



Wednesday, 5 November 2019

CABINET REVISED AGENDA

A meeting of **Cabinet** will be held on

Tuesday, 12 November 2019

commencing at **5.30 pm**

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

Members of the Committee

Councillor Steve Darling (Chairman)

Councillor Long

Councillor Stockman

Councillor Morey

Councillor Law

Councillor Carter

Councillor Cowell

A prosperous and healthy Torbay

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Teresa Buckley, Town Hall, Castle Circus, Torquay, TQ1 3DR

Email: governance.support@torbay.gov.uk - www.torbay.gov.uk

CABINET REVISED AGENDA

1. **Apologies**
To receive apologies for absence.

2. **Minutes** (Pages 4 - 15)
To confirm as a correct record the Minutes of the meeting of the Cabinet held on 15 October 2019.

3. **Disclosure of Interests**
 - (a) To receive declarations of non pecuniary interests in respect of items on this agenda.

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

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

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

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

4. **Communications**
To receive any communications or announcements from the Leader of the Council.

5. **Urgent Items**
To consider any other items the Chairman decides are urgent.

6. **Matters for Consideration**

7. **Early Years Sufficiency Annual Report** (Pages 16 - 68)
To consider the submitted report on the above annual report.

8. **Children's Services - Improvement Plan and Monitoring Visit** (Pages 69 - 123)
To consider the submitted report on the above.

- 9. Revised Children's Services Medium Term Financial Plan** (To Follow)
To consider the submitted report on the latest Children's Services Medium Term Financial Plan.
- 10. Housing Strategy** (To Follow)
To consider the submitted report on the proposed draft Housing Strategy for consultation.



Minutes of the Cabinet

15 October 2019

-: Present :-

Councillor Steve Darling (Chairman)

Councillors Long, Morey, Carter, Law and Cowell

(Also in attendance: Councillors Barrand, Douglas-Dunbar, Ellery, Chris Lewis, David Thomas and Loxton)

34. Apologies

An apology for absence was received from Councillor Stockman.

35. Minutes

The Minutes of the meeting of the Cabinet held on 26 September 2019 and 1 October 2019 were confirmed as a correct record and signed by the Chairman.

36. Communications

The Leader of the Council welcomed the launch of the CCTV hub, a network of new surveillance cameras that provide live feed back to the central hub. More than 80 cameras had been upgraded and were monitoring public spaces improving the safety of those in our towns.

37. Matters for Consideration

The Cabinet considered the following matters, full details of which (including the Cabinet's decisions and recommendations to Council) are set out in the Record of Decisions appended to these Minutes.

38. Adult Social Care Risk Share April 2020 - March 2023

39. Development or disposal of land at Garfield Road (part Victoria Centre), Paignton

40. De-Registration of Land at Preston Down Road, Paignton

41. Port Masterplan (Addendum)

42. Exclusion of Press and Public

Councillor Cowell proposed and Councillor Steve Darling seconded the motion, which was agreed by the Cabinet unanimously, as set out below:

that the press and public be excluded from the meeting prior to consideration of the item 44 on the agenda on the grounds that exempt information (as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended)) was likely to be disclosed.

Prior to consideration of the item in Minute 44, the press and public were formally excluded from the meeting.

43. Adjournment

At this juncture the meeting was adjourned until 7.15 pm.

44. New Investment Opportunities

(Note: Councillors Ellery, Barrand, David Thomas and Chris Lewis left the meeting prior to consideration of this item.)

45. New Economic Growth Fund Opportunities

There were no new Economic Growth Fund Opportunities.

46. Update on Existing Investments

There was nothing new to update at this time.

Chairman

Record of Decisions

Five Year Risk Share Agreement between Torbay Council, the Clinical Commissioning Group (CCG) and Integrated Care Organisation (ICO) for delivery of adult social care

Decision Taker

Cabinet on 15 October 2019

Decision

That Cabinet recommend to Council:

- (i) that the continued integration of Torbay's Adult Social Care with Torbay and South Devon NHS Foundation Trust and Devon Clinical Commissioning Group be approved for the period 1 April 2020 to 31 March 2023 and that the Chief Executive be given delegated authority to finalise the arrangements for the same in consultation with the Leader of the Council and Cabinet Member for Adult Social Care on the following basis:
 - (a) the Torbay Adult Social Care Risk Share 2020 to 2023 agreement will be under the powers outlined in S.75 NHS Act 2006. Under these arrangements, the Council retains legal responsibilities for the provision of Adult Social Care in accordance with the Care Act 2014, the Mental Capacity Act 2005 and the Mental Health Act 1983, but these be delegated to Torbay and South Devon NHS Foundation Trust; and
 - (b) the agreement to be based upon the following conditions:
 - A capped financial commitment from Torbay Council per year of £45 million for core spend, plus £2 million additional funding to acknowledge the spend is currently unacceptably over this level for the period of the agreement;
 - A non-recurrent additional payment of £1 million in 2020/2021;
 - An acknowledgement that all parties need to work together to deliver savings of £2 million per year in respect of the costs of Adult Social Care; and
 - That partners prioritise working together on an Adult Social Care Improvement Plan, and that the same is overseen by senior officers from all partners, which includes a review of governance so as to ensure the Council's appropriate involvement, and includes a joint approach to maximising estates and economic development opportunities in Torbay.

Reason for the Decision

The proposed arrangements build on the well-established and successful shared services with Torbay and South Devon NHS Foundation Trust, acknowledging increasing need and demand for all partners. Practically, this means that Torbay and South Devon NHS Foundation Trust will continue to provide Adult Social Care for Torbay Council, via integrated locality community teams and, in the case of Mental Health via the Devon Partnership Trust.

Implementation

The Cabinet recommendations will be considered at the Council meeting on 24 October 2019.

Information

The Council seeks to deliver adult social care which is affordable to the Council, protects the integrated arrangements and maintains our focus on high quality and joined up, services for the most vulnerable Torbay residents.

The proposals are to continue the joint arrangements for a further three years, commencing 1st April 2020. This will build on the successful shared services with Torbay and South Devon NHS Foundation Trust, acknowledging increasing cost, while delivering Torbay Council's continued commitment to vulnerable adults in Torbay.

Alternative Options considered and rejected at the time of the decision

Alternative options were set out in the submitted report but not discussed at the meeting.

Is this a Key Decision?

Yes – Reference Number: I054898

Does the call-in procedure apply?

No

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

18 October 2019

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Development or disposal of land at Garfield Road (part Victoria Centre), Paignton

Decision Taker

Cabinet on 15 October 2019

Decision

That the Cabinet recommend to Council:

- (i) that the disposal of the freehold interest of land at Garfield Road, Paignton (identified in Appendix 1 to the submitted report), be approved and the Chief Executive be given delegated authority to agree and finalise any Heads of Terms in consultation with the Cabinet Member for Economic Regeneration, Tourism and Housing and the Section 151 Officer;
- (ii) that delegated authority be given to the Chief Executive to select and then enter into a development agreement with a development partner for the effective delivery of the Scheme; and
- (iii) alternatively if (i) above is not achieved within timescales required for the Land Release Fund, the Chief Executive be given delegated authority to dispose of the site at Garfield Road on the open market, as a straightforward freehold sale.

Reason for the Decision

The site is identified in the Paignton Town Centre Masterplan and development of the site is supported by the Torbay Local Plan. The Council identified, in its Transformation Strategy for Torbay's Town Centres, that various options were being considered for Victoria Centre, including re-use of the site of the older of the two car parks and demolition of older car park, to be replaced by a residential development. The Paignton Neighbourhood Plan provides qualified support for development.

Torbay Council was awarded £900,000 of (Land Release Fund (LRF) grant aid by the Ministry of Housing, Communities and Local Government for the purposes of securing early release of the land at Garfield Road for residential development. The LRF requires that the sites are 'released' for development.

Implementation

The Cabinet recommendations will be considered at the Council meeting on 24 October 2019.

Information

Approval is sought for release of the site to, and delivery of a scheme by, a development partner. It is proposed that the Council will dispose of its freehold interest in the land at Garfield Road by way of entering into a development agreement with a housing delivery partner.

The redevelopment of land on Garfield Road, currently occupied by one of the two multi-storey car parks at Victoria Centre, is supported by the Local Plan, Neighbourhood Plan, Paignton Town Centre Masterplan and Council's Transformation Strategy for Torbay's Town Centres.

Land Release Funding (LRF) has been secured and is being used to unlock the site for housing related development, with a target 'release' date of 31 March 2020.

Alternative Options considered and rejected at the time of the decision

The development and disposal options available to the Council have been identified as:

Disposal Options

- Option 1: Direct Development by Torbay Council
- Option 2: Delivery by the Council's Housing Company
- Option 3: Public Private Partnership (Development Agreement)
- Option 4: Straightforward Freehold Sale

Development Options

- Option A: Student accommodation
- Option B: Care home, sheltered accommodation, extra care
- Option C: 15 Town houses
- Option D: 70 – 100 Apartments

An analysis of these options are set out in Appendix 2 to the submitted report.

Is this a Key Decision?

Yes – Reference Number: I062941

Does the call-in procedure apply?

No

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

18 October 2019

Signed: _____

Leader of Torbay Council on behalf of the Cabinet

Date: _____

Record of Decisions

De-Registration of Land at Preston Down Road, Paignton

Decision Taker

Cabinet on 15 October 2019

Decision

That the land at Preston Down Road, shown on Plan EM3172 attached at Appendix 1 to the submitted report, be de-registered as a Local Nature Reserve (LNR) as the land no longer meets the requirements to be designated as a LNR and to enable housing to be developed on the site.

Reason for the Decision

Preston Down Road was designated as a LNR at the request of TCCT in order to support it in applying for additional grant funding to improve the site. Consent to designation of Preston Down Road as a LNR was granted on the basis that there would be no financial or conservation burden on the Council and that TCCT would be responsible for its management. This situation has now changed, as from 31 March 2020 the Council will be responsible for management of the site.

The ecological surveys has evidenced that none of the species or habitats present at the site warrant its designation on ecological grounds as a LNR. The de-registration of the site is required to bring the site forward for residential development and will ensure the Council complies with the terms of the Land Release Fund grant received from the Ministry of Housing, Communities and Local Government.

Implementation

This decision will come into force and may be implemented on 28 October 2019 unless the call-in procedure is triggered (as set out in the Standing Orders in relation to Overview and Scrutiny).

Information

Preston Down Road was designated as part of the Occombe Farm Local Nature Reserve (LNR) at the request of the then tenants, Torbay Coast and Countryside Trust (TCCT). At the time the Executive consented to TCCT's request on the basis that the designations would not add any additional conservation burden on the Council and the TCCT would remain entirely responsible for their management. TCCT's lease was terminated on 28 February 2019 and they currently occupy the land under a licence which expires on, or before 31 March 2020.

A suite of ecological surveys has been undertaken by the Council's advisors, Tor Ecology, whom have confirmed that in their opinion none of the habitats or species present at the site warrant categorisation as a LNR.

Alternative Options considered and rejected at the time of the decision

An alternative option would be for Preston Down Road to remain designated as a LNR. If the LNR were to remain the Council may be in breach of the terms of the LRF grant and would

struggle to achieve the National Planning Policy Framework targets putting the Council at risk of unfavourable developments on alternative sites.

Is this a Key Decision?

No

Does the call-in procedure apply?

Yes

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

18 October 2019

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Port Masterplan (Addendum)

Decision Taker

Cabinet on 15 October 2019

Decision

That the Cabinet recommend to Council:

That the Port Masterplan (Addendum) set out at Appendix 1 to the submitted report be approved.

Reason for the Decision

The Port Masterplan was designed as a 'living' document which was to be the subject of periodic update to remain aligned with the evolving needs and wishes of the Harbour Users, reinforce and build on achieved successes and to identify and react to new challenges and opportunities.

Implementation

The Cabinet recommendations will be considered at the Council meeting on 24 October 2019.

Information

Tor Bay Harbour published its Port Masterplan in 2013 which for the first time set out a practical and long-term strategy for the future of Tor Bay Harbour for 20-25 years.

Given that over 5 years had passed, and following a number of public consultation events that took place throughout 2018. It was decided that the overall Port Masterplan had stood the test of time and required only an addendum to provide, in greater detail, the plans and intentions for the next 5 years between 2019-2024.

Alternative Options considered and rejected at the time of the decision

An alternative option would be to continue with the original Port Masterplan and accept that it would become more out dated with time.

Is this a Key Decision?

Yes – Reference Number: I062974

Does the call-in procedure apply?

No

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

18 October 2019

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet

Record of Decisions

Investment Opportunity 7/10/19

Decision Taker

Cabinet on 15 October 2019

Decision

That Investment Opportunity 7/10/19 as set out in the Exempt Cabinet Minute 42.15/10/19, be approved.

Reason for the Decision

To enable the Council to purchase a new investment from the Council's Investment and Regeneration Fund in order to generate additional revenue for the Council.

Implementation

The decision in respect of Investment Opportunity 7/10/19 will come into force immediately as the decision maker has decided that any delay likely to be caused by the call-in process would prejudice the Council's interest. The Overview and Scrutiny Co-ordinator was consulted on 14 October 2019.

Information

The Cabinet considered the submitted Exempt Report on the proposed purchase of one investment on behalf of the Council in line with the Investment and Regeneration Strategy. The decision has been made, taking account of the current investment criteria.

Councillor Long proposed and Councillor Steve Darling seconded a motion which was agreed by the Cabinet as set out above.

Alternative Options considered and rejected at the time of the decision

None

Is this a Key Decision?

No

Does the call-in procedure apply?

No

Declarations of interest (including details of any relevant dispensations issued by the Standards Committee)

None

Published

18 October 2019

Signed: _____ Date: _____
Leader of Torbay Council on behalf of the Cabinet



Meeting: Cabinet

Date: 12 November 2019

Wards Affected: All

Report Title: Early Years Sufficiency Annual Report

Is the decision a key decision? No

When does the decision need to be implemented? December 2019

Executive Lead Contact Details: Councillor Cordelia Law, Executive Lead for Children Cordelia.law@torbay.gov.uk

Supporting Officer Contact Details: Alison Botham, Director of Children's Services, Alison.botham@torbay.gov.uk

1. Proposal and Introduction

- 1.1 The Childcare Act 2006 places a duty on local authorities to secure, so far as is reasonably practicable, sufficient childcare for working parents, or parents who are studying or training for employment, for children aged 0 – 14 years (or up to 18 years for disabled children).
- 1.2 As part of these duties, Torbay Council is required to report annually to Elected Members on the local arrangements to ensure those duties are met and a report is available and accessible for parents.
- 1.3 A copy of the Childcare Sufficiency Report (September 2019) is attached to this report at Appendix 1 and Cabinet are asked to approve the same.
- 1.4 The full report demonstrates that there are sufficient childcare places to meet the requirements for funded children in Torbay with enough spare capacity to accommodate children aged under 2 who may be accessing a place which their parents pay for. The report identifies that Torbay does therefore have sufficient capacity to accommodate all children who need a place, although parents may not always be able to access their first choice of provider.

2. Reason for Proposal and associated financial commitments

- 2.1 The Childcare Sufficiency Report 2019 provides an overview of the local childcare market, changes in the supply and demand for places and the actions necessary to ensure these are sufficient, accessible child care places in Torbay. The report has been updated to reflect the changes to Torbay wards which came into effect in May 2019.
- 2.2 The Childcare Sufficiency Report 2019 takes into account significant changes in Government Policy including the Free Early Education Entitlement (FEEE) for disadvantaged two year olds, the universal entitlement (15 hours) for 3 & 4 year olds and the extended entitlement (30 hours) for working parents of three and four year olds which is now in its third year of operation.
- 2.3 Results show the population of children in Torbay is now plateauing, several years of high birth rates have now levelled off. An important consideration despite this is the housing development planned in Torbay which is having a significant impact on population forecasts which indicate a continued growth in demand for childcare, particularly in the Shiphay (Torquay) and White Rock (Paignton) areas. In addition, the impact of welfare reform, social mobility action plans and direction for parents to return to work is likely to continue, all leading to a continued increase in demand for childcare.
- 2.4 It is important to note that as a small Local Authority, the residents of Torbay who need it tend to have a thorough knowledge of the childcare market in the area and make judgements based on first, second or even third hand experiences of providers.
- 2.5 There is a significant trend for parents who would rather wait for a place at their preferred provider or location (e.g. a nursery on site or close to their preferred school) than find an alternative provider or location. This results in many children not starting their early education until sometimes 2 or 3 terms after they become entitled which can have a distinct impact on the take up rates for the 2 year old entitlement. Torbay has a significant number of economically inactive parents of which more than 50% have actively taken the decision to stay at home for the purposes of caring for their children and home.
- 2.6 This has resulted in a difficulty in managing demand. Some providers have low occupancy and advertised vacancies are difficult to fill, whereas some providers have extensive waiting lists and are already full for their September intake several months in advance.
- 2.7 From the parent consultation in 2019 it is clear that there is an ongoing issue relating to the availability and affordability of holiday childcare for early years and school age children. 35% of respondents to the consultation indicated that they need/use holiday childcare to enable them to work. Using the sufficiency data collated it is evident that term time, school-based provision is popular in the area, with school nurseries having

minimal vacancies. Therefore it is important that the issues related to a lack of appropriate and affordable holiday childcare are prioritised to ensure that working families who struggle for childcare for 12 weeks of the year can find a place.

2.8 The report contains an updated 2018 action plan which identifies progress made, in addition to the new 2019 action plan detailing the actions that will be taken to ensure childcare capacity continues to develop in line with demand.

2.9 Following its approval, the Childcare Sufficiency Report 2019 will be published on the Council's website as well as providing the evidence base for the ongoing dialogue with providers, partners and stakeholders on the development of future capacity.

3. Recommendation(s) / Proposed Decision

3.1 That the Torbay Childcare Sufficiency Report (September 2019) set out at Appendix 1 to the submitted report be approved and published.

3.2 That Cabinet receive an update on the progress of implementing the actions in the Torbay Childcare Sufficiency Report at a meeting in May 2020.

Appendices

Appendix 1: Childcare Sufficiency Report (September 2019)

Appendix 2: Childcare Sufficiency Report (September 2019) Executive Summary

Background Documents

None

2019 Sufficiency Report

Index

1. Introduction and overview
2. Torbay Demographics
3. Torbay Economy
4. Torbay Childcare Market
5. Quality of childcare
6. Housing Developments
7. Parental demand
8. Services available to families in Torbay
9. Special Educational Needs & Disabilities support in Education
10. Summary of Key Findings and Action Plan

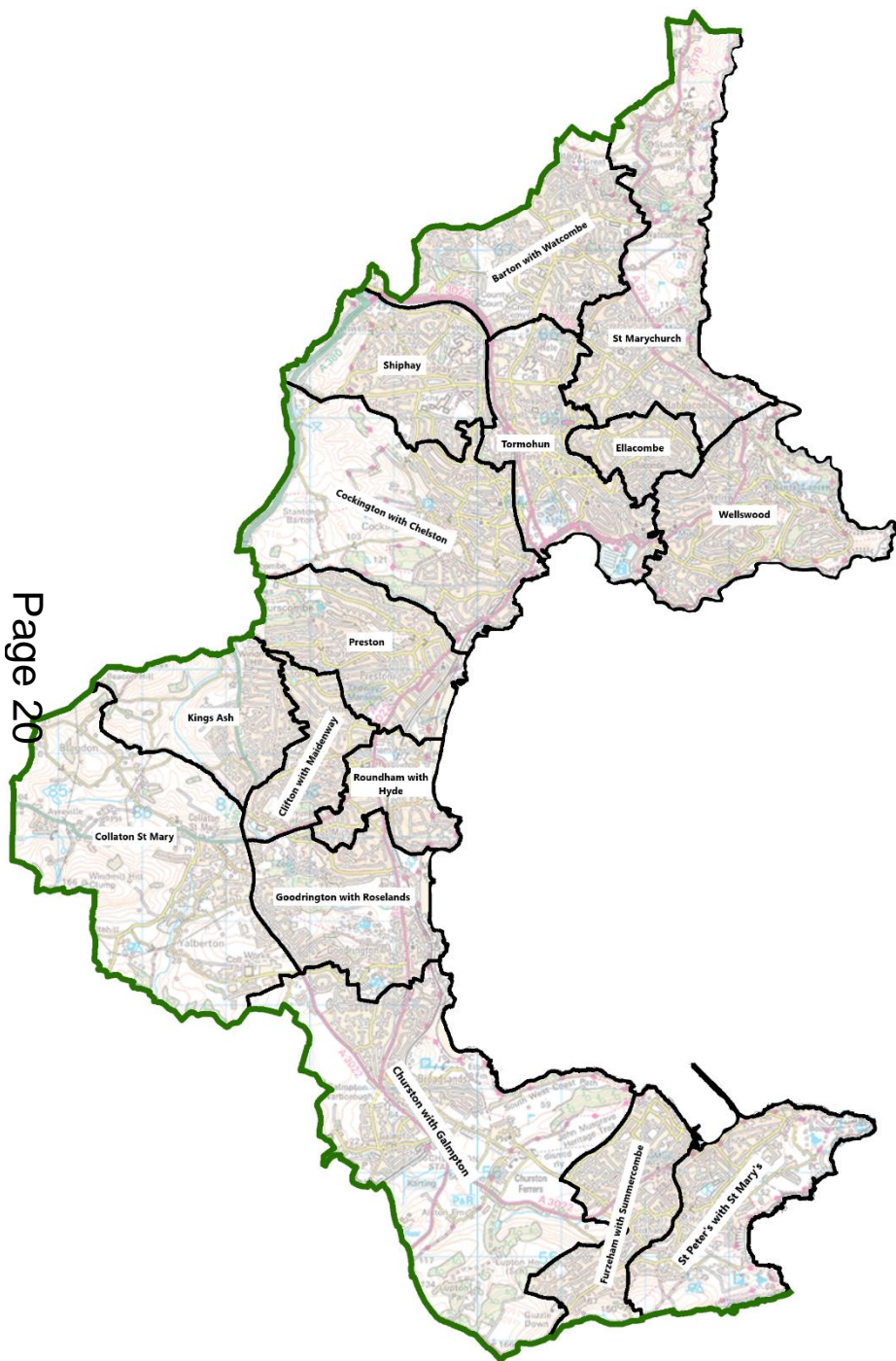
1. Introduction and overview

The Childcare Act 2006 places duties on all local authorities to secure sufficient childcare, so far as is reasonably practicable for working parents, or parents who are studying or training for employment, for children aged 0-14 (or up to 18 for disabled children). As part of these duties Torbay Council is required to report annually to elected Council Members on how this duty is being met and to publish this report to make it accessible for parents.

This document summarises key priorities for Torbay, an overview of the local childcare market and local changes to the supply and demand of childcare in the Torbay area. The Childcare Sufficiency Report 2019 is particularly important given the significant changes that have taken place in recent years to Government policy including the ongoing expansion of Free Early Education Entitlement (FEEE) for disadvantaged 2 year olds and the extended entitlement (30 hours) for working parents of 3 and 4 year olds and the increased pressure this places on providers to deliver more free and funded childcare. Both supply and demand have increased where some families have doubled the amount of free childcare hours they are entitled to.

The Torbay area has undergone some administrative changes in 2019 resulting in the ward boundaries being moved and new wards being introduced. For the purposes of this report, the new wards have been used and are outlined in the map on the next page.

