

| Torbay Council Children's Services Leadership, Management and Governance Action Plan  |   |   |   |          |            |
|---|---|---|---|----------|------------|
| Recommendation  | Action  | Activity  | Impact on children  | Deadline | RAG Rating |
| To commence the work focussing on the development of a fully integrated and functional Children's Service.  | Establish a cohesive Children's Service where staff feel part of one service and children and families see, feel and hear a one service approach.   | <p>Learning Academy delivered two cohorts of senior leadership training to delegates from Social Care, Education and YOT.</p> <p>QA framework to include SEND and QA of EHCP and YOT. Work commenced April 2022 on the SEND QA Framework. For completion and first report to be produced by Nov 2022. This will include Early Help. Discussions commenced regarding YOT and Family Group Conference. The Learning Academy will continue to support the QA subgroup of the Torbay Safeguarding Partnership Board. The Learning Academy will continue to Chair the Torbay Safeguarding Partnership Board Learning and Development sub group.</p> <p>The joint Head of Service meeting has been reinstated and the first meeting was held on the 9th May 2022.</p> <p>The Chief Executive is leading on the One Children's Service project which reports into a project board on progress. Currently the Internal Engagement Officer is gathering the views from Head of Service across Children's Service's to understand the barriers and opportunities.</p> <p>As part of the One Children's Service project all Heads of Service across Children's Services came together to undertake training with the staff college. The training focussed on developing leadership capability and a shared understanding of the one children's service vision.</p> <p>The best practice standards were launched as a consistent approach across all of children's services.</p> <p>Buiness Support and Business Intelligence have successfully been integrated into central services.</p> <p>Quarterly all staff meetings have been held and will continue to be diarised, including the annual celebration event. The weekly bulletin is sent to all children's services staff and delivers consistent messaging.</p> | Staff will benefit from a consistent approach which will support the delivery of consistent messaging to children.  | Sep-22   | Complete   |
| Recruit permanent senior leaders into vacant senior management posts to create a permanent leadership team to lead the Children's Service through its next stage of development and beyond. | <p>Appointments required:</p> <ul style="list-style-type: none"> <li>- Divisional director</li> <li>- Head of service</li> <li>- Service managers</li> </ul> <p>Deliver Aspire programme to middle managers to support them to take the next step into senior management equipped with the knowledge and skills required.</p> | <p>Recruitment strategy agreed at the finance meeting November '21.</p> <p>Perm HoS SARs recruited and commenced in post Dec '21</p> <p>DD post shortlisted for interview. Interviews are being arranged. Once in post DD will be involved in the recruitment of the other HoS Vacancies. Currently Operational Services and Front Door are interims.</p> <p>March 22 - All senior leadership posts within Children's Services are now permanent.</p>   | A stable children's leadership team will enable a consistent vision and response to the improvements required to safeguard and care for our children living in the Bay                                    | Jun-22   | Complete   |
| To continue with the existing initiative to support Recruitment and Retention with a particular additional focus on recruiting suitable existing agency staff into permanent posts.         | <p>DCS and DD to hold 'Listening Circles' with agency to understand how we can support them to convert to permanent.</p> <p>Ensure agency staff are aware of our recruitment and retention package.</p> <p>Offer the opportunity to undertake CPD such as Practice Educator Award if they become perm.</p>                    | <p>Permanent recruitment and retention strategy continues. Current vacancy rate reduced to:</p> <p>Discussions have been held with agency who are considering permanent contracts.</p> <p>So far 5 x agency converted to perm.</p> <p>Agency numbers within establishment have reduced to 5%</p> <p>Agency above establishment still required at present for ASYE backfil. Will review in August against new ASYE cohort and discuss moving agency on or conversion to perm.</p> <p>We were in discussion with 1 agency SW who was going to convert to perm ended because they were offered £48 per hour to move to a neighboring authroity.</p> <p>UPDATE JULY 2023</p> <p>X agency staff have converted to perm since July 2022.</p> <p>We are continuing to hold conversations with agency staff and make conversions with one converting within the last month.</p> <p>Action marked as complete, as although recruitment and retention has become more pressured in the last 3-6 months a focus on R&amp;R is part of the Children's Focus Meeting and the conversaion of agency to perm action is complete.</p>   | Children will benefit from continuing involvement with a SW who they have built a relationship with and who is embedded within the team and understands local processes, procedures, resources available. | Mar-22   | Complete   |
