

Operational Performance

As a new interim service lead, much of the work is reactive with case direction and management decisions and challenge required on current and legacy cases. There are still 20 LAC cases being held by adoption staff within the recruitment and assessment team. This is impacting on the timeliness and responsiveness of pre stage 1 (initial enquiries, information events and registration of interest). A refreshed adopter recruitment process has been agreed and recently implemented which will need management oversight and grip to ensure Stage 1 and Stage 2 are progressing without delay.

The adoptions teams are realigned however there is still a transition phase for staff. Inputting on CRS needs to be a priority for staff as this is impacting on extrapolating accurate data. TM's need to investigate where there are gaps and resolve with individual staff members. Business support needs to be more integrated in the service to enable them lead on data and finance tasks with the support of TM's.

What is Helping

- Previous Service Manager cleared CRS cases that needed closure so all staff are now clear of the cases allocated to them.
- Utilising panel advisor capacity to have a professional curiosity about potential matches. This has highlighted specific case examples where barriers to timely decision making and processes were addressed and resolved.
- Attended Contract review meeting with PAC UK who have capacity to take on post order backlog. TM currently reviewing work to be allocated.
- Letterbox coordinator is moving from business support line management to Post Order Team which will afford better management oversight of allocation and monitoring of work.

What is Hindering

- Adoption footprint is not well evidenced on CRS. Difficult to find the adoption activity on the case as most of recording is under casenotes.
- Too many gaps in data, TM's needs to understand and hold management grip.
- Completion of adopters journey is hindered as no adoption oversight on cases where children are placed outside of Croydon. There has been examples where children are placed in adoptive family, with no clarity on when AO will be secured. Examples of practice where work is being completed sequentially as oppose to in tandem, this was evident on a particular family finding in case in terms of selecting a family.
- Since SG support has moved to Post Order Team, increasing challenge with volume of SG cases coming through that require immediate sign off by service manager. This piece of work is time consuming, arrives to the service out of timescale and not

quality assured. In addition considerable time is spent dealing with legacy cases relating to financial matters that need immediate resolution.

- Access to Records is allocated to one staff member on a fixed term contract with flexible hours. The demand of work and resource offered is not sustainable. Completion of the backlog exercise will help post order service understand level of need.

Staffing

- The service is comprised of 11 full time equivalent Social workers which is made up of both permanent and agency workers. In addition there are 2 business support staff and 2 panel administrators.
- No current vacancies in the service and
- One staff member due to return from maternity leave in November 2018.
- No known staff sickness levels
- No known performance management issues at this time
- Understanding emotional resilience in assessment and attachment style interview are identified learning and development needs for the service. Both courses can be delivered in 2108/19.

Practice

- TM has met with SW in response to audit findings. This is being monitored via supervision and reflected on CRS. Aware of one audit where SW met with Auditor to explain the findings which has been helpful.
- Voice of the child is discussed during supervision and is not always translated well on CRS.
- Quality and timeliness of recordings is an area for improvement. TM's to sample two files at each supervision

Key Priorities for next quarter

- Introduction and maintenance of an up to date Adoption Tracker for Recruitment and Assessment, Family Finding and a Post Order tracker. Business Support will lead on data and TM's to reconcile data to ensure it is accurate and accessible for the service.
- Trackers will be reviewed weekly by TM and overseen by Service Manager to reduce delays and remove blockages for children where adoption is the plan.
- A plan to be developed and implemented for the Adoption service to share knowledge and skills better with colleagues across the service to secure earlier permanence for children.
- Post Order backlog to be understood with allocation of work underway
- Review paper to consider where SG should be based. Current arrangement is not sustainable.