> <p>To increase capacity within the EH pathway to effectively manage demand to avoid drift and delay and ensure robust risk management through screening of cases.</p>	<ul style="list-style-type: none"> ● On-going meetings with partners through CAMHs transformation agenda, Challenging Pupils Implementation group (Education) and 1-2-1 meetings with relevant multi-agency partners to broaden awareness of threshold. ● Letter to partners from the TSCB and DCS to advise the requirement for consent and high quality information, response date given. ● Develop Lead Professional roles and TAF planning through the EH panel. ● Discuss and plan increase in EH panels to manage demand, improve TAF planning and increase understanding of threshold. ● Increase understanding of statutory teams to make referrals into EH using new step down processes – transfer protocol. ● Develop PR material to broaden awareness of EH panel and threshold to ensure partners understand the correct referral route. ● EH MACA is due for completion. ● Roll out exemplar Assessment/Referral form for partners to help understanding of how to complete the process with families ● Increased capacity for telephone consultation with partners in respect of threshold understanding and EH processes. ● Continue with the child’s journey training for partnership ● 	<ul style="list-style-type: none"> ● Assessments result in a direct offer of help to address any identified needs. ● Assessments and plans are dynamic and change in the light of emerging issues and risks. ● Authoritative action is taken where change is not secured and the risk to children intensifies or remains. <p>Children, young people and families are offered help when needs and/or concerns are first identified and, as a consequence of the early help offered, children’s circumstances improve</p>	
<p>2.5 Children’s Disability Service</p>	<ul style="list-style-type: none"> ● Reduce the number of low level cases open to the Children with Disabilities Team. ● Draft a protocol for reviewing, decision making and closure of the low level CIN cases held by the team ● Ensure there is a clear procedure for reviewing which cases need to be closed, and the communication mechanism, liaison and closure of these cases. ● Ensure there is a clear record on PARIS regarding each decision and the steps which have been followed, thereby ensuring there is a clear audit trail for future reference. 	<ul style="list-style-type: none"> ● There will be more time available for those cases where there is a genuine need for social care input around safeguarding issues. ● Performance measures ● Families will receive a proportionate response from the Team, particularly in cases where the input is purely due to the provision of a play-scheme place, or befriending service, and there are no safeguarding issues. 	
<p>2.6 Family Group Conferencing pathways & processes</p>	<ul style="list-style-type: none"> ● Create clear criteria and referral points for FGC to intervene early in order to prevent escalation 	<ul style="list-style-type: none"> ● Reduction in the number of cases entering legal proceedings (evidenced by Performance team) 	

THEME 2 - Safeguarding & Supporting Families Lead Head of Service Giselle Jones

<p>Create clear criteria and referral points for FGC to intervene early in order to prevent escalation</p>	<ul style="list-style-type: none"> • Raising awareness of FGC across children’s services teams to: Share what FGC do, embed FGC in the Child’s Journey , embed effective systems and processes to:- • Measure impact of the FGC team on family outcomes • To develop effective performance measures in respect of family engagement, conferencing processes and timescales • Ensure referrals are made at an earlier point • To embed FGC in the Child’s Journey at critical points to prevent family breakdown. • Measure impact of the FGC team on family outcomes • To develop effective performance measures in respect of family engagement, conferencing processes and timescales 	<ul style="list-style-type: none"> • Reduction in legal costs (evidenced by budget monitoring) • Reduction in the number of children entering local authority care • Feedback gathered from families to be collated 	
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THEME 3 – Children Looked After and Care Leavers Service Improvements

THEME 3 – Children Looked After and Care Leavers Service Improvements

Background

Torbay CLA team has too many placements breaking down for children which results in a high number of placement changes. Historically this has been due to foster carers not having the skills to manage the presentation of the children or young people that have been placed with them. If placements breakdown frequently, then a young person is more likely to be moved to residential care. Work needs to take place to ensure that foster carers have the right support and skills to provide for the cohort of young people within Torbay.

We have got too many placement changes and too many placements breaking down for children due to the foster carers not managing the presentation of the kids. Ensuring that all children are in the right placement, a support package to maintain the placement. It's about foster carers having the right support and skills. Knowing our cohort of children in line with having sufficient in-house placements. Special Guardianship Order – developing SGO support. They should have a support plan (giving advice and assistance). Nobody owns the support plans they currently sit within LAC. A team is being developed which encompasses SGO management. If placements breakdown frequently then a young person is more likely to be moved to residential care

3.1 Children Looked After Care Planning

3.2 Improving Working Practice between CLA and Care Leaver teams

3.3 Development activity on early Permanence Planning

3.4 Placement Sufficiency

3.5 Governance

3.6 Improve Care Planning and Eradicate Drift & Delay in CLA & Care Leavers

3.7 Look After Children Key Stage 4

Ofsted Recommendation and paragraph numbers:

2 (para 112 – 119, 123 – 124, 129 – 130, 6 (para 22, 27), 7 (para 32), 9 (para 37, 60), 10, (para 63), 12 (para 78, 83), 14 (para 95), 15 (para 103 – 104), 16 (para 116).