Results show the population of children in Torbay is now plateauing, several years of high birth rates have now levelled off. Despite this an important consideration is the housing development planned in Torbay which is having a significant impact on population forecasts which indicate a continued growth in demand for childcare, particularly in the Shiphay (Torquay) and White Rock (Paignton) areas. In addition, the impact of welfare reform, social mobility action plans and direction for parents to return to work is likely to continue, all leading to a continued increase in demand for childcare.



Geography

This assessment is required to analyse the childcare market at a local authority and sub-locality level. Torbay is a small Local Authority therefore the sub-locality areas used in this assessment are the administrative wards. Torbay has a relatively small number of childcare providers, so analysing patterns of supply and demand at ward level allows more meaningful conclusions than had the geography identified been any smaller. An outline of ward boundaries is shown in the map to the side. Where data is not analysed at ward level, a town level analysis is conducted (Torquay, Paignton and Brixham). In May 2019, the existing Torbay wards were changed; with amendments to existing wards and the addition of new wards. This document reflects the new ward data.

Torbay Local Intelligence

Torbay has a strong, stable and diverse childcare market which is dominated by the private, voluntary and independent (PVI) sector.

As a small Local Authority, the residents of Torbay who need it tend to have a thorough knowledge of the childcare market in the area and make judgements based on first, second or even third hand experiences of providers.

In addition to this, there is a significant trend for parents who would rather wait for a place at their preferred provider or location (e.g. a nursery on site or close to their preferred school) than find an alternative provider or location. This results in many children not starting their early education until sometimes 2 or 3 terms after they become entitled which can have a distinct impact on the take up rates for the 2 year old entitlement. Torbay has a significant number of economically inactive parents of which more than 50% have actively taken the decision to stay at home for the purposes of caring for their children and home.

This has resulted in a difficulty in managing demand. Some providers have low occupancy and advertised vacancies are difficult to fill, whereas some providers have extensive waiting lists and report being full for the coming terms.

2. Torbay Demographics

The data used for this information comes from the 2011 census and the 2016/2017 mid-year population estimates.

Torbay Population by town

	2011 census		2016 estimates		2017 estimates		Total pop	0-4 pop
	Total pop	0-4 pop	Total pop	0-4 pop	Total pop	0-4 pop	%inc/dec 2016-2017	%inc/dec 2016-2017
Brixham	16,693	712	16,730	744	16,977	711	1%	-4%
Paignton	49,021	2267	50,504	2,665	51,004	2660	1%	-0.2%
Torquay	65245	3711	66,649	3,941	67,264	3808	1%	-3%
TOTAL	130,959	6,690	133,883	7,350	135,245	7179	1%	-2%

These figures demonstrate an increase in the total population of Torbay, but a decline in the number of 0-4 year olds.

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Torbay population by ward

Ward	2017 population estimates		
	Total pop	0-4 pop	% of ward aged under 4
Barton with Watcombe	11925	867	7.3%
Churston with Galmpton	7018	251	3.6%
Clifton with Maidenway	8415	518	6.2%
Cockington with Chelston	7988	422	5.3%
Collaton St Mary	2306	159	6.9%
Ellacombe	8030	550	6.8%
Furzeham with Summercombe	10327	394	3.8%
Goodrington with Roselands	7385	284	3.8%
King's Ash	7471	555	7.4%
Preston	10335	480	4.6%
Roundham with Hyde	8074	413	5.1%
Shiphay	8215	472	5.7%
St Marychurch	12240	580	4.7%

St Peter's with St Mary's	6650	317	4.8%
Tormohun	12269	729	5.9%
Wellswood	6597	188	2.8%
TOTAL	135245	7179	5.3%

Due to the introduction of new wards in Torbay, the comparisons between the 2011 census and current estimates is not available at ward level.

The population of 0-4 year olds includes 4 year old children who will be in a reception class in school; therefore the numbers of early years children in Torbay is not the exact number stated.

DRAFT

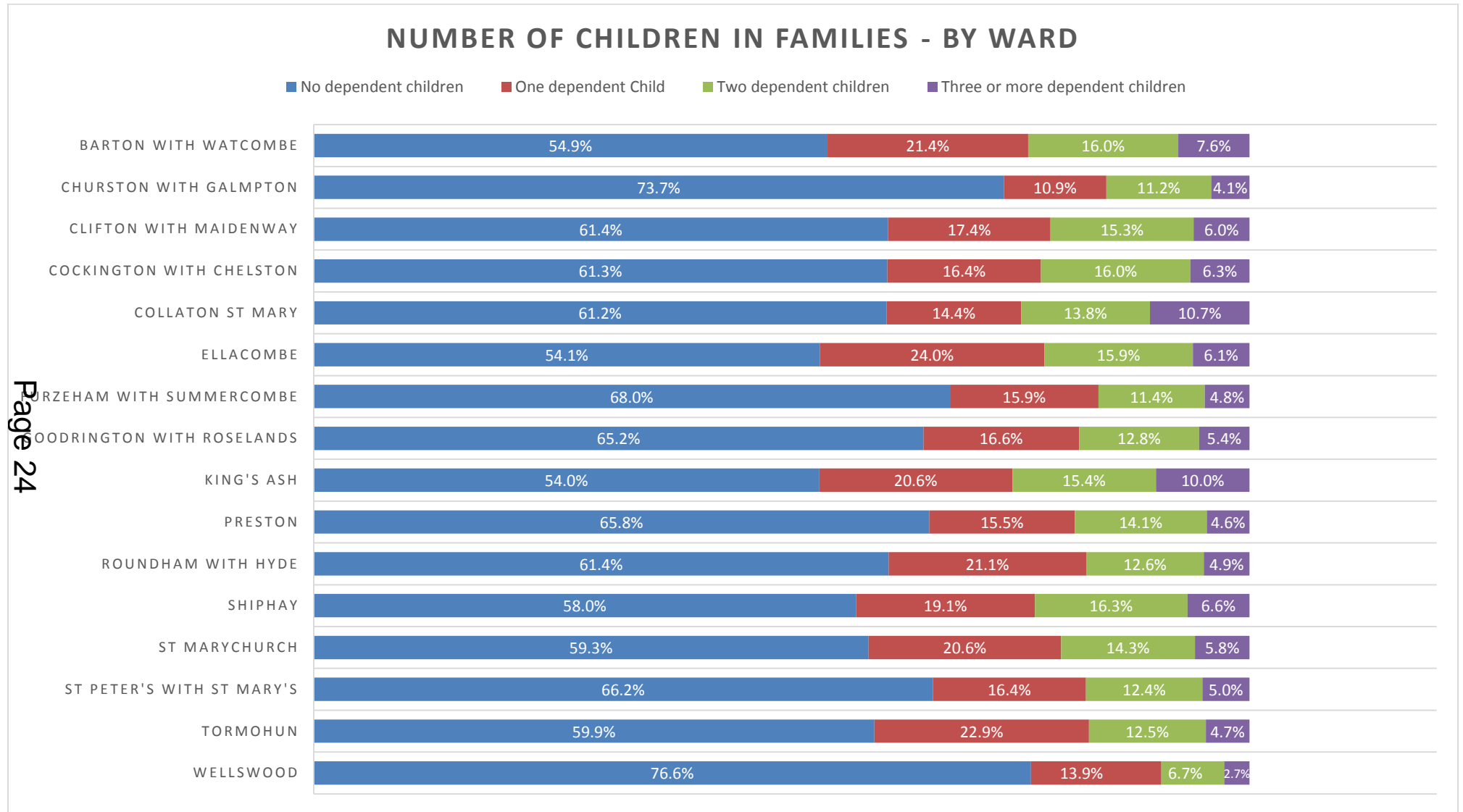
The Joint Strategic Needs Assessment 2018-20 has identified the following key issues affecting children in the Torbay area:

Key Issue	Context	Why it's an issue?
Child poverty	Around 1 in 4 of children (23.6%) in Torbay live in relative poverty compared to around 1 in 5 (20.1%) across England	Children living in poverty tend to experience poorer outcomes.
Childhood obesity	24.4% of children aged 4-5 are considered to have excess weight, this is compared to 22.2% in England. Children in Torbay have higher levels of long term health problems or disability.	Obese children are more likely to be absent from school due to illness and experience health related limitations and self-esteem issues. This has a direct impact on outcomes for children.
Children looked after	Torbay has amongst the highest rates of children looked after in England. The rate and number have been increasing in recent years with a particularly significant increase from 2017 to 2018.	Generally children in care continue to have poorer outcomes than the wider population
Maternal behaviours	Just under a third of pregnant women in Torbay are measured as overweight or obese at their 12 week booking. 1 in 5 women in Torbay smoke during their pregnancy.	Positive maternal health is crucial for healthy development in the womb. The choices pregnant women make are crucial to the healthy development of the foetus.
School readiness and outcomes	There is a significant gap in early year's foundation stage between those eligible for free school meals and non-free school meal pupils. This gap continues to exist across the education pathway.	Generally, children who start school without developing vital readiness, tend to experience poorer outcomes.

The table above, taken from the Local Authority's Joint Strategic needs Assessment 2018-20 shows that children in Torbay do not all receive a good start in life. Torbay has high levels of deprivation and a quarter of all children live in poverty. These issues continue as the child develops and grows which can lead to poorer outcomes in education. This has been proven to affect the child right through into adulthood, leading to poor achievement, worklessness or health problems.

Research has evidenced that high quality early education can have a positive effect on the educational, cognitive, behavioural and social outcomes of children in the short and long term. Therefore, it is important that those children who are living in poverty have access to good early years education and that there are sufficient, high quality childcare places available to meet the demand.

The following chart shows the number of dependent children in each family in Torbay:



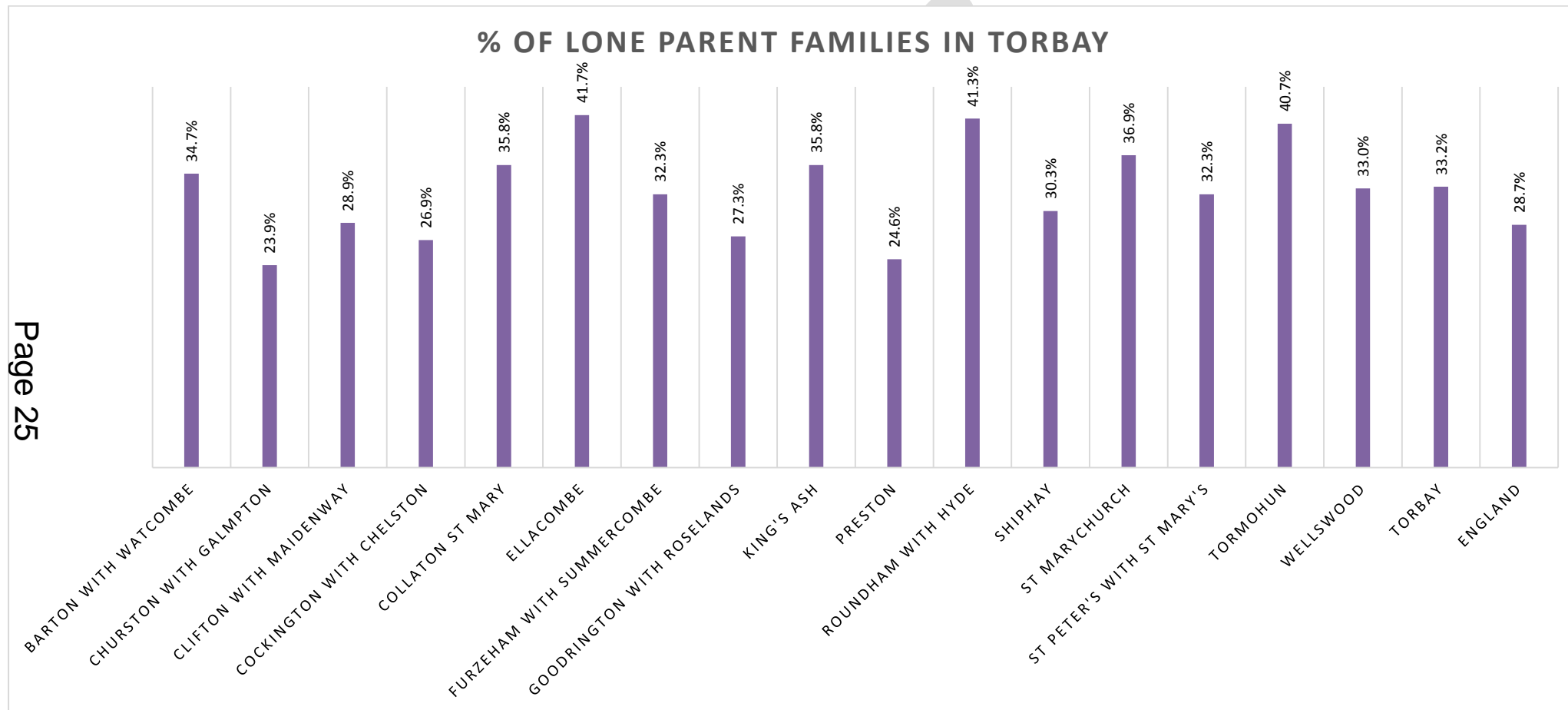
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(source: Nomis)

This chart provides an overview of the family dynamics in Torbay. It demonstrates that in all areas of Torbay over half of the families have no children. This is likely to be due to the large numbers of older residents in Torbay (according to the JSNA there are over 44,000 residents over the age of 65 – 33% of the total population).

Collaton St Mary and King’s Ash (formerly Blatchcombe ward) show high numbers of families with 3 or more children, closely followed by Barton with Watcombe (formerly Watcombe). This could be linked to the type of housing available in these wards where, according to local authority records, a high percentage of properties are larger houses which accommodate larger families.

The following chart outlines the number of lone parent families in Torbay, broken down to ward level:



(source: Nomis)

The chart shows that there are a particularly large number of lone parent families in Ellacombe, Roundham-with-Hyde and Tormohun. These wards are areas with high levels of deprivation, with many ward areas being in the top 10% most deprived. These are also wards which have a higher percentage of jobseekers allowance claimants (see table on page 9) with those 3 wards having the highest percentage of adults claiming compared with the Torbay average. The statistics above also demonstrate that Torbay overall has a higher average number of lone parent families (33.2%) than the national average (28.7%).

3. The Torbay Economy – working families & job vacancies

The Joint Strategic Needs Assessment (JSNA) 2018-20 has identified the following key issues affecting the economy of Torbay:

Key Issue	Context	Why it's an issue?
Ageing Population	The number of people aged over 85 is expected to increase by around 56% over the next decade.	As we age our chance of developing different long term conditions increases. The impact of this could include increased demand on the health and care support.
Care and support	There are significantly higher levels of unpaid carers in the South Devon and Torbay population, many providing more than 50 hours care a week, and many in poor health themselves.	As the population ages, and people with disability and serious illness live longer, they are more likely to live at home. Going forward, we might expect community based care to rely increasingly on family and community members as carers.
Housing	Housing availability, quality, condition, suitability and affordability are an issue across South Devon and Torbay. 45% of Torbay residents are living in the most deprived quintile for indoor deprivation.	There are a range of health related conditions associated with housing in poor conditions.
Local economy	Whilst acknowledging that progress has been made. In 2011, Torbay's economic productivity, as measured through Gross Value Added, was amongst the poorest performing in the UK, at around 60% of the UK average.	Being in good employment is protective of health, whilst being unemployed contributes to poorer health and wellbeing. A poor performing economy has an impact on poverty and on health outcomes for the population.
Health	68% of adults in Torbay are overweight or obese. 14% of the Torbay population smoke. High levels of alcohol related hospital admissions in Torbay.	People with a long term condition are the most frequent users of health care services. With an ageing population, we might expect the number of people with a long term condition to increase.
Poverty	South Devon and Torbay has amongst the highest proportion of households in England identified as being on the edge of poverty, around 29% (45,000 households).	Households across South Devon and Torbay are less likely to be financially resilient to increasing prices. Being on the edge of poverty makes households more susceptible to debt and financial difficulties.

The information demonstrates that there are some factors affecting the Torbay economy which cannot be controlled; for example the large population of residents aged over 65. This impacts on the workforce availability as well as the demands of the workforce in Torbay. For example, there will be fewer adults of working age and also there will be a greater demand for people with caring abilities (nursing homes, home helps etc). Therefore, although the population is ageing in Torbay, it may also provide an opportunity for more jobs for those who are unemployed.

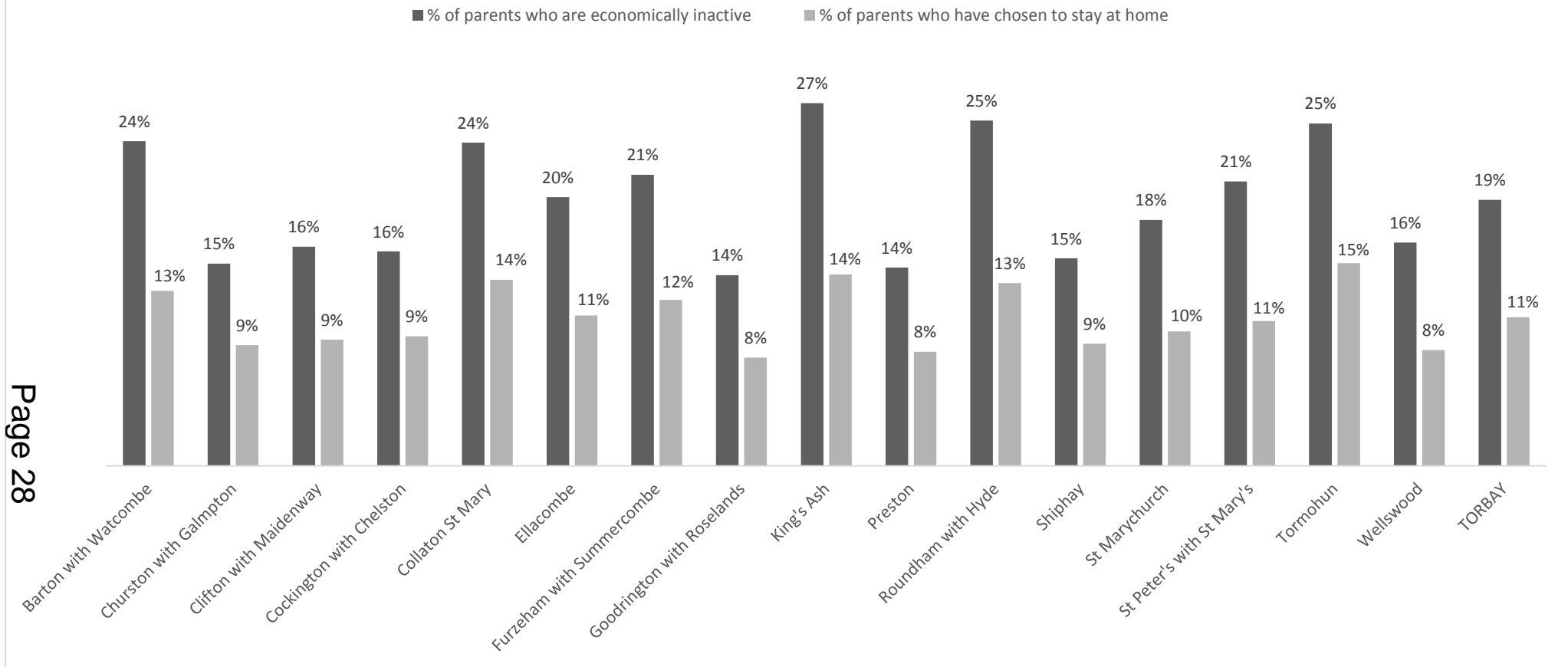
The table below shows the number of jobseekers allowance and universal credit claimants, broken down to ward level:

Ward/Area	No of JSA/UC Claimants					2017-2019 average claimants	16-64 age population (2017)	% of JSA/UC claimants of the 16-64 population (2017-2019)
	Jan-15	Jan-16	Jan-17	Jan-18	Jan-19			
Barton With Watcombe	145	160	100	120	145	122	7,061	1.7%
Churston With Galmpton	32	35	33	29	39	34	3,466	1.0%
Clifton With Maidenway	83	84	66	68	73	69	4,828	1.4%
Cockington With Chelston	91	69	75	62	77	71	4,575	1.6%
Collaton St Mary	16	16	19	25	29	24	1,308	1.8%
Ellacombe	231	196	175	193	233	200	5,101	3.9%
Furzeham With Summercombe	89	76	78	92	97	89	5,359	1.7%
Goodrington With Roselands	41	46	41	46	61	49	4,111	1.2%
King's Ash	109	79	91	98	99	96	4,394	2.2%
Preston	85	80	75	90	100	88	5,567	1.6%
Roundham With Hyde	225	200	190	200	230	207	4,836	4.3%
Shiphay	57	54	61	52	62	58	4,825	1.2%
St Marychurch	143	113	120	135	158	138	6,814	2.0%
St Peter's With St Mary's	76	59	57	73	83	71	3,590	2.0%
Tormohun	393	329	338	369	440	382	7,954	4.8%
Wellswood	91	95	92	80	80	84	3,428	2.5%
TORBAY	1,900	1,695	1,610	1,730	1,995	1,778	77,216	2.3%
ENGLAND	687,110	612,080	617,440	670,475	826,180	704,698	34,950,948	2.0%

(source: Nomis)

There are 3 wards with high numbers of jobseekers allowance claimants (over 3.5%); Ellacombe, Roundham-with-Hyde and Tormohun. These 3 wards also have high numbers of lone parents and have seen an increase in JSA/UC claimants between 2018 and 2019. This is in comparison to a reduction in JSA/UC claimants between 2017 and 2018, with Ellacombe reducing by 1.2%, Roundham-with-Hyde reducing by 1% and Tormohun reducing by 1.1%. The overall number of JSA/UC claimants in Torbay has increased significantly in 2019, returning numbers to a similar level to 2015. This could be linked to the rollout of Universal Credit in Torbay in September 2018.

Economically Inactive Parents



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Source - NOMIS

This chart demonstrates the percentage of families who are economically inactive (non-working) in each ward (the dark grey bar) and by comparison the percentage of parents who have made an active decision to stay at home for varying reasons (the light grey bar), usually for childcare or to take care of the household. Around half of all economically inactive parents in Torbay have made a conscious decision to stay at home. These numbers will not necessarily affect the number of 30 hour childcare places required in Torbay at the present time as these have taken an active decision to remain at home and this is unlikely to change significantly. The statistics which are likely to have the most notable impact on the need for childcare places in Torbay are the numbers of economically inactive (the dark grey bar) which is approximately 50% of economically inactive families. These are the parents who the government are targeting to return to work. Barton with Watcombe, Collaton St Mary, King's Ash, Roundham with Hyde and Tormohun have a particularly high number of workless parents. This is acquainted with the high levels of deprivation which can also be attributed to these wards. These areas need particular attention during ongoing planning for childcare sufficiency as there may be higher levels of parents returning to work who require childcare.

4. Torbay Childcare Market

In May 2019 Torbay Council undertook a survey of childcare providers to gain a snapshot overview of the childcare market in Torbay. There was a 100% response rate from the PVI and maintained childcare sector and a 75% response rate from the Childminder sector.

