

Adoption Service Improvement Plan Updated Jan 2013

Actions	Why	Who	When	Progress
1. Develop, deploy and monitor the recruitment strategy.	To Increase the number of adopters recruited in the year, the diversity of pool of adopters with a target of 30 new adopters to be recruited in the year.	Lesley Kettles Deputy Head of Service-Adoption	Ongoing throughout the year.	The recruitment strategy is in place. Updated Sept 2012 Review of strategy to take place 31/01/13. 2013 – 2014 strategy to be developed 31/01/13.
1. Improve initial screening processes.	To speed up process for prospective adopters from initial enquiry to approval.	Lesley Kettles	Achieved June, 2012.	Increase in numbers of applicants going through to assessment stage by 50%. Integrated into practice.
1. Introduce monthly monitoring meetings with Marketing and Recruitment Officer.	To review effectiveness of specific marketing techniques.	Lesley Kettles and Laura Cooper.	Ongoing throughout the year.	Effectiveness of specific recruitment initiatives evaluated. Monthly meetings with marketing officer in place. 11 monitoring meetings taken place.
1. Alternate information meetings between Wednesday evening and Saturday morning.	To offer members of the public choice of days and time to fit in with their availability.	Lesley Kettles	Commenced July, 2012.	3 Saturday sessions have been delivered. 12 enquirers attended the 3 sessions. 7 have subsequently submitted applications. Alternate evening and Saturday sessions planned and scheduled for 2013/14.

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1.Offer 4 preparation groups a year to prevent applicants from experiencing delay in commencing the adoption assessment.	To assist in ensuring that assessments are completed in timescales.	Adoption and Permanency Staff.	Commenced April, 2012.	4 preparation groups delivered. Working with Consortium partners to implement 2 stage adopter process by July2013.
1.Manage the assessment process to ensure completion within 8 months of receipt of expression of interest.	To meet current statutory timescales and speed up the adoption process.	Lesley Kettles, Shirley Campbell-Williams and Liselle Harold	Review March but prepare to amend as per regulations in early summer 2013.	Timely assessments increased pool of in-house adopters. In house adopter pool has increased from 9 in 2011/12 to 26 in 2012/13. Implementation of staff reorganisation to include a front end social worker and 3 prospective adopter assessments.
2.Implement fortnightly linking meetings to facilitate potential matches prior to placement order and to effect placements as soon as placement order is achieved.	Target of 30 children to be placed for adoption.	Management Team LK, SCW and LH	March 2013	In progress since July 2012 and are ongoing. 23 children placed in the financial year to date and another 10 expected to be placed by end of March. The target of 30 is expected to be exceeded. 11 children placed to date were placed in under 21 months.

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Actions	Why	Who	When	Progress
<p>2.New monthly permanency tracking meetings to report on and monitor performance in placing children.</p> <p>2. Employ specialist family finding social worker to move a volume of 15 groups of children into adoption placements. Worker to be recruited for a six month period from 1st July.</p>	<p>Target of 15 adoption orders 2012 – 2013</p> <p>Target of 30 children placed.</p>	<p>Lesley Kettles AND Head of Children in Care Chris Chalmers.</p> <p>Lesley Kettles</p>	<p>Monthly</p>	<p>Monthly tracking meetings in place. Reorganisation of adoption staff to focus on family finding to be completed by end of February 2013.</p> <p>11 children placed in under 21 months to date. On target to achieve 33 children placed. 11 adoption orders achieved to date. Targeted work to achieve 15 by end of financial year.</p>
<p>6.Dedicate team members to be ready to lead on prospective adopter assessments</p>	<p>To increase volume and timeliness of assessment process.</p>	<p>LK, SCW and LH</p>	<p>Mid February 2013</p>	<p>This is to be implemented mid February.</p>