Objectives to create change	Actions	Success Measures	RAG
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3.1 Children Looked After Care Planning	<ul style="list-style-type: none"> • Appointment of Practice Manager • Analysis of Section 20's for appropriateness of care plan • Identified and appraised lead for this work stream – Pat Blue • Fortnightly time allocated in Practice Manager meeting for progress updates and discussion on the Improvement Plan work streams • Formalise x1 social worker post within the team – Amy Pagett • Complete research of practice model • Draft referral pathway and function of the team 	<ul style="list-style-type: none"> • Reduction of children entering care • Performance data will evidence drop in numbers of children being looked after • Evidence of reduced referrals for children i.e. Educational attendance, missing episodes, CSE referrals • Family feedback on service success and outcomes • Budget Monitoring spreadsheets 	
3.2 Improving Working Practice between CLA and Care Leaver teams	<ul style="list-style-type: none"> • Practice Manager focus group required to overview of case numbers and affect allocation – within two weeks • Transfer Protocol clearly outline process for transition • Case movement is expedited. 	<ul style="list-style-type: none"> • More young people will be able to be reunified with their families • Plans will address the needs and experiences of children and young people • A reduction in the number of placement moves Satisfaction of the young person with their plan is measurable and recorded. • Data to show how many plans have been reviewed / amended • Children and young people have appropriate, carefully assessed and supported contact with family and friends and other people who are important to them 	

3.3 Development activity on early Permanence Planning

- Identified and appraised lead for this work stream
- Ongoing meetings to consider other LA Permanence Policies and consider research
- Permanence Policy first draft passed. Permanence Policy to be presented to SSMT for sign off
- Fortnightly time allocated in Practice Manager meeting for progress updates and discussion on the Improvement Plan work streams
- Reviewed with Permanence Panel the terms of reference, reporting and process for panel
- Permanence Panel terms of reference to be amended and advised to Practice Managers and teams.
- Consultation through PM's to IRO's, Single assessment and Safeguarding Family Teams in understanding of early Permanence options to inform development of prompt tool
- Task and Finish group to be established to include IRO, practitioner from Single Assessment and Supporting and Safeguarding family teams
- Permanence / Court tracker maintained and monitored

- Permanence Policy is drafted and guides practice.
- Permanence / Court tracker provides data to evidence good practice or blocks in child's planning
- Children have a smooth, uneventful journey to permanence

3.4 Placement Sufficiency	<ul style="list-style-type: none"> • Implement sufficiency strategy including work strands on increasing residential placements, foster carers, and provision for children with disabilities. Work with Joint Commissioning Team to implement. • Identified and appraised lead for this work stream , met to consider the areas within the work stream for each PM • Mapping of the skills of foster carers completed – contract action planning in place where required and will be used more extensively from here on • Meeting taken place with policy performance and review with Practice manager and HOS – time scaled plan in place and consultation period planned • Discussion with finance and completed draft for payments for individual child/young person support packages • Fortnightly meeting in place progress the implementation of the pay scales for 1st May 2016 • Identified x2 FSW posts to be added to CLA team - as 2.2 • Fortnightly time allocated in Practice Manager meeting for progress updates and discussion on the Improvement Plan work streams • Reviewed with Permanence Panel the terms of reference, reporting and process for panel 	<p>Peninsula Framework provides good value for money</p> <p>There are preferred providers, providing residential homes within a reasonable distance to Torbay.</p> <p>We have quality and choice in matching children</p> <p>Foster carers are experienced and skilled in working with complex young people</p> <p>Young people have family based choice rather than residential</p>	
3.5 Governance	<ul style="list-style-type: none"> • Corporate Parenting Board has been set up and has met every two months since September 2015. • Corporate Parenting operations group set up – members from health, education social care, CICC and the IRO'S • Full engagement with CICC worker – links made to ensure dates for groups can be advised to members and attended to seek views of YP • Support to develop the CP board has been sought from LGA and agreed • Most recent CP Board saw effective challenge from members to officers 	<p>Corporate Parenting Board provides high support and high challenge to relevant officers</p> <p>Children and young people provide their views to the CPB to ensure that the Board can monitor impact of delivery to children</p> <p>CPB monitors the CP action plan and holds officers to account</p>	