These are the following registered early years and childcare providers in Torbay:

Type of Provider	Number of Providers 2018	Potential Places* 2018	Number of Providers 2019	Potential Places* 2019
Full Day Care	20	934	20	957
Sessional Pre-schools	12	384	10	324
Maintained Schools and Academies with Nursery Classes	18	598	18	696
Nursery Units of Independent Schools	1	66	1	47
Childminders	82	246	80	252
TOTAL	133	2,228	129	2,276

*Potential places indicates the number of children a provider can take at any one time and is based on a provider 'moment in time' survey.

Torbay has seen a drop in the number of providers following the closure of a full day care nursery and some changes in the way that providers classify their provider type (moving from sessional to full day care for example). Also, Torbay has seen a decrease in Childminder numbers, although an increase in the number of Childminders working with assistants, hence the number of available places hasn't been greatly affected. Torbay has seen an increase in the number of places in school nursery classes due to extending age ranges and creation of new places.

Current supply of childcare (0-4) in Torbay

Private, Voluntary & Independent Childcare Providers spaces – by town (day nurseries, pre-schools and independent schools)

Town	0-4 year old population	Childcare places (0-4) available at a Private Nursery	Childcare places per 100 children	Average Occupancy Level (%)
Brixham	711	45	6	72.7%
Paignton	2660	444	17	77.8%
Torquay	3808	839	22	73.4%
TOTAL	7179	1328	18	74.7%

School Nursery Class spaces – by town

Town	0-4 year old population	Childcare places (0-4) available at a School Nursery	Childcare places per 100 children	Average Occupancy Level (%)
Brixham	711	96	13	88.0%
Paignton	2660	245	9	89.2%
Torquay	3808	355	9	85.6%
TOTAL	7179	696	10	87.2%

Childminder (CM) spaces - by town

(It is important to note that this is an estimate because childminder spaces vary widely according to the childminder's preferences relating to ratios, children's individual requirements for care, working hours and working days. The childminding market is also very changeable with many new start-ups and close downs throughout the year.)

Town	0-4 year old population	Childcare places (0-4) available at a Childminder	Childcare places per 100 children	Average Occupancy Level (%)
Brixham	711	48	7	64.4%
Paignton	2660	115	4	59.5%
Torquay	3808	89	2	61.9%
TOTAL	7179	252	3	61.5%

TOTAL 0-4 spaces (PVI, School & CM) – by town

Town	0-4 year old population	Childcare places (0-4) available at PVI/School/Child minder	Childcare places per 100 children	Average Occupancy Level (%)
Brixham	711	189	26	69.2%
Paignton	2660	804	30	68.5%
Torquay	3808	1283	34	72.5%
TOTAL	7179	2,276	32	69.1%

Supply and demand for childcare for children aged 0-4 in Torbay by ward

Ward/Area	0-4 year old population	Childcare places (0-4) available at PVI	Childcare places (0-4) available in School	Childcare places (0-4) available at Childminder	Total Childcare (0-4) places available	Childcare places per 100 children	Average Occupancy Level (%)
Barton With Watcombe	867	141	60	16	217	25	63.3%
Churston With Galmpton	251	52	50	18	120	48	61.6%
Clifton With Maidenway	518	0	52	21	73	14	72.5%
Cockington With Chelston	422	36	0	18	54	13	80.2%
Collaton St Mary	159	92	0	9	101	64	76.7%
Ellacombe	550	54	58	12	124	23	65.7%
Furzeham With Summercombe	394	16	26	26	68	17	76.2%
Goodrington With Roselands	284	95	0	29	124	44	67.0%
King's Ash	555	0	45	18	63	11	61.1%
Preston	480	79	0	14	93	19	73.1%
Roundham With Hyde	413	126	98	6	230	56	70.6%
Shiphay	472	216	92	16	324	69	71.6%
St Marychurch	580	238	59	6	303	52	66.4%
St Peter's With St Mary's	317	29	70	22	121	38	70.1%
Tormohun	729	126	26	21	173	24	66.8%
Wellswood	188	28	60	0	88	47	74.1%
Torbay	7179	1328	696	252	2276	32	69.4%

All year round childcare analysis

Childcare supply and demand for children aged 0-4 for all year round places (AYR) in Torbay by town

This data is based on AYR places offered by day nurseries, school nurseries and childminders. Some providers offer both AYR and term time, so some places are counted twice.

Town	0-4 year old population	AYR places available (0-4)	AYR places per 100 children	AYR Occupancy Level (%)
Brixham	711	63	9	67.7%
Paignton	2660	390	15	72.6%
Torquay	3808	774	20	63.3%

TOTAL	7179	1227	17	67.1%
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Childcare supply and demand for children aged 0-4 for all year round places (AYR) in Torbay by ward

Ward/Area	0-4 year old population	AYR places available (0-4)	AYR places per 100 children	AYR Average Occupancy Level (%)
Barton With Watcombe	867	151	17	48.1%
Churston With Galmpton	251	66	26	51.8%
Clifton With Maidenway	518	3	1	50.0%
Cockington With Chelston	422	48	11	80.2%
Collaton St Mary	159	68	43	72.9%
Ellacombe	550	60	11	71.1%
Furzeham With Summercombe	394	20	5	80.0%
Goodrington With Roselands	284	104	37	72.7%
King's Ash	555	6	1	85.0%
Preston	480	9	2	92.3%
Roundham With Hyde	413	130	31	63.3%
Shiphay	472	205	43	65.2%
St Marychurch	580	183	32	65.4%
St Peter's With St Mary's	317	47	15	69.2%
Tormohun	729	67	9	52.5%
Wellswood	188	60	32	64.3%
Torbay	7179	1227	17	66.4%

Term time only childcare analysis

Childcare supply and demand for children aged 0-4 for Term Time Only places (TTO) in Torbay by town

This includes school nursery classes, pre-schools and childminders. Some providers offer TTO and all year round.

Town	0-4 year old population	TTO places available (0-4)	TTO places per 100 children	TTO Occupancy Level (%)
Brixham	711	184	26	71.1%
Paignton	2660	775	29	68.6%
Torquay	3808	1254	33	70.3%
TOTAL	7179	2213	31	69.8%

Childcare supply and demand for children aged 0-4 for Term Time Only places (TTO) in Torbay by ward

Ward/Area	0-4 year old population	TTO places available (0-4)	TTO places per 100 children	TTO Occupancy Level (%)
Barton With Watcombe	867	211	24	72.3%
Churston With Galmpton	251	118	47	61.6%
Clifton With Maidenway	518	70	14	72.5%
Cockington With Chelston	422	45	11	83.6%
Collaton St Mary	159	98	62	76.7%
Ellacombe	550	122	22	65.7%
Furzeham With Summercombe	394	59	15	75.6%
Goodrington With Roselands	284	119	42	67.0%
King's Ash	555	60	11	61.1%
Preston	480	88	18	67.7%
Roundham With Hyde	413	224	54	77.0%
Shiphay	472	323	68	71.6%
St Marychurch	580	303	52	66.4%
St Peter's With St Mary's	317	123	39	70.1%
Tormohun	729	162	22	66.8%
Wellswood	188	88	47	74.1%
Torbay	7179	2213	31	69.8%

2 year old funding entitlement

From the term after their second birthday some children are eligible for 15 hours free childcare per week for 38 weeks of the year (or an equivalent amount). Torbay Council has a duty to ensure that all children who want to take up this entitlement are able to do so.

Since the implementation of the 2 year funding scheme in September 2014, the Department of Education (DfE) have provided each LA with estimated numbers of children that will be eligible for the funding in the local area, using records provided by the Department for Work and Pensions. Upon implementation, the local area had around 700 children that were eligible for the funding. Since then, the number of families has reduced significantly and is now around 450 - 500 families who are eligible based on their financial circumstances.

Childcare supply and demand for free entitlement places (2 year olds) in Torbay by town

(Places available include private providers, schools offering 2YO places and childminders)

Town	2 year old population <i>(estimate 2017)</i>	No. of children potentially eligible for 2YO funding	% of 2YO population potentially eligible for funding
Brixham	145	41	28.2%
Paignton	536	158	29.5%
Torquay	774	260	33.6%
TOTAL	1455	459	31.5%

(Source - ONS Mid-Year Population Estimates 2017 compared with the list issued by the DWP in August 2019)

Ward/Area	2 year old population <i>(estimate 2017)</i>	No. of families potentially eligible for 2YO funding	% of 2YO population potentially eligible for funding
Barton With Watcombe	174	63	36.2%
Churston With Galmpton	55	11	20.0%
Clifton With Maidenway	98	23	23.5%
Cockington With Chelston	88	16	18.2%
Collaton St Mary	30	8	26.7%
Ellacombe	111	52	46.8%
Furzeham With Summercombe	74	27	36.5%
Goodrington With Roselands	60	16	26.7%
King's Ash	104	41	39.4%

Preston	101	19	18.8%
Roundham With Hyde	88	40	45.5%
Shiphay	97	23	23.7%
St Marychurch	125	26	20.8%
St Peter's With St Mary's	71	14	19.7%
Tormohun	130	75	57.7%
Wellswood	49	5	10.2%
Torbay	1455	459	31.5%

(Source - ONS Mid-Year Population Estimates 2017 compared with the list issued by the DWP in August 2019)

3 & 4 year old Universal Entitlement (15 hours)

From the term after their third birthday all children are eligible for 15 hours free childcare per week for 38 weeks of the year. The Local Authority has a duty to ensure that all children who want to take up this entitlement are able to do this.

Childcare supply and demand for 15 hour free entitlement places (3 & 4 year olds) in Torbay by town

Town	3+4 year old population
Brixham	296
Paignton	1139
Torquay	1547
TOTAL	2982

(Source - ONS Mid-Year Population Estimates 2017)

It is important to recognise that a proportion of the 4 year olds included in this population count will be in a school reception place (approximately 1000-1200 children). Children remain entitled to an early years place until they reach statutory school age the term after their fifth birthday, however on a usual basis there are not more than 5 or 6 children per year who delay entry into school. Therefore the number of 4 year olds has been reduced to account for children in a school reception.

3 & 4 year old Extended Entitlement (30 hours)

The entitlement to 30 hours funded childcare for working families is now in the second year of implementation. Upon entering the second year it remains a priority to ensure that there are enough, high quality places available for parents who need them. In the first year of implementation, Torbay did not receive any formal complaints from parents who were unable to access a childcare place.

Town	3+4 year old population
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Brixham	112
Paignton	402
Torquay	572
TOTAL	1086

(Source – Torbay 2019 summer headcount data)

Some consideration needs to be given to the number of children entitled to 2 year old funding who become entitled to 3 year old funding when they turn 3 years old. The table below gives an idea of the number of 30 hours children who were previously in receipt of 2 year funding.

Total number of funded 2 year olds in Autumn 2018 who became 3YO funded in Spring 2019	Total number of funded 2 year olds in Autumn 2018 who became entitled to 30 hours in Spring 2019	% of funded 2 year olds who became 30 hours funded in Spring 2019	Total number of funded 2 year olds in Spring 2019 who became 3YO funded in Summer 2019	Total number of funded 2 year olds in Spring 2019 who became entitled to 30 hours in Summer 2019	% of funded 2 year olds who became 30 hours funded in Summer 2019
194	27	14%	117	41	35%

Since the implementation of the 30 hours extended entitlement, the majority of providers do not allocate places for specific age ranges. Therefore it is necessary to look at the places available overall compared to the number of children (2, 3 and 4 year olds) who will be entitled to a funded place.

Town	No. of children potentially eligible for 2 year old funding	Approx no. of eligible 3+4 year old UNIVERSAL*	Approx no. of eligible 3+4 year old EXTENDED	TOTAL number of 15 hour places required	Number of places available	Number of places per 100 children	Average Occupancy Level %
Brixham	41	198	112	351	378	107	69.2%
Paignton	158	753	402	1313	1608	122	68.5%
Torquay	260	1031	572	1863	2566	137	72.5%
TOTAL	459	1982	1086	3527	4552	129	69.1%

*This number has been adjusted to account for 4 year olds in a school reception class

The table above allows analysis of the number of individual 15 hour places required. One funded 2 year old will take one 15 hour place, a universal 3 year old will take one 15 hour place and an extended child will take another 15 hour place. For this purpose, the number of available places per day has been multiplied by 2, on the assumption that one place in a childcare provider would be able to accommodate at least two funded 15 hour places across a week. The number of children entitled to 30 hours is based on estimates using summer term data which is the busiest term of the academic year.

It is therefore evident that Torbay has more than sufficient childcare places to accommodate the need in the area and given the occupancy levels, there is also some room to accommodate increased demand. The local area could be subject to an issue surrounding oversupply of places if birth rates drop. More detailed recommendations can be found within the summary and action plan.

Access to Wraparound and holiday childcare for working parents

Many parents need wraparound and holiday childcare for school age children to enable them to be able to work. Wraparound childcare is defined as childcare before school (usually from 8am) and after school (usually from school finish time to 5 or 6 o'clock).

The wraparound care places available in Torbay are outlined below:

Before School

Type of Provider	Number of Providers	Potential Places in BEFORE school care (each day)	Current Occupancy (%)
School	25	832	57.8%
Private Providers	10	158	39.8%
Childminders	24	82	37.1%
TOTAL	59	1072	46.3%

After school

Type of Provider	Number of Providers	Potential Places in AFTER school care (each day)	Current Occupancy (%)
School	20	542	53.5%
Private Providers	11	198	43.6%
Childminders	27	81	50.1%
TOTAL	58	821	49.3%

Across Torbay 28 out of 30 primary schools offer before school care, 23 offer after school care and 2 schools have private providers on site who offer this care. This enables working parents to access wraparound care with relative ease. The information above shows that there is sufficient space in before and after school care offered to meet the needs of working parents. Torbay does not currently have any known issues surrounding the sufficiency of wraparound care for school aged children.

Holiday childcare

Type of Provider	Number of Providers offering a holiday childcare scheme
School	2
Private Providers	9
Childminders	39
TOTAL	50

50 providers in Torbay offer some form of holiday childcare for children of all ages. There are also privately operated holiday care providers who are not Ofsted registered and therefore have not been included within this report.

The type of childcare available varies significantly from provider to provider. For example a school may commission an external company to deliver holiday clubs for children aged 5-11 years old, whereas a childminder might offer one or two places depending on their ratios for each day.

The 2019 parent consultation asked several questions in relation to holiday childcare. There were 383 responses to the consultation. 35% of respondents indicated that they required childcare for their children during the holidays. Of the respondents that said they use or need holiday childcare, 65% indicated that they found it difficult to find suitable holiday childcare.

“It's hard to find care at all in summer holidays and half terms. Also it's very expensive “

“Too expensive, have to ask friends/grandparents for childcare cover.”

“Often sessions available are not whole day which is required to go to work.”

“I now work term time to forget the stress and hassle of trying”

“Too expensive. Hours too long (having to pay for full days when only half day is needed). Not enough options other than sports clubs and expensive day care”

“Having to use a great deal of annual leave to cover school holiday periods”

“Tried holiday club adjacent to school, but not that happy with it. Other options seem limited. Makes school holidays difficult to cover.”

“My son has autism, as we live in brixham there is no childcare provision for my son and his additional needs, we have to search out of town to locate childcare in school holidays for my daughter who is 6”

“Most clubs are out of my town, expensive and not available for the age of my children. Everything seems to be aimed at slightly older children”

“The local holiday club only runs 4 days a week and only until 3pm - no good for full time working. More suitable clubs are too far away and inaccessible on public transport”

“High prices for my low income”

There are 2 common themes running through the responses from parents; availability and affordability. It is evident that there is not sufficient holiday childcare for children in Torbay which meets the needs of parents and this is addressed in the action plan at the end of this document.

Migration in Torbay for Childcare

The table below shows migration across Torbay for childcare; i.e. the percentage of children who attend a setting in their home ward, who travel within their home town to a setting and who travel outside their home town to a setting. This information is valuable when considering Torbay childcare sufficiency as a whole and at town level.

WARD	% of children attending a setting in their residential ward	% of children attending a setting within their residential town	% children travelling to setting in a different town
Barton With Watcombe	36%	85%	15%
Churston With Galmpton	46%	80%	20%
Clifton With Maidenway	36%	79%	21%
Cockington With Chelston	33%	89%	11%
Collaton St Mary	20%	65%	35%
Ellacombe	45%	94%	6%
Furzeham With Summercombe	70%	90%	10%
Goodrington With Roselands	25%	87%	13%
King's Ash	22%	72%	28%
Preston	49%	85%	15%
Roundham With Hyde	34%	88%	12%
Shiphay	23%	80%	20%
St Marychurch	37%	93%	7%
St Peter's With St Mary's	46%	83%	17%
Tormohun	51%	97%	3%
Wellswood	43%	97%	3%

The above information is also set out in towns below:

TOWN	% of children attending a setting within their residential town	% children travelling to setting in a different town
Brixham	86%	14%
Paignton	81%	19%
Torquay	90%	10%

This information suggests that there is generally sufficient childcare within families home wards and towns to accommodate their needs. There is no set way to calculate how and why parents choose their childcare provider and many will choose a provider close to work rather than close to home. This would mean that there will always be some cross town and cross border migration for childcare.

Cost of childcare across England

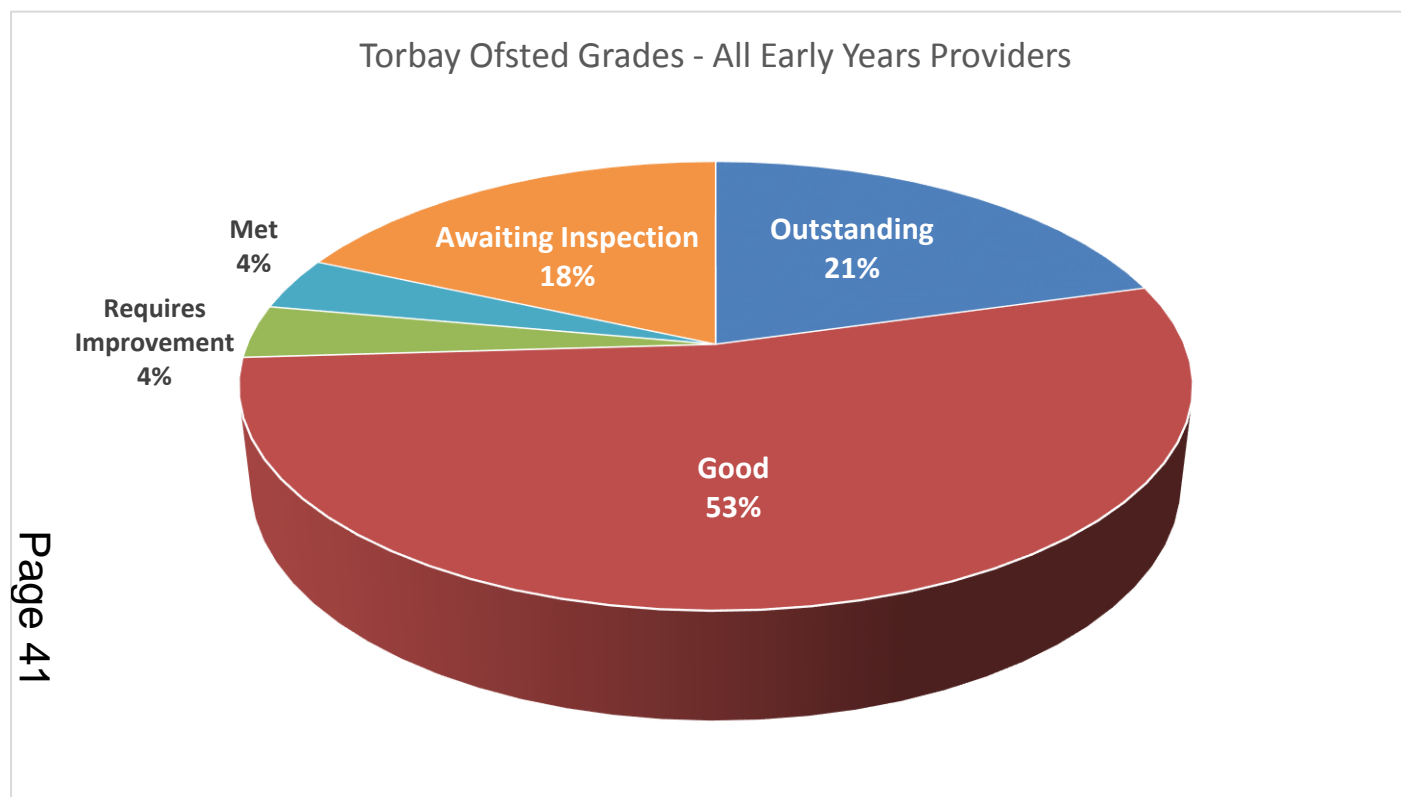
Price of 25 hours a week childcare for children under three at nurseries and childminders

	Nursery		Childminder	
	Under two	Two and over	Under two	Two and over
Great Britain	£127.12	£124.04	£113.31	£112.02
England	£128.98	£125.77	£114.37	£112.92
Scotland	£111.08	£107.86	£104.54	£103.46
Wales	£117.36	£116.19	£105.70	£105.70
East Midlands	£113.48	£113.22	£95.48	£95.94
East of England	£127.78	£126.37	£114.22	£113.88
London, inner	£174.54	£163.01	£159.46	£156.91
London, outer	£151.08	£143.44	£143.69	£138.83
North East	£124.81	£118.00	£102.14	£102.11
North West	£108.03	£103.57	£92.70	£93.37
South East	£137.04	£135.50	£120.40	£117.62
South West	£126.51	£125.00	£115.01	£114.33
West Midlands	£125.87	£123.37	£106.46	£106.11
Yorkshire and Humberside	£107.61	£109.96	£98.66	£97.75
Torbay	£114.00	£114.00	105.50	£105.50

Source: Coram Family and Childcare – Childcare Survey 2019

This information demonstrates that the cost of childcare across Torbay is reasonable compared with regional (South West) and national (England) averages, however it is important to consider the demographic of the area. According to the Nomis 2018 Labour Market Profile, average annual earnings in Torbay are approximately £3400 less than the south west average. Therefore, although Torbay childcare costs are cheaper than the south west average, when you account for the difference in earnings, Torbay costs are high. This correlates with feedback from the parent consultation.