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Actions	Why	Who	When	Progress
2.Introduce individual targets for placements of each specific child on referral	To improve timeliness of placement for adoption.	LK and AW	To begin January 2013	Process commenced. Targets identified.
6. Improvement Plan disseminated to all staff and team day arranged to achieve ownership.	Implementation of service and employee performance management systems.	Lesley Kettles	April, 2012.	Completed. To be repeated March 2013
6.Individual staff member performance plans with targets to be introduced and to cascade from the improvement plan.	To meet service and national targets and indicators.	Management Team.	April, 2012	Completed. To be repeated March 2013
6.Work flow processes and management information systems to be developed and implemented.	To monitor performance and take corrective action where non compliance is noted.	LK,DS,VS and WT	22 nd February, 2013.	Work flow processes operational. Full implementation date, 22 nd February.
6.Twice yearly formal performance reviews to be implemented.	As per council guidelines	Lesley Kettles, SCW and LH	Due for review March 2013	Appraisals to be completed by March, 2013.

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Actions	Why	Who	When	Progress
5.Undertake twice yearly formal file audits. June and January of each year.	Performance management.	Head of Service Wendy Tomlinson Team managers	February 2013	Implementation date February. These will take place in October and June of each financial year. Head of QA and Head of Service to agree format proposal by February 2013
6.Implement file audits as part of the supervision process.	Ensure that case records are up to date, and all relevant documents uploaded. To ensure management scrutiny and direction of cases.	LK, SCW and LH	February 2013	DHOS to undertake audit in February. Oversight of every case at least once a month.
4.Special Guardianship Policy implementation.	To give guidance to children's services staff on special guardianship cases.	Lesley Kettles, SCW and WT	Special Guardianship Policy has been completed.	Target date of March for implementation.
3.Support and training of special guardians packages to be implemented.	To offer appropriate support to special guardians and prevent possible disruptions of placements.	Fostering L&D manager Adoption and Special Guardianship Support Social Worker.	September 2012	Training programme circulated to special guardians. Support packages delivered by support social workers. Evaluation to take place in March.

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2. Permanency tracking meetings to identify children for whom Special Guardianship is the plan and ensure matters are progressed	Increase volume of children subject to special guardianship. Target of 20 special guardianship orders 2012 - 2013	AW and LK	Commenced.	23 orders to date.
2. Liaison with Placements Team. Meeting every 8 weeks. Fostering DHoS	To progress family finding for children whose plan is long term fostering.	LK, JD and RP.	Starting February 2013	First meeting to be arranged end February 2013.
5. Identify Service Improvement Partner.	To assist in moving from satisfactory to good or outstanding in inspection.	Lesley Kettles		Wandsworth, Ealing and Essex have all been approached re specific parts of their services which are outstanding.
8. Implement legislative and regulatory changes in the Adoption Service.	In line with changes summer 2013	Management Team	July 2013	Service is on track to meet regulatory changes. Working with NL consortium to implement 2 stage adopter process. Revised all information meeting, preparation group materials and assessment format to introduce fostering for adoption.
3. Ensure all approved adopters have access to North London Consortium training courses and modules appropriate to their stage in the process.	To strengthen adoption placements and to minimise disruptions.	Lesley Kettles, Marlene Joseph and Peter Stevens	September 2012	In place.

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7. Develop children's service staff practice workshop programme for the year and ensure implementation.	Improve practice	LK	On going.	2 workshops have been delivered, Race and Culture training day to be delivered late February and sibling assessment in March.
7. Annual review of complaints.	To ascertain emerging issues and to make changes to service delivery.	Lesley Kettles	March 2013	Review to be completed March, 2013, and action plan to be devised.
7. Increase the range of user feedback forms for prospective adopters	To increase user participation and involvement in service development	Head of Service Management team and LK	April 2013	Range of user forms increased and distribution to commence in April 2013. Evaluation of responses on a twice yearly basis.
7. Implement twice yearly focus groups with adopters	To increase user participation and service user involvement in service design.	LK.	March 2013	On track to achieve.
5. Develop proposal for Strategic Improvement working party which is multi agency and including Peer challenge element	Service improvement and making the journey from satisfactory to good/outstanding.	Lesley Kettles	Ongoing	Group established and has met 4 times
Training Programme and staff Training and Development Plans.	Staff Performance Management	Management Team	April and October.	Training needs defined and training plan developed accordingly. 2 reviews of training needs have taken place this year (2012)

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