3.6 Improve Care Planning and Eradicate Drift & Delay in CLA & Care Leavers	<ul style="list-style-type: none"> • Weekly meetings in place of CLA Practice Manager and Care Leavers Practice Manager • Research into good practice around Pathway plans • Identified and appraised lead for this work stream. • Consultation with young people planned – re pathway plan and information access • Practice Managers to draft roles of PA's and CLA social workers into process – consult with practitioners • Review current literature in place as to relevance and whether up to date • Organisation of the LGA providing training and support in relation to robust challenge with involvement from another LA lead member. 	<p>Children have a safe and secure experience in our care, with few placement moves, few changes of social worker</p> <p>Children have SMART plans, reviewed appropriately and timely</p> <p>Where relevant and safe, consideration is given to reuniting children with their (extended) family</p> <p>Children who cannot remain within their families have a timely journey to permanence</p>	
3.7 Look After Children Key Stage 4	<ul style="list-style-type: none"> • Monitoring of data to ensure that we are clear about ambition for LAC • Evaluation of impact of new LAC teacher 	<p>We increase the numbers of LAC who achieve GCSE success</p>	

THEME 4 – Transforming Practice

Background

In order to ensure that Children’s Statutory Social work teams in Torbay can appropriately reflect children’s wishes and feelings within their work, Torbay need to be sure children are heard and their views taken into consideration when planning for their lives. A recent Ofsted inspection has shown that where a ‘child’s voice’ has been captured well within social work this has been clear and demonstrable within care planning. However where this has not been a core part of the work and care plans do not demonstrate children are listened to and there is little evidence of direct work being completed with children to understand the impact of their experiences.

4.1 Principle Social worker (PSW) to support HoS to set out good practice expectations

4.2 Signs of Safety (SOS) Model of Practice

4.3 Voice of the Child – embedding in Practice

Ofsted Recommendation and paragraph numbers:

2 (para 112 – 119, 123 – 124, 129 – 130), 3 (para 21, 22), 4 (para 21,22), 5 (para 18), 6 (para 22, 27), 8 (para 131), 11 (para 28, 31, 43, 62), 13 (para 26-27, 53-55), 14 (para 95), 15 (para 103 – 104), 16 (para 116).

Objectives to create change	Actions	Success Measures	RAG
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<p>4.1 Principle Social worker (PSW) /good practice expectations</p> <ul style="list-style-type: none"> • Improve assessment and planning delay, variability and quality • To improve outcomes for children through building a genuine, meaningful understanding of how their experience's have affected them and what needs to change to protect them from further harm and improve their lives for the future. 	<ul style="list-style-type: none"> • SW forum set up and social workers engaged • Regular PSW slot on CSMT for feedback and considerations of action • Monthly PSW meeting with DCS set up • Good practice standards exemplar complete for SAT and SASF (S47/S17) • Standards shared with staff groups • Regional group formed of PSW's • Threshold development day for PM's scheduled and preparation agreed. • Support Heads of Service across teams to complete specific good practice standards to address drift and delay and share with staff • Host regional PSW network in Torbay in February to share good practice and consider Peer Review opportunity • Begin PSW annual report for Torbay Social Work 	<ul style="list-style-type: none"> • Ofsted and LA audits • Children's feedback – improved resilience, feel listened to and valued, understand what's happening in their lives. • Evidence of reduced repeat referrals • Improved outcomes for families through greater transparency and improved understanding of each others views and the impact each member has in the current situation. • Social Worker capacity • Social Worker skills • Children's willingness to engage • Family's previous experiences of statutory social work. • Case Management process/appropriate case load • Business support plan roll out. • Performance management. • Work streams 1, 3, 4, 5, 6, 8 will all need to embed the approach to the Child's Voice in planning • Embedding of signs of safety delivery model • Business support plan will significantly support social work capacity. • SW methodology will be more consistent and effective through signs of safety delivery model. • SW's will be supported and guided through Senior SW's and PM's. • Social workers embedding sighs of safety effectively 	
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<p>4.2 Signs of Safety (SOS) Model of Practice</p> <ul style="list-style-type: none"> • Signs of Safety Development / Implementation / Embed • 	<ul style="list-style-type: none"> • Roll out use of SoS tools to be used within direct work to ensure child's voice sought across SW teams • Implementation of Paris 5.1 and new case note expectations/guidance for recording child's voice on file after every visit • Agree a tool for regularly measuring progress against outcomes in core groups/CIN meetings • Signs of safety implementation plan signed off by Steering Group • Leaflet written and distributed for children and families about SoS • Policy document written and distributed to teams • Funding agreed for 10 x Practice Lead training in April/May 2016 (5 day) • Roll out of SoS ICPC's and plans • SoS integrated into Audit tool • SoS Consultant attended Steering Group and completed half day session with IRO's regarding ICPC's. • SoS consultant confirmed 2 x further dates in Feb and April to work with PM's about specific practice elements • Parent and practitioner surveys issued to establish understanding of impact specifically re ICPC's/assessment completion • Consider SoS referral tool being developed within review of SHEF and consider implementation in MASH • Ensure SoS implemented across CIN meetings and Core Groups • SoS consultant to lead Practice Day re: Plans and Outcome based practice • Identify current open case for Consultant to advise on from initial referral through period of intervention to use as subsequent example of good practice 	<p>The quality of social work practice is transformed</p> <p>SW's have a set of direct work tool which are evidenced based for high quality</p> <p>Families are supported to change</p> <p>Outcomes for children improve markedly (referral rates decrease)</p> <p>Quality of assessment and plans improve, are consistently good (audit findings)</p>	
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<p>4.3 Voice of the Child – embedding in Practice</p> <ul style="list-style-type: none"> • To ensure social workers understand the significant of capturing the child’s voice within their work. • To ensure social workers embed sessions with children during their assessment, on-going direct work and reviews. • To ensure social workers are able to evidence direct work with children through the use of appropriate tools and engagement mechanisms. 	<ul style="list-style-type: none"> • Development activity underpinned by signs of safety Clear expectations on timeliness and impact of drift, use of research and evidence, good analysis of information and evidence, risk assessments skills evident and recorded on all plans, child’s voice clear and captured, direct work outcomes, distance travelled, outcome based child centred planning. • Social workers have the right skills to engage and complete direct work with children and young people. • Social workers will be supported via supervision, performance management and new case audit process. • Social workers will embed direct sessions with children within their case and session planning. • Social workers have already completed signs of safety training and are being supported to embed this within their practice. • Good practice on a page’ developed and distributed • Three houses tool embedded within Single Assessment • Signs of Safety model been rolled out in ICPC’s • Practice Standards completed for SAT/SASF re child’s voice • Consider SoS referral tool being developed within review of SHEF and consider implementation in MASH • Ensure SoS implemented across CIN meetings and Core Groups • SoS consultant to lead Practice Day re: Plans and Outcome based practice • Identify current open case for Consultant to advise on from initial referral through period of intervention to use as subsequent example of good practice 	<p>Children’s views support the design and delivery of services</p> <p>Children’s views are clearly expressed and evidenced on child record</p> <p>Children’s views are collated to support service quality assurance mechanisms</p>	
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THEME 5 – Safeguarding & Quality Assurance Service