| Allocation of children  | <p>Report an update into the Quartet every 3 months.</p> <p>Monitor allocations to CSC SLT weekly</p>   | <p>First report completed and presented at Quartet.</p> <p>Second report submitted to Quartet. Allocation numbers have improved. Most SW are 21 or below. Capped allocations are being maintained.</p>  | Manageable allocations will mean Social Workers have a positive impact on their ability to engage with children and their families, deliver a quality service and achieve positive outcomes for children. | Dec-22   | Complete   |

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| Supervision  | Review Supervision Policy and enhance Reflective Group Supervision   | <p>Group has devised and trialled Torbay Group Supervision Framework and now in process of scaling it up in SAT and SAF</p> <p>Task and Finish Group now compiling and articulating the Torbay Supervision Framework and Guidance which would set out basic expectations by 8th of Oct 2021</p> <p>Schema of monthly dip samples monitoring Management Oversight and Supervision in different service areas to track improvement and understand how best to structure support for managers.</p> <p>Task and finish group complete. Policy shared, consulted and finalised</p> <p>HoS and SM met with TM to clarify how supervision and management oversight is captured on Liquid Logic to ensure this is not being missed within the report and opportunities for recording are not being missed.</p> <p>Next steps:</p> <p>RP Lead modelling group supervision.</p> <p>Personal Supervision dip sample complete. To be shared with Children's Social Care SLT by the end of January and to sign off new template.</p> <p>Restorative supervision training being delivered January '22.</p> <p>Training delivered in January. Supervision Policy and templates signed off and circulated for use Feb 2022. July 2022 - RP Lead set up a task and finish group to evaluate policy, templates, use if reflective group supervision and training. the group will make recommendations for next steps. Quality Assurance team will dip sample supervisions to monitor quality which will be reported on within the monthly highlight report.</p> <p>JULY Update: Actions completed as above. In X 2023 the CEX and Chair of the improvement board completed a supervision and management oversight deep dive. The report and subsequent actions are being tracked through the governance structure. Actions include</p> | Robust supervision will help Social Workers to achieve the best possible outcomes for children by talking through the impact of their work and explore decision making  | Sep-22   | In Progress |
| Colleagues and managers in Children's Services will be data literate to enable the information, data and reports to be scrutinised, contextualised and understood, generating where necessary, actions to address issues of concern or to capitalise on, or emulate existing good practice so that the end users, the children, can benefit to the full. | <p>Support practice by enabling practitioners and managers to timetable work that is prompted by its 'reminder' capability have (largely) intuitive work-flow pathways to ensure work can be ordered logically</p> <p>enable practitioners and managers to have contemporary access to child level data, or when required to team or service level data to support other aspects of operational and strategic management.</p> <p>Enable senior leaders and politicians to have 'click of a button' access to performance management information generate a range of standard reports and, additionally, bespoke reports with relative ease and within very acceptable time boundaries.</p> | <p>Appropriate training and support to be delivered to colleagues dependent on need and level.</p> <p>Bettergov are currently working with Children's Service's to undertake a diagnostic of Liquidlogic. This will include ensuring data reporting is maximised and correct. Following on from this training will be provided to the managers.</p> <p>Data literacy will also be linked to the appointment of senior posts within children service's. This will form part of their development plan.</p> <p>UPDATE July 2023</p> <p>A number of structures are in place to support managers to achieve this data literacy: all Team Managers have full access to the suite of PowerBI dashboards which are used to inform daily briefings; these dashboards, in addition to the MPR, are used to inform performance surgeries; monthly data exception reports are shared with SMs and HOS and are discussed in forums such as CLST; performance surgeries are now starting to use data to tell the story of the child.</p>  | <p>Managers will be able to quickly identify area's of challenge within their services and work with their teams to address them.</p> <p>Senior Leaders and Cabinet Members will have access to the performance management information. This will form part of the governance arrangements in row 14.</p>                                 | May-22   | Complete    |