5. Quality of childcare in Torbay

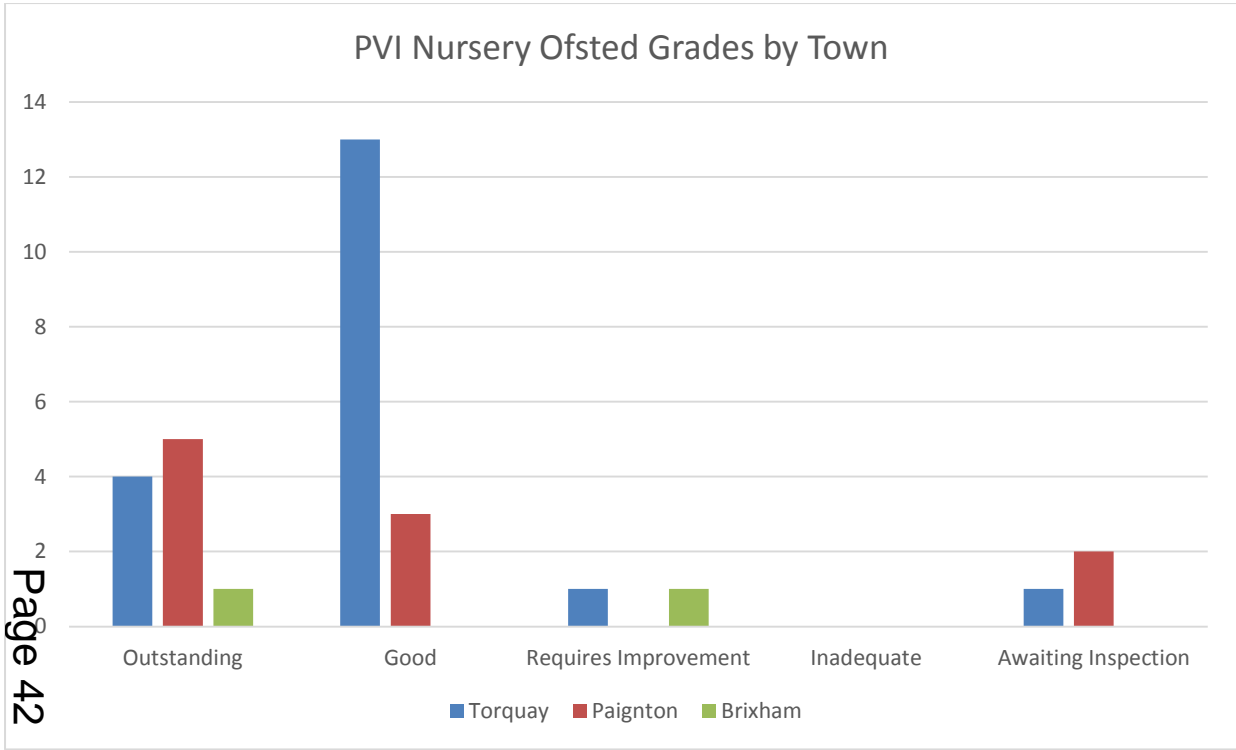


The pie chart above shows that 74% of Torbay Early Years providers are good or outstanding, a further 18% are awaiting their inspection following academy conversion or new registration.

The table below demonstrates PVI Nursery Ofsted grades by town:

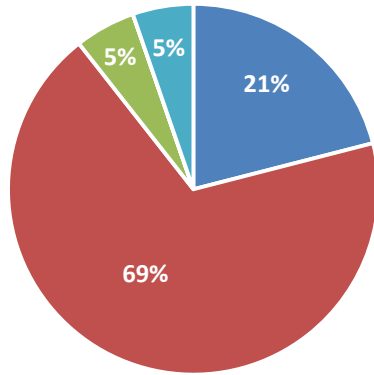
OFSTED Grade	Torquay Nurseries		Paignton Nurseries		Brixham Nurseries	
	Number	%	Number	%	Number	%
Outstanding	4	21.0%	5	50.0%	1	50%
Good	13	68.4%	3	30.0%	0	0.0%
Req Improvement	1	5.3%	0	0.0%	1	50%
Inadequate	0	0.0%	0	0.0%	0	0.0%
Awaiting	1	5.3%	2	20.0%	0	0.0%

In Torbay the majority of all providers are Ofsted graded 'Outstanding' or 'Good'. This means that the majority of children in Torbay receive their early education in a high quality setting. There are a small number of settings who are graded 'Requires Improvement' or are awaiting their inspection.



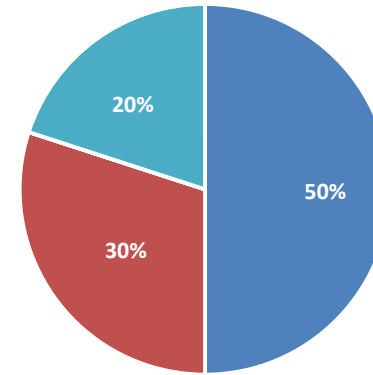
Torquay PVI Nursery Ofsted Grades

■ Outstanding ■ Good ■ Req Improvement ■ Awaiting Inspection



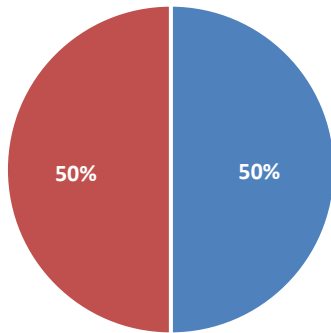
Paignton PVI Nursery Ofsted Grades

■ Outstanding ■ Good ■ Awaiting Inspection



Brixham PVI Nursery Ofsted Grades

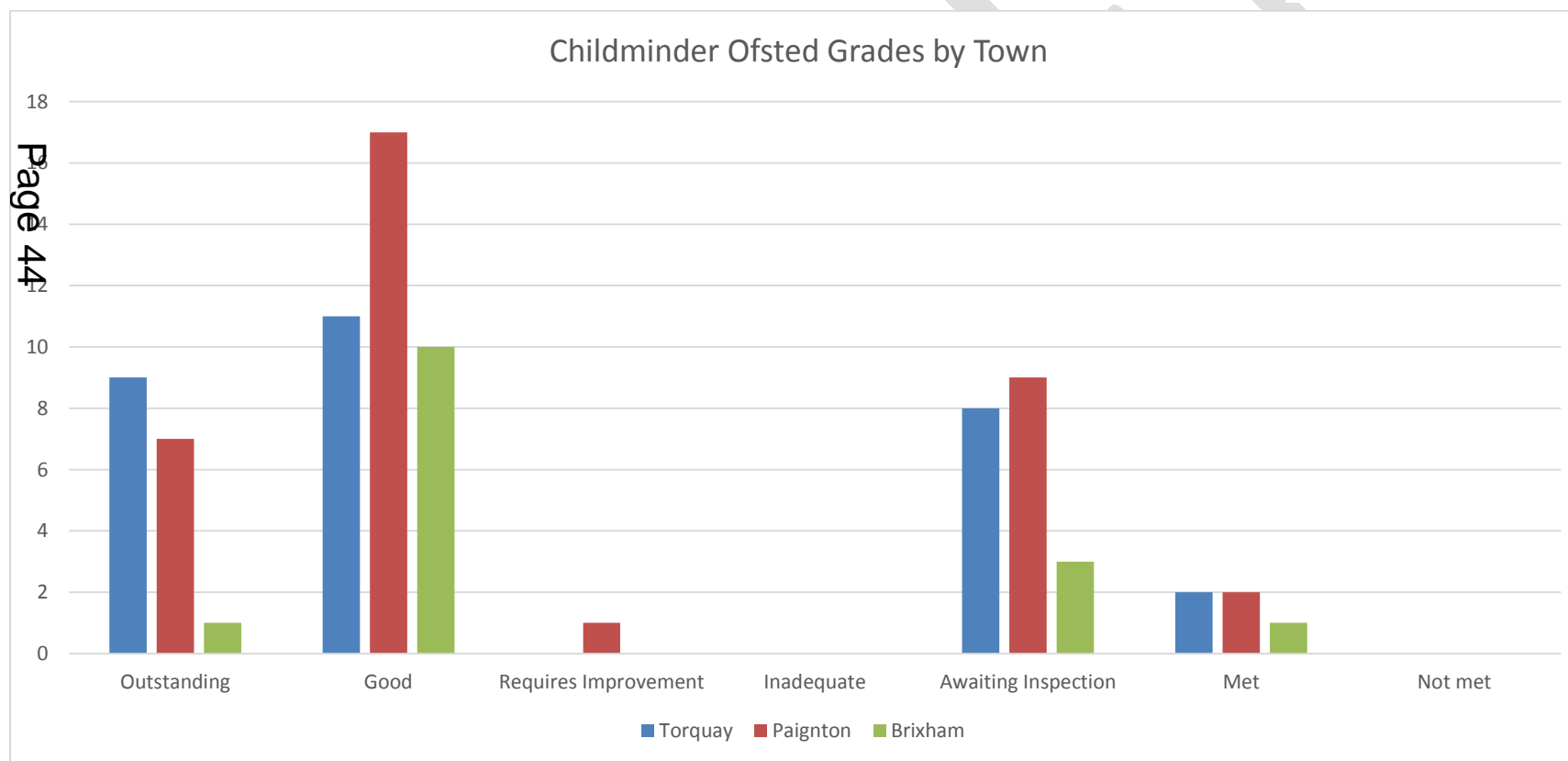
■ Outstanding ■ Req Improvement



The table below demonstrates Childminder Ofsted grades by town:

OFSTED Grade	Torquay CMs		Paignton CMs		Brixham CMs	
	Number	%	Number	%	Number	%
Outstanding	9	30.0%	7	19.4%	1	6.7%
Good	11	36.7%	17	47.2%	10	66.7%
Requires Improvement	0	0.0%	1	2.8%	0	0.0%
Inadequate	0	0.0%	0	0.0%	0	0.0%
Awaiting Inspection	8	26.7%	9	25.0%	3	20.0%
Met	2	6.7%	2	5.6%	1	6.7%
Not met	0	0.0%	0	0.0%	0	0.0%

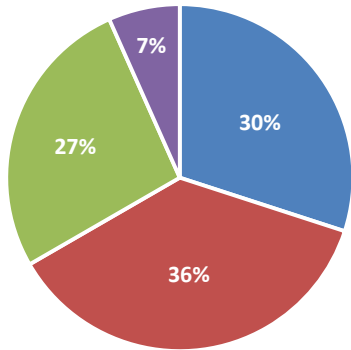
The largest proportion of Childminders in Torbay are Ofsted graded 'Outstanding' or 'Good'. There is 1 childminder within Torbay who is Ofsted graded as 'Requires Improvement'. There are a large number of newly registered childminders following a recruitment drive to encourage new childminders to start up, therefore these childminders are awaiting their Ofsted inspection. (NB – a 'met' grade is where a childminder is inspected but does not have any early years children on roll.)



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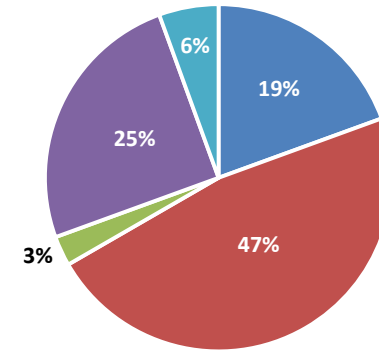
Torquay Childminder Ofsted Grades

■ Outstanding ■ Good ■ Awaiting Inspection ■ Met



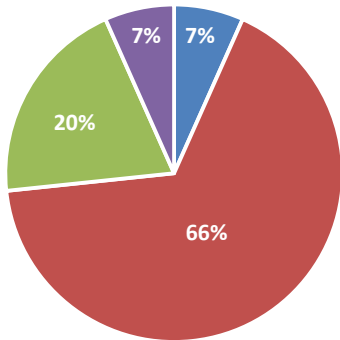
Paignton Childminder Ofsted Grades

■ Outstanding ■ Good ■ Requires Improvement ■ Awaiting Inspection ■ Met



Brixham Childminder Ofsted Grades

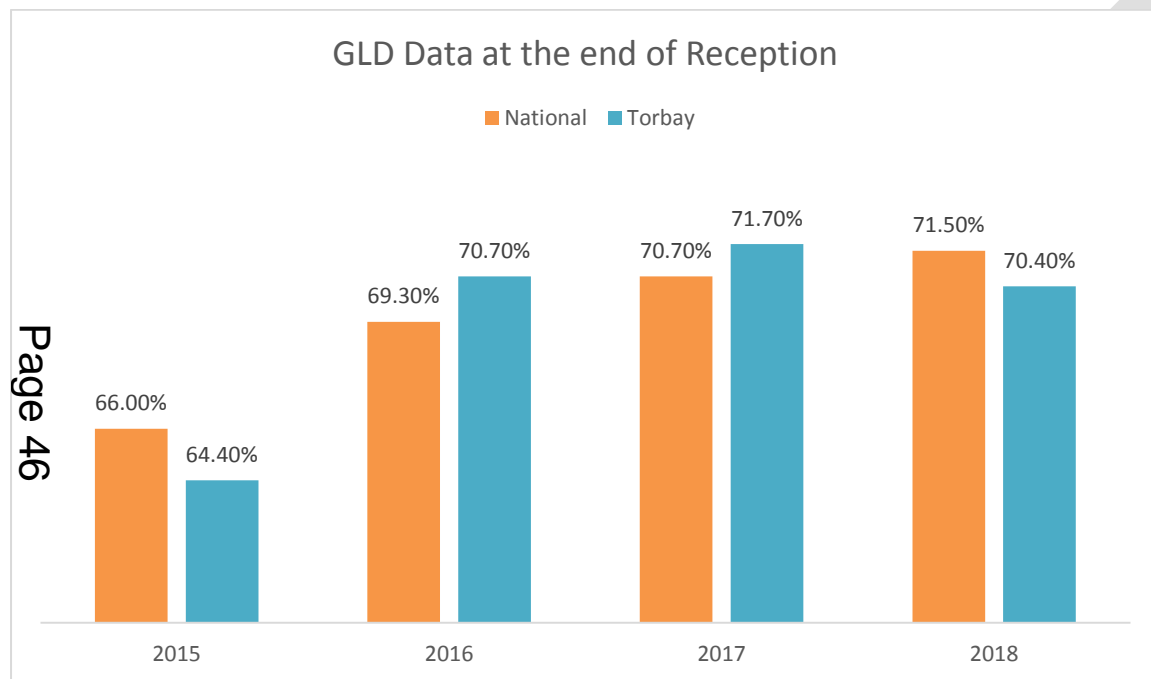
■ Outstanding ■ Good ■ Awaiting Inspection ■ Met



Data on Children achieving a Good Level of Development (GLD)

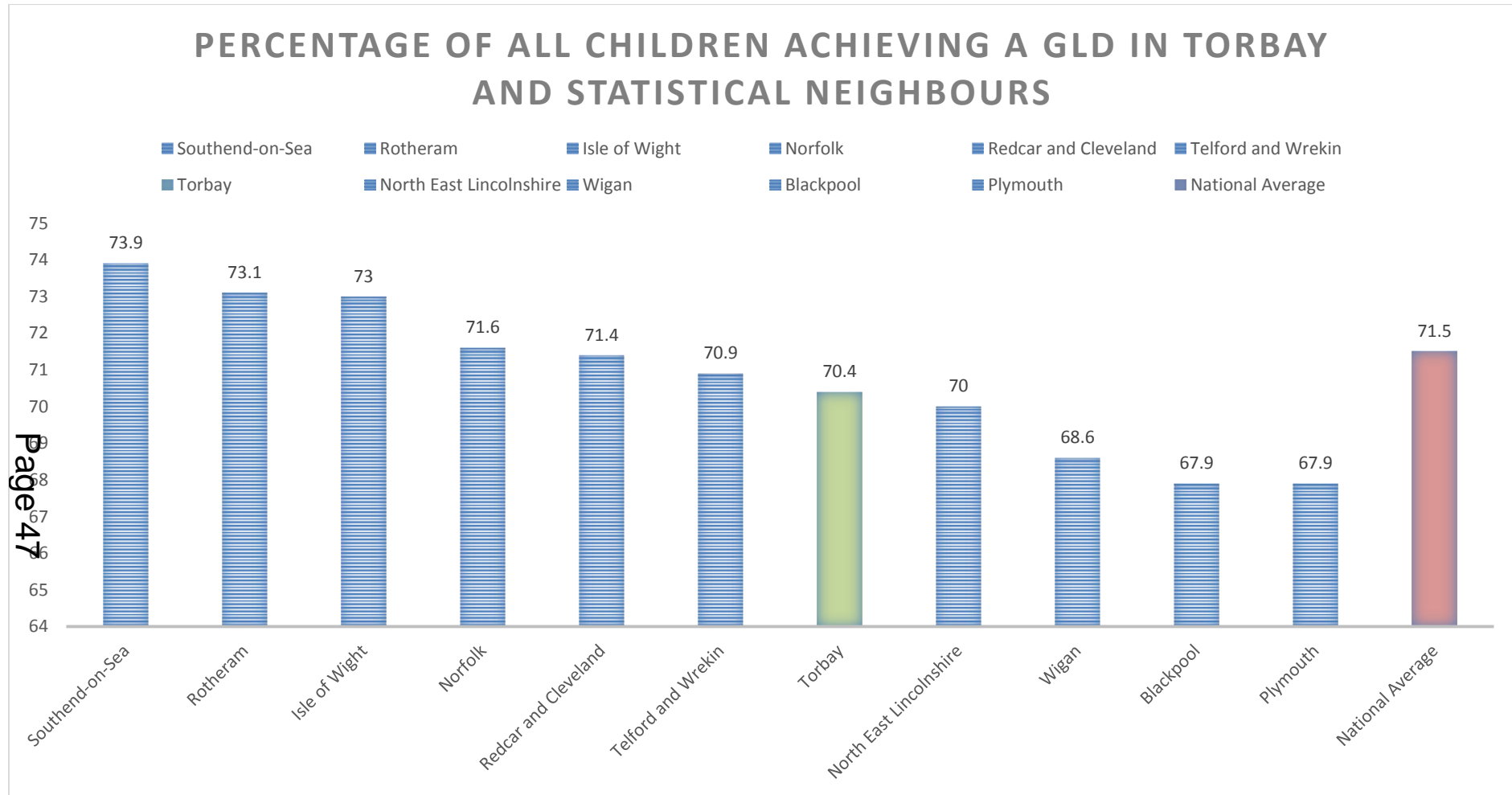
Children are defined as having reached a good level of development at the end of the Early Years Foundation Stage (EYFS) in the reception year if they have achieved at least the expected level for the Early Learning Goals (ELGs) in the prime areas of learning (personal, social and emotional development; physical development; and communication and language) and the specific areas of mathematics and literacy.

The chart below indicates the percentage of children in Torbay and nationally achieving a good level of development (GLD) at the end of their Reception year:

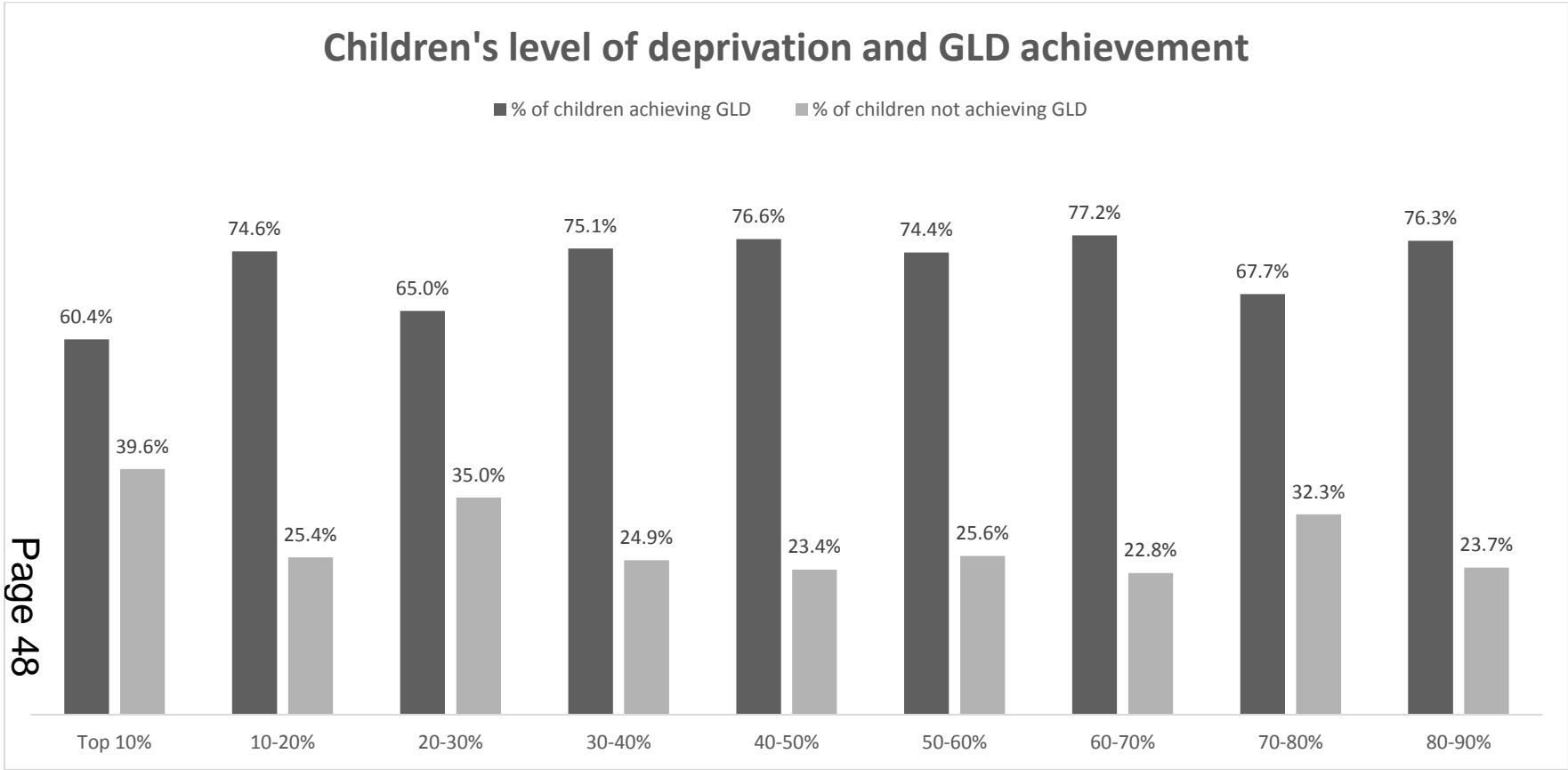


At a local level, 70.4 % of children achieved a good level of development at the end of Reception in 2018. There has been a slight drop compared to the data in 2017.

The chart below shows Torbay's performance of GLD achievement in comparison with statistical neighbours:



In comparison to our statistical neighbours Torbay is the 7th performing local authority and is performing below national average.



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The chart above shows the achievement of a good level of development split down to deprivation level using the child's home postcode and the IDACI 2015 deprivation levels. The table shows that as a general rule, the higher the level of deprivation, the lower the achievement.

6. Housing Developments

Below is a table demonstrating numbers of housing completions broken down by town, per year since 2011/12:

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Torquay	176	252	77	161	125	168	200
Paignton	53	204	207	231	150	178	228
Brixham	27	45	18	16	51	68	103
Total	256	501	302	408	326	414	531

Below is a table estimating the number of additional childcare places required as a result of the new housing developments:

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Torquay	2.51	3.60	1.10	4.5	3.4	4.3	5.5
Paignton	0.76	2.91	2.96	6.4	4.0	4.6	6.3
Brixham	0.39	0.64	0.26	0.5	1.4	1.7	2.9
Total	3.66	7.16	4.31	11.4	8.8	10.6	14.7

This shows that the current impact of housing developments in Torbay has a minor influence on the number of childcare places required. There are some new housing developments planned between 2016 and 2020 in Torbay. All new housing developments in Torbay are planned for and analysed to ensure that in the schools planning process, the additional school/childcare places are planned for. There are plans for a new school to open in Torbay to accommodate the growing number of children in the area. All new schools will have due consideration given to nursery provision for two to 5 year olds.

There is a growing trend that the new housing developments, especially in the Paignton area, are attracting families with multiple children. This has been accounted for with the planned new schools offering nursery provision.