Background

Children’s Services commission Tri-x to maintain (in conjunction with the Children’s Services) and host an accessible online procedures manual which reflects legislation, regulations and good practice.

There are a number of gaps in relation to service areas e.g. FGM and CSE and the procedure manual is neither visible to staff nor widely utilised as a resource in terms of providing clarity on service standards or best practice. This has been highlighted in case audits and from feedback by the PSW via the Social Work Forum. All staff acting in a case management supervisory role across Children’s Services, including Heads of Service, are required to undertake 2 case audits per month. In addition the Director and Assistant Director are required to audit one case per month. This requirement was introduced in February 2015 with the roll out of the Quality Assurance Framework (QAF). Since this time compliance has been at approximately 50%.

A piece of work was underway to look at alternative tools when the recent OFSTED inspection found that the existing case audit tool, adopted from Haringey, was not fit for purpose. **services** It is essential that children and families’ views about the services that they receive are sought and captured within the quality assurance process to enable change and promote service development.

Whilst Ofsted identified the use of specific assessment tools to gain the views of children they were not routinely sought or captured. As a result there is no effective evaluation of service user experience.

- 5.1 Strengthen the Quality Assurance role of the IROs and CP Chairs and address drift and delay.
- 5.2 Ensure high quality policies and procedures are in place for Children’s Social Care
- 5.3 Quality Assurance Tools and Processes
- 5.4 Capturing Child and Parent/Carers views to evaluate
- 5.5 Improve Supervision Quality and Experience
- 5.6 Complex Multi Agency partnership working including MAPPA, FGM, CSE

Ofsted Recommendation and paragraph numbers:

2 (para 112 – 119, 123 – 124, 129 – 130), 3 (para 21, 22), 4 (para 21,22), 5 (para 18), 6 (para 22, 27), 8 (para 131), 9 (para 37, 60), 11 (para 28, 31, 43, 62), 13 (para 26-27, 53-55), 14 (para 95), 15 (para 103 – 104), 16 (para 116).