| Celebrating Success  | Hold annual conference to support employees to feel more appreciated, boost employee engagement, increase productivity, and combat attrition.  | <p>The annual conference will provide an opportunity to bring colleagues together to celebrate their success and will include:</p> <p>A welcome from members of our Senior Leadership Team recognising achievements from the past 12 months</p> <p>A thank you in the form of professional development from a keynote speaker</p> <p>A networking lunch to provide an opportunity for colleagues to meet, share and reflect.</p> <p>An awards ceremony where we recognise those who have gone above and beyond and demonstrate our values.</p> <p>We propose to hold the conference in May, ahead of the Social Work Awards entries going live in the July. This will enable us to take forwards the nominations and gather endorsements.</p> <p>Planning in place between Learning Academy and Comms and on track for May '22</p> <p>Celebration event held in May 2022 and diarised as an annual event</p>   | <p>Children will benefit from involvement with Social Workers who are engaged and committed.</p> <p>Children will benefit from a stable workforce so they can build trusting relationship with their Social Worker.</p> <p>Children and the workforce will benefit from a supportive culture which demonstrably values good practice.</p> | May-22   | Complete    |

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| To implement in full at the earliest opportunity the revised Quality Assurance Framework and ensure there are mechanisms in place to capture learning from audit activity that can be implemented into practice and management without delay. | Embed new QA Framework, including:<br>Audit Universe<br>Audit 3 Month Cycle<br>Monthly Reporting<br>Monthly Tracking of Learning   | <p>3 month audit cycle and audit universe introduced July 2021.<br/>Presentation delivered to auditors July 2021<br/>Monthly report produced August 2021<br/>Tracking of actions and learning from audits under review. New Strategic Tracker implemented September 2021 and under review for effectiveness.</p> <p>New audit universe embedded. Audit and Dip sample allocation working well. Monthly report produced and shared with teams. Head of Learning Academy meeting with service area to capture the learning and agree next steps, ready for re-audit in the next 3 month cycle.</p>  | Children will receive consistently high quality services. Learning from QA will have a direct impact on the lived experience of children through the improvement of practice standards.  | Dec-22   | Complete    |
| Child Friendly Torbay   | To consider how Children's Services can develop further its work with the voluntary and community sector and its statutory partners and expand its role into peninsular-wide and regional initiatives. | <p>A Sub Group has been formed to oversee the initiative and activity generated from Task and Finish Groups who focus on priority areas identified and will meet regularly to keep the momentum going and to get things done!<br/>The Membership of Sub Group:<br/>Imagine This, Torbay Together (Chair), Council, Police, Health and Business representation<br/>The Task and Finish Groups:<br/>Each Task and Finish Group has been given a basic aim as a starting point, and they will create their own action plan, choose their priorities and who is best placed to undertake the actions needed.<br/>Priority 1 – Child exploitation (Police lead)<br/>Priority 2 – Early Help (Children's Services lead)<br/>Priority 3 – Where I live (Imagine This rep lead)<br/>Priority 4 – Corporate parenting (Children's Services lead)<br/>Priority 5 – Ambassador programme (Torbay Together lead)</p> <p>The Leads for each priority group are setting meeting dates<br/>Action plan and Terms of Reference templates will be offered<br/>Action plans will be developed for each Priority Group<br/>The Task and Finish Groups will meet and report back to the Sub Group<br/>Sub Group will meet within 8 weeks to review progress and offer support and guidance when/if needed.</p> <p>Update: Corporate Parenting Group have agreed to focus on creating and supporting work, education and training opportunities for young people. The first meeting was extremely positive and well attended.<br/>Early Help – Making progress on how the concept of 'mapping and gapping' on what is available within 15 minute walk for families. Early Help have embedded the CFT in to the Early Help strategy. Meetings and actions agreed booked until June 22.