7. Parental Demand

The Local Authority consulted with parents in May 2019 to establish demand and needs for childcare within Torbay.

An overview of the results from the survey can be found below:

- 391 responses to the questionnaire (not all 391 answered all questions)
- 303/391 have children aged under 5 years old – 77%
- 33/391 have a child with a special educational need or disability (SEND) –8%
- 331/391 consider themselves to be a ‘working household’ – 85%
- 310/389 use childcare to enable them to work – 80%
- 279/383 found it easy to find a place with an early years provider – 73%
- 104/383 found it difficult to find a place with an early years provider – 27% (see some example reasons below)
 - *Most childminders were full*
 - *Needed flexible days as I work alternate days on a two week timetable*
 - *Waiting list took a year to get a place*
 - *Often places are booked up, don't offer care past 5pm or don't cover school holidays*
 - *All of the closest providers would only take children over the age of two. I needed childcare from aged 6 months and have to use a provider that requires a car journey to reach.*
 - *Getting hours that fit with shift work*
 - *A lot of places was full or didn't take on until the September*
- 120/328 find childcare expensive and unaffordable – 37%
 - More than half of the respondents who found childcare expensive indicated that they are not entitled to any funding or support with childcare costs.
- 265/384 were able to access childcare on the days and at the times they required – 69%
- 51/384 stated that they were not able to access childcare at suitable times – 13%. See below for examples of reasons provided:
 - *Need cover from 7am till 7pm*
 - *We wanted mornings but there wasn't any places left for any morning sessions*
 - *Limited places for days required, had to change working days to fit around nursery.*
 - *I had to wait 8 months for more hours/days*
 - *I could only get him in at spaces that were available. However for the new year coming I have been offered more available times to suit.*
- 116/359 indicated that they have to pay their provider for additional extras – 32%. The majority of these charges relate to food; see below for examples of some of the charges:
 - *Lunch £3 a day*
 - *£15 per term towards healthy snacks*
 - *Nappies and soya milk as child has cows milk protein allergy*
 - *Nappies, lunch and dinner*
 - *I provide nappies and wet wipes and pay extra for lunch*
 - *Our childminder charges £6 to cover her costs as we use the 30 hour funding with her. We pay an extra fee for 8am start (breakfast club) and lunch.*

These are some of the general parent comments:

- *I'm a single parent who works 16 hours a week, without early years childcare I wouldn't have been able to go back to work. My daughter started nursery at 2 years old and is thriving from it.*
- *working parents hardly get any support for their children age 0 to 3.*
- *I think childcare in Torbay I'd easy enough to come across but it is not realistically affordable. Because myself and my husband work full time we are expected to be able to afford childcare. Nursery fees run at £40 for not even a full day.*
- *I think it's a massive help and my daughter loves going to nursery and learns so much from it*
- *I would find it helpful for work to have a breakfast club that started from 7.30am or school holiday childcare which is more affordable for 2 children.*
- *I only work 12 hours a week. I would love to work more but have to wait for the government funding as I can't afford to pay more childcare.*
- *My children have benefited and enjoyed exploring a childcare setting. I just feel that parents who work are not given much support in childcare cost compared to other who wish to not work.*
- *The nursery was very good, and my child enjoyed going and he gained a lot of different skills.*
- *15 hours free funding for 2 year olds should be available for working parents and not for people on benefits and not working. I have had to pay alot of money until my child received 30 hours free funding at 3 years old.*
- *I currently use family members for childcare in holidays as would find it too costly to use a provider for childcare.*
- *The 30 hours scheme has made it much easier to get back to full time employment*

Torbay has not received any formal complaints from parents that they are unable to access a suitable place for their child, although the consultation did identify that parents of children with SEND find it more difficult to access a suitable place. More can be found on this in the SEND section of this report. Many of the comments from parents related to the affordability of childcare and the availability of funding. Both of these things are beyond the control of the Local Authority. Providers and childminders set their own charges for childcare. Whilst the Local Authority can provide some level of advice, the costs are down to the provider to set. Similarly, the policies for early years funding is set centrally by government, so the Local Authority has no control over who is entitled to the funding. Therefore, whilst it is evident that parents are not always happy with the cost of childcare, it is clear that the needs of the majority of parents in the local area are met on a general basis.

8. Services available to families in Torbay

Family Information Service

The Family Information Service (FIS) provides up to date information to families about childcare, activities and advice and support services in Torbay. It can be accessed by anyone online through fis.torbay.gov.uk, via the free phone line, 0800 328 5974, by email, fis enquiries@torbay.gov.uk, and face to face in the reception area on Union Street in Torquay. Details of Ofsted registered childcare in Torbay are received by the FIS directly from Ofsted and additional information is added by childcare providers.

The FIS offers support to any family looking for childcare including those claiming funded hours for 2, 3 and 4 year olds. Advisors within the FIS are able to find out about particular vacancies and arrange visits for families who find it more difficult to arrange a place.

The FIS holds details of many other activities and events such as sports clubs, uniformed groups, children's centre services and youth groups that may support children, young people and their families while they are growing up. As part of the SEND reforms, Torbay Directory also hosts the Local Offer for education, health and social care providers to enable families to access more detailed information about services available for children and young people with a special educational need or disability.

Within the parent consultation, parents were asked how easily they were able to access information about childcare providers. The majority of parents responded that they were able to locate suitable information about childcare providers through the internet and a quarter of respondents who use the internet have used the FIS website to look at childcare provision. There were some suggestions for ways to improve this service and some general comments which have been shared with the FIS team for review and development where appropriate:

"Have a central website where people can go on and rate people they have used. Builds up recommended babysitters too as nowadays so difficult to trust anyone"

"Think Torbay Council have a wealth of information on their website available which is easy to access and user friendly."

"Provide clear information to all employers that they can include for employees on their return to work."

"Provide information to health visitors to pass on. Maybe have a dedicated web page on website listing all available childcare providers with prices and reviews etc."

"Ask childminders to keep up to date vacancies on the childcare website"

"Have a website that shows all childcare options. Where they are with a map and ratings from ofsted as well as parents/ carers comments. It would make it easier to compare them and find the most suitable place for our children. Similar to the way we can compare schools in the area on your website."

Children's Centres

Torbay Children's Centres have centres in Torquay, Paignton and Brixham offering drop-in, workshops, Stay & Plays, Play Cafes, antenatal sessions and fun activities for families with children under 5 years old. The aim of all Children's Centres within the locality is to improve outcomes for young children and their families by:

- Reducing inequalities in child development and school readiness
- Improving parent's aspirations, self-esteem and parenting skills
- Improving child and family health and life chances

Children's Centres contribute to ensuring that every child gets the best start in life. They also work towards better opportunities for parents, and a stronger and safer community.

Early Help

The Early Help Service guides and assists children and families and professionals through the process of getting the right help to meet need. Early Help is delivered in the following ways:

1. Early Help professionals Consultation Line

Since 1st August 2017 the Early Help Consultation Line has been in operation. The line is designed to provide advice to professionals who think that they have a family in need of Early Help. The consultation line is manned by a duty Social Worker who is able to provide advice and signposting for services that might be of support to the families that you are working with. The number to call is 01803 208525 and the line is open weekday mornings from 9am - 12pm

2. Targeted Help Pathway

There are two pathways into targeted help. The first is when a family are stepped down from statutory intervention at level 4 to targeted help at level 3 and the second is through the MASH.

When the level of need is more complex and involves two or three needs that require several services to work together, then a Targeted Help Request for Service should be completed and submitted to the Multi-Agency Safeguarding Hub (MASH).

The Early Help process guides and assists children and families and professionals so that they can get the right help to meet need. The MASH screens all referrals and ensures that Targeted Help is the right level of support to offer, and that there is enough information in the Request for Service. Information on thresholds and levels of need can be found in TSCB Threshold Document. For further information please see MASH Operational Procedures.

When completing a Targeted Help Request for Targeted Support assessment it's critical that this is discussed with the family and consent is gained from the family prior to making the request. If you are unsure of the level of need please contact the Consultation Line for advice.

3. Targeted Help Panel

Once a request for Targeted Support has been screened and reviewed by MASH. This will be passed to Targeted Help. The Targeted Help panel is a weekly multi-agency meeting which explores and discusses support requests. The aim of the panel is to make decisions about support and intervention for children and families and identify the most appropriate service to allocate a Targeted Help Co-ordinator to work with the family.

The panel is attended by a wide range of professionals from the public sector, community and voluntary services. The panel will provide relevant information about children and young people already known to them and discuss the best support plan for the family.

Once it has been determined during panel who the Targeted Help Co-ordinator is the targeted Help Team record this information on both multi-agency panel minutes and on the child's record. The Targeted help team will review the progress made against the plan initially at 6 weeks and up to a maximum of 12 weeks.

The review will ascertain whether support is still being provided, who is working with the family and whether the support is proving effective in meeting the family's needs. The case will remain open on the children's data base until any support or intervention has been completed and the outcome recorded.

4. Targeted Help Co-ordinator and Team around the Family

Team around the Family

A Team around the Family is a term used when a family is receiving support from a range of people who are working together to improve outcomes for a family. The support being provided to a family could include Universal Services, targeted intervention or support via the Community or Voluntary Sector.

A family's needs could be anything from an educational issue, a health difficulty, financial worries or perhaps housing, which require more than two or three professional's expertise. A Team around the Family should be supporting any family need or difficulty that impact on children and without being addressed could affect a child's developmental milestones and outcomes in the future. Through working with a Team around the Family, children's support needs and difficulties can be addressed together to avoid things escalating. If a parent or carer is worried about lots of aspects of their life and the situation they feel may become unmanageable this is when through the support of a Team around the Family they can feel supported and enabled to manage things progressively, until all needs have been addressed.

Targeted Help Co-ordinator

Within a Team around the Family the Targeted help Co-ordinator will provide advice, support and guidance to the family within the context of their role, while working closely with other agencies to create a Single TAF Plan. With a family's involvement a Targeted help Co-ordinator coordinates services so needs are addressed progressively without feeling overwhelming. The Targeted help Co-ordinator speaks to relevant professionals and organises an initial meeting so parents or carer's and young people (if they wish to be involved) and agencies can meet to develop a Single TAF Plan. The family is supported to take part in this process and is consulted with throughout. Once a Team around the Family meeting has taken place and a plan is created the family and the professionals involved will have joint responsibility for achieving outcomes to reduce the level of need and any potential difficulties within the family situation.

The Team around the Family then continue to talk to each other regularly, with the family continuously being involved to ensure things are 'on track' and the right support in place at the right time.

9. Special Educational Needs and Disabilities

"All children and young people with special educational needs or disabilities (SEND) should be able to reach their full potential in school. They should also be supported to make a successful transition into adulthood, whether into employment, further or higher education or training" – **Department for Education**

8% of the respondents to the parent consultation reported that they have a child with SEND. The consultation included SEND specific questions of which a summary of responses can be found below:

- 21/33 indicated they consider themselves to live in a working household – 64%
- 17/33 found it easy to locate a suitable early years place for their child with SEND – 52%

When asked how easy it is to locate suitable childcare for children with SEND, 48% of the respondents who have children with SEND reported difficulties finding a suitable place. Those who responded were asked for additional information around this and below is an example of some of the responses:

I cannot find after school care or holiday care that meets my SEN child's needs which stops me from being able to work my child has autism, and needs one to one help

Can't find anywhere to take a SEND child during holiday time

Care is expensive, can only find sports orientated holiday care and although our son loves sports he has a disability with his leg and nervous to send him.

*My son was quite frequently excluded from the early years provision as they had no experience what so ever with autism
It took 6+ years to get a correct diagnosis for my child
I was not allowed certain times due to lack of staff to be able to cater for his needs
Child was not given an EHCP until after he started school.*

Access to childcare for children with Special Educational Needs and Disabilities (SEND)

To respond to the growing demand for support of children with SEND in Torbay, the Council provides settings with the opportunity to receive additional funding called Activity Led Funding for Early Years (ALFEY funding). This funding provides financial support to settings to allow them to be inclusive of all children and provide extra support and resources for children with SEND; even if they do not have a statement or EHCP. The settings Special Educational Needs Coordinator (SENCo) makes an application to the Early Years Team. The application is assessed by a panel and funding is allocated as appropriate to the setting based on an hourly rate percentage which is judged by the child's level of need.

This funding can provide financial support for 1:1 care for children or allow equipment and resources to be purchased to support the setting in delivering inclusive early education for the child. The result of this funding is encouraging all settings in Torbay to be fully inclusive, improving parental confidence and reducing demand for places in Torbay's only specialist SEND school, Mayfield. In 2018/19 the Local Authority provided over £265,000 of additional funding to Torbay settings to support inclusion of children with SEND, supporting between 75 and 100 children each term.

The Torbay Local Offer describes the services and support for children and young people with SEND and helps their families to make informed choices about the support they receive. The Torbay SEND team includes 4 case workers who provide regular support to children and young people with complex special educational needs within an early years, school or further education setting. Case workers are responsible for coordinating new requests for statutory education, health and care plan assessments. The SEND team also has Education Health & Care Plan Officers who are responsible for drafting new ECHPs in response to requests for statutory assessment.

The SEND team are responsible for ensuring that special educational provision is made available to children who need it following a statutory assessment. A statutory Assessment is a process where information is collected from the parents, child/young person and professionals. This then allows the Local Authority to gain a clear picture of the education, health and care needs of the child /young person. A request for statutory assessment can be made by a parent or requested by a child's school/setting. This can be done by downloading and completing the 'Request for Statutory Assessment Form'. The Authority will then consider whether to carry out an assessment. Requests are considered by the 'SEND Panel' which includes SENCOs, an Educational Psychologist and Health and Social Care representatives. The decision as to whether to carry out a statutory assessment remains with the Authority.

If the team decide to conduct an Education, Health and Care assessment then an SEN Officer will be appointed. This will be the person who keeps parents updated on their child's assessment. The SEN Officer will meet with them, listen and collate any additional information they may have. As well as this, education, health and care professionals involved with the child or young person will be asked to submit information as their contribution to the plan. When all of the information has been gathered, those involved in the assessment stage, along with parents, will propose the support needed for the child or young person to achieve their required outcomes. This will be recorded in the child's Education, Health and Care Plan. The SEN team do not teach the child or young person, but will support the educational institution that they attend by a monitoring and review process, which helps to ensure that their needs are being met and that educational progress is being made.

This approach allows all schools and settings to be as inclusive as possible and respond to the needs of all children.

For children with severe and profound learning difficulties or disabilities there is the possibility of attending Mayfield Special School which accommodates children from age 2 to 19 years old. Admission to the school is decided by the Local Authority and is based upon the above process for SEND statutory assessments. Those with more severe difficulties who cannot be accommodated in a mainstream school will instead receive their education in this fully inclusive format.

Torbay provides the following services for children as part of the Local Offer:

- **Educational Psychology** – Torbay’s Educational Psychologists (EPs) have had experience working with children or young people and have also had additional training and experience in how children and young people learn and develop. They work closely with teachers and parents to help children who are having difficulties with learning and general development, including reading, writing, spelling and numbers; emotions and behaviour; making relationships with other children and adults. The EPs offer teachers and, in some cases, parents suggestions about how they can help their child’s development and learning. The advice that they offer to teachers is usually to suggest ways to improve a child’s learning or behaviour and ways to help children with learning difficulties to cope with their work in class.
- **Children’s Disability Service** – This service comprises a specialist team of occupational therapists, social workers and community care workers, key workers and physiotherapists to support children under 18 with disabilities and their families. The team's work also includes the management and support of holiday play schemes, Saturday clubs and sitting services. The Inclusion Worker is also based within this team.
- **Portage and Early Support Service** - Portage is a home teaching service for families who have a pre-school child who has additional needs or a disability. The success and popularity of portage is based on the fact that it promotes parents as the key figure in the development of their child. All Portage schemes are built around four main activities weekly home visiting by a trained home visitor, weekly written teaching activities designed for each individual child and parent, teaching and recording carried out by the parent and regular supervision of the home visitor. Home visitors liaise with any other people involved with the child to make sure everyone is working to common goals. Portage have regular meetings with parents and other professionals involved to monitor progress and celebrate achievements.
- **Hearing Support** – This service provides advice and guidance to families of hearing impaired children. Home visits are available for pre-school aged children and the service provides training for nurseries and schools.
- **Special Needs Play scheme and Saturday Club** – This is a free service available through a referral process and is aimed at children with severe to profound physical and/or learning difficulties. The service is available Monday to Saturday.
- **Speech and Language Service** – This service aims to enable the members of the population of South Devon with communication disorders and their related conditions to achieve and maintain their communication potential by offering assessment, diagnosis, therapy and support. The service is provided, following a referral, to children with speech or language disorders/delay, severe learning difficulties, disorders following an injury, maxilla facial disorders (e.g. cleft palate), mild to moderate hearing loss, disorders of fluency (stammering), voice disorders or feeding difficulties

A SEND specific action plan can be found at the end of this document.

10. Summary of Key Findings & Action Plan

This report demonstrates that there are sufficient childcare places to meet the requirements for funded children in Torbay. There is not a great deal of capacity, especially in school nursery classes, so there is a need for growth to accommodate the growing numbers of young children in Torbay, through increased birth rates and migration into Torbay from other areas. There is also a need to accommodate children aged under 2 who are not yet funded. Taking this into account alongside the fact that Torbay has **just** enough places to accommodate funded children, sufficiency of places will likely still be an issue which could be particularly prevalent in some wards. However, Torbay is able to meet its statutory duty to ensure sufficiency of places for children entitled to a funded place across the local area as a whole.

A summary of each ward is outlined in the table below:

Ward	Ward summary and notes	
	Population information and deprivation data	Childcare Places and Occupancy
Page 57 Barton With Watcombe	<ul style="list-style-type: none"> • Approximately 37% of the residents in this ward are considered to be within the 20% most deprived in England. This ward is an area of significant deprivation. • 7.3% of the ward population are aged under 4 years old • A high number of families have 2 or more children • 35% of families in Barton with Watcombe are lone parent; slightly above the Torbay average • This ward has a lower than average number of benefits claimants • Higher than average number of workless parents • A high proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 25 childcare places per 100 children • Average occupancy of providers in the ward is 63.3% • Occupancy is higher in term time only providers in this ward • 36% of ward residents attend a setting within their home ward; 49% travel to a different ward in the same town
Churston With Galmpton	<ul style="list-style-type: none"> • This ward is considered to be affluent. 0% of the residents are considered to be deprived • 3.6% of the ward population are aged under 4 years old • Low number of families have 2 or more children • 24% of families in Churston with Galmpton are lone parent; below the Torbay and national averages • This ward has a much lower than average number of benefits claimants • Low number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 48 childcare places per 100 children • Average occupancy of providers in the ward is 61.6% • Occupancy is slightly higher in term time only providers in this ward • 46% of ward residents attend a setting within their home ward; 34% travel to a different ward in the same town

<p>Clifton With Maidenway</p>	<ul style="list-style-type: none"> • Approximately 9% of the residents in this ward are considered to be within the 20% most deprived in England • 6.2% of the ward population are aged under 4 years old • A high number of families have 2 or more children • 29% of families in Clifton with Maidenway are lone parent; below the Torbay average but in line with the national average • This ward has a lower than average number of benefits claimants • Low number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 14 places per 100 children • Average occupancy of providers in the ward is 72.5% • Occupancy is higher in term time only providers in this ward • 36% of ward residents attend a setting within their home ward; 43% travel to a different ward in the same town
<p>Cockington With Chelston</p>	<ul style="list-style-type: none"> • Approximately 12% of the residents in this ward are considered to be within the 20% most deprived in England • 5.3% of the ward population are aged under 4 years old • A high number of families have 2 or more children • 27% of families in Cockington With Chelston are lone parent; below the Torbay and national averages • This ward has a lower than average number of benefits claimants • Low number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 13 childcare places per 100 children • Average occupancy of providers in the ward is 80.2% • Occupancy is slightly higher in term time only providers in this ward • 33% of ward residents attend a setting within their home ward; 56% travel to a different ward in the same town
<p>Collaton St Mary</p>	<ul style="list-style-type: none"> • Approximately 57% of the residents in this ward are considered to be within the 20% most deprived in England. This ward is an area of significant deprivation. • 6.9% of the ward population are aged under 4 years old • A high number of families have 2 or more children • 36% of families in Cockington With Chelston are lone parent; above the Torbay and national averages • This ward has a lower than average number of benefits claimants • Higher than average number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 64 childcare places per 100 children • Average occupancy of providers in the ward is 76.7% • There is little difference in the occupancy between term time only and all year round providers in this ward • 20% of ward residents attend a setting within their home ward; 45% travel to a different ward in the same town. 35% of residents in this ward travel to a different town to access their childcare place.

<p>Ellacombe</p>	<ul style="list-style-type: none"> • Approximately 81% of the residents in this ward are considered to be within the 20% most deprived in England. This ward is an area of significant deprivation. • 6.8% of the ward population are aged under 4 years old • A high number of families have 2 or more children • 41.7% of families in Ellacombe are lone parent; significantly above the Torbay and national averages • This ward has a high number of benefits claimants • Low number of workless parents • A very high proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 23 childcare places per 100 children • Average occupancy of providers in the ward is 65.7% • All year round providers have slightly higher occupancy than term time only providers. • 45% of ward residents attend a setting within their home ward; 49% travel to a different ward in the same town. Only 6% of residents in this ward travel to a different town to access their childcare place.
<p>Furzeham With Summercombe</p>	<ul style="list-style-type: none"> • Approximately 3% of the residents in this ward are considered to be within the 20% most deprived in England. • 3.8% of the ward population are aged under 4 years old • A low number of families have 2 or more children • 32% of families in Furzeham with Summercombe are lone parent; just below the Torbay average but above national average • This ward has a lower than average number of benefits claimants • Low number of workless parents • A high proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 17 childcare places per 100 children • Average occupancy of providers in the ward is 76.2% • All year round providers have slightly higher occupancy than term time only providers. • 70% of ward residents attend a setting within their home ward; 20% travel to a different ward in the same town. Only 10% of residents in this ward travel to a different town to access their childcare place.
<p>Goodrington With Roselands</p>	<ul style="list-style-type: none"> • This ward is considered to be affluent. 0% of the residents are considered to be deprived • 3.8% of the ward population are aged under 4 years old • A low number of families have 2 or more children • 27% of families in Goodrington with Roselands are lone parent; below the Torbay and national averages • This ward has a lower than average number of benefits claimants • Low number of workless parents • A high proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 44 childcare places per 100 children • Average occupancy of providers in the ward is 67% • All year round providers have slightly higher occupancy than term time only providers. • 25% of ward residents attend a setting within their home ward; 62% travel to a different ward in the same town. Only 13% of residents in this ward travel to a different town to access their childcare place.