Objectives to create change	Actions	Success Measures	RAG
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<p>5.1 Strengthen the Quality Assurance role of the IROs and CP Chairs and address drift and delay</p> <p>Development work with CP Chairs and IROs, SOS champion in place – clinic set up to support staff development in SOS/conferencing & care planning.</p> <p>IROs will ensure timeliness of conference / reviews and challenging drift / core group. Checking plans in-between – compliance with Permanence Policy IROs developing skills in effective and appropriate challenge to partners and parents Monthly audits regarding IRO to be reviewed and revised compliance around identified activity IRO feedback check and challenge through the HOS to be feed into CSMT on a quarterly basis including learning from care planning, themes emerging from practice including trend analysis on CP planning, AD feedback from qtly meeting with IROs. IRO attends the monthly development days with practice managers and HOS. IRO appropriate escalation of risks and issues.</p>	<ul style="list-style-type: none"> • Appointment of Acting Head of Service • Appointment of Senior IRO / named LADO • 1st draft of LADO communication prepared • Development days diarised • SOS implemented across ICPCs • Development session held with SOS Consultant • Meeting Performance Management to consider data and PARIS requirements • SOS progressed to Review Stage • Management training day on SOS Safety Planning • First development day to look at role of IRO • 1st draft of SOS procedures developed • Targeted LADO communication distributed to partners • Regular SoS training for SW teams • Specific audit tool for IROs • IROs to forge strong links with Safeguarding Board • Development day to focus on challenge • Seek regular feedback from children, young people and families. • Regular meetings between IROs and Practice Managers 	<ul style="list-style-type: none"> • Clear practice standards with timescales adhered to. • Improved Practice will be evidenced by: <ul style="list-style-type: none"> • Children’s Services Audit results • Peer audits and Safeguarding Assurance Visits • Multi agency case auditing by TSCB • Lead auditor role will continue to be funded after March 16 • Capacity within each service area to review existing policies. 	
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<p>5.2 Ensure high quality policies and procedures are in place for Children's Social Care</p> <p>Provision of an up to date procedure manual which covers all service areas and sets out service standards</p>	<ul style="list-style-type: none"> • Tri-x data handed over to Lead Auditor so they can review and update areas of responsibility • Areas of responsibility assigned to each HOS • HOS to identify leads within their service areas to review content for accuracy • A hard copy of Tri-x to be available in the resource library • Overview of Tri-x to be included in the induction process for new staff 	<ul style="list-style-type: none"> • Updated procedures used by staff • Management oversight of practice, including practice scrutiny by senior managers, is established, systematic and demonstrably used to improve the quality of decisions and the provision of help to children and young people. 	
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<p>5.3 Quality Assurance Tools and Processes</p>	<ul style="list-style-type: none"> • Research undertaken re best practice in terms of audit activity • New audit tool and guidance developed, tested and signed off by SCMT • Audits dates diarised for 2016 • Audit tool created on PARIS • The QAF requires amending to reflect the agreed changes to audit activity • Recent thematic audit activity has yet to be reported into SCMT (Disability Service, CP Audit and monthly audit activity for April to Sept 2015) • To begin with auditors will audit cases from their own team / area of service. There is likely to be some crossover between two teams, particularly in relation to MASH and Single Assessment • We are now looking at the last Thursday of every month for Practice Managers and Senior Practitioners to complete their audits. The first audits will be completed on 28th Jan 16 • Audits need to be completed on the audit day or as close to this date as possible with the social worker present • Auditors are advised to familiarise themselves with their cases beforehand and are responsible for arranging to meet with the allocated workers • Practice Managers and Senior Practitioners will complete 2 audits per month and new Senior Practitioners will complete one (for the first 3 months and then to complete 2 per month). • Heads of Service will moderate (2nd audit) 2 cases per month. • An updated list of auditors by team has been produced. With current staffing levels there are 48 possible returns and 53 once we have appointed the new SPs. HOS need to check the list of auditors provided by Faye for accuracy • Cases are sampled from all practice teams. • Lead Auditor to deliver workshop sessions for new Senior Practitioners and managers so that they can familiarise themselves with the audit tool. • Lead Auditor to meet with managers on a one to one basis to support with completing audits 	<ul style="list-style-type: none"> • Audit activity driving learning and improvement • Audit results will demonstrate application of procedures and service standards • Feedback will demonstrate areas of strength and weakness and this is reflected in planning • Evidence of how views have been captured and addressed • Inform WFD strategy with specific recommendations for training areas 	
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<p>5.4 Capturing Child and Parent/Carers views to evaluate</p> <p>Ensure the views of service users are used to inform ongoing service development</p> <ul style="list-style-type: none"> • Evaluate current arrangements for capturing child/parent/carers views • Develop and implement a tool (or range of tools) to capture feedback • Evaluate and share learning arising from feedback, including complaints and compliments 	<ul style="list-style-type: none"> • Mapping exercise undertaken to understand how feedback is currently captured across children’s services • Development of a tool (or range of tools) to gather feedback • Develop a system to evaluate complaints on a monthly basis and create a schedule to report the learning into SCMT 	<ul style="list-style-type: none"> • Mechanisms will be in place which effectively gathers the experiences and views of young people and families in Torbay regarding safeguarding practice are introduced and that learning from this contributes effectively to the development of the work of the TSCB • Views of children, young people, parents and carers are <u>routinely</u> captured and can be evidenced within service development 	
<p>5.5 Improve Supervision Quality and Experience</p>	<ul style="list-style-type: none"> • Research undertaken re best practice in terms supervision models and practice • Working group to meet and review existing arrangements • New supervision policy drafted to include practice observation • Test and evaluate the new policy with staff members 	<ul style="list-style-type: none"> • Self audit tool for SW’s, is a key element in every supervision session Management oversight of practice, including practice scrutiny by senior managers, is established, systematic and demonstrably used to improve the quality of decisions and the provision of help to children and young people. • The local authority knows itself well, is a learning organisation and can demonstrate evidence of practice that is informed, modified and sustainably improved by feedback, research and intelligence about the quality of services and the experiences of children, young people and families who use them. 	