<br/>Where I Live – waiting to hear back from Simon Sherbersky whether this group will continue as it may not be necessary at present due to the Local Motion initiative.<br/>Exploitation – Discussions continuing regarding how best to engage with the business community regarding exploitation and appropriate messaging. Ian Stevens (Chair) is engaged.<br/>Ambassador Programme – Last meeting focussed on the need to clarify how Leeds went about setting up their CFL Fund. Struggled to get a response from Leeds, but managed to ask for details – and haven't heard anything since. Literature is being worked on and links have been made with the Corporate Parenting Events Coordinator and Fostering Recruiter.<br/>Core Group – due to meet again in Feb.</p> <p>Please see attached update produced April 2022. Other pieces of CFT work completed since April;</p> <ul style="list-style-type: none"> <li>Working with the Learning Academy and the Young Researchers regarding the Children's Services and Torbay Council webpages.</li> <li>Working with Local Motion and the VCS to improve how we include the voice of young people in our everyday business</li> <li>Improving the experience of Unaccompanied Asylum Seeking Children – with the help of young people who have moved to Torbay as UASC.</li> <li>Addressing the needs of children and their families in the SEND Written Statement of Action</li> </ul> <p>UPDATE JULY 2023 Application submitted to Unicef to be part of the Unicef Child Friendly programme in March 2023. Awaiting the outcome.</p> | Our ambition is to put children at the heart of all that we do in Torbay, to ensure they have the best start in life possible and for Torbay to be a great place for them to grow up in. |          | In Progress |

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| To take urgent action to address the sufficiency requirements for a functional CAMHS service in Torbay.         | Work with the CCG, Health, and Livewest to ensure children who are experiencing problems with their emotions, behaviours or mental health receive timely and appropriate services, | <p>Devon CCG, Torbay and Child and Family Health Devon, and Livewell Southwest are undertaking a joint review of the health services under the terms of the two contracts for services that are in place. The Livewell South West contract covers Plymouth and the Child and Family Health Devon (CFHD) contract includes CAMHS across Devon and Torbay</p> <p>Tina Tozer will represent Torbay Children Services on the operational steering group. Sue Ford is also attending this.</p> <p>The CCG are leading on Stakeholder consultation activity including CYP and Parent/Carers, the third sector and key partners. This includes for us key Torbay Children Services staff.</p> <p>In addition there is a section 75 agreement with the CCG and this includes CHHD delivering a Torbay Well-being Service in addition to the CAMHS core offer and services provided. This specific offer is needing to be reviewed, Becky Thompson and Tina Tozer have a meeting with NHS colleagues on 21/10/21 to review this specific service and the needs of our children.</p> <p>Update: Re Section 75 Wellbeing Service (CAMHS) following meeting held 30th Nov Tracey is still waiting to receive some information from Beverly Mack the CFHD Director</p> <p>The CFHD contract review: Tina Tozer is attending a review meeting on 18th Jan where the findings of the review should be presented by the CCG</p> <p>The Devon CCG, Torbay and Child and Family Health Devon (CFHD), and Livewell Southwest joint review of the health services under the terms of the two contracts for services including CAMHS across Devon and Torbay has not yet been published. I believe the delay has been caused by discussions still underway between the CCG and CFHD. I have asked when the review will be published but have not yet been advised</p> <p>JULY 2023 UPDATE:, There are ongoing conversations between the council ICB and health agencies regarding the Section 75 agreement. Regular briefings are being provided.</p> | Children will benefit from early intervention to help them overcome problems with their emotions, behaviours or mental health and prevent escalation/deterioration.  | Dec-21   | In Progress |
| Review the necessity for governance arrangements for the existing Children's Services related board structures. | The Chair of the Improvement Board and DfE advisor will review the existing arrangements for governance.   | <p>The Chair of the Improvement Board and DfE advisor have started the exercise to scope out the Governance arrangements for each of the boards relating to Children's Service's.</p> <p>A full governance structure with clear reporting lines has been embedded.</p>   | Work stream activity will be reviewed in the most appropriate meeting and be held to account with the correct delegations for decision making. This will ensure progress is maintained to so that outcomes can be improved for our children. | Mar-22   | Complete    |