<p>King's Ash</p>	<ul style="list-style-type: none"> • Approximately 61% of the residents in this ward are considered to be within the 20% most deprived in England. This ward is an area of significant deprivation. • 7.4% of the ward population are aged under 4 years old • A high number of families have 2 or more children • 35.8% of families in King’s Ash are lone parent; significantly above the Torbay and national averages • This ward has a high number of benefits claimants • Higher than average number of workless parents • A very high proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 11 childcare places per 100 children • Average occupancy of providers in the ward is 61.1% • All year round providers have higher occupancy than term time only providers. • 22% of ward residents attend a setting within their home ward; 50% travel to a different ward in the same town. 28% of residents in this ward travel to a different town to access their childcare place.
<p>Preston</p>	<ul style="list-style-type: none"> • Approximately 14% of the residents in this ward are considered to be within the 20% most deprived in England. • 4.6% of the ward population are aged under 4 years old • A low number of families have 2 or more children • 24.6% of families in Preston are lone parent; below the Torbay and national averages • This ward has a lower than average number of benefits claimants • Low number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 19 childcare places per 100 children • Average occupancy of providers in the ward is 73.1% • All year round providers have much higher occupancy than term time only providers. • 49% of ward residents attend a setting within their home ward; 36% travel to a different ward in the same town. 15% of residents in this ward travel to a different town to access their childcare place.
<p>Roundham With Hyde</p>	<ul style="list-style-type: none"> • Approximately 78% of the residents in this ward are considered to be within the 20% most deprived in England. This ward is an area of significant deprivation. • 5.1% of the ward population are aged under 4 years old • A low number of families have 2 or more children • 41.3% of families in Preston are lone parent; significantly above the Torbay and national averages • This ward has a much higher than average number of benefits claimants • High number of workless parents • A high proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 56 childcare places per 100 children • Average occupancy of providers in the ward is 70.6% • Occupancy is higher in term time only providers in this ward • 34% of ward residents attend a setting within their home ward; 54% travel to a different ward in the same town. 12% of residents in this ward travel to a different town to access their childcare place.
<p>Shiphay</p>	<ul style="list-style-type: none"> • Approximately 8% of the residents in this ward are considered to be within the 20% most deprived in England. 	<ul style="list-style-type: none"> • 69 childcare places per 100 children • Average occupancy of providers in the ward is 71.6%

	<ul style="list-style-type: none"> • 5.7% of the ward population are aged under 4 years old • A high number of families have 2 or more children • 30.3% of families in Shiphay are lone parent; above the Torbay and national averages • This ward has a lower than average number of benefits claimants • Low number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • All year round providers have slightly higher occupancy than term time only providers. • 23% of ward residents attend a setting within their home ward; 57% travel to a different ward in the same town. 20% of residents in this ward travel to a different town to access their childcare place.
St Marychurch Page 61	<ul style="list-style-type: none"> • Approximately 29% of the residents in this ward are considered to be within the 20% most deprived in England. • 4.7% of the ward population are aged under 4 years old • A high number of families have 2 or more children • 36.9% of families in St Marychurch are lone parent; above the Torbay and national averages • This ward has a lower than average number of benefits claimants • Low number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 52 childcare places per 100 children • Average occupancy of providers in the ward is 66.4% • There is little difference between the occupancy of term time only and all year round providers. • 37% of ward residents attend a setting within their home ward; 56% travel to a different ward in the same town. Only 7% of residents in this ward travel to a different town to access their childcare place.
St Peter's With St Mary's	<ul style="list-style-type: none"> • Approximately 15% of the residents in this ward are considered to be within the 20% most deprived in England. • 4.8% of the ward population are aged under 4 years old • A low number of families have 2 or more children • 32.3% of families in St Peter's With St Mary's are lone parent; just below the Torbay average but above the national average. • This ward has a lower than average number of benefits claimants • Low number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 38 childcare places per 100 children • Average occupancy of providers in the ward is 70.1% • There is little difference between the occupancy of term time only and all year round providers. • 46% of ward residents attend a setting within their home ward; 37% travel to a different ward in the same town. 17% of residents in this ward travel to a different town to access their childcare place.
Tormohun	<ul style="list-style-type: none"> • Approximately 79% of the residents in this ward are considered to be within the 20% most deprived in England. This ward is an area of significant deprivation. • 5.9% of the ward population are aged under 4 years old • A low number of families have 2 or more children 	<ul style="list-style-type: none"> • 24 childcare places per 100 children • Average occupancy of providers in the ward is 66.8% • Occupancy is higher in term time only providers in this ward • 51% of ward residents attend a setting within their home ward; 46% travel to a different ward in the same town. Only 3% of

	<ul style="list-style-type: none"> • 40.7% of families in Tormohun are lone parent; significantly above the Torbay and national averages. • This ward has a high number of benefits claimants • High number of workless parents • A very high proportion of the population of 2 year olds are entitled to the 2 year funding (almost 60%) 	residents in this ward travel to a different town to access their childcare place.
Wellswood	<ul style="list-style-type: none"> • Approximately 31% of the residents in this ward are considered to be within the 20% most deprived in England. • 2.8% of the ward population are aged under 4 years old • A very low number of families have 2 or more children • 33% of families in Wellswood are lone parent; just below the Torbay average but above the national average. • This ward has a relatively high number of benefits claimants • Low number of workless parents • A low proportion of the population of 2 year olds are entitled to the 2 year funding 	<ul style="list-style-type: none"> • 47 childcare places per 100 children • Average occupancy of providers in the ward is 74.1% • Occupancy is higher in term time only providers in this ward • 43% of ward residents attend a setting within their home ward; 54% travel to a different ward in the same town. Only 3% of residents in this ward travel to a different town to access their childcare place.

Safeguarding 2 year old funded places	Planning for children with SEND
<p>Over the last 3 years the number of childcare places for 2 year olds have been extended in Torquay and Paignton providers through the use of local and central capital funding. With the introduction of the 30 hours, the number of 2 year old funded children has dropped, as has the overall number of eligible children across Torbay. The report demonstrates that 35% of children who were eligible for the 2 year funding became eligible for 30 hours childcare in summer. This all affects the take-up of 2 year old places.</p> <p>The most effective way to increase take up is to target those families who wait for their provider of choice, meaning that they often miss out on two terms of early education. Details on how this can be achieved is outlined in the action plan at the end of the document.</p> <p>Torbay Council continues to work with all providers to encourage the development of more 2 year old places, with a view to ensuring that children from the poorest families are able to access the place that they are entitled to. The Local Authority is also keen to ensure that we do not end up with an oversupply of places which</p>	<p>All early years settings in Torbay are as inclusive as possible. Some settings allocate places specifically for children with SEND and others work on a case by case basis offering places to children with SEND in the same way that they would for any child, regardless of level of need.</p> <p>A SEND inclusion fund (called Alfey Funding) is available for settings who feel they require additional funding to support children with individual needs. The budget available has been increased to ensure that children with SEND who are entitled to 30 hours funding can be accommodated for the extra hours where applicable.</p> <p>Childcare settings are also able to apply for a Disability Access Fund for funded 3 and 4 year old children who are in receipt of Disability Living Allowance.</p> <p>Torbay Council will continue to work with providers (including schools) to support them with children with SEND.</p>

could have a detrimental effect on the PVI sector; therefore it is important that a balance is struck to ensure sufficient places without creating an oversupply.	
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Update on 2018 Action Plan

Action	Who is responsible	What resources are required	Update and progress
Support schools with nursery classes for 3 and 4 year olds to extend their offer and accept 2 year olds.	The Early Years Team School Heads Early Years Leads	The Early Years Team capacity (5% DSG allocation)	One school has extended their age range and now takes 2 year funded children, creating up to 12 new 2 year old places in Torquay. New school nursery opening in 2020 will create new 2 year old places.
Meet with schools to discuss extending daily opening hours and operating all year round to support working parents and accommodate children eligible for the extended entitlement.	The Early Years Team School Heads Early Years Leads	The Early Years Team capacity (5% DSG allocation)	Many schools now offer wraparound care for nursery children. This is demand led by parents and whilst the Local Authority actively encourages providers to be flexible, it is acknowledged that schools will only extend their hours if there is sufficient need identified.
Support schools to develop their holiday childcare offer to support working parents	The Early Years Team School Heads Early Years Leads	The Early Years Team capacity (5% DSG allocation)	This is an ongoing action. The Early Years Development Worker continues to support holiday childcare providers as well as schools who wish to expand their remit. Capital funding has been secured from the DfE to support one school to develop its childcare offer with a strong focus on holiday childcare. This will be operational in September 2020. The 2019 report identifies that the requirement for more affordable, suitable holiday childcare is ongoing and is carried over onto the 2019 action plan.

Meet with private providers to discuss extensions of property or satellite sites to create new spaces.	The Early Years Team Schools Planning Team (identification of potential new sites) Early Years Providers	The Early Years Team capacity Schools Planning Team capacity Capital funding to support providers in extending and creating new places	At the present time there is no opportunity for expansion within the private sector, nor is there demand.
Identify council-owned properties which could be renovated and commissioned to a provider.	Schools Planning Team	Schools Planning Team capacity	At the present time there are no suitable properties. This is an ongoing action and is also dependent on demand.
Support and encourage currently registered childminders to accept children who are entitled to early years funding	The Early Years Team Childminding Community	The Early Years Team capacity (5% DSG allocation) Jobcentre Plus Capacity & swift identification of suitable candidates	All new childminders receive a visit from the Childminding Development Worker where full support and advice is given around all elements of the delivery of childcare, including the funding. Childminder specific funding training sessions are available from September 2019. In 2018-19 four existing childminders claimed funding (either for the first time or returning after some time not claiming).
Encourage new childminders to register to specifically provide 30 hours childcare or wraparound and holiday childcare.	The Early Years Team Jobcentre plus Team	The Early Years Team capacity Jobcentre Plus capacity & swift identification of suitable candidates	All Childminder training includes information on funding and childminders are actively encouraged to take funded children. In 2018-2019 eight new childminders claimed early years funding.
Support providers with children with SEND and encourage all providers to continue to be fully inclusive.	The Early Years Team The SEND Team	The Early Years Team capacity (5% DSG allocation) The SEND Team capacity	The SEND Inclusion funding has been increased by around £70k to accommodate increased demand and more hours. The Inclusion Advisory Teacher has expanded their remit to include nursery classes in schools.

2019 Action Plan

Action	Who is responsible	What resources are required	Potential Barriers
Increasing 2 year old places Support schools with nursery classes for 3 and 4 year olds to extend their offer and accept 2 year olds.	The Early Years Team School Heads Early Years Leads	The Early Years Team capacity (5% DSG allocation)	Schools not wanting to lower age range Creation of oversupply of places
Maintaining places for 3&4 year olds Support providers to ensure that the number of childcare places does not reduce to ensure that children entitled to the universal and extended hours can access them.	The Early Years Team School Heads Early Years Leads	The Early Years Team capacity (5% DSG allocation)	Funding hourly rate
Affordability of childcare Work with providers to ensure they are fully aware of all of the funding streams and assistance with paying for childcare that parents can access. LA to also promote these through social media and other partners.	The Early Years Team Schools, PVI providers and Childminders LA Comms Team Children's Centre, Health Visitors etc	The Early Years Team capacity (5% DSG allocation) Engagement from partners	Lack of understanding of all of the offers (providers and parents) HMRC processes too difficult
Flexibility for working families Meet with term time only, 9am – 3pm providers to encourage more flexible opening hours and operating all year round to support working parents and accommodate children eligible for the extended entitlement.	The Early Years Team School Heads Early Years Leads	The Early Years Team capacity (5% DSG allocation)	Reluctance from providers to extend hours Insufficient demand from parents Staff recruitment
Holiday childcare Support providers, especially schools, to develop a holiday childcare offer that better meets the needs of working parents for early years and school age children.	The Early Years Team School Heads Early Years Leads	The Early Years Team capacity (5% DSG allocation)	Reluctance from providers to offer holiday care Insufficient demand from parents Staff recruitment
Childminder recruitment Continue to recruit new childminders and encourage them to provided	The Early Years Team Jobcentre plus Team	The Early Years Team capacity Jobcentre Plus capacity & swift identification of suitable candidates	Childminders leaving Ofsted registration process causing delays in new registrations

funded places as well as wraparound and holiday childcare.			
SEND Continue to support providers including school nursery classes with children with SEND and encourage all providers to continue to be fully inclusive.	The Early Years Team The SEND Team	The Early Years Team capacity (5% DSG allocation) The SEND Team capacity	Funding hourly rates SEND Inclusion Funding amounts Staff recruitment and appropriate training
Quality Support providers who have an Ofsted grade of Requires Improvement to ensure that all children in Torbay can access their funded place in a 'good' or 'outstanding' provider.	The Early Years Team	The Early Years Team capacity (5% DSG allocation)	Ofsted are the sole arbiters of quality Providers do not have to engage in a support package

DRAFT



Torbay Childcare Sufficiency Report

Executive Summary 2019

Overview

The Childcare Act 2006 places duties on all local authorities to secure sufficient childcare, so far as is reasonably practicable for working parents, or parents who are studying or training for employment, for children aged 0-14 (or up to 18 for disabled children). As part of these duties Torbay Council is required to report annually to elected Council Members on how this duty is being met and to publish this report to make it accessible for parents.

Just over 5% of the Torbay population are aged under 5 years old and may require a childcare place. The full report demonstrates that there are sufficient childcare places to meet the requirements for funded children in Torbay with enough spare capacity to accommodate children aged under 2 who may be accessing a place which their parents pay for. The report identifies that Torbay does have sufficient capacity to accommodate all children who need a place, although parents may not be able to access their first choice of provider.

Following a drop in the birth rate in the local area, Torbay Council needs to now work closely with the childcare market to ensure that there is not a resulting oversupply of places. An oversupply could have a detrimental effect on the childcare market, especially the private, voluntary and independent (PVI) sector (including childminders).

Key Changes in 2019

The number of early years children has dropped, meaning that the peak in birth rates which the local area experienced between 2011 and 2014 has plateaued and those 'bulge' numbers are now being experienced in the primary school sector (years R, 1 and 2). The childcare market is now experiencing a shift in demand where there are adequate childcare places available, meaning that parents can be more selective in their approach to finding childcare and thereby creating a more competitive market.

The entitlement to 30 hours funded childcare for children from working families is entering the third year and is now fully embedded. Reports from parents are overwhelmingly positive and the offer is now considered to be business as usual instead of something new.

A common topic of concern from parents relates to holiday childcare for early years and school age children. The parent consultation in 2018 highlighted this issue which is still resonating in 2019. Therefore it is important that the highlighted concerns related to a lack of appropriate and affordable holiday childcare are addressed to accommodate working families who struggle to find affordable and appropriate childcare for 12 weeks of the year.

Achievements in 2019

Provider engagement continues to be excellent with 100% of the Torbay providers offering funded places for up to 30 hours per week for their children, depending on their entitlement. This is compared with a national average provider engagement figure of around 80%.

Take up of the early years funding entitlements remain stable with take up of 2 year funding entitlement at 74%, compared with a national take up figure of 68%. Take up of the universal 15 hours for 3 and 4 year olds also remains above national average at 95%. The take up of the extended

entitlement has been extremely high with several terms being over 100% due to cross-border migration with Devon residents.

Future

To ensure that Torbay Council continues to meet its sufficiency duty it will:

- Continue to assess sufficiency data and carry out agreed actions to ensure a comprehensive approach to planning sufficient early years and childcare provision in the local area
- Continue to monitor the quality of childcare in Torbay and respond accordingly if providers achieve a requires improvement or inadequate grade
- Continue to market and promote the free early education for two, three and four year olds to maintain and where necessary increase take-up of places and hours.
- Embed the actions listed in the 2019 Sufficiency Action Plan into the Education and Early Years Strategic Plans
- Pay particular attention to the holiday childcare market with a view to improving access to holiday childcare for working families.



Meeting: Cabinet

Date: 12th November

Wards Affected: All

Report Title: Children's Services - Improvement Plan and Monitoring Visit

Is the decision a key decision? No

When does the decision need to be implemented? As soon as possible

Cabinet Member Contact Details: Cllr Cordelia Law, Cabinet Member for Children's Services, Cordelia.Law@torbay.gov.uk

Supporting Officer Contact Details: Alison Botham, Director Children's Services, Alison.botham@torbay.gov.uk & Nancy Meehan, Deputy Director Children's Services, nancy.meehan@torbay.gov.uk

1. Proposal and Introduction

- 1.1 Following the Ofsted Inspection undertaken in August 2018 Torbay Council Children's Services is currently rated as 'Inadequate'. As a result Children's Services are subject to regular Ofsted 'monitoring visits', the most recent of which was undertaken on the 1st, 2nd and 3rd October 2019. It is important that Members consider the feedback provided following this visit.
- 1.2 In light of the feedback received from Ofsted, a period of management change with new appointees in post at senior and middle management levels and the appointment of a new chair of the Improvement Board it was recognised that a revised Improvement Plan was required.
- 1.3 As such a revised improvement plan has been created ensuring a considered shift to ensure that all that we do is focused unequivocally on the needs of our children and that in doing so we will meet fully, or exceed the expectations of the Ofsted inspectors. The Improvement Plan will remain an iterative document that will be updated regularly to reflect progress and to respond to changing demands and priorities.
- 1.4 The revised Improvement Plan was submitted for consideration and approved at the Improvement Board meeting held on the 21 October 2019 and was subsequently submitted to the Overview and Scrutiny board at their meeting on the 29 October.
- 1.5 The Overview and Scrutiny Board considered the feedback received following the recent Ofsted monitoring visit, and the revised Improvement Plan and made the following recommendations:

- That the Director of Children’s Services provide the Overview and Scrutiny Board, quarterly progress reports on the implementation of the Improvement Plan;
- That the Deputy Director of Children’s Services consider the use of elected members to support the ongoing Improvement Plan; and
- That the Deputy Director of Children’s Services arrange for the Overview Scrutiny Lead for Children’s Services and other Members to visit a ‘good’ Ofsted rated local authority to learn from them and provide feedback to the Board.

2. Reason for Proposal

- 2.1 Young people and their families living in Torbay rightly expect high quality children’s services, particularly in times of need. It is acknowledged and accepted that progress has not been good enough and has at times stalled.
- 2.2 As such the Council are taking measures to address our challenges and have reviewed our Ofsted improvement plan at a time of management change with a new Deputy Director in post and the appointment of a new chair of the Improvement Board.
- 2.3 We will use this revised plan as a platform for accelerated and successful improvement endeavour and to assure ourselves that the impact on children can be evidenced.
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3. Recommendation(s) / Proposed Decision

- 3.1 That the Ofsted monitoring visit feedback and revised Improvement Plan set out at Appendices 1 and 2 to the submitted report be noted.

Appendices

- Appendix 1: Ofsted Monitoring Visit Letter
 Appendix 2: Revised Improvement Plan

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25 October 2019

Alison Botham
Director of Children's Services
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Dear Alison

Monitoring visit of Torbay children's services

This letter summarises the findings of the monitoring visit to Torbay children's services on 2 and 3 October 2019. The visit was the third monitoring visit since the local authority was judged inadequate for the second time in June 2018. The inspectors were Brenda McLaughlin and Steve Lowe, Her Majesty's Inspectors.

The local authority is taking too long to address critical weaknesses. As reported in previous monitoring visits, the quality of help and protection for vulnerable children continues to be very concerning. The local authority has made some progress to implement the necessary improvements, but the pace of change for children in need of help and protection is too slow.

Areas covered by the visit

Because there were serious and widespread child protection concerns identified during previous monitoring visits, inspectors revisited and re-evaluated the quality of help and protection provided to vulnerable children and their families in safeguarding assessment teams (SATs) and in the safeguarding and family support service (SAFS). They also evaluated the work in the 'special guardian' pilot team and in the externally commissioned interim innovation team, which began work in Torbay in May 2019.

During the visit, inspectors specifically assessed the application of thresholds and the effectiveness of practice when responding to children at risk of harm and in need of help and protection. Inspectors also evaluated the effectiveness of assessment and planning and the quality of managerial oversight and supervision.

Inspectors considered children's case records, performance management, audit activity and quality assurance information. They reviewed the minutes of the

improvement board and the recently updated improvement plans. In addition, inspectors held case discussions with social workers and their managers and met with the leader of the council, the chief executive and senior managers.

Overview

Senior leaders understand the significant weaknesses. They fully accept that progress is too slow and has stalled in some areas. Audit activity has increased, but there is some confusion about what constitutes good practice, and there is little or no consideration given to the impact on children's lived experiences. Ineffective and uncoordinated systems to analyse audit outcomes or impact on practice impede the local authority's ability to track or sustain progress. These are serious shortcomings.

On a corporate level, the chief executive, the senior leadership team and the leader of the council are strongly committed to helping and protecting Torbay's vulnerable children. The recently appointed interim deputy director has brought a sense of urgency to and focus on the needs of children. In a short period of time, she has conducted a much-needed review and analysis of the quality of practice across the service. This is encouraging because, to date, the primary focus of leaders has been on measuring compliance with processes.

Capacity in the SATs and SAFS teams has recently improved. The introduction of the 'innovation' team has helped to reduce social work caseloads, but they need to reduce further. Staff turnover in the innovation team is very high, and staff are anxious about what will happen when this team no longer exists. The proposed exit strategy appears not to have been carefully thought through as it is based on cases closing in children's social care, despite re-referral rates being high and the early help strategy not being fully implemented or operational. Leaders acknowledge that more work is needed because thresholds for access to children's social care services are not well understood by partner agencies or by local authority staff in the multi-agency safeguarding hub (MASH).

Social workers and managers report that they are no longer reacting to daily crises because they have more time to plan work. More children are being visited by the same worker. There is emerging evidence of purposeful work helping to protect some children. Staff morale is good and, while 40% of frontline staff are not permanent, there has been a reduction in the number of social workers and team managers leaving at short notice. Highly committed social workers told inspectors that they are supported by managers who now know the children who they work with well. These are positive developments. However, the quality of help and protection and management oversight remains highly variable for too many children across all teams. In several cases brought to their attention by inspectors during the visit, leaders had to act to protect children from harm or to ensure that plans were progressed quickly.

Findings and evaluation of progress

There is emerging evidence that lower caseloads are leading to more purposeful direct work being undertaken during the assessment period. Although this is positive, progress will not be sustained unless caseloads continue to reduce and rigorous performance management systems are fully implemented. The quality of children's assessments is starting to improve but, in too many cases, those carrying them out do not gather enough information and evaluate all the concerns. Assessments are overly focused on the parents rather than on the impact of adult behaviour on the children. This includes when there are concerns about parental domestic abuse, drug and alcohol misuse and mental health issues. In too many cases, analysis is over-optimistic about the ability of parents to change, and is often based on limited information. Consequently, children's cases are closed or are stepped down too soon before improvements to children's situations are sustained. For instance, inspectors referred cases to leaders where very young children and babies have been the subject of numerous child protection plans, and a small number continue to remain in situations of harm. Most children's plans are not sufficiently specific about what needs to happen, and lack clarity about the expectations of parents. Core groups often share information well, but do not effectively challenge the lack of progress. Independent child protection review officers are not effective in identifying or escalating concerns about individual children.

There is evidence of drift and delay, which causes too many children to be left at risk of harm. Many of these children and their families have been known to children's services for extended periods of time. The pervasive impact of long-term neglect on children's outcomes does not appear to have been recognised or sufficiently addressed. For example, the cases of two very vulnerable children raised by inspectors at a previous monitoring visit were referred to senior managers again because action had not been taken and the children remained at risk of significant harm.

When risks to children increase, the public law outline (PLO) pre-proceedings process is not yet timely enough for some children. The monthly legal gateway meeting provides improved management oversight and a cursory system to track progress. However, there are still delays because work that could have been done to support children and their families prior to attending a legal gateway PLO meeting is rarely completed in advance. This work includes, for example, updating parenting assessments or convening family group conferences to explore, support and make clear contingency plans if children cannot remain safely at home. This results in some children remaining in situations of high risk for too long.