<p>5.6 Complex Multi Agency partnership working including MAPPA, FGM, CSE</p>	<ul style="list-style-type: none"> • Named lead identified for MAPPA and FGM • Meeting held with MAPPA leads to explore joint working arrangements and agree reporting requirements • Existing guidance/procedures re FGM reviewed • Meeting held with Children’s Society to start review into existing arrangements re return home interviews • MAPPA report to SCMT • FGM Training • Service standards developed in respect of return home interviews 	<ul style="list-style-type: none"> • MAPPA will operate efficiently • Case records will be updated • Children will be safe and supported 	
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THEME 6 – Partnership & Joint Working

Background

This work-stream develops the integration agenda outlined in the Social Work Innovation Fund Torbay (SWIFT) transformation project. The opportunity to deliver improved outcomes to the children and families of Torbay is something we must pursue vigorously. Not only will integrated provision mean a single journey through services, but it will bring greater understanding of the inter-dependencies between health and social care needs in the population. For those using services, this join up will deliver help without complex systems to negotiate; for staff this will enable better information sharing and understanding of one another’s work; for the public purse there will be efficiencies in a service that needs fewer entry points and fewer hand-offs to another service. In working more effectively in and with the community, we will support the strengthening and confidence of those communities for self- management.

By developing integrated commissioning, we will get better value for money to tackle those cross-cutting issues that are the root of the poor outcomes we see for our population. The increased value of our commissioning means that we will be able to attract additional external investment through new social finance models, giving us a resource to fund interventions at a time when all Public Sector organisations are facing reducing budgets.

6.1 Domestic Abuse – Development of intervention/skill mix of Practitioners

6.2 Early Help Offer developing community based early help intervention/prevention services

Ofsted Recommendation and paragraph numbers:

2 (para 112 – 119, 123 – 124, 129 – 130), 7 (para 32), 11 (para 28, 31, 43, 62), 14 (para 95), 16 (para 116).

Objectives to create change	Actions	Success Measures	RAG
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THEME 6 – Partnership & Joint Working

**6.1 Domestic Abuse –
Development of intervention/skill
mix of Practitioners**

- To provide better, simpler and cheaper services for children and families through Partner collaboration.
- To stem the flow of referrals into the Safeguarding Hub through accessible, earlier intervention.
- To support communities in developing skills, resilience and self management, and to encourage co-production in the delivery of interventions.

- DA development work underway
- DA pathways confirmed and children’s groups running
- All team meetings to receive SWIFT and integration briefing
- Integration process begins with Business & Finance Board
- Mapping informs EHPs
- Brixham EHP pilot further developed and underway
- Work with CDT to develop community sustainability strategy
- Small area-led commissioning projects agreed
- Meet with school leads for behaviour work linked to EHPs

- Evidence of a jointly commissioned/funded DA perpetrator programme for Torbay
- Additional funding will be brought to the authority to improve our DA/DV offer
- Leadership for DA/DV is demonstrated by partners

THEME 6 – Partnership & Joint Working

6.2 Early Help Offer developing community based early help intervention/prevention services

- To provide better, simpler and cheaper services for children and families through Partner collaboration.
- To stem the flow of referrals into the Safeguarding Hub through accessible, earlier intervention.
- To support communities in developing skills, resilience and self management, and to encourage co-production in the delivery of interventions.

- Lottery Bid completed
- Lottery Bid funding confirmed
- Specification for the development work completed
- LW has met with TDAS for children’s groups delivery
- SWIFT communications strategy includes regular staff updates
- Meetings attended for briefing: PMs, IYSS, MASH
- Integration Champions begun mapping of EH services in the community
- Asset map completed for Hele, Barton and Watcombe
- ORB assimilating services with go-live April 2016
- Brixham pilot agreed for Early Help

- Early Help practices/LMATs effect a reduction in safeguarding referrals
- Community satisfaction with the Early Help Practices/LMATs
- Reporting through the DfE SWIFT innovation project quarterly
- Through the ICO project Board
- Better value for money to tackle cross-cutting issues
- Better information sharing
- Stronger communities

THEME 7 – Improving Performance Management

Background

Children’s Services needs to

- Embed and further develop performance management
- Improve the reliability of data
- Improve the usability of children’s information system
- Increase the range of management so that senior managers and members can better understand and challenge both the effectiveness of services and delay and drift throughout the child’s journey
- Support the creation of meaningful and concise chronologies

Work has already begun to address the above issues. This includes:

- Re-starting of monthly performance monitoring to include pre worked analysis and hypothesis for managers to consider
- The plan to migrate to the latest version of PARIS and the implementation of a range of system improvements: - Event based case notes, Case overview function, putting chronologies on the front screen (improved through use of event recording); on line dashboard that will allow managers to drill down from high level data into cases and the latest user interface from the software supplier which has made forms easier to follow and use.
- The development of a new set of data looking at the time taken for visits to happen to children.
- Support to the ‘Business support pilot’ that is aimed at using technology and business administrative staff to reduce the time social workers spend loading information on to PARIS.

7.1 Improve Performance Management

7.2 Paris (rollout of v 5.1) supports effective case work

7.3 Provide data to support all workstreams, specifically formulate data collection/analysis for drift and delay#

7.4 Improve the reliability of data

Ofsted Recommendation and paragraph numbers:

2 (para 112 – 119, 123 – 124, 129 – 130), 3 (para 21, 22), 5 (para 18), 6 (para 22, 27), 7 (para 32), 8 (para 131), 9 (para 37, 60), 10, (para 63), 11 (para 28, 31, 43, 62), 12 (para 78, 83), 13 (para 26-27, 53-55), 14 (para 95), 15 (para 103 – 104), 16 (para 116).

Objectives to create change	Actions	Success Measures	RAG
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<p>7.1 Improve performance management</p> <p>Developing Management dashboard</p>	<ul style="list-style-type: none"> Secure additional resource A draft outline for an improvement plan dashboard and good practice on page has been produced and shared with for comment. A first set of data will be provided for the submission of the plan. 	<ul style="list-style-type: none"> Eradicate delay and ensure the children are effectively safeguarded supported by performance management – PARIS produces a report to outline visiting pattern to children from 1st referral, including dates/ numbers of ‘child seen’ appointments during assessment, dates of statutory visiting pattern, dates of visits to child after placement move. Weekly management information enhanced with delay data: Routine weekly MI Routine scrutiny weekly by AD/HoS Routine scrutiny by performance management meeting monthly Reporting to CSMT weekly CWD performance data including caseload and activity reporting Review the MI data for IRO service and report back on shortfalls/enhancements Review MI data for IFSS and report back on shortfalls/enhancements Herd indicators based on best practice on a page that provides an overall health check of Children’s Services. 	
<p>7.2 PARIS supports effective case work (roll out of 5.1)</p>	<ul style="list-style-type: none"> Planned improvements to case notes will be implemented on the 18th of Jan. This will create the basis for consistent recording of key events. This change will significantly improve the quality and consistency of how we record the child’s experience and our work with children. Jumbled recording of key documents will also be removed with this change. It will also enable us to better report on drift and delay and our ability to extract quality assurance data. 		
<p>7.3 Provide data to support eradication of drift and delay</p> <p>Evidencing improvement – across all other work streams (support to Self Assessment)</p>	<ul style="list-style-type: none"> Initial draft has been produced (tabled 15/1) on the single assessment stage A draft outline on the visiting schedule on CPP and CIN has been given to the report writer to produce. Review information and system development needs –Meetings for all other work strand leads are booked in. 		
<p>7.4 Improve data reliability</p>	<ul style="list-style-type: none"> Additional training and support has been provided to Business support ahead of the go live of the new version of PARIS A zero tolerance has been set as the new standard for DQ. An outline report from business support pilot has been received 		

THEME 8 – Workforce Capacity and Quality/ Business Support Transformation

Background

Reviewing the Workforce Strategy has been developed from the CPIP programme and also was updated for Ofsted 2015 and continues to be monitored on a monthly basis by the workforce development group to ensure that the strategy remains fit for purpose. Produce a recruitment campaign that highlights Torbay as an employer of choice. Bring together the relevant people from across the South West region to address capacity building within the Children’s social worker workforce, through workforce planning, sharing best practice and collaborative working. The aim is to develop and retain a sustainable workforce of skilled social workers across children’s services in the region and drive down the cost of employing agency staff.