Despite the implementation of a revised supervision policy and specific training for managers, children's experiences and their views are not consistently at the centre of supervision meetings. Most supervision records are compliance-orientated updates of circumstances, with task-based directions. The support provided to social workers to explore different ways of engaging those families who are resistant,

avoidant or hostile is limited. There is some evidence of better practice by individual managers, but it is not always clear whether previous actions have been reviewed or completed. Supervision is recorded as a one-off event, rather than a continuous, ongoing evaluation and a measure of progress of children's lived experiences. As a result, ongoing risks for some children are not understood or acted on quickly enough.

The quality of special guardianship assessments has improved, following a management decision in April 2019 to set up a dedicated team to carry out this work. However, responsibility for providing support to vulnerable children with complex needs who live with special guardians was also transferred to this team. In five cases referred by inspectors, managers had to act urgently to protect these children from ongoing significant harm. They have also agreed to review another six children due to safeguarding concerns.

Responses to exploited children remain under-developed. There is a lack of coordination with the police to understand the best way to disrupt connections between children and adults who are grooming them to sell drugs. Staff's knowledge and understanding about national concerns regarding criminally exploited children or 'county lines' is limited. This was a significant concern during the inspection in June 2018. The interim deputy director is taking immediate action to address these issues.

Most staff report that they like working in Torbay's SATs and SAFS teams. They describe the working environment as being calmer and note that they are 'able to plan' and 'reflect more about their practice', although reducing caseloads remain relatively high. Social workers who met with inspectors have over 22 children on their caseloads, and some have higher numbers. The newly appointed head of service is reviewing the support provided to newly qualified staff because some are unreasonably responsible for very complex work beyond their level of experience. Failure to address these concerns will impact negatively on the local authority 'grow your own' recruitment and retention strategy.

The work in the additionally funded interim innovations team is variable and is dependent on the skill of the individual worker. While there is evidence of strong practice by some workers, inspectors also referred cases of poor and inadequate practice. An experienced team manager has effective systems in place to track work. However, the team has experienced a 70% turnover in staff since its inception in May this year. At the time of the visit, two more workers were planning to leave the next day. This will mean more changes for children who have already experienced multiple changes in social worker. The management and support of the innovations team by Torbay senior leaders has not helped the lack of cohesion. Staff do not feel valued. The director of children's services has not visited the team, which is based in offices in the basement without natural light and situated away from the SATs and SAFS social workers. During the April 2019 visit, inspectors raised concerns about the importance of ensuring that this interim team was integrated with the existing service. This did not happen and there are tangible tensions, with an 'us and them' culture. The recently appointed interim deputy director is actively reviewing the

work across all the teams to ensure that this resource is being utilised more effectively.

I am copying this letter to the Department for Education. This letter will be published on the Ofsted website.

Yours sincerely

Brenda McLaughlin
Her Majesty's Inspector

Torbay Children's Services Improvement Plan

INTRODUCTION

It will be immediately noted that this document has a changed title. We have moved away from it being a post Ofsted plan, reflecting the passage of time, the appointment of a new Improvement Board Chair but more importantly a considered shift in our thinking that all that we do must be focused unequivocally on the needs of our children while ensuring that in doing so we meet fully or exceed the expectations of Inspectors. It remains an iterative document that will be updated regularly to reflect progress and to respond to changing demands and priorities. The Improvement Plan will always capture the extent to which services are compliant with legal and statutory requirements and are successful in achieving quality standards.

This Improvement Plan responds to the specific recommendations of the June 2018 Ofsted Inspection Report and HMI's considered observations in subsequent improvement monitoring visits. It complements our council-wide transformation programme, and introduces improvement priorities which the council and its partners consider to be essential elements of Torbay's improvement journey.

OUR PRIORITIES FOR CHANGE

The last Ofsted inspection revealed deep rooted and long-standing problems across the Children's Service which led to a judgement for the second time in consecutive inspections that overall effectiveness was inadequate and that there were serious and widespread concerns, including child protection concerns. Improvement actions that had initially proven successful following the first inspection (undertaken in 2015 and published in January 2016) were shown not to have consistently led to sustained change thereafter resulting in six repeated recommendations in the June 2018 inspection report. Inspectors reported in the two most recent monitoring visits on 1 February 2019 and 8 May 2019 that while subsequent restorative actions were showing some signs of progress, improvements were fragile, and children were still not considered to be consistently safeguarded. The letters additionally documented findings of continuing serious weaknesses in management, practice and quality assurance arrangements and expressed concern for the (lack of) pace of change and the debilitating impact of staff turnover which led to social workers having to 'fire fight' rather than use their skills to work intensively and constructively with children. Inspectors have again set out graphically the breadth and scale of the challenges facing the service, but they also noted that service leaders and politicians were committed to improvement and the workforce remained positive and motivated. This improvement plan will build upon these important and welcome attributes.

The circumstances for children and young people in Torbay which are reflected in the continuing deep rooted concerns set out by Ofsted need to be our 'call to arms' (not a reason for despondency or inaction) and this plan reflects the prioritised, focused and robust action that will be taken using the skills of our workforce and our partners, and supported by the Improvement Board and elected members of the council. There is no illusion about the complexity and intensity of what lies ahead but equally there is clarity that not all improvements can proceed within the same timescale. It will be noted that the timings for completion of individual elements of the Improvement Plan have been crafted to reflect the immediate and longer-term needs of children and the interdependencies of improvement priorities. The plan shows that areas where progress is required and changes need to be made are known, and its sub-text demonstrates a relentlessness in its desire to ensure that significantly improved compliance with statutory and policy requirements will continue to be supplemented by sustainable improvements in quality. The work to strengthen performance and quality assurance frameworks to ensure managers and practitioners have access to contemporary child level data, information and analysis will continue. The provision of qualitative and quantitative material will further enable the workforce to assume its responsibilities and accountabilities for achieving the high standards that are required.

The August 2018 Inspection report contains 16 detailed recommendations and the content of the reports of the two latest two monitoring visits give a clear steer to other areas of concern that need to be accommodated in any iteration of the improvement plan. Drawing upon the work already undertaken in the preparation of the current plan and additional advice provided by an LGA associate, the improvement priorities can be classified under the following four thematic 'pillars':

- leadership, management and governance
- a robust model of social work practice
- a sufficient and skilled workforce
- quality assurance and audit

The detailed improvement plan set out below uses these pillars as a framework, but for ease of reading cross references all improvement priorities to the relevant sections of the inspection report and monitoring visit letters. In addition, the plan incorporates other objectives and actions that are not related to a recommendation by inspectors, but which are considered by the council to require improvement.

THE IMPROVEMENT JOURNEY

Children, young people and their families rightly expect high quality services, particularly in times of need. Whilst we understand fully the size of the task ahead, we are ambitious for our service and aim to achieve a rating of 'good' by April 2021, within two years and six months from the publication of the Ofsted report. We acknowledge and accept that progress has not been good enough and has at times stalled. This iteration of the plan produced at a time of management change with new appointees in post at senior and middle management levels and the appointment of a new chair of the Improvement Board, offers an opportunity to use its content as a platform for accelerated and successful improvement endeavour. In doing so we will involve our managers and staff to shape what we do, and we will capture the views of our service users to help us understand how best we can help. The stages towards achieving the achievable vision of securing good or better services for children are set out in the diagram below.

Stage 1

Laying the foundations

By December 2019

Improvement governance established including revised independently chaired improvement board arrangements

Data requirements scoped

Training needs associated with the improvement objectives are identified for all staff

Recruitment campaign to fill vacant posts is planned

Revised programme of outcome focused case audit and dip sampling put in place to monitor the quality of work

Revised and robust performance management processes in place using child level data at service level feeding into strategic monitoring at the Improvement Board

Stage 2

Embedding sustained improvement

By April 2020

Workforce strategy agreed and in implementation

Management and practice changes identified and implementation under way

Work nearing completion on revised sufficiency strategy, to include commissioning processes for any new or re-provisioned services

Performance data, case audit and dip sampling used systematically to support managers to identify and report progress that can be evidenced and define areas for further improvement

Stage 3

Continuous improvement to a 'good' children's service

Between April 2020 and March 2021

Workforce has stabilised- permanent posts are filled, turnover reduced

Performance indicators, audit and dip sampling show continuous improvement in both quantitative and qualitative measures

Action is taken to respond to any areas of poor performance

Torbay is recognised as a 'good' children's services authority- By April 2021

OUR IMPROVEMENT PLAN

The table below details the action that we are taking in order to continue to progress on our improvement journey. The document will continue to be periodically updated to show progress. It is a 'live' document which continues to be updated as required and as progress is made. We will continue to learn continuously from the improvement actions that have been taken and their impacts as well as from the contributions of Ofsted.

We will continue to use Red/ Amber/ Green (RAG) ratings to indicate our view of progress:

- Green- the actions against this objective are proceeding as planned and there is clear evidence of improvement and impact
- Amber- actions are proceeding, but there has been some slippage and/ or limited evidence of improvement and impact
- Red- actions are not proceeding or there is major slippage and/ or no evidence of improvement and impact

The Director of Children's Services is the overall owner of this improvement plan and responsible for ensuring that its implementation is progressed and that updates are provided on a monthly basis.

Theme 1 – Leadership Management and Governance

Objective 1.1:

- The Chief Executive should ensure that leadership, management and governance in Torbay are strong and sharply focused on improving and sustaining outcomes for children, and all recommendations from inspection activity are addressed (recommendation 8 and repeated)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
1.1.1 Page 83	Effective leaders and managers will determine the priorities of the service (reflecting Ofsted recommendations and the monitoring visits) the standards to be achieved and will lead, develop and motivate the workforce ensuring that all staff have a full understanding of what is expected. (Para 83, 85, 86)	<p>Leaders and managers will demonstrate authority, vision and management skill to ensure that the service is fit for purpose and the workforce is sufficiently trained and motivated to deliver its objectives to time and within the legal framework.</p> <p>Senior leaders need to be effective in understanding the priorities to delivering services to children,</p>	CEO and Senior Leaders	Immediate	Children will benefit from a service that knows itself well, is responsive to need and provides services that are good or better.	All work will be compliant with statute and local policies and procedures, when measured by audit, dip sampling, management oversight and child level performance data.		

		<p>challenging those who are accountable and tasked with delivery to ensure services continually improve.</p> <p>Robust Service Plans to be in place articulating vision, priorities, and standards.</p> <p>All managers to ensure the workforce understand how their work impacts on service delivery and are active in systematically evaluating how interventions positively impact on children's outcomes.</p> <p>Implement our workforce strategy, to support retention and recruitment of frontline practitioners.</p>						
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1.1.2	Elected members will be conversant with the priorities and the challenges of the service and its improvement plan and will be active in offering political challenge on behalf of their communities (Monitoring Visit April 2019 KIT).	<p>Elected members to be offered a seminar to enable them to understand fully the revised data set and performance information.</p> <p>The Lead Member will have access to the monthly data and performance reports, including highlight reports that will specify progress and risks to progress and enable them to discharge their statutory duties effectively.</p> <p>The Service leads and Lead Member will make periodic visits to services to enable them to understand progress and best practice. Visits will include</p>	DCS	31 st December 2019	<p>The elected members will hold the service to account for the provision it makes to children and their families.</p> <p>Members will be able to offer assurance to their communities about the progress that is being made.</p>	Children will benefit from members being able to properly scrutinise the volume and quality of services being provided to children in Torbay.		

		opportunities to extend their existing relationships with key partners and to strengthen further their contributions to services for children made through current arrangements such as the corporate parenting board.						
1.1.3	Relevant Political processes will offer robust challenge to the Chief Executive and senior managers on the effectiveness of services for the most vulnerable children in Torbay (Para 101).	<p>Overview and scrutiny panel will understand and have access to relevant performance data and intelligence to enable them to carry out their function appropriately.</p> <p>Members will satisfy themselves that they are appropriately structured to enable them to fulfil their function, including understanding of relevant children's services data.</p>	Leader and Cabinet Member for Children's Services	Immediate	Children will benefit from having the professionals who provide services being held to account for the provision of quality and timely services.	Impact upon the improvement journey will be assisted by the contribution of overview and scrutiny.		

		A new ICS system to be implemented to support frontline practitioners in recording their activity with children and families and improve data reporting to understand how this is actively ensuring the delivery of services to children is evidenced.						
1.4 Page 87	Effective caseload management will support practitioners to achieve acceptable and achievable workloads (Para 18, 96 & October Monitoring Visit).	Operational Managers will use existing and revised performance management information, and supervision to understand the complexities of individual social workers workloads. Any slippage from required standards will be recognised, understood and managed to prevent	Operational Managers – HoS, Service Managers and Team Managers	31 st March 2020	Children will benefit from work with Social Workers that is planned regular and is focussed solely on what is required to improve the quality of their lives.	Plans will be implemented in full. Drift and delay will be avoided. Social Workers will report that workloads are mostly manageable and managers understand their pressures.		

		any risk to the safety of children or drift and delay.						
1.1.5	<p>The pace of change will be increased as a result of the implementation of sustainable improvement priorities. (April & October Monitoring Visit)</p> <p>Leaders will be assured of progress through the mechanisms of the improvement board and regular performance and management reports.</p>	<p>The improvement priorities will be implemented on time and any variations will be agreed by the SLT.</p> <p>Regular reports on the progress of improvement priorities will be systematically presented to the improvement board and SLT.</p>	Senior leaders and operational managers	Immediate	<p>Children will experience services that are focussed upon their needs that will begin to impact upon their circumstances.</p> <p>Staff and partners will report increased focus upon actions designed to improve and sustain the quality of services to children.</p>	The individual elements of the improvement plan will be implemented on time and reports on progress will identify impact for children and any actions that are required to secure sustainable improvement.		
1.1.6	Policies and procedures which incorporate statutory requirements are embedded in	All staff should be conversant with policies and procedures as a	Senior leaders and operational managers	Immediate	Children will benefit from Social Workers fully	Case records will demonstrate an understanding		

	practice, fully understood by all staff and are evaluated for effectiveness within the performance assessment framework. (Para 88 & 92)	<p>routine requirement of their induction.</p> <p>Updates and new requirements need to be notified to all staff through bespoke staff briefings and cascading mechanisms.</p>			<p>understanding what is required of them and their ability to apply policies and procedures in timely ways to the benefit of children.</p>	<p>and appropriate application of policies and procedures.</p> <p>Staff will report effective dissemination of new and revised policies and procedures.</p>		
1.1.7	The improvement plan will be owned by senior leaders who will take personal responsibility for sharing the improvement vision and subsequent actions with all staff (Monitoring visit April).	The DCS and members of SLT will actively engage with frontline managers, social care and support staff to ensure that they are conversant with, and have the opportunity to become involved with the implementation of the plan.	DCS and senior leaders	Immediate	Children will ultimately benefit from a service that fully understands its direction and priorities.	All staff will understand and own the improvement plan and vision. They report opportunities to become involved in the detail of improvement implementation.		

Objective 1.2

- *Take immediate action to ensure that supervision and management oversight are strengthened. (recommendation 1. and repeated & October 2019 Monitoring Visit)*
- *Strengthen the quality, effectiveness and management oversight of the local authority designated officer. (recommendation 11 and repeated)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
1.2.1 Page 90	<p>Supervision needs to be timely and the records comprehensive, identifying specific actions with clear timescales.</p> <p>Supervision needs to demonstrate reflection and challenge to social work practice and ensure it supports 'good' services to children.</p> <p>The requirement for periodic management oversight is explicit.</p>	<p>Records will show for example case direction, advice, decisions and endorsements of agreed actions.</p> <p>Supervision is regular, planned and at intervals reflective of the experience and capability of the worker.</p> <p>Management oversight is recorded on each child's file at prescribed intervals, or more frequently when necessary, and</p>	Service Managers and Team Managers, and Assistant Team Managers	31 st December 2019	<p>Children will benefit from skilled workers who have been afforded opportunity to refresh and reflect upon their approach to their work.</p> <p>Children will also benefit from managers being fully conversant with their needs and</p>	<p>Reduce drift and delay and ensure active and robust social work intervention</p> <p>Better, more structured approach to work.</p> <p>Clear management support and direction to ensure that actions</p>		

	(Para 89, 92 & October Monitoring Visit)	<p>demonstrates management 'grip' and understanding of the child's needs and how the plan will meet them.</p> <p>Supervision offers development and challenge opportunities and gives dedicated time for reflection</p> <p>Supervision is recorded according to policy and where action on cases is required a note is always made on the child's record and managers monitor for effectiveness.</p> <p>QA mechanisms and performance reports will ensure the robustness of supervision.</p>			when necessary interjecting to ensure that the case is 'on track'.	required to safeguard and support children are in place and actively monitored.		
1.2.2	Ensure a consistent approach to the management and reporting of allegations against professionals and	Review the current arrangement of designated officers to establish whether it is the most efficient	Deputy DCS & LADOs	Immediate	Children will benefit from the knowledge that all allegations	Children will work with professionals and people in positions of		

	<p>people in positions of trust working with children. (Para 34)</p>	<p>arrangement which leads to good outcomes for children.</p> <p>Ensure that all those working with, or providing services to children are aware of their responsibilities to report appropriately to the designated officer in specific circumstances.</p> <p>Introduce appropriate management systems and processes to ensure that allegations are managed in timely ways.</p> <p>Submit an annual report to the Safeguarding Board identifying key lessons and offering assurance that all allegations are managed expeditiously.</p>			<p>against professionals and people in positions of trust are taken seriously, managed effectively and responded to with rigor and in timely ways.</p> <p>Children and young people will receive improved services as a result of lessons being learned and disseminated to all staff.</p>	<p>trust who display the highest professional standards of behaviour and conduct.</p>		
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Objective – 1.3:

- *Ensure that responses to children who go missing are effective in locating them and offering prioritised post episode support so that their needs can be fully understood and interventions, including disruption activity can be properly targeted. (Internal objective)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
1.3.1 Page 93	<p>Ensure that responses to children who go missing are effective with well-coordinated plans and actions to reduce risk.</p> <p>Return home interviews to be completed within statutory timescales in order that children’s voice can be heard at the earliest opportunity and effective responses can be made. (Para 41)</p>	<p>Review policies and procedures updating where necessary data processes that capture missing episodes and subsequent return home interviews (RHIs) which need to be completed within prescribed timescales.</p> <p>Ensure that workers accountable for the missing work are located appropriately within the organisational structure.</p>	Deputy DCS & HoS	31 st December 2019	<p>Children will receive a return home interview within 72 hours of being found.</p> <p>For those children vulnerable to prolific missing episodes, disruption plans to be put in place.</p> <p>Children will experience agencies</p>	<p>There will be a reduction in the numbers of repeat missing episodes.</p> <p>The reasons for the missing episode are better understood and actions will be planned and implemented to support the child.</p>		

		<p>Introduce a system to track and monitor those children who are vulnerable to repeated missing episodes and ensure a comprehensive process is in place to oversee actions that are taken to afford the necessary safeguards.</p> <p>Introduce a contemporary tracking system overseen by a multi-disciplinary 'missing panel' to plan interventions and coordinate responses.</p>			<p>working together more effectively and consistently to understand the patterns and trends associated with their missing episodes. They will support prevention and disruptions activity that will reduce their vulnerabilities.</p>			
1.3.2	<p>Children who are vulnerable to sexual exploitation are appropriately assessed and supported, including for an association with gang related activity.</p>	<p>Strengthen the function of the CSE coordinator and align it to the statutory social work function.</p> <p>Ensure that members of MACSE are sufficiently experienced</p>	<p>Deputy DCS & HoS</p>	<p>31st December 2019</p>	<p>Children who are vulnerable to being targeted or who are already involved in CSE will have a care plan</p>	<p>The numbers of identified children vulnerable to exploitation is likely to increase initially as improvements</p>		

	<p>MACSE meetings to be effective in reducing risk to the most vulnerable children by planning effective interventions. (Para 42)</p>	<p>and knowledgeable to contribute fully to plans for children.</p> <p>Use the quality assurance framework to monitor this activity on a monthly basis.</p>			<p>that identifies how these vulnerabilities will be addressed and reduced.</p> <p>Children will benefit from better protection as social workers will understand the vulnerabilities relating to CSE and the associated risks to children.</p>	<p>are made to the processes to identify children most at risk.</p>		
1.3.3	<p>Practice in relation to child sexual exploitation (CSE) is consistently good and reflects managers and social workers subject knowledge. (Internal data)</p>	<p>Ensure the screening tool used for CSE is fit for purpose and deployed across the service.</p> <p>Deploy CSE mapping within the MASH and SATS/SAFS to identify</p>	Deputy DCS & HoS	31 st December 2019	<p>The CSE screening tool will ensure that children at risk of CSE and their networks are identified.</p>	<p>Children will benefit from being identified as being vulnerable to CSE. Multi-disciplinary services, including</p>		

		<p>at the earliest opportunity the links between victims, people of interest and locations.</p> <p>Work with partners, particularly police and CSP, to understand the patterns, themes and trends pertinent to the demographic of Torbay in respect of CSE.</p> <p>Ensure this information is understood and acted upon by all front-line practitioners</p>			<p>Children will experience purposeful activity that demonstrably ensures effective and timely focus on their vulnerability to CSE.</p>	<p>mapping, will enable professionals to properly plan interventions. They will understand the extent and nature of the CSE challenge.</p>		
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Theme 2 – A robust model of social work practice

Objective 2.1:

- *Early Help services provide timely and appropriate help to children and their families which prevents escalation (or re-referral) to statutory services. (Internal objective)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
2.1.1 Page 97	The Council and its partners as a whole have an agreed understanding, vision and joined up approach to Early Help which supports the improvement priorities and prevents avoidable escalation to statutory services.	Complete review of Early Help to ensure it is fit for purpose and takes its place alongside statutory services in offering children and families the right help at the right time.	Senior Leaders (working in conjunction with PeopleToo)	End January 2020 for review outcome and implementation plan	Children will benefit from a rigorous approach to Early Help which will enable them to access appropriate services in a timely way and at a level which meets their needs.	We will collate and evaluate data relating to uptake of Early Help, successful completion of early help interventions, rates of escalations to statutory services and rates of step down to Early Help.	.	