Children’s Services established that social workers are spending approximately 70% of their working week carrying out administrative functions, such as recording information on PARIS. As the recruitment of social workers was proving challenging, we looked at alternative ways of maximising the resources available and getting social workers undertaking field work. A pilot was developed within the Looked After Children’s Service which saw Business Support staff working to a ratio of 1:3 social workers. Business Support worker cover the administrative duties of the associated social workers and act as a personal assistant to those social workers, thus freeing up the social workers resource to spend more time in the field.

8.1 Reviewing the Workforce Strategy

8.2 - Recruitment and Retention

8.3 To reduce the cost of agency staffing

8.4 Business Support Pilot Roll-Out Torbay

Ofsted Recommendation and paragraph numbers:

2 (para 112 – 119, 123 – 124, 129 – 130), 3 (para 21, 22), 5 (para 18), 6 (para 22, 27), 7 (para 32), 8 (para 131), 9 (para 37, 60), 11 (para 28, 31, 43, 62), 14 (para 95), 15 (para 103 – 104), 16 (para 116).

Objectives to create change	Actions	Success Measures	RAG
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<p>8.1 Reviewing the Workforce Strategy</p>	<p>Enable SMT to have a complete understanding of the make-up of our workforce, i.e. skills, experience, location and training needs with the purpose of ensuring that Torbay Council remains an employer of choice:</p> <ul style="list-style-type: none"> • To develop a culture which meets the core values of Torbay Council • Creating an environment where staff have an opportunity to develop their careers within Torbay Council • Torbay C/S can attract staff • Torbay C/S can retain staff • Training offered meets the needs of the staff employed 	<ul style="list-style-type: none"> • Budget monitoring (reduction in spend on agency workers) • Reducing staff turnover • Stability in the workforce – continuity of workers with clients (less changes of social workers) • Staff morale will increase leading to a more productive workforce • 	
<p>8.2 - Recruitment and Retention</p> <p>To reduce the vacancy rate for Social Workers to maintain a downward trend until 10% is achieved (national figures)</p>	<ul style="list-style-type: none"> • To reduce the vacancy rate for Social Work staff • To maintain a downward trend until 10% is achieved (national figures) • More stable workforce which will mean less hand-overs of Social Workers for clients • Culture will become embedded (training, core values...) • Social Work vacancy rate to be reduced to 10% (current baseline 23%) • Vacancy rate to be stabilised at 10% 	<ul style="list-style-type: none"> • Managers and practitioners are experienced, effectively trained and supervised and the quality of their practice improves the lives of vulnerable children, young people and families. • There is effective organisational support for the professional development of social workers with reference to the employer standards and leaders provide the right environment for good social work to take place 	
<p>8.3 To reduce the cost of agency staffing</p> <p>To reduce the rate of agency workers within the South West region which will contribute</p>	<ul style="list-style-type: none"> • Reduction in agency workers which will result in a reduction in spend on children’s services staff budget • Reduction in agency staff (current rate 23% incl supervisory staff / or 32.3% for SW posts only) 	<ul style="list-style-type: none"> • • The local authority knows itself well, is a learning organisation and can demonstrate evidence of practice that is informed, modified and sustainably improved by feedback, research and intelligence about the quality of services and the experiences of children, young people and families who use them. 	
<p>8.4 Business Support Pilot Roll-Out Torbay</p> <p>Increase the amount of time that social workers are in the field and reverse the ratio from 70/30 to 30/70. Increase the quality and timeliness of the information recorded on PARIS To utilize new technology to</p>	<ul style="list-style-type: none"> • Business Support Pilot commenced on 9th October 2015 within the two teams of the Looked after Children Service. • Pilot officially concluded as a Pilot within the LAC Service but continued on in operation to maintain continuity within the team. • Evaluation of the Pilot commenced. Project Plan commenced for rollout of additional Business Support across Services between January and March 2016. • New technology identified for rollout to all front line Social Work Staff and funding agreed. • New technology identified for the newly proposed Communication Team to deliver a quality and timely customer service. 		

<p>support this (iPads, Dragon Speak, Dictomus)</p>	<ul style="list-style-type: none"> • Additional costings identified and agreement will be sought at a meeting of the Audit Committee due to be held on 20th January 2016. • Finalisation of the pilot evaluation. • Commence consultation with the Unions and Business Support staff on the changes proposed, including the conducting of a team preference exercise. • Consultation to commence with Heads of Service on the specific staff identified for each service area. • Purchase of new Technologies for both Social Workers, Specialist Business Support Staff and Communication Team that will include, Ipads, Desk Top PC, Dragon Speak, Dictomus App, and Telephone Software including Licence Fees. • Recruitment, Selection and Appointment of additional Business Support Staff. • Rollout of the new Business Support Service including the Communication 		
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