						Improved satisfaction ratings from families.		
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Objective 2.2:

- *Ensure that when children disclose physical abuse, which leads to a Section 47 investigation, that a child protection medical is carried out (recommendation 9)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
2.2.1	Where children disclose abuse it is important that we work as a partnership and child protection medicals are conducted in order that children have a voice and are being listened to. (Para 22 & 25)	Strengthen partnership working, where necessary involving paediatricians in discussing the necessity of a CP medical.	HoS, Service Managers and Team Managers	Immediate	Children will be safeguarded at the earliest opportunity. Joint working will lead to effective decision making to ensure that	Information will be shared by all relevant partners to ensure an appropriate and immediate response to the need to safeguard children. They will not be left		

					<p>the needs of children are prioritised and responded to.</p> <p>Children and families will not have to experience unnecessary Sect 47 enquiries.</p>	<p>in situations where they will be subject to significant harm.</p> <p>Children will only be subject to invasive section 47 investigations when the threshold is reached and evidenced.</p>		
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Objective 2.3:

- *Improve the quality and assessments and plans for children to ensure that purposeful work takes place to prevent drift. Children in Need, child protection reviews and core group meetings should specifically evaluate and record children progress, in addition to sharing and updating information (recommendation 7 and repeated.)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
2.3.1	All assessments demonstrate that historical factors and all relevant information, including ethnic and cultural issues, are considered and analysed. The child's voice is evident and the child's lived experience is understood (Monitoring visits January, April and October, Para 24)	<p>Improve the quality of all assessments for children and young people which will incorporate their 'voice'. Improve the quality of direct work so that it is purposeful and meaningful and incorporated into assessments and plans.</p> <p>Improve assessments to include a better understanding of the diverse nature of families and ensure this is assessed as part of a holistic assessment that</p>	HoS, Service Managers and Team Managers to oversee, social workers to deliver	Immediate	<p>Children will benefit from an assessment and subsequent plan that is based on an understanding of their cultural needs and how services will respond to the diverse natures of families.</p> <p>Children will contribute through direct work with their</p>	<p>Children's journeys and their lived experience and childhood will be better understood, captured and articulated.</p> <p>More assessments will be judged to be good by QA and audit processes.</p> <p>The timescales for assessment</p>		

		<p>translates into a robust care plan for the child.</p> <p>Audit will establish improvement in assessments being undertaken in children social care.</p>			<p>social worker. Records of this work will be identified on files and evidenced in assessments and plans</p> <p>Children will know that their voices have been heard</p>	<p>completion will be set according to the child's needs</p> <p>The quality of assessments will lead to improvement in care plans.</p>		
2.3.2 Page 101	All assessments are updated whenever significant events occur in a child's life (Monitoring visit January/April, Para 24, 39)	Ensure that decisions and actions for children are based on an updated assessment of need taking into consideration significant events that occur in children's lives that directly impact on their lives.	HoS, Service Managers and Team Managers	Immediate	Children's assessments and ongoing plans will be formulated to take account of the significant changes They will ensure that services provided mitigate the impact of negative events and support	Children's needs will be better understood and articulated more coherently and holistically. Children's long-term emotional wellbeing will be improved.		

					positive long term changes for children.			
2.3.3	<p>Management oversight of assessments is consistently good and ensures that guidance is given to ensure that children receive timely help and protection. (Monitoring visit January/April, Para 24)</p>	<p>Reinforce the requirement that management oversight is evident on all open files.</p> <p>Ensure management oversight is recorded and always comprises case direction, advice, decisions and endorsements of agreed actions.</p> <p>Introduce audit activity to evidence compliance with managerial oversight.</p>	HoS, Service Managers and Team Managers	Immediate	Children will experience work that is more structured and focused.	<p>Children will benefit from social workers who have a clear understanding of the purpose of their interventions and the actions they are taking to achieve their outcome goals.</p> <p>Management oversight will ensure that work with the child is supported, appropriately challenged and when necessary directed to ensure a good quality service.</p>		

<p>2.3.4</p>	<p>Child in need plans and child protection plans will be consistently evaluated for progress, including the contributions made by the child. (Monitoring Visit April, Para 24)</p> <p>Core group meetings include relevant professionals and are purposeful in ensuring that plans are implemented and effective. (Para 24)</p> <p>Management oversight is effective and assures timely practice which affords the necessary levels of protection.</p>	<p>The requirements for the quality of assessments and plans will be reviewed and restated to all staff.</p> <p>Ensure that all managers understand their accountabilities in relation to assessments and monitor for compliance and quality.</p> <p>CP chairs and managers will monitor attendance at core group meetings and take action when necessary to ensure that plans are effective in protecting children and implemented.</p> <p>Ensure that the capacity of the children’s social care service is deployed effectively to enable effective casework and management oversight.</p>	<p>Team Managers and Social Workers – HoS and Service Managers when necessary</p>	<p>Immediate</p>	<p>Children will recognize that they are able to contribute directly to assessments and plans.</p> <p>Children will receive consistently good services as a result of having high quality assessments and plans which set out the requirements and timescales.</p> <p>Managers will make sure that all plans are implemented and take action when required.</p>	<p>Dip sampling and when necessary audit to check for compliance with requirements (including management oversight) and quality.</p> <p>Performance management reports will detail compliance with timescales.</p>		
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Objective 2.4:

- *Ensure the effectiveness of Independent Reviewing Officers and Child Protection Chairpersons. Their work is recorded appropriately and actions are evaluated for impact, reviewed routinely and cases are escalated when necessary (recommendation 1 and repeated)*
- *Take immediate action to ensure that children on child protection plans, children in need and children in private fostering arrangements are visited within prescribed timescales and seen alone (recommendation 2)*
- *Urgently improve work with partners to ensure good quality, effective information sharing between all agencies involved in MARAC (recommendation 6)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
Page 104 4.1	Child Protection Chairs have effective oversight of cases, challenge and escalate where necessary. They monitor agreed actions to ensure implementation. (Monitoring Visit April)	Child protection chairs will become fully conversant with the details of the case and its plan, always record concerns and the actions that are required. Actions are monitored according to required timescales. Child protection chairs will be expected to use	Child Protection Chairs	31 st December 2019	Children will benefit from the regular oversight and knowledge of Child Protection Chairs which will reduce the likelihood of them remaining in circumstances	Children will be subject to child protection plans for as short a period as possible. Plans will demonstrably be fully implemented.		

		<p>the 'dispute resolution' process whenever they find poor practice or failure to implement the plan in full.</p> <p>Chairs and senior managers to actively review children who are subject to CP plans and ensure that the plan is effective and relevant to the circumstances of the child.</p> <p>Periodic dip samples are scheduled in the quality assurance timetable to ensure compliance with the actions set out above.</p> <p>Monthly reports to be reviewed by the Head of Service for QA & safeguarding.</p>			<p>where they were likely to suffer significant harm.</p> <p>Where practice is of not good enough standard for children, improvements will be made using the dispute resolution process.</p>	<p>There will be a reduction in the numbers of children with second or further plans.</p>		
2.4.2	Plans will set out the visiting frequency and provide sufficient focus to enable the progress of	Specific requirements for visiting frequency and the need to incorporate the voice of	Child Protection Chairs and Operational Managers	31 st December 2019	Children will benefit from prescribed visits that will	Visiting frequencies will be within		

	children to be measured and drift and delay to be avoided. (Para 21 & October Monitoring Visit)	<p>the child in each assessment and plan will be made explicit.</p> <p>Recommendations of plans will be timed and measurable with accountability defined.</p>			<p>deliver their plan and ensure that their voices are heard and acted upon.</p>	<p>prescribed timescales.</p> <p>Records will demonstrably reflect the child's contributions and there will be clear evidence that their plans are implemented.</p>		
2.4.3 Page 106	Independent Reviewing Officers (IROs) contribute to improved practice through their challenges and escalations particularly to reduce drift and delay and achieve permanence in a timely way. (Para 54 & October Monitoring Visit)	<p>IRO to be required to use the formal 'dispute resolution' process to challenge poor decision making or drift and delay in developing or implementing children's care plans.</p> <p>IRO's to consistently track actions and oversee progress between reviews to ensure care planning is timely, focussed and</p>	IRO's	Immediate	<p>Children will benefit from focused social work intervention and robust care planning decisions to support their long-term needs.</p> <p>Children will experience better quality services as a result of IROs</p>	<p>There will be an increase in alerts and more timely responses to these alerts</p>		

		<p>achieves permanence for children.</p> <p>IRO's to alert the Deputy DCS about any placements in 'inadequate' provision or where the provider is failing to meet the agreed needs of the child.</p>			<p>challenging poor practice and supporting good standards.</p> <p>Decisions for children in relation to permanency planning will be timely.</p>			
2.4.4	To re-establish the importance of MARAC arrangements in the management of children living in households in which domestic abuse is present. (October Monitoring Visit)	All staff attending MARAC meetings will be fully cogniscent of the contemporary and historical circumstances of the child so that the meeting can properly understand the risks to which he/she is exposed.	Operational Managers and Social Workers	Immediate	Children will benefit from a process which will properly explore the impact of domestic abuse on their family, and assess whether and how it is effecting their daily lives and prospects for their futures.	Children will be better protected from the impact of domestic abuse and victims will be helped and supported to make the necessary changes in their lives.		

Objective 2.5

- *Fostering arrangements are visited within prescribed timescales and seen alone (recommendation 2)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/D OT
2.5.1	<p>Law and policy governing private fostering arrangements are understood and effective.</p> <p>Oversight is maintained to ensure that children receive timely visits and the assessments are concluded which evidence the impact upon the child in living in a private fostering arrangement. (Para 31)</p>	<p>Provide training for all front line staff on the legal framework about what constitutes a private fostered child.</p> <p>Review all privately fostered children who are known to children's social care and take immediate action to safeguard them.</p> <p>Review and revise the process of decision making in relation to privately fostered children and ensure that it is robust.</p>	HoS	31 st December 2019	<p>Children who are privately fostered are safeguarded.</p> <p>A robust oversight of the private fostering process will ensure that it is fit for purpose and meets the needs of this cohort of children.</p>	<p>Privately fostered children will be identified and appropriately safeguarded.</p> <p>Children will benefit from compliance with law and regulations.</p>		

Objective 2.6:

- *Ensure that all looked after children need the care of the Local Authority and if so they are helped to achieve permanence, as appropriate to their needs, through long term foster care, special guardianship or reunification within their timescales, to ensure that children have certainty about their future placement stability. (recommendation 13 & October 2019 monitoring visit)*
- *Ensure that family members who may be potential carers for children who cannot remain with their birth parents are identified as soon as possible to prevent delays in achieving permanence. (recommendation 12)*
- *Ensure that children looked after with a plan for adoption, understand their life story and the reasons why they cannot live with their birth families prior to preparation for a move onto adopters. (recommendation 14)*
- *Take action to ensure that foster care reviews, health assessments and mandatory training are completed in order that carers are equipped to meet children's needs. (recommendation 3)*

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Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/ Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
2.6.1	For children who need to be in care, decisions should be timely and only exercised once all other options, such as placement with wider family members have been exhausted.	Improve social workers' and managers' awareness of the need to identify children at the edge of care at the earliest opportunity following referral or through the children in	Deputy DCS & HoS	Immediate	Children will feel safe, and their voice will be heard in decision making forums. Children will experience	Children will only be admitted to care when all other options have been considered. Placements will be available to		

	<p>Whenever possible emergency placements are avoided (Para 35 & 36)</p>	<p>need and child protection processes.</p> <p>Ensure that edge of care workers are clear when children are insufficiently safe to remain at home.</p> <p>Ensure that children's plans are updated and initial health assessments are completed on time and management oversight prevents drift and delay.</p> <p>Edge of care services to be integrated and made available in planned and timely ways to all children vulnerable to breakdown in their living arrangements.</p>			<p>concerted efforts to enable them to continue living with their families wherever possible.</p> <p>Children will be helped to understand that admission to care will only occur when necessary and whenever possible it will be carried out in a planned way.</p> <p>Children will benefit from increased placement stability as a consequence of good matching.</p>	<p>children at the point of admission and unnecessary moves or prolonged stays in police stations will be avoided. This is evidenced in LAC reviews and as part of the IRO oversight.</p> <p>Quarterly reporting from the edge of care panel on activity will evidence best value for money.</p>		
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2.6.2	The sufficiency strategy means there are choices of placement to meet the needs of children who need care, including those with challenging behaviours, those requiring emergency admission and those requiring placements outside of Torbay. (Para 52, 57)	<p>Create a revised sufficiency strategy that ensures that all children who need care are placed at the earliest opportunity in resources that meet their needs and avoid unnecessary further moves.</p> <p>The sufficiency statement will be based upon a detailed analysis of need of all children likely to be in the looked after system and will accommodate emerging trends of demand.</p>	Senior Leaders (in conjunction with the sufficiency task group)	31 st March 2020	Children will benefit from choice of placement which will meet their needs and will avoid unnecessary changes of placement. The likelihood of placement disruption will be reduced. Where it is in the children's best interests, placements will be geographically located so as to support contact with their families and friends.	<p>There will be a choice of accommodation which is accessible at the point of need for children who have to live away from their parents.</p> <p>At the point of entry into care, unnecessary moves will be avoided.</p>		
2.6.3	Children returning home from care receive sufficient support to enable them to live successfully in their	Audit all cases where children have returned home from care successfully and those who have re-entered	Senior Leaders (in conjunction with the sufficiency task group)	31 st March 2020	Children will not return home unless it is demonstrably in their best	All children who return home will have a reunification plan that		

	<p>communities with few returning to the care of the local authority. (Para 38, 39)</p>	<p>care in the last 18 months. The emerging knowledge, themes and trends to be used to inform sufficiency strategy, social work development and the assessments and planning processes.</p> <p>Independent Reviewing Officers (IROs) to ensure that the statutory requirement to review all children’s care plans prior to reunification is implemented in every case.</p> <p>Reinforce to all front line practitioners and team managers the requirement that any children returning home from care must have an up to date assessment and support plan.</p>			<p>interests and they will be protected and safeguarded.</p> <p>Children will be supported to remain at home avoiding further episodes of care.</p> <p>IRO to have a better oversight of those children who are returning home and raise challenge to CSC if the support plan is not appropriate or implemented.</p>	<p>supports them to live within their families.</p> <p>The percentage of children re-entering care will reduce.</p>		
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2.6.4	Matching for those children already living in long-term fostering placements will be timely so that they benefit from the stability and emotional security that this will offer them. (Para 59)	Take action to ensure that where long term fostering is the child's final plan, arrangements to secure the plan will be prioritised.	HoS Specialist Services.	Immediate	Children and young people will benefit from early decisions to secure matched long term plans.	More children will benefit from matched long-term placements with foster carers. Increased security and stability will reduce placement disruption.		
2.6.5	Foster carers in Torbay to benefit from annual reviews, health assessments and any training and development requirements.	NMS will be complied with in full.	HoS Specialist Services.	Immediate	Children and young people will be assured that foster carers' capabilities and capacities are understood and, where necessary, shortcomings are addressed.	Improved range of foster care provision as a result of carers' capabilities being fully understood.		
2.6.6	Children who are permanently placed away from their birth family are helped to understand what has happened to	Permanence planning will always include timed requirements for life story and direct work.	Team Managers and Social Workers – HoS and Service	Immediate	Children will have a comprehensive understanding (commensurate	Better bonding with their permanent carers.		

<p>them by effective life story and direct work being undertaken by workers.</p> <p>Life story work for children needs to start at the earliest opportunity so that children understand why they cannot live with their birth family.</p>			<p>Managers when necessary</p>		<p>with age) about the reasons for them living away from their birth families and why they need to live in permanent arrangements.</p>	<p>Fewer placement disruptions.</p> <p>Children with better attachment capabilities and greater confidence.</p>		
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Objective 2.7:

- *Ensure that all 16 and 17 year olds who present as homeless are assessed by social workers and that they are aware of the option to become looked after. (recommendation 10 and repeated)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
2.7.1	All young people who become homeless are assessed and are made fully aware of their right to be cared for by the Local Authority. (Para 28)	All 16/17 year olds who are homeless will be fully assessed and advised about their rights (including those relating to admissions to care) and their progress will be monitored and evaluated.	HoS, Team Managers and Social Workers	Immediate	All homeless 16/17 year olds will be aware of their statutory right to be accommodated. Homeless young people will have a personalised plan which will be monitored to ensure that they are properly safeguarded.	Young people will be aware of their rights and will continue to be offered safeguarding services should they become homeless, or care if they wish to take up this option.		

Objective 2.8:

- *Ensure that children benefit from effective and timely processes under the Public Law Outline (PLO) that address all risks for children, and are thorough and well managed. (internal objective & October 2019 Monitoring Visit)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
2.8.1	<p>Public Law Outline (PLO) and pre-proceedings work is effective and timely.</p> <p>Thresholds are understood, case decisions are tracked and reviewed and unnecessary delays are avoided. Good practice and effective management oversight means that proceedings are issued when necessary and without delay. (Para 19 & October Monitoring Visit)</p>	<p>Review all children who are presently being monitored within pre-proceedings and make the most appropriate and relevant decisions in respect of their care plans.</p> <p>Review the tracking and monitoring of all children's cases that meet the threshold for PLO process (including the pre-proceedings process) and produce on a monthly basis team level data.</p>	Deputy DCS & HoS	Immediate	Children who are subject to PLO pre proceedings are some of our most vulnerable children. The intervention to these children needs to be focussed and targeted to ensure that the plans safeguard them and consider their permanent	<p>All children in the pre-proceedings process will demonstrably meet the threshold and will be subject to a clear plan.</p> <p>The rate of progression through PLO and the pre-proceedings process is commensurate with the</p>		

		<p>Review and ensure robust implementation of the legal framework that underpins the PLO process.</p> <p>Ensure the swift initiation of the legal process, for children that need it and which are supported by good assessments and effective managerial oversight and support.</p> <p>Integrate and align the pre-proceedings process into the formal children social care delivery model. Ensure front line managers in children social care are accountable for the pre-proceedings process and review as part of the statutory care planning process.</p>			<p>long term options.</p> <p>Children will not spend prolonged period of times in the pre-proceedings process and there will be robust responses to their needs.</p> <p>Applications to courts or step down to child protection will occur within the agreed timescales set out in the protocol.</p>	<p>statutory requirements.</p> <p>Compliance with the 12 week maximum timescale is achieved (16 weeks if there are complexities)</p> <p>An increased proportion of children step down successfully to CP reflecting effective pre-proceedings intervention.</p>		
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Theme 3 – A Sufficient and Skilled Workforce

Objective 3.1:

- *Ensure that strategic arrangements regarding workforce development maximise staff recruitment and retention. (recommendation 16)*
- *Senior managers and leaders must take action to create an environment in which their staff have the capacity and support to carry out effective social work with children in need of help and protection. (recommendation 4 & October 2019 Monitoring Visit)*

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/Date	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
Page 118 3.1.1	An effective workforce strategy ensures a qualified and skilled permanent workforce that reduces reliance on agency staff (Para 94, October Monitoring Visit)	<p>Recruitment strategy and practices to be strengthened to secure a well-qualified, permanent workforce.</p> <p>Reliance on agency staff to be reduced.</p> <p>All staff to be supported to remain in Torbay whilst a wider recruitment drive takes place using where possible dedicated</p>	Senior Leaders (in conjunction with Strategic Workforce Development Manager)	Immediate	<p>Children will have fewer changes of social worker.</p> <p>Children will experience social workers who are knowledgeable and skilled.</p> <p>Children will be able to build</p>	<p>Improvements to the quality of service provided to children.</p> <p>Stable long-term relationships with social workers.</p>		

		recruitment fayres to full effect.			meaningful and consistent relationships with social workers and not have to re-tell' their story.			
3.1.2	<p>The training and development strategy reflects the needs of the service and workforce and is based on an analysis of developmental needs.</p> <p>The training and development strategy should be flexible to accommodate learning from trends and new national and local initiatives, for example, the requirement to address the needs of children vulnerable to all forms of exploitation.</p>	<p>A workforce training and development plan to be developed reflecting an analysis of developmental need across the service that consists of core training and opportunities for bespoke events for managers and staff.</p> <p>Workforce policies to be updated and developed and set out the expectation of staff attendance at training events. Social Workers personnel records will reflect training and</p>	Deputy DCS in conjunction with Strategic Workforce Development Manager	Immediate	<p>Children will experience improved services delivered by a stable, skilled and motivated workforce.</p> <p>The impact of training is understood.</p>	<p>Children will benefit from work that is better planned and delivered.</p> <p>Their social workers will develop a greater range of skills and techniques that can be used according to need.</p>		

	<p>(Para 95, 90 & October Monitoring Visit)</p>	<p>development opportunities that have been taken up.</p> <p>Learning objectives from training will be set out in event prospectuses and made clear to supervisors and line managers who will give their staff opportunities to practice and develop their new skills.</p> <p>A review of the overreliance of e-learning for delivering essential training to be undertaken.</p> <p>Learning from national research and local intelligence informs social workers knowledge and practices to protect children who are vulnerable to child sexual exploitation (CSE), youth violence, gangs and radicalisation.</p>						
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Theme 4 – Quality Assurance and Audit

Objective 4.1:

- Ensure that performance and quality assurance information is collated for all service areas and, where weaknesses are identified, they are addressed urgently by managers at all levels. Identified learning should be evaluated and disseminated to staff. (recommendation 5 and repeated)
- Improve the effectiveness of learning from complaints and ensure that this scrutiny contributes to improved social work practice and better outcomes for children (recommendation 15)

Ref No.	Desired Outcome for Children	Actions	Lead	Timescale/D ate	What difference will it make to children (impact)	How will we measure the difference to children?	Evidence of Progress	RAG/DOT
4.1.1 Page 121	The outcome focused quality assurance framework will provide a programme of robust, child centred case file audits that will evaluate impact of work to support performance management. Follow up systems will be in place to ensure that actions required following audit are completed. (Monitoring Visit January, April and October. Para 92, 93, 91)	An annual programme of outcome focused audit activity, including deep dive and thematic audits and dip sampling to be introduced to measure the effectiveness and impact of the improvement journey and the benefits to, and outcomes for children of the improvement actions. Train and develop a pool of auditors and	HoS for QA and Safeguarding	An agreed audit programme to be in place by 1st November 2019	Children will benefit from having a systematic effectiveness, impact and compliance check on services that are provided to them. Children will benefit from the knowledge that audit and dip sample	Improved compliance with requirements, a greater focus on outcomes and improved quality assessment, planning and intervention which reflects the needs and views of children.		

		<p>moderators to include senior managers.</p> <p>Formalise the tracking of audit outcomes and recommendations to ensure that individual cases are improved and learning from audits is captured and supports policy and practice development.</p>			<p>recommendations will be followed up to ensure that the required action has been taken.</p>	<p>Improved performance data across the range of measures.</p>		
4.1.2	<p>Ensure a consistent approach to the use of performance data which captures qualitative and quantitative material so that it supports evaluation of outcomes for children. (Para 91, 92)</p>	<p>A review of the performance management and data reporting will be undertaken to ensure that the relevant reports relate directly to the child's journey through the system. This will support more effective monitoring and identification of performance pressure points and emerging trends.</p>	Deputy DCS	31 st December 2019	<p>Children will benefit from the ability of managers and staff to be able to monitor their work. This will enable individual, team and service performance to be identified and action taken to respond to pressures and concerns.</p>	<p>Child level data enables a focus on case related performance that will improve.</p> <p>Team and service performance will also improve in response to scrutiny and support with performance pressures and</p>		

		The data will be at child level.				emerging demands.		
4.1.3	There is an established and understood process to ensure that all complaints are dealt with satisfactorily and in timely ways and responses are overseen by managers. (Para 97)	Weekly updates to be provided at the HoS meeting, Any timescales that are not adhered to will be escalated to the HoS/Deputy Director. There is an annual complaints report to identify lessons learned and which states how these will inform practice and improve outcomes for children.	Complaints Manager & HoS	31 st December 2019	Learning from complaints supports us in understanding how well we are delivering services to children and families. Children need to know that the learning is aggregated to support improved service delivery.	All complaints will be dealt with within timescale. We will aggregate the learning which will be cascaded to front line practitioners and team leaders to improve how we deliver services to children and families in